

THIRD SECTOR REPORT

Leading Nonprofits: What Should Concern Boards The Most?

By **JEFFREY WILCOX**
EXCLUSIVE TO THE BUSINESS JOURNAL

Ask several leaders of nonprofit organizations or associations what should be the buzz in their board meetings right now, and one can't help but wonder if there would be any common threads.

Searching for actual commonalities amongst nonprofit organizations as relevant baseline comparisons is more difficult than many business leaders might think. A common relationship with the Internal Revenue Service may define a sector of the economy, but it hardly constitutes an industry.

Nevertheless, for those boards whose primary objective is creating a measured social benefit for others, it would appear as though a common thread about boardroom buzz is emerging. That's according to findings released by Nonprofit Quarterly, a leading publication of the sector, that asked its readers in February to identify the top three areas that will or should concern nonprofit boards during the year ahead.

(Please Continue To Page 31)

MORE PERSPECTIVES:

29 – Inside City Hall

Rainy Day Funds And Stabilization Start With Transparency Not A Poll

29 – Technology And Innovation
What Is Engineering, Anyway?

29 – HealthWise

Don't Let Sleep Be A Dream

30 – Trade And Transportation

Training Workers Of Tomorrow

30 – Small Business Dollars & Sense

Preparing Kids For Financial Success

30 – Effective Leadership

Ways To Transform Interruptions

31 – Realty Views

Owning Still Cheaper Than Renting

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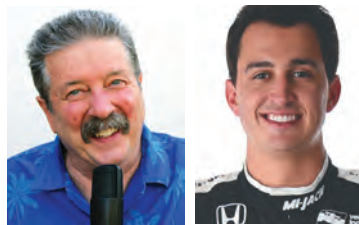


Grand Prix Association of Long Beach President and CEO Jim Michaelian shows off the official artwork for this year's Toyota Grand Prix of Long Beach, held April 15-17. The colorful poster is the work of French artist Erwin Dazelle. (Photograph by the Business Journal's Larry Duncan)

42ND ANNUAL TOYOTA GRAND PRIX OF LONG BEACH Race To Play Up Fan Favorites, Say Goodbye To Pro/Celebrity Race

By **SAMANTHA MEHLINGER**
Senior Writer

The 42nd Annual Toyota Grand Prix of Long Beach marks the continuation of the longest consecutive title sponsorship in motorsports, as Toyota begins its new multi-year contract to stay on as title sponsor of the weekend-long event, taking place April 15 through 17. While the auto company is recommitting to this role, this year will be the last for the event's Toyota Pro/Celebrity Race, which is celebrating its 40th anniversary.



Inside: Stories Include Interviews With Long-time Race Announcer Bruce Flanders and Driver Graham Rahal

Jim Michaelian, president and CEO of the Grand Prix Association of Long Beach, which plans and manages the event, told the Business Journal that the decision to make this the final year for the

(Please Continue To Page 4)

Businesses And Public Entities To Become More Sustainable As State Mandates Organics Recycling

By **SEAN BELK**
Staff Writer

In order to meet the state's new mandate for diverting waste from landfills, the City of Long Beach and other local jurisdictions in California are now tasked with making sure businesses and public entities recycle organic waste, such as com-

postable food items and tree trimmings.

Under Assembly Bill (AB) 1826, California businesses, educational institutions and multifamily residential complexes with five or more units that generate at

least eight cubic yards of organic waste per week are required, as of April 1, to have such materials picked up and recycled separately from regular trash and recyclables.

Organic waste includes com-

(Please Continue To Page 16)



Leigh Behrens, left, recycling specialist for the Long Beach Environmental Services Bureau (ESB), and Diko Melkonian, general superintendent for ESB, visit with Dana Robertson, owner of Restauration, a restaurant on 4th Street's Retro Row that has been partnering with the city to recycle organic waste into compost for local urban farms. (Photograph by the Business Journal's Larry Duncan)

Minimum Wage Decision: Follow The State Or Keep Long Beach Ordinance?

By **SEAN BELK**
Staff Writer

Now that the state legislature has increased the minimum wage in California to \$15 an hour incrementally by 2022, the Long Beach City Council must decide whether to raise wages at a faster pace than the state under a city policy proposed earlier this year or to hold off entirely.

On January 19, the city council agreed in a 6-2 vote to draft an ordinance that would increase the minimum wage to \$13 an hour by 2019. Under the proposal, if a study shows no negative economic impacts after the first three years of implementation, the minimum wage would eventually rise to \$15 an hour by 2021.

Now that state lawmakers have raised California's minimum wage, however, the city council may decide to change its original plan that still has yet to be enacted, Long Beach City Attorney Charles Parkin told the Business Journal in a phone interview.

"It's a policy decision for the city council," he said. "This minimum wage at the state level has certain advantages, and getting there faster has certain advantages for other groups."

Long Beach's plan was considered somewhat of a compromise between the needs of the local business community and the national union-backed "Fight For \$15" campaign after Mayor Robert Garcia authorized a six-month process that involved sur-

(Please Continue To Page 22)

Beacon Economics Teams Up With CSULB For April 29 Economic Forum

By **SAMANTHA MEHLINGER**
Senior Writer

This year's Regional Economic Forum, presented on April 29 by California State University, Long Beach's Department of Economics, promises to put the state of the city's economy in larger context with re-

spect to trends in California and the nation.

Providing this big picture expertise is Christopher Thornberg, founder of Beacon Economics, an independent research and consulting firm that also just so happens to be working in tandem with the City of Long Beach on its economic development efforts.

Beacon Economics has had a behind-the-scenes relationship with CSULB's Department of Economics for several years, assisting with

(Please Continue To Page 25)

Union Members Set To Vote On Decertification

Nearly 800 IAM
City Employees To
Vote On Leaving Union

By **GEORGE ECONOMIDES**
Publisher

It's been about six months since the first of three groups of city employees associated with the International Association of Machinists & Aerospace Workers (IAM) filed paperwork for a vote to leave their union. Following a lengthy procedure that involved state and city offi-

(Please Continue To Page 21)

This Edition's Advertisers

Aquarium of the Pacific	15 & 24
Big E Pizza	22
Boulevard Cadillac	13
Brix at the Shore	22
Buono's Pizzeria	23
Bustamante, George/Warshauer, Steve/ Jacques, Cameron – CBC BLAIR WESTMAC	28
California Resources Corporation	5
Catalina Express	25
Chronic Tacos	2
City of Long Beach, Department of Financial Management, Purchasing Division	18
City of Long Beach, Environmental Services Bureau	16 & 17
Coast Auto Care & Tires	13
Evans & Silver	27
Eye Physicians of Long Beach	26
Grounds Bakery & Café	23
HCVT	9
Holiday Inn Long Beach Airport	9
INCO Commercial	26
International City Bank	21
Irvine-Parker, Barbara – Keller Williams Pacific Estates	28
John S. Meek Company	2
Kafe Neo	23
Knightling	27
LB Walker Automotive	13
Long Beach Airport	9
Long Beach Commercial Real Estate Council	24
Long Beach Symphony	20
Long Beach Transit	3
Long Beach Water Department	15
Los Angeles Area Chamber of Commerce	25
Manitou	11
Michael Levy Gallery	27
Naples Rib Company	23
Pacific Gateway	19
Port of Long Beach	Back Cover
The Carson Center	6
Volterra Dental	27

Inside This Issue

4 Toyota Grand Prix Of Long Beach

- Michaelian Talks Grand Prix And More, from Page 1
- Second Generation Superstar Graham Rahal
- Schedule Of Events, Circuit Map
- Long-Time Sponsors Lend Manpower, Services And Support
- The Voice Of The Toyota Grand Prix, Bruce Flanders
- Race Car Driver Photos

14 Going Green

- Earth Day 2016: Long Beach Contributions To A Global Movement
- North Long Beach Company Now 100 Percent Solar-Powered
- State Mandate For Organics Recycling Not Far Off, from Page 1

18 Technology

- Pursuing Digital Transformation To Create Frictionless Experience
- Free Event To Educate Business Owners About Cybersecurity

20 Newswatch

- Southwest Airlines To Launch Flights From Long Beach On June 5
- Aerial Tram Discusses With Queen Mary Task Force
- Tax Revenue Sharing May Spur Hotel Development
- Minimum Wage Decision, from Page 1
- Stalled Riverwalk Development Heading To Appeals Court
- Beacon Economics Teams Up With CSULB, from Page 1
- BNSF Officials Say Rail Yard Project May Not Move Forward
- Long Beach Transit Receives First Battery Electric Bus
- In The News: New Hyatt GM, Tierra Mia Coffee, Carrington

29 Perspectives

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Grand Prix Association of Long Beach President & CEO Jim Michaelian leads his team in a thumbs up to the 42nd running of the Toyota Grand Prix of Long Beach. Pictured from left are: Mike Clark, Monica Avila, Grady Bannon, Steven Halley, Sandy Hendrix, Michael McElroy, Richard Martinez, Gordon Morris, Allison Wilson, Inna Romanova, Martin Bannon, Tammy Johnson, Jennie Ketchum, Jared Thieme, Cindy Forster, Gemma Bannon, Aileen McBride and Chris Esslinger (Photograph by the Business Journal's Larry Duncan)

Michaelian Talks Grand Prix And More

(Continued From Page 1)

popular Pro/Celebrity Race is linked to Toyota's relocation of its North American headquarters from Torrance to Texas.

"The corporation is moving to Plano, Texas, and with that goes a lot of the servicing and support that's inherent in putting on a celebrity race like this," Michaelian explained. "The decision was made [to] take this 40th event and make a big deal out of it and celebrate it for what it is, which is an extraordinary achievement. And then we'll look at what the other options are going forward."

Since the first Pro/Celebrity Race in 1976, the competition grew to attract Hollywood actors, musicians, sports celebrities and media personalities. Past participants include the likes of pros Parnelli Jones, Al Unser, Jr. and Bobby Rahal – whose son Graham is participating in the main event, the Verizon IndyCar Series, this year – and celebrities like Gene Hackman, Keanu Reeves and Cameron Diaz.

For Michaelian, one of the stand-out moments of the star-studded race was in 2002, "the first and only time we had two female winners of both the celebrity and the pro category," he said, referring to Olympic swimmer Dara Torres and IndyCar driver Danica Patrick. "Having two women on the podium at victory circle accepting their laurels in 2002 was one of those real significant high points," Michaelian reflected.

The Toyota Pro/Celebrity Race promises to go loudly, not quietly, into that good night – and with a twist. "There will

be 19 past winners who will be competing together to win the final Pro/Celebrity Race, which has a certain amount of intrigue to it," Michaelian said. Participants include: Adam Carolla, Bob Carter, Brett Davern, William Fichtner, Sean Patrick Flanery, Doug Fregin, Brian Austin Green, Ken Gushi, Eddie Lawson, Chris McDonald, Rod Millen, Frankie Muniz, Max Papis, Dave Pasant, Alfonso Ribeiro, Ricky Schroder, Mike Skinner, Dara Torres, Al Unser Jr., Jimmy Vasser and Rutledge Wood.

To celebrate the 40th anniversary of the Pro/Celebrity Race, the Grand Prix Association is bringing back rock band Cheap Trick, one of its most popular previous music acts. The band, which was inducted into the Rock & Roll Hall of Fame on April 8, is capping off Saturday's activities with an evening concert.

"It's not an easy thing to replace, but that's what we'll do going forward," Michaelian said of the Pro/Celebrity Race. When asked what he's working on to take its place, he put a finger over his lips. "Shh," he said, "I'm working on it."

Michaelian and his team have a proven track record in finding new events to wow Grand Prix crowds. Robby Gordon's SPEED Energy Stadium SUPER Trucks series, which debuted three years ago, has turned out to be such a crowd favorite that its presence in the Grand Prix has been expanded from just one day to events throughout the weekend. The appeal: lifted, high-horsepower, off-road trucks racing the Grand Prix track, flying off ramps and soaring through the air.

"They're big trucks. They make a lot of noise. When they land they make a huge

sound," Michaelian said of the series' appeal. "There is no doubt that the sound and the visuals of that series of those trucks flying through the air is very interesting."

The Food Truck Experience at the Grand Prix is also being expanded this year, with more gourmet food trucks and additional seating. "We're going to combine some music with that, so it's almost going to be like a destination in and of itself," Michaelian said.

A brand new attraction is set to provide a sky-high view of the racing activities. "Toyota is bringing in a Ferris wheel to the Shoreline Village parking lot, and people can ride the Ferris wheel free and watch the cars come down Shoreline Drive as they go by," Michaelian said. "It'll be there all weekend long."

Overall, the programming for the weekend resembles those of the past several years, with drifting competitions, sports car racing, the Lifestyle Expo and, of course, the main event, Race No. 3 of the 2016 Verizon IndyCar Series. The title race features a field of 22 drivers, which Michaelian said is "a full enough field to invite plenty of entertainment."

"The highlight of the year, without a doubt, is the fact that this will be the 100th anniversary of the Indy 500," Michaelian said, referring to the historic Indianapolis racing event that's also part of the Verizon IndyCar Series. Because the Toyota Grand Prix is a precursor to that race, Michaelian said there is an added level of interest in the Long Beach event this year.

Ticket sales are tracking a few percent-



ages more than last year, Michaelian said, adding that hotel bookings are about on par with 2015.

There has been a slight change to the event layout this year to create access to the Aquarium of the Pacific, allowing it to be open for the first time ever during Grand Prix weekend.

"We always try to make everybody happy here," Michaelian said. "Even though we've run this race for 41 years, [now in the] 42nd year, still cities evolve, things change, and as a consequence of that we have to be aware of the evolution of the city and do what we can to mitigate wherever possible the issues that arise within the context of still being able to conduct a first-class, world-renowned event here in the City of Long Beach."

The "metamorphosis" of the City of Long Beach, particularly in the downtown area with many new residential and retail developments completed and underway, is one of the benefits of having the event in the city, Michaelian said. The growing and changing dynamic of the city is reflected in national and international media coverage of the event, he said. "We're very delighted to be able to share in that growth trajectory and hope to do that for years to come." ■



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Second Generation Superstar Graham Rahal: ‘I Think The Racing Has Been Phenomenal In Recent Years . . .’

■ By **MICHAEL GOUGIS**, Contributing Writer

When Graham Rahal stepped into a career as a professional race car driver, he had big shoes to fill. Father Bobby Rahal is one of the legends of U.S. racing, a three-time winner of the IndyCar championship and the winner of the 1986 Indianapolis 500.

The younger Rahal has made his mark on American racing, etching his name into the history books as the winner of the most prominent sports car race in North America, the youngest winner of an IndyCar race, and a competitor always found toward the front of the field.

Today, Rahal, 27, is coming off his best season to date – 2015 saw him win at Mid-Ohio and at Auto Club Speedway in Fontana and notch seven podiums overall. He drives a Honda-powered Dallara for Rahal Letterman Lanigan Racing, a job he loves because he gets to do something that very, very few people ever get to do – climb into the cockpit of a thoroughbred open-wheeled race car and thrash it at the very limit and beyond.

“For me, the IndyCar is the fastest, it has the most performance, and they’re the most fun for me,” Rahal told the Business Journal. “The driving part is a ton of fun. Trust me.”

Rahal says the history, the atmosphere and the challenge of the Toyota Grand Prix of Long Beach make attending the event a special stop on the annual IndyCar calendar for everyone, including the drivers.

“History. Long Beach has been going on for a long time. It’s a huge party. It’s a great event. People love it,” Rahal says. “A lot of fun to go there, a lot of fun to be a part of it, and I think the heritage and tradition of the place is what everyone loves. When you get 180,000 people to come out like last year – it doesn’t get much better than that. That is a lot fun. That is what all the drivers love about it.”

The tight confines of the street circuit – and the ever-present concrete walls – reward a driver who has the discipline to put the car right at the edge of its performance envelope and keep it there without stepping over the line, Rahal says.

“Pushing the car to the limit and making no mistakes. That’s what it takes to go fast at Long Beach,” Rahal says. “It’s very easy to brush a wall or to go down a runoff. That’s why it’s hard. Very easy to go too far. That’s why it’s so important to avoid mistakes. Over the years, we’ve seen a lot of passing there. Quite frankly, I think the racing has been phenomenal in recent years.”

Rahal is looking forward to the 2016 upgrades to his Honda-powered racer. Last year’s car was quick but unforgiving, he says.

“The aerodynamics of the Honda have changed quite a bit. The engines are all updated, so that’s a change as well. But the aero is the biggest thing. I think the people who saw the race car last year, the Honda, to this year – it’s going to look pretty different. Hopefully we’ll close the gap to our competition a little bit and find a bit of an advantage and make this season even more exciting,” he says.



“We’re trying to make the car a little bit easier to drive, more forgiving, so when we drive the car really hard into a corner, it’s not trying to bite us as much,” Rahal says. “Aerodynamically last year the car was very difficult. You were always on the edge to make it go fast. You want to give yourself a little margin for error. That’s what we’re trying to do for this year. What you try to do when it gets to the limit is that, when the rear does slide, it’s not completely gone. It’s something forgiving, something that you can catch.”

Racing drivers are looking for the best of both worlds. They want a car that is a missile yet is predictable and confidence-inspiring. Over his career, Rahal has had the opportunity to drive a wide variety of cars. The Lola Champ Car from the early 2000s stands out as his favorite, Rahal says, for exactly that reason.

“That Champ Car was a beast. I really, really liked that,” Rahal says. “(It) was an extremely well-balanced and a great-looking car. That car was spectacular and a lot of fun to drive.”

That raw performance is what makes an IndyCar stand out from anything else he’s driven, even the top-of-the-line sports cars that he has raced, Rahal says.

“Sports car racing is always pretty enjoyable. But those cars are very different to what an IndyCar is. There’s a lot of technology in that series, in a lot of the GT cars, they’re very technologically advanced,” Rahal says. “But an IndyCar is very, very fast.”

Not surprisingly for a racer, the quickest tracks are among his favorites. Indianapolis ranks high on his list because of its history, but driving an IndyCar at Road America in Wisconsin is at the top of Rahal’s list of peak experiences, he says.

“Road America is a really, really fun place to go. It’s fast, and the long, long straights get you up to a good top speed. It’s awesome. That place is definitely, definitely one of the best,” Rahal says.

There are things about the career that aren’t as much fun as driving. The travel grinds away at you, and the incessant demands on the driver’s time for publicity appearances and other obligations make for long days and weeks on the road.

But the time in the cockpit is rewarding enough that Rahal wants to make this his career for a long time to come.

“This,” Rahal says, when asked what he wants to do in the future. “For many years to come. Hopefully we can win some races, win some championships, an Indy 500 or two would be awesome. This is what I love. I love IndyCar racing.” ■



Photographs provided by the Grand Prix Association of Long Beach

A close-up portrait of actor Matt LeBlond. He has dark hair and is looking directly at the camera with a serious expression. He is wearing a dark jacket over a dark shirt. The background is dark and out of focus.

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Long-Time Sponsors Lend Manpower, Services And Machinery To Support The Toyota Grand Prix Of Long Beach

■ By SAMANTHA MEHLINGER
Senior Writer

Now in its 42nd year, the Toyota Grand Prix of Long Beach has, in its storied history, maintained long-time sponsorships with national and international brands that remain invested in the event not only for the publicity it affords their companies, but also because it is a historic event enjoyed by all parties involved, from the fans to the drivers themselves.

This year's event marks Firestone's 20th year as a sponsor and the official tire of the Grand Prix. "The Toyota Grand Prix of Long Beach is truly one of the marquis events for the Verizon IndyCar Series," Lisa Boggs, director of Bridgestone America Motorsports, a program of parent company Bridgestone Americas, Inc., told the Business Journal.

The impression the event makes on attendees and participants alike, as well as its staying power, are the drivers behind Firestone's commitment to the race. "It has proven to be one of the top events in the area," Boggs said. "And it has done something which is very difficult, and that is withstood the test of time and continued to grow and become better and better."

Boggs continued, "It's one of the longest-running races in the U.S. and they do an unbelievable job, and the community supports it in a way that for us, we find it a great fit for the Firestone brand." Firestone's roots in racing go back to the first Indy 500 in 1911, when Ray Harroun won driving on Firestone tires. The company is now the official tire of the entire Verizon IndyCar Series.

Over the years, Firestone's involvement has grown with the race. In the mid-1990s, Firestone was providing about 875 tires for the entire Grand Prix field. Now, they're bringing about 1,300. "It's really almost the ultimate proof point for our tires from a technology standpoint, the durability and the performance," Boggs said of their use in the race.

"It is an unbelievable atmosphere. The community really embraces it. The drivers love it. Importantly, our key stakeholders and our VIP guests love it," Boggs reflected.

Gehl Company, a manufacturer of compact equipment for construction, agriculture and industrial use, has been a sponsor of the Toyota Grand Prix of Long Beach for 21 years. The company provides equipment to build the 1.97-mile long circuit, which features a safety system of 2,400 concrete blocks. Gehl machines are also used during the main race itself.

"During the race event, our equipment is available for them to remove disabled race cars that have crashed on the track. So it makes the race event go a lot smoother throughout the day," Lori Heidecker, marketing director for Manitou Americas, Inc., Gehl's parent company, said.

Gehl primarily provides telescopic forklifts with the ability to lift between 8,000 to 12,000 pounds.

"We feel it's a great way to build our brand awareness in the California area,"



Gehl's telescopic handlers enable the Grand Prix Association of Long Beach to construct the 1.97-mile track for race weekend, which requires 14 million pounds of concrete blocks, four miles of fencing and 17,000 tires bolted together. Gehl is the official construction equipment supplier for the event. (Photograph provided by Gehl)



The Hilton Long Beach has been the official hotel and a sponsor of the Toyota Grand Prix of Long Beach for 24 years. Pictured from left are: Richard Hoyt, the hotel's director of catering and convention services, who has 10 years of experience working on the Grand Prix; Sean Bradley, a banquet cook at the hotel who has worked every Grand Prix since the hotel became a sponsor; and Greg Keebler, who has experienced three years of the race as the hotel's general manager. (Photograph by the Business Journal's Larry Duncan)

Heidecker said of Gehl's sponsorship. "We bring in quite a few customers and executives to provide them entertainment there, as well as to see what our products can do on the track, which is cool," she added.

Soda giant Coca-Cola has also been a sponsor for more than two decades. "Coca-Cola has been a proud partner of the Long Beach Grand Prix for more than 20 years," Coca-Cola's director of public affairs and communications, Nancy Limon, said in an e-mail.

"As the official beverage sponsor, Coca-Cola helps hydrate the tens of thousands of car enthusiasts and racing fans that attend the race festivities each year," Limon wrote. "Coca-Cola's support of the Long Beach Grand Prix is one of the many ways the company seeks to

strengthen local communities in Southern California and around the globe."

The Toyota Grand Prix of Long Beach's official hotel has long been the Hilton Long Beach, now in its 24th year as a sponsor. As the official hotel, the Hilton serves as lodgings for the race's attendees, and also hosts the media credentials site and provides off-site catering for the several hospitality suites lining the track. At a recent meeting of all the hotel's employees, Manager Greg Keebler said at least three Hilton employees had raised their hands when he asked how many of them had been with the Hilton since its first year of sponsorship.

"I have only seen the race from our kitchens at the track. It's all hands on deck," Keebler said. "We bring in chefs


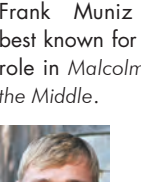
from our other hotels because we're cooking 24 hours a day for seven days prior to the event, so it's a big workout, but it's one that our team enjoys."

The Grand Prix is held every April, a perfect time of year to showcase Long Beach to the world, Keebler pointed out. "The weather is almost always beautiful and perfect. Temperatures are moderate so people are really seeing Long Beach with beautiful blue skies," he said. "And with all the venues that people have to choose from, it just highlights how we've grown in our downtown, particularly with visitor-serving options."

"The Grand Prix is central to Long Beach, as we are," Keebler said. "We support the whole tenet of converting our city into a playground for race fans." ■

Pro/Celebrity Race Drivers

Here are some of the participants running in the 40th and final Toyota Pro/Celebrity Race on Saturday, April 16.

		Adam Carolla, comedian, actor, radio personality, TV host and best-selling author.	Alfonso Ribeiro, is host of America's Funniest Home Videos. He [played] Carlton on Fresh Prince of Bel Air.
		Brian Austin Green is an actor, director and producer. Came to fame on Beverly Hills 90210.	Frank Muniz is best known for his role in Malcolm In the Middle.
		Dara Torres is a 12-time Olympic medalist swimmer and first woman to win the race.	Ricky Schroder is best known for roles in Silver Spoons and NYPD Blue.

The Voice Of The Long Beach Grand Prix: An Interview With Bruce Flanders

■ By **MICHAEL GOUGIS**
Contributing Writer

Bruce Flanders went into the family business – racing. His father raced, his brothers built motorcycle parts, his mother kept lap charts and times at the Catalina Grand Prix. As a kid and as a young adult, he was drafted into doing whatever needed to be done, doing the invisible, unsung work that makes racing happen.

One of the skills he picked up was the ability to tell the story of the race, and to tell the story of racing. And that led to a career as one of the world’s best-known racing announcers. His voice and his insights have been heard by race fans around the world. And that voice has become, inextricably, the voice of the Toyota Grand Prix of Long Beach.

“I’ve had a great time,” Flanders, 70, told the Business Journal in a wide-ranging interview at his Southern California home. “I’ve announced in Canada a dozen times, I’ve announced in England three times, I’ve been to Germany. I traveled with IndyCar for two years. I’ve traveled with the Mickey Thompson show. I’ve worked for J.C. Agajanian. There’s not a lot of announcing in Montana or Idaho, but I’ve been to a lot of the other states – and I could be a Cheesehead, man. I love Wisconsin. The Milwaukee Mile – wonderful.”

Flanders’ father raced motorcycles before World War II, and served the nation with his engineering skills during the conflict. This led to a post-war period for the family that was profitable and that laid the foundations of Flanders’ career. His dad started making motorcycle handlebars. The Flanders Manufacturing Company in Duarte still flourishes. Earl also became the distributor for NSU motorcycles at a time when the German company was heavily into motorcycle road racing. Earl Flanders raced as well, and was the head referee at Bonneville Speed Weeks for years.

This was the environment in which young Bruce was raised. How was he not going to become involved in racing? But mother Lucile had laid down the law at home – no one got to race until they had a high school diploma in hand. Bruce complied, got his diploma, and four days later he was racing motorcycles.

He started racing desert events, but switched to speedway (a flat-track, short-oval form of racing for motorcycles with no brakes. No, that’s not a misprint. No brakes!) because “I found out that, if I raced speedway, I was never more than a quarter-

mile away from an ambulance,” he said. And his father’s position at Bonneville led to a chance encounter on the salt flats with a fabled Japanese motorcycle tuner whose riders had debauched themselves out of a ride. Flanders got drafted into riding duty and took a land speed record at 141.733 miles an hour on a 903cc Kawasaki.

That speedway experience led to his first announcing job.

“They needed an announcer when they opened up Costa Mesa, Friday the 13, June 1969. They wanted my dad. My dad said, ‘I’m not doing that.’ So he recommended me,” Flanders says.

What does Flanders remember from that first show?

“Nervous. They were expecting a crowd, and a crowd showed up! And the announcing booth was right in the front row,” Flanders says. “And one promoter wanted the track

surface to be rock dust. That’s the tailings left over from rock crushers. They are sharp little pieces that hurt when they hit you.

“It’s nerve wracking to put yourself on display in front of people. It’s not so bad when you’ve got props – and racing is a great prop. It’s that in-between time,” Flanders says. “And I didn’t know how to read other people’s copy. I didn’t know how to do a lot of things that I have since learned how to do.”

Flanders announced motocross and cars across the Southland. He was the voice of the Lions Drag Strip motocross course. He announced at the legendary Ascot Park and the much-missed Riverside International Raceway. He was in demand, and that led to his first gig with Chris Pook and Jim Michaelian of the Toyota Grand Prix of Long Beach, for an event in Northern California.

“1978 was really busy for me. I had an off-road race in Fresno and then a Sunday AMA

motocross event at Sears Point (a circuit located near Sonoma). I had an airline ticket, but when I got to the airport I found out that the airline didn’t fly on Sunday,” Flanders says. “My contact at the track told me to rent a car, he’d pay for it. I rented a Mustang convertible. Put the top down. Put the hammer down. I got to Sears Point real quick.

“When I arrived, they should have been done with practice. But they weren’t. The racetrack had gone through a change in management and Chris Pook and Jim Michaelian were the new managers. Nobody had booked a doctor. You can’t run the race without a doctor. The stands are full.”

Flanders jumps onto the mike and comes this close to uttering the cliché, “Is there a doctor in the house?”

“I don’t care if they’re a gynecologist from Novato; they’re not going to have to do any-

(Please Continue To Page 13)



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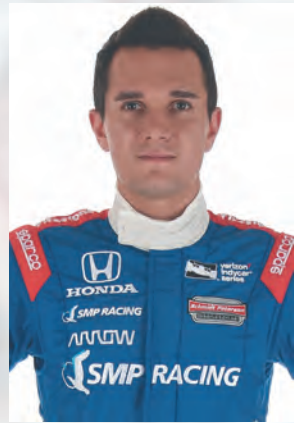


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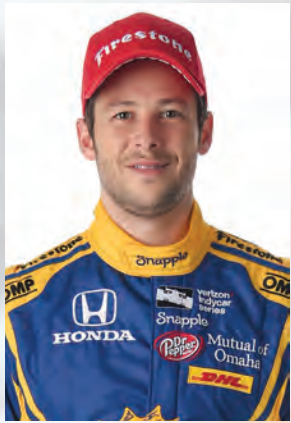


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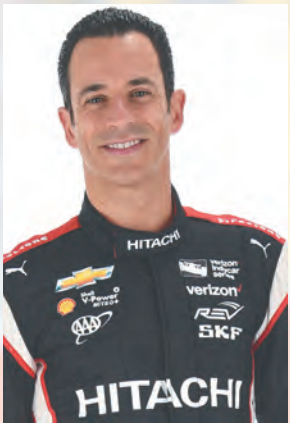
Mikhail Aleshin
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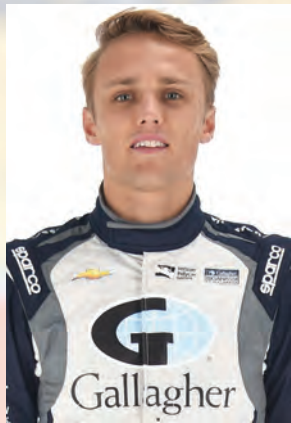
Marco Andretti
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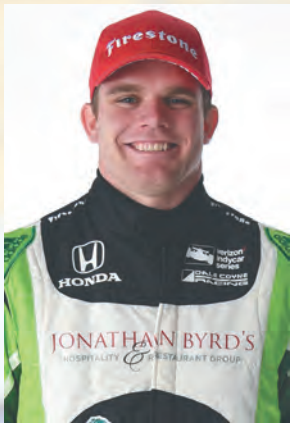
Sebastien Bourdais
Le Mans
Sponsor: Hydroxycut
Team: KVSH Racing



Helio Castroneves
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Team: Team Penske



Max Chilton
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Conor Daly
Noblesville, IN
Sponsor: Jonathan Byrd's
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Toyota Grand Prix Of Long Beach Drivers



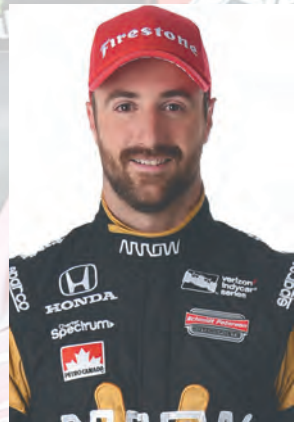
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Team: Chip Ganassi Racing



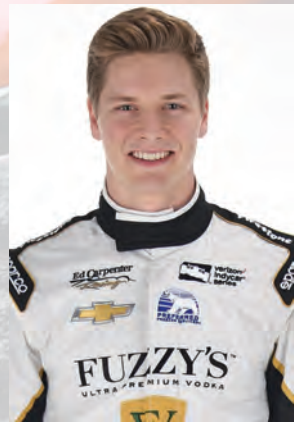
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Pictured is Bruce Flanders, left, interviewing auto racing great Parnelli Jones. (Doug Gifford photograph)

Grand Prix Announcer Bruce Flanders

(Continued From Page 11)

thing except to say, yep, the leg's broke, put him in the ambulance," he says. Several doctors volunteer. The show goes off without a hitch — until Flanders goes to collect.

"I go in to get paid. There's Michaelian. He says, 'Fill out this form and I'll send you a check.' I said, 'If you think I am going to go home now after racking up a rental car bill and everything, to wait for a check, you got the wrong monkey here, dude.' He says, 'Well, the cash has already gone to the bank.' I said, 'I know the sheriffs are coming in next to get paid, and you pay them in cash, so there's enough for me.' He says, 'All I got are five dollar bills.' I said, 'They work!'"

Flanders got paid.

"A few weeks later, I got a phone call from him [Michaelian] about the Long Beach Grand Prix," he says. "I was going to do the motorcycle sidecar race. When it came to Formula One, I'm to do the practice and the qualifying [runs]. There was a staff of radio announcers to do the big show. Come Sunday, the race starts, I flip the switch and head upstairs with a couple of my sprint car buddies to have a sandwich.

"All of a sudden, here comes Pook into the restaurant, looking around. He spots me. 'Flanders, I need you to get down there and shut that ***** radio off!'" The radio announcers had found a sponsor. Nissan. I go back there. I'm not prepared. The first thing I do is say, 'Apparently there's been a technical problem.' OK, so I lied. I was sharing the booth with the Longines Olivetti timing and scoring guys. And I just kind of leaned over and looked over their shoulders and said, 'OK, so-and-so's in front ...'"

Since then, Flanders has been the voice

of the Toyota Grand Prix of Long Beach. A serious COPD condition has slowed his announcing, but he's still the voice of racing at tracks around the area three nights a week. He's learned some valuable lessons from his career. He's learned that it's hard to interview even someone as interesting as Mario Andretti for eight car clubs in a day. And that television camera crewmembers save all their rental car bonus miles for the event in Germany, rent the fastest thing they can get their hands on, and blaze down the autobahn like their hair is on fire.

And he's made memories, wonderful ones. Even the ones that aren't about racing are spectacular.

"In 1984, they wanted us in the booth at 6 a.m., so I'm there at 6 a.m. on Sunday morning," Flanders says. "The PA [public address] engineer radios me and says, 'Send me a signal.' I say, 'What do you want?' He says, 'Talk.' I can't just talk. He says, 'Music, then.'"

"So I pull out my cassette recorder, plug it in and start playing Aretha Franklin. 'Respect.' Wonderful tune. Love it. And I take the headphones off, but I can still hear the song.

"I looked up at the Ramada which had a balcony. People were out on the balconies. Dancing. One of the five PA systems was not only on, but it was on and loud. And the staff wasn't around to turn it down! The music was blasting uptown. I knew which hotel my wife was in. I looked, and there she was on the balcony. Then I looked more. There's the whole Alfa Romeo team. They're dancing. I thought, I wonder if there's anything I should do about this. Suddenly the engineer comes back on. 'Turn that ***** down!'"

"That's not a racing memory. But it's one, just one, of the wonderful memories I have of the race." ■

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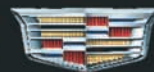
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Earth Day 2016: Long Beach Contributions To A Global Movement

■ By **SAMANTHA MEHLINGER**
Senior Writer

Since the first Earth Day on April 22, 1970, the event – created to focus on environmental issues and enact positive change – has grown into a movement extending beyond the confines of a single day, with events taking place all over the world throughout the month of April. Now, Earth Day is the largest civic observance in the world, with more than one billion people participating each year, according to Earth Day Network, a global organization with more than 50,000 partners in 196 countries.

The theme of this year’s Earth Day, which still takes place April 22, is “Trees For The Earth.” Although the theme comes with a pleasant-sounding moniker, a gloomy predicament is behind it. Earth Day Network estimates that 18 million acres of forest, or roughly three times the size of Vermont or the entire country of Panama, are lost to deforestation every year. The loss equates to about 15 billion trees every year.

Trees take in carbon dioxide – the main cause of climate change – and in turn use it to make the oxygen we breathe. The Amazon rainforest alone is estimated to produce 20 percent of the world’s oxygen. The huge amount of deforestation that takes place each year, including in the Amazon, is held responsible for the presence of 15 percent of all global greenhouse gas emissions, a situation that led Earth Day Network to highlight the importance of trees and reforestation for this year’s Earth Day.

“Most people view the Amazon to be the most important forest, which is enormous, in the world. And it has been decimated,” Kathleen Rogers, president of Earth Day Network, told the Business Journal. “Illegal logging, then illegal taking of wildlife, and then [replacing forest with] agriculture – it’s an endless cycle of destroying what can only be described as the Earth’s lungs.” This pattern has taken place worldwide at different time periods, she noted.

“The world is sadly in need of billions of trees. They do everything from prevent [water] runoff, give us the air we breathe, absorb CO2, improve property values [and] make life much nicer for people in poor communities,” Rogers said. “We’re hoping we’ll be able to raise money and finance some major tree projects around the world in countries that desperately need them, including our own.”

The network has an ongoing program, The Canopy Project, which aims to plant 7.8 billion trees – one for every person on earth – by 2020, which will mark the 50th anniversary of Earth Day.

Trees And Electric Vehicle Infrastructure For Long Beach

Long Beach has many groups, government agencies and institutions taking part in Earth Day, with green efforts aimed at improving the local environment and the quality of residents’ lives.

Both the Long Beach Office of Sustainability and the Neighborhood Services Bureau have ongoing tree-planting programs, according to Larry Rich, sustainability coordinator for the city. The tree-planting efforts grew out of the city’s



Dr. Jennifer Lentz, education coordinator for the Aquarium of the Pacific, is responsible for organizing the institution’s annual Earth Day Celebration. Lentz’s favorite part of the weekend is seeing the booths of visiting student groups, who she said always impress her. Lentz’s first day of work at the Aquarium three years ago was on Earth Day, which is observed on April 22. (Photograph by the Business Journal’s Larry Duncan)

Sustainable City Action Plan, approved in 2010, which laid out the goal of planting 10,000 new street trees by 2020.

A grant from the South Coast Air Quality Management District enabled the Office of Sustainability to plant about 1,200 street trees between 2010 and 2013, and the office has since continued to plant about 200 more trees per year. Typically, tree plantings take place on an individual basis when residents call the city and request a tree for the parking strip (the grassy area between the sidewalk and street) in front of their homes, Rich explained.

The neighborhood services bureau has a larger program funded through a \$671,200 grant given by the Port of Long Beach in 2013. The program, “I Dig Long Beach,” has a goal of planting 6,000 trees by 2020. “As of today, their program has planted 2,463 trees,” Rich said. Tree plantings through this program typically take place through community events,

where volunteers gather on a set day to plant trees throughout a neighborhood. The next tree planting is scheduled for North Long Beach’s Hamilton Neighborhood on Earth Day.

The office of sustainability is also participating in several other Earth Day events held throughout April, including a Green Generation Mixer & Sustainability Project Showcase at the Earl Burns Miller Japanese Gardens on April 21, and the annual Green Prize Festival on April 30.

With the future of the city in mind, one of the office of sustainability’s ongoing green-friendly efforts is supporting residents who use electric vehicles. The Long Beach Sustainable City Commission heard a staff report on March 24 outlining the city’s current electric vehicle (EV) infrastructure and future need.

While the city’s 51 public EV charging stations and 58 private stations are sufficient to serve the DMV-estimated 1,172



North Long Beach’s Columbia Specialty Group Now 100 Percent Solar-Powered

Columbia Specialty Group recently installed 464 solar panels on the roof of its North Long Beach headquarters, allowing the 28,000-square-foot facility to run on 100 percent solar-powered energy. The SolarWorld System Solutions panels, made in the U.S., are expected to generate 210,000 kilowatt hours of electricity per year for the company, which distributes carbon, alloy and stainless piping materials. Columbia also installed electric vehicle charging stations for its employees and visitors. Mike Taylor, president, told the Business Journal the system will have paid for itself through energy cost savings within six years. “This investment . . . will help us remain competitive over time despite the rising costs of electricity produced from other sources,” Taylor said in a company statement. He added that the project provides sustainable benefits to the community as well as to his company, and that it represents his company’s potential to be a good steward of its property, located at 5875 N. Obispo Ave. Visit www.columbiaspecialty.com for more information about the company. (Photograph by the Business Journal’s Larry Duncan)



One of the most popular booths at the Aquarium of the Pacific’s annual Earth Day Celebration belongs to the U.S. Fish and Wildlife Service, which brings once living, now stuffed animals to highlight the importance of conservation. (Photograph provided by the Aquarium of the Pacific)

EVs owned by Long Beach residents, Rich said the number of EV drivers in the city is increasing. “In Long Beach, 20 new electric vehicles come into our overall vehicle mix every month, and that number seems to be increasing,” Rich said.

Southern California Edison recently committed to implement EV charging infrastructure for 1,500 stations across the territory it serves, including in Long Beach. Those stations, coupled with new EV infrastructure planned by the city in three beach parking lots, should double the number of public EV charging stations in Long Beach, Rich said.

Rich and his office have recommended that the city create an EV charging station task force to examine when and where new charging stations should be installed, based on need. Streamlining the building permitting process for the installation of new charging stations was another recommended priority, as was changing city code to require infrastructure for EV charging stations be in place when new developments are built. These recommendations may be presented to the city council as early as May, Rich said.

Long Beach Transit’s Ever-Greening Fleet

Long Beach Transit, which offers bus service and seasonal water taxi service, is participating in a number of local Earth Day events, including the Green Prize Festival and Earth Day Bixby Knolls, an April 23 event with environmental exhibits, green-friendly vendors, free document shredding and e-waste recycling, and more. At the Green Prize Festival, LBT plans to showcase the first of its new fleet of battery-powered, zero-emission electric buses, according to spokesperson Kevin Lee. (See story in this edition on page 27.)

When LBT puts its new fleet of 10 electric buses into service in the fall, 70 percent of the agency’s entire bus fleet will run on alternative fuel or electricity, Lee said. “Over the next few years, the remaining diesel buses that we have will be retired, along with some of the earlier hybrid buses that we had,” Lee explained. “So, over the next few years, that 70 percent will dramatically change and will get closer and closer to 100 percent.” LBT continues to invest in vehicles that run on both gasoline and electricity, as well as compressed natural gas (CNG).

“The entire industry is heading towards zero emission technology, and so we’re

definitely looking at that,” Lee noted. Our CNG buses are low emission and that’s great, but of course we’re going to keep pushing the boundaries and look toward zero.”

Local Nonprofit Spreading Ocean Plastic Pollution Awareness

Credited with discovering in 1997 what’s commonly known as the Great Pacific Garbage Patch, a Texas-sized field of plastic debris and garbage in the Pacific Ocean, Long Beach nonprofit Algalita has since focused on researching and spreading awareness about ocean pollution. As it prepares to release a 15-year study on the huge garbage patch, which scientists call the North Pacific Gyre, the nonprofit is gearing up to make more of a difference in its hometown of Long Beach.

“Over the past 20 years, we’ve been doing research and science-based education, but what we know has always been missing is outreach to the community to help change habits and help solve the problem on a community level,” Katie Allen, president of Algalita, told the Business Journal.

As a first step, Algalita is changing the front of its office at 148 N. Marina Dr. into a retail store where residents will be able to learn about and purchase reusable goods that are alternatives to plastic products. This effort is currently underway.

“The next step is we will be going district by district helping people understand the waste problem as it relates to their community,” Allen said. The organization is starting with District 3, where it is located.

“What that will look like is we will be interacting with not only businesses but we’ll also be working with the schools in the districts,” Allen explained. “We’ll be doing outreach to the homes in that district as well to let them know this is the problem, this is what’s happening here in our own community, and here’s what you can do to be a part of the solution.”

In its 20-plus years, Algalita has long provided educational resources to the local community. Currently, the nonprofit has a Ship-2-Shore Program, where Long Beach high school students board a boat and conduct plastics pollution research within the San Pedro Bay. The organization also visits schools to hold assemblies about ocean plastics pollution, visit classrooms and hold workshops, Allen said.

Each year, Algalita also hosts the Plastics Ocean Pollution Solutions International Youth Summit, a weekend-long event for students and teachers from all over the world to learn about plastic pollution and remediation.

The organization also participates in Earth Day events throughout Southern California, including a festival at Long Beach’s Los Cerritos Elementary School, where Algalita will have an interactive booth with activities related to plastic debris in the ocean.

Aquarium Of The Pacific Hosts Annual Earth Day Celebration

For the 16th year running, the Aquarium of the Pacific is holding its weekend-long Earth Day Celebration on April 23 and 24, with informative and interactive booths hosted by major organizations such as the National Weather Service, the U.S. Fish and Wildlife Service and others. Aquarium animals including birds, lizards and snakes

will be brought out of their exhibits by experts who will use them as teaching tools.

“Earth Day is very important and close to the Aquarium’s heart because it falls closely under our mission statement and the vision for the Aquarium,” Dr. Jennifer Lentz, the Aquarium’s education coordinator, said. “We want to teach the public about the importance of our ecosystems, particularly marine ecosystems, and teach them how to respect and conserve these environments.” Earth Day represents a perfect opportunity to do so, she added.

The U.S. Fish and Wildlife Service booth is always one of the most popular, bringing once-live, stuffed animals to teach about conservation and illegal poaching, Allen said. “National Weather Service does a great job of engaging the public and teaching them about various weather and climatic events, and the difference between weather and climate,” she added.

Local student groups also operate booths at the festival to teach visitors about their environmental projects. “It’s really impressive that kids of that age are so passionate about environmental science and are able to articulate that to guests of all ages and backgrounds,” Allen reflected.

The Earth Day Celebration also includes an area for free e-waste recycling in front of the Aquarium. And, as an added incentive, people will receive a \$10 coupon off admission for each e-waste item they bring. “That’s a really good opportunity for people to be able to recycle electronics in an environmentally responsible way while also getting discounted admission to our festival,” Allen said. ■



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Organics Recycling

(Continued From Page 1)

postable food waste (not including meat or dairy products), green waste, such as landscaping and pruning waste, and non-hazardous wood waste.

The first phase mostly applies to large restaurants, major grocery stores, food packing warehouses and large-scale food manufacturers, most of which already have organics recycling programs in place, according to city and state officials. Other large producers of organic waste include hotels, hospitals, school districts, colleges and universities.

The big shift comes next year on January 1, when the requirement will widen to include businesses and public entities generating a smaller amount of organic waste – four or more cubic yards per week.

By January 1, 2019, the threshold for compliance drops even further, when the four-or-more-cubic-yards requirement encompasses not just organic waste but all solid waste for businesses and public entities.

The mandate, signed into law two years ago by Gov. Jerry Brown, is part of the state’s goal for California to divert 75 percent of its waste from landfills by 2020.

The law goes along with the state’s pioneering environmental efforts to address climate change, Mark Oldfield, spokesperson for the California Department of Resources Recycling and Recovery (CalRecycle), told the Business Journal in a phone interview.

“Here in California, generally speaking, we’re not in denial about climate change,”

he said. “In the state, we’re taking steps to mitigate and adapt.”

Organic materials are still the largest portion of California’s waste stream, Oldfield said, noting that organic waste piles up in landfills emitting greenhouse gases when it could be recycled into useful products, such as compost for soil or biofuels for energy through anaerobic digestion. Recycling organic waste can also help with water conservation since healthy soils demand less water, he said.

Under the mandate, local jurisdictions are required to identify public and private commercial customers that meet the state’s thresholds, conduct annual education and outreach efforts about the law, and monitor operators participating in organics recycling in annual reports to the state.

To comply, businesses and public entities may hire private companies for organic waste collection and recycling services, or they may sell or donate organic waste on their own.

Instead of taking a “one-size-fits-all” approach, the law provides “flexibility” for local jurisdictions to develop their own methods of enforcement to create programs that work best for their specific communities, Oldfield said.

So far, in Long Beach, businesses and public entities won’t be given fines for non-compliance, according to Leigh Behrens, recycling specialist for the Long Beach Environmental Services Bureau (ESB), which is overseeing the city’s organics recycling efforts. Violators, however, will be monitored in annual reports to the state, she said.

The 15 private companies licensed to haul waste and recyclables in Long Beach

will work with the city to assist in meeting the state’s monitoring requirement to identify commercial customers that meet thresholds, Leigh said.

As part of the new requirements, Long Beach will report to the state the total tonnage of materials composted during the reporting period, how much organic waste is anaerobically digested, and which commercial customers are in compliance and noncompliance.

She said the city is essentially following the same framework for monitoring required under the state’s mandatory commercial recycling law, known as AB 341, which went into effect in 2012.

Growing Urban Farms

While private waste haulers will help commercial consumers comply with the new law on a large scale, some restaurants in Long Beach have already taken steps to become more sustainable by providing local urban farms with leftover food waste for composting.

Over the past four years, the city’s office of sustainability has implemented a small-scale organics recycling pilot program in which pulp from juice bars and various food scraps from restaurants are picked up and recycled into compost or mulch. Today, six local businesses are participating in the program, Leigh said.

“We’re trying to really push the idea of



Chef Edgar of Restauration restaurant is seen peeling eggshells that will be one of many organic materials recycled into compost for a local urban farm. (Photograph by the Business Journal’s Larry Duncan)

restaurants composting right now,” she said. “Really, it’s a situation of low-hanging fruit. There’s a lot of opportunity to divert waste in the commercial sector because there is so much waste.”

One business participating in the program is Restauration, a restaurant on 4th Street near Long Beach’s Retro Row that serves seasonal American dishes and that has been composting organic waste since opening nearly two years ago.

Dana Robertson, the restaurant’s owner, said she fills up two 35-gallon bins of compostable food scraps, including juice pulp, orange peels, egg shells, used coffee grounds and food-soiled paper towels, every week.

The restaurant partners with private waste hauler Signal Hill-based EDCO Disposal, which picks up the food waste and transfers it to The Growing Experience, a seven-acre urban farm in North Long

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Produce is the main source for food waste at Restauration, which fills two 35-gallon bins of compostable organic waste a week that is donated to a local urban farm in North Long Beach. (Photograph by the Business Journal's Larry Duncan)

Beach's Carmelitos housing tract, to be used as compost, she said.

"Produce is our number one purchasing category at the restaurant," said Robertson, who composts at home and makes most sauces at her restaurant from scratch. "We go through a ton of vegetables . . . Basically, when I opened, I knew I wanted to be as sustainable as possible."

At first, separating organic waste from recyclables and trash during food preparation was a struggle, she said, however, over time as employees became trained, the process became second nature.

Holly Carpenter, program specialist for

The Growing Experience, said the urban farm has been receiving organic waste from restaurants within a six-mile radius for nearly a year and has diverted approximately 34 tons of garbage from landfills.

The farm, established in 2008 as a way to provide low-income residents with access to fresh produce, receives about 20 trash bins of free organic waste from restaurants per week, creating nearly 12 cubic yards of nutrient rich soil that would normally cost about \$1,600, she said.

"Instead of the waste having to be hauled to a landfill or somewhere to be incinerated, we're helping reduce fossil fuel usage that's used for transporting," Carpenter said, adding that the urban farm hopes to eventually expand its staff and is researching the possibility of developing a local "food hub."

"This has really been a good pilot program to understand the work that has gone into providing compost," she said. "Now that this new law is coming into effect we'll continue to explore what our options might be and see if we can expand the program."

Generating Biofuel

Many of the largest organic waste producers, such as grocery stores, already have programs in place either internally or through partnerships with private waste haulers to backhaul food waste to other facilities for composting or generating energy.

For instance, Texas-based Waste Management, Inc., which provides waste hauling in Long Beach and throughout the South Bay area, already has contracts with major grocery stores, including The Kroger Co. (owner of Ralphs and Food 4 Less stores), Vons, Gelson's, Whole Foods,

Trader Joe's and Bristol Farms to provide organic waste recycling services.

Janine Hamner, manager of community and municipal affairs for Waste Management, said the company has utilized its patented Centralized Organic Recycling (CORE) equipment since 2010 to convert food waste into a "slurry" that is then hauled to a wastewater treatment facility in Carson, where it is added to the plant's anaerobic digestion system to increase the production of biogas or methane.

The wastewater treatment plant operated by the Sanitation Districts of L.A. County is already entirely off the electrical grid thanks to the additional organic waste resource, she said, adding that the plan is for the facility to eventually generate enough electricity to be able to send some back to the grid.

Hamner said generating biofuel through such proven technology is the best solution for recycling organic waste in an urban environment since composting requires land resources that can be hard to come by in Southern California.

"It's a great urban solution that is proven and one that we're excited about," she said. "We have been implementing it in a number of our cities and are continuing to roll it out with all of our commercial customers to ensure that they stay in compliance with all of the state mandates and laws."

Hamner pointed out that recycling organic waste currently comes with an extra cost for commercial customers since landfilling is still the least expensive route. However, prices for such services will eventually come down as the state law is likely to increase demand over time, she said.

Feeding The Needy

Another way to divert organic waste from landfills is to donate leftover food to charitable organizations, such as food banks and homeless shelters.

For instance, Food Finders, which for more than two decades has operated as a community-based food rescue organization, is planning to launch a webinar series to train people on what resources are available for complying with AB 1826, according to Patti Larson, the organization's executive director.

The nonprofit, which moved its operation to a new facility in Lakewood last year, said the organization receives client referrals from some waste hauling companies as an alternative to the other organics recycling methods so that leftover, perishable food can be immediately brought to people in need.

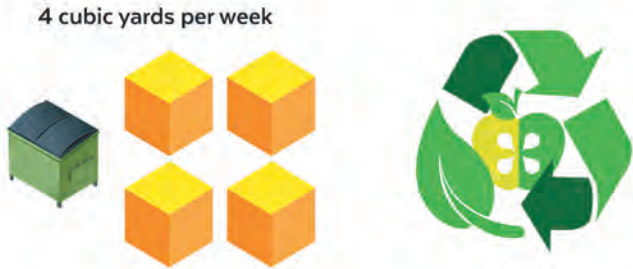
She said the operation, which provides services throughout Southern California, rescued 8 million pounds of food last year and expects to continue to grow as awareness of the state mandate spreads. In many cases, businesses don't have the time or are unaware that the health code allows for donating food, Larson said. Now that the state mandate is in place, however, many businesses will likely pay more attention to inventory in order to prevent food overages, she said.

"The overarching issue is to repurpose, divert and recycle any organic waste, and food is such a huge component of that," Larson said. "People are throwing away stuff that still could be fed to people . . . With this kind of mandate in place, it's going to incrementally increase and hopefully we can really change the amount of food that we're recovering." ■

Commercial Organics Recycling
will be mandatory in 2017



Starting January 1, 2017, State law (AB 1826) will require businesses that generate at least 4 cubic yards of organic waste per week to arrange for organic waste recycling services. Organics include *food, yard trimmings, nonhazardous wood, and food soiled paper.*



Visit www.longbeach-recycles.org learn how to **prepare for organics recycling**

Businesses Pursue Digital Transformation To Create Frictionless Customer Experience

■ By **TIFFANY RIDER**
Contributing Writer

“Creating success in business isn’t about cheap labor. It isn’t about owning an asset. It’s about who delivers the most efficiency around an asset.”

That's according to Bill Ruh, CEO of General Electric (GE) Digital and chief digital officer for GE, a company he said has been "disrupting itself for 124 years." Ruh was among several digital-focused executives who spoke last month at the "Road to Reinvention: Leadership in the Digital Age" conference, an annual event held at the Center for Digital Transformation at the University of California, Irvine's Paul Merage School of Business.

Why has GE been focused on disruption? To be on the forefront of growth, Ruh said. How? By accepting, creating, and moving with innovation to stay ahead and build success.

This theme of innovation and disruption was woven throughout the event, bubbling up in conversations with each new speaker. In the first presentation of the day-long event, Vijay Gurbaxani, founding director of the Center for Digital Transformation, explained that last year's conference was about cultivating adoption of the ideas around digital transformation – a belief in why we should embrace digital – whereas this year's conference focused on how companies can overcome challenges to make digital transformation a reality.

At GE, Ruh was hired to create a new

business model to add a digital focus in every business area. The industrial world is “a slow growth world,” Ruh said, noting that since 2010, industrial growth has been significantly slow. A big reason for that, he explained, is the lack of efficiency that can be created when a digital focus is lacking.

Where executives and entrepreneurs get stuck is “when they get so good at what they do that it’s hard to do something different,” Ruh said. The attitude isn’t to simply accept and weather change; it must be an attitude of excitement and motivation to be the change.

We see examples of the transformative power of digital with companies like Uber and Airbnb, Ruh said, which created platforms and tools for helping connect people and facilitate transactions. Again, digital transformation is about creating a better experience around an asset to increase efficiency.

But what does digital transformation mean for industrial businesses like GE?

Ruh's intention with GE, he said, is to make tools smarter, make them apply to other areas (for example, fuel efficiency and predictive maintenance can both apply to different assets for different purposes), and to build a common platform or operating system from which these capabilities can be built.

The similarities are significant: for consumer-facing services like Uber and for industrial operations like GE, digital transformation is about smarter, more widely applicable tools that can be built from a common platform.

“Predictive maintenance is not just for a turbine,” Michael Chui, partner at McKinsey Global Institute and one of the moderators at the conference, said. “It’s for a person.”

And Chui is right. According to Julie Hill, a member of the Board of Directors for Anthem, the health insurance company is “mining metadata for health outcomes” because data is a huge factor in being able “to know where to go next.”

As a whole, the healthcare industry is cautious, risk averse and cannot, as Hill put it, “start chasing shiny objects,” particularly in the wake of Anthem’s cyber attacks that led to a data breach in 2015. Even so, Hill said, “There is a level of curiosity and openness to new ways of doing things.”

Brian Niccol, CEO of Taco Bell, spoke of business executives needing to “be comfortable being a pioneer, being ahead of the curve” to create a “frictionless experience” with a brand. To do that, he said, they must measure priorities, consider outcomes, listen to feedback, be nimble, and “consider the cost of continuing doing things the old way.”

Richie Etwaru, chief digital officer of IMS Health, said during the event, “The pace of customer experience reset is exponential because tech is growing and cycles reset faster and faster.”

Creating that frictionless customer experience, regardless of product you're working with, enhances the customer cycle. Vivek Sharma, senior vice president of digital guest experience for Disney Parks & Resorts, explained it this way: more customers mean more data; more data to ana-

lyze means opportunity to create better designed products; better products mean more sales, which leads to more customers.

One of the most important parts of that cycle is data analysis, a subject that came up several times among nearly all speakers, who focused their discussion around their customers and how to serve them. Niccol explained, “The synthesis of analytics requires understanding of the customer.” In other words, you have to know whom you are talking to in order to properly listen to and understand them.

Most big companies think they can do everything themselves, Ruh said, but it's not always the case, particularly in digital transformation. Partnering with other organizations and building ecosystems of business partners with common goals help the company to operate everywhere and in areas GE wouldn't have been able to on its own. Ruh explained that GE built this network because the firm knows the value of reach and distribution, and its own capacity for developing.

How do you get started in digital transformation? Ruh said to start with outlining success metrics, the patterns of outcomes you want to see. This could mean predictive maintenance, or something completely different. Start with identifying outcomes that you track, he said, become the person who can create efficiency, and build a platform to do that.

Watch video clips from last month's events on the Center for Digital Transformation's YouTube channel. For more information, visit www.centerfordigitaltransformation.org/reinvention-2016/. ■

Free Event To Educate Business Owners, Executives About Cybersecurity

■ By **SAMANTHA MEHLINGER**
Senior Writer

Cybersecurity readiness is an issue that extends to all sizes and types of businesses, many of which are not well-enough versed in or prepared for cyber attacks and data breaches, according to Akilah Kamaria, account manager and consultant for cybersecurity firm Blue Fields Digital. The firm is a Microsoft partner, and is hosting a free event for local business executives to learn about how to better protect themselves from cybercrimes at the Microsoft Store in the Los Cerritos Mall on April 27.

Kamaria and FBI agent Joey Abelon, who works in the bureau's cyber crimes division, are the guest speakers at the event. As a Microsoft business partner, Kamaria's role is to "work with associations, trade groups and nonprofits to offer education content and classes for their members based on their needs," she said. As an account manager at Newport Beach-based Blue Fields Digital, she assists manufacturers in the aerospace and defense fields with cybersecurity preparation and compliance.

“Really, cybersecurity is a C-[suite] level problem. It’s a CEO problem, it’s a CIO problem, and historically, it has been sent over the wall to IT,” Kamaria said. “There’s a cultural change that needs to happen around security and our data. And the privacy of that [data] is the responsibility of everyone in a company, not just the IT guy.”

An 87 percent majority of top level business executives whose companies are at high risk of cybersecurity incidents reported they don't consider their firms' malware, antivirus and software patches to be completely up to date at all times, according to a new survey by Nasdaq and Tanium, a digital endpoint platform developer.

The survey of 1,530 upper level executives also found that 91 percent of board members aren't able to interpret cybersecurity reports, and 98 percent of executives "are not confident in their organization's ability to track all devices and users on the system at all times."

The level of understanding of and competency in cybersecurity issues among business owners is very low, in Kamaria's experience. The solution is educating everyone from the highest-ranking executives to the lowest level employees, she said.

"If you care about your business and you want to know more, you should definitely attend," she said of the upcoming event. "It's interactive, so it's not like you're going to stand there and people are going to lecture you. It's really a forum for people to ask questions and get answers, and network and meet other C-level executives."

The event takes place at 8 a.m. at the Microsoft Store at 331 Los Cerritos Center, Cerritos. To register, visit <http://www.eventbrite.com/e/are-you-protecting-your-business-why-cyber-threat-is-a-c-level-priority-registration-20095331678>. ■

CITY OF LONG BEACH

BID OPPORTUNITIES

<u>TITLE</u>	<u>BID NUMBER</u>	<u>DUE DATE</u>
Third Party Review of UST Compliance Program	RFQ FS16-110	4/12/2016
Power Take off Parts and Repair Services		4/15/2016
Engineering Services for Various Departments	RFQ AP16-105	4/18/2016
Purchase & Develop Opportunity at 14th Street	RFP EP16-066	4/19/2016
DeForest Wetlands Restoration	R-7055	4/20/2016
Signs-Traffic, Custom, Poles & Related Supplies	ITB LB16-029	4/20/2016
Trees and Shrubs REBID	ITB PR16-019	4/20/2016
Notification Services Related to Special Events	RFP CM16-124	4/21/2016
Purchase & Develop Opportunity at 4800 LB Blvd	RFP EP16-121	4/22/2016
RFP for Mobile Resource	RFP MRMS	4/25/2016
Rainbow Lagoon Recirculation Pump Replacement	R-6992	4/26/2016
Purchase & Develop Opportunity at 2175 Atlantic	RFP EP16-094	4/26/2016
Purchase & Develop Opportunity at 1404 Hayes Ave	RFP EP 16-090	4/26/2016
Street Sweeper Brooms	ITB FS16-104	4/26/2016
Furnish and Deliver 2-ton Service Truck	WD-03-16	4/26/2016
Naples Island Sanitary Sewer Improvement Project	WD-34-15	4/26/2016
Pine Avenue Pier Public Dock	R-7044	4/27/2016
Colorado Lagoon Restoration Phase 2B	R-7054	4/27/2016
Improvements to Garage (Lot A)	R-7051	4/27/2016
Promenade Pedestrian Walkway Maintenance	RFP DV16-097	4/28/2016
Purchase & Develop Opportunity at Atlantic/Artesia	RFP EP16-120	5/13/2016
Purchase & Develop Opportunity at Pine	RFP EP16-129	5/19/2016
Purchase & Develop Opportunity at LB Blvd	RFP EP16-130	5/19/2016

Some of the listed projects have scheduled mandatory pre-bid meetings which may have already occurred due to publication lead times

Bidder Registration

To receive notifications of bid opportunities, register with the City of Long Beach at www.longbeach.gov/finance/business-info/purchasing-division/purchasing-division/. Additional details on upcoming bids and how to register can be found on the website.

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Southwest Airlines To Launch Long Beach Service With Flights To Oakland Starting June 5

■ By **SEAN BELK**
Staff Writer

Southwest Airlines has chosen Oakland as the destination to launch its first-ever service from Long Beach Airport, with four daily flights starting June 5, airline representatives and city officials announced at a press conference aboard the Queen Mary on March 31.

Through this Thursday, April 14, the airline is offering a special introductory price of \$49 for one-way flights to and from Oakland from June 5 through November 4.

Andrew Watterson, Southwest's senior vice president of network and revenue, told the Business Journal that the airline considered several destinations to start its Long Beach service but ultimately chose Oakland because of its appeal to both business and leisure travelers.

"We wanted to make sure we have a flight schedule that's compelling to business travelers as well as leisure," he said.

The Texas-based airline was allocated four daily flight slots under the city's noise ordinance in February after the airline had requested nine. Watterson said the airline hopes to obtain more slots in the future to add more destinations, including possibly Las Vegas, Denver, Phoenix or Dallas.

"There are lots of opportunities for us because we have lots of places around the country where we have a good customer base," he said.

Nine additional flight slots opened up at Long Beach Airport last year after an



Long Beach Mayor Robert Garcia, right, with Andrew Watterson, senior vice president of network and revenue for Southwest Airlines, during a press conference announcing the airline will be launching service from Long Beach to Oakland starting June 5. (Photograph by the Business Journal's Larry Duncan)

audit determined that cumulative noise levels have decreased as technological advancements have made aircraft quieter. This increased the airport's total air carrier flight slots from 41 to 50.

JetBlue Airways, which has operated at the airport as its main air carrier since 2001, was allocated three additional flight slots while

Delta Air Lines, another existing air carrier, was allocated two additional flight slots. As a new air carrier, Southwest was given first priority for two flight slots over other airlines.

Mike Sikes, Southwest's senior manager of network planning and performance, said the airline will be using its Boeing 737-700 series aircraft, considered the most efficient, environmentally friendly and quietest out of its fleet. The airline already uses the 143-seat aircraft at Santa Ana Airport in Orange County, he said, adding that the airline has previous experience adhering to airport noise ordinances.

"We have a lot of airports where we have noise ordinances," Sikes said. "We have a lot of experience working with those and we do everything we can to be good stewards of the community."

Southwest's main competition at Long Beach is JetBlue Airways, which currently offers three daily flights to Oakland and holds 35 of the 50 flight slots authorized at the airport. Earlier last month, JetBlue announced that it will be using part of its additional slots to offer a new route to Reno starting in mid-August. Other additional flights will be to existing destinations, including San Francisco, Oakland and Las Vegas. With the new service, JetBlue officials said the airline plans to utilize up to 30 of its allocated slots.

As a business strategy, Southwest, which currently serves four other airports in the Los Angeles County basin including Los Angeles International (LAX), spreads out its service across regions rather than focusing on one airport hub, Watterson said. With the addition of Long Beach, Southwest now serves 10 airports in California and 98 cities throughout its network, he said.

During the press conference, Mayor Robert Garcia welcomed Southwest Airlines as the airport's newest air carrier and the city's newest corporate citizen.

"As someone who has flown Southwest often, I will tell you that they have terrific customer service," he said. "We all know about their affordable air fares, and we're incredibly excited to have this level of corpo-

rate citizen now involved in our city. They really make a perfect addition to the Long Beach Airport and of course to Long Beach."

According to the airline's website, Southwest's first flight leaves Long Beach at 10:30 a.m. on Sunday, June 5, and arrives in Oakland at 11:50 a.m. The Monday through Friday schedule shows flights depart from Long Beach at 7 a.m., 10:30 a.m., 2:15 p.m. and 5 p.m.

U.S. Customs Facility Study

In other airport news, Long Beach Airport officials on March 30 conducted the first of two community meetings regarding a study on the feasibility of adding a federal inspection services (FIS) facility to allow international flights at the airport.

During the meeting, airport officials and representatives of Jacobs Engineering, which was awarded a \$350,000 contract in January to carry out the study, presented the study's scope of work and fielded input from community members.

The study, which the city expects to be completed in July, is being conducted in two separate phases that will consider economic impact, airport capacity, financial feasibility, security risks and other aspects associated with an FIS facility.

The city is considering adding an FIS facility with U.S. Customs and Border Protection service at the request of JetBlue Airways, which hopes to provide trips to destinations south of the border. Such a change would ultimately require approval from the Federal Aviation Administration.

The next community meeting on the FIS feasibility study will take place on April 20 from 6 to 8 p.m. at the Long Beach Gas and Oil Department's auditorium, 2400 E. Spring St. at Junipero Avenue. ■

Aerial Tram Concept Proposed To Connect Downtown Long Beach To Queen Mary

■ By **SEAN BELK**
Staff Writer

The next attraction coming to Long Beach may be an aerial tram in which passengers can take a ride over the Queensway Bay from downtown to the Queen Mary with picturesque views of the harbor and the city. Whether the project moves forward, however, depends on the community's support.

Alex Bellehumeur, a former Long Beach harbor commissioner and owner of Statewide Developers, Inc., presented the project proposal in a presentation to the 12-member Queen Mary Task Force at its April 6 meeting.

"Just imagine yourself on one of these luxury modules," he said. "It's like a limousine in the air . . . Ultimately it will combine the downtown area and bring it all together in just a fun way to experience our wonderful City of Long Beach."

The proposal, which was brought forward several years ago before the Queen Mary's former master leaseholder, "Save the Queen," defaulted on loans after the ship's previous operator QSDI filed for

(Please Continue To Top Of Next Page)

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bankruptcy, includes an aerial cable car system, similar to a concept being proposed in San Diego by aerial tramway developer Doppelmayr.

The aerial tram, which Bellehumeur said would be called “The Wave,” would shuttle thousands of people aboard cable cars 110 feet above the water from the Aquarium of the Pacific to the Maya Hotel to the Queen Mary and then to the Carnival Cruise Lines terminal. He said the cable cars would have videos about different Long Beach attractions and facts about the city.

Bellehumeur said funding for the project is “doable,” adding that \$4 million in seed capital has already been raised for the project, with a potential to obtain grant funds. ■

City Council Considers Tax Revenue Sharing Program To Spur New Hotel Development

■ By SEAN BELK
Staff Writer

The Long Beach City Council is considering a program to share city tax revenue with hotels as an incentive to spur new development.

In a brief presentation to the city council at its meeting on April 5, Assistant City Manager Tom Modica said the city is looking into utilizing potential transient occupancy tax (TOT) or hotel bed tax, which is charged to guests for hotel stays, to incentivize hotel projects by making them more financially feasible.

Sharing a portion of tax revenue that a hotel development generates would contribute to the project’s cash flow and would increase return on investment, he said.

The tax incentive program, which would mirror the city’s retail sales tax sharing program with auto dealerships and shopping centers that has been in place since 1992, would be offered for projects in desired locations with certain design and operational characteristics. The program entails long-term agreements with hotels, possibly up to 15 years, and would provide hotel developers with gap financing.

The tax incentive program would be offered for new hotels with at least 100 rooms that generate a minimum of \$500,000 a year in TOT revenue, he said. The amount of tax revenue shared would be up to 50 percent of the net incremental growth in the hotel’s TOT revenue received by the city, according to a city staff report.

City staff also said that local cities, including Los Angeles, Anaheim and San Diego, already utilize such a program to encourage hotel development.

Long Beach’s consideration of a tax incentive program comes as the city has struggled to attract additional hotels, since return on investment hasn’t been efficient enough to compel new development, city staff stated.

Modica said city staff plans to come back to the city council in the next couple months to propose conducting a study to analyze the hotel market and identify needs and financial gaps in the industry. City staff notes that the cost of the study is expected to be less than \$60,000 and will be paid with existing departmental resources. ■

Decertification Vote

(Continued From Page 1)

cials, employees will be allowed to vote beginning April 12.

With about 3,600 members, the IAM is the largest of nine unions representing city employees. The three groups that petitioned for a vote to decertify the union consist of nearly 800 of those members. These groups are the refuse workers (known as the refuse basic unit), the skilled and general services basics units, and the skilled and general supervisors unit.

One flyer delivered to the Business Journal explained that the petitioning employees “want the IAM out because they have not been responsive, truthful and overall have not taken care of business for the members. We demand annual wage increases on our base

that can help us keep up with the cost of living and the high costs of medical insurance.”

According to Ken Walker, the city’s labor relations manager, an outside vendor has been hired to oversee the vote. The vendor is mailing a ballot to each employee’s home this Friday, April 12. Employees will have until April 30 to return their ballot. The ballot count for each of the three groups occurs on May 5 at city hall. It takes of a majority of voting members from each group for decertification to be successful. For example, there are about 90 refuse basic employees. If 60 of the 90 members return a ballot, it would require that 31 of the 60 vote in favor of decertification for it to occur. The process is the same for the other two groups.

Walker said that the vendor is responsible for counting the ballots, and that each group

and the IAM are allowed to have observers present during the count.

If one, two or all three of the groups vote to decertify, they will be able to form their own bargaining group or join an existing group.

The petition action by the employees and the subsequent involvement of city and state officials is governed under the Meyers-Milias-Brown Act.

The action by the disgruntled employees comes at a critical time for the city as seven of its nine unions are negotiating for new contracts. The contracts of the two remaining unions – police and fire – expire September 30, the last day of the city’s budget year.

Last month, city staff reported that it expects a \$5.9 million deficit for the new fiscal year beginning October 1. However, that estimate does not include pay increases that may occur from new employee contracts. ■

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Minimum Wage

(Continued From Page 1)

veys, studies and community forums along with recommendations from the city’s economic development commission.

Under Long Beach’s proposal, employees would be making \$1 more an hour than the state’s new minimum wage (\$12 an hour rather than \$11 an hour) starting January 1, 2018, until reaching \$15 an hour in 2021, a year earlier than the state.

California’s law, known as Senate Bill 3, however, allows for the state minimum wage, which is already among the highest in the nation at \$10 an hour, to be increased each year by up to 3.5 percent after 2022 to account for inflation measured by the national consumer price index (CPI).

In addition, the state policy provides safety nets called “off-ramps” in which Gov. Jerry Brown, who signed the legislation into law on March 28, would be able to pause wage hikes if negative economic or budgetary conditions emerge.

In both the city’s and state’s minimum wage policies, small businesses – those with 25 or fewer employees – are given an extra year to comply.

Either next month or possibly in June, the city council will decide whether to enact a city ordinance or give staff further direction after city officials meet and confer with employee labor unions in coming weeks to discuss the implications of the proposed wage increase, Parkin said.

In any case, the city council can’t enact a policy that is the same or less restrictive than the state’s, he said, adding that, if the city council takes action before unions

meet and confer with city staff, employees might file a charge with the California Public Employees Relations Board (PERB).

So far, some Long Beach city leaders have supported the state’s recent action but have been silent on the city’s next step.

Mayor Garcia has stated that the state’s recent legislation would maintain business competitiveness but hasn’t mentioned if Long Beach plans to continue with its current proposal that would implement a minimum wage faster than the state.

“Long Beach has already taken steps to responsibly increase the minimum wage for workers in our city, so this action from Governor Brown is good news for us locally,” the mayor said in a Twitter post. “This statewide approach also ensures that cities maintain similar wage levels to ensure business competitiveness.”

Some small business owners, however, have told the Business Journal that for the city council to raise the minimum wage quicker than the state and add more expenses for enforcement would be senseless and the worst option for local businesses.

“I can’t imagine why they would want to create another bureaucracy to hold businesses accountable to this when they can just let the state take care of it,” said Vince Passanisi, owner of Santa Fe Importers, a longtime Italian delicatessen in Westside Long Beach. “I mean they already have enough expenses as it is.”

He noted that Mayor Garcia and Long Beach city officials at the same time are proposing a ballot initiative this year to increase the sales tax by 1 percent to cover infrastructure and public safety needs. At the same time, the city is facing

budget deficits totaling \$10.6 million over the next two fiscal years.

With regard to the potential financial impact on the city, so far the city council has agreed to the most expensive method of enforcement, which would include creating a whole new city division to conduct communications and respond to complaints rather than rely on the state.

The city council agreed in January to a policy that would include “strong wage enforcement that is managed by the city and includes private right-of-action for workers, mandatory posting, anti-retaliation clause, revocation power for the city and a fine program.”

According to an analysis by the city’s financial management department, providing direct city enforcement would cost the city nearly \$1.3 million starting in Fiscal Year (FY) 2021, along with \$404,833 in one-time costs for partial funding of staff in FY 2016 and the acquisition of some vehicles.

Business owners argue, however, that the city council should now scrap its city policy since the state’s minimum wage reaches the \$15-an-hour goal and levels the playing field.

“I’m sure the consensus would be to follow the state time frame that would give more people time to adjust and ease into it more,” said Blair Cohn, executive director of the Bixby Knolls Business Improvement Association and a leading member of a group representing business districts and associations throughout the city. “I think people can at least take that bitter pill knowing that there is equity across the board.”

The state’s move to increase the minimum wage to \$15 an hour was pushed through by

Democratic lawmakers rather than allowing voters to decide on the wage hike through a ballot measure, although Republican legislators unanimously opposed it.

Perspectives on what the outcome of enforcing a \$15-an-hour minimum wage in the state varies widely, while studies show evidence is lacking and results are mixed when it comes to the overall, long-term impact of increasing the minimum wage.

Business groups have warned that the move will devastate California’s economy by forcing businesses to raise prices, cut jobs, turn to automation, leave the state or close their doors, possibly increasing the unemployment rate.

Labor unions and Democratic lawmakers, meanwhile, have said raising the minimum wage is a moral obligation to provide a better living for society and will create an economic stimulus effect since low-income families will have more money to spend in the local community.

Democratic city leaders and state legislators in Long Beach have applauded California’s action, stating that it would help “level the playing field,” which was a concern brought forward by many small business owners, who said local minimum wage laws would create a patchwork of labor laws across the state.

“While some cities across the state, including Long Beach, have laws in place to increase the minimum wage, others do not,” said Assemblymember Patrick O’Donnell (D-Long Beach) in a statement provided to the Business Journal “This patchwork approach could make local businesses feel like they are at a competitive disadvantage compared to those businesses



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On the other hand, Republican lawmakers have been vehemently against increasing the state minimum wage. For instance, Sen. John Moorlach (R-Costa Mesa) said in a statement that the higher minimum wage will have devastating impacts on the Los Angeles region’s economy in particular, which he said is “shrinking.”

“We are at an inflection point in our history, and the reverberations of this decision, particularly the law of unintended consequences, will be significant,” he said. “Statistics consistently show that raising the minimum wage will eliminate entry-level jobs. Many workers hoping this change will improve their finances will be sorely disappointed because their job may actually no longer exist.”

The California Restaurant Association, which co-chairs a coalition called the California Consumers Against Higher Prices to advocate on behalf of members, called the state’s legislation “hastily crafted,” adding that the measure will bring negative consequences that will “recklessly destroy California’s businesses.”

The National Federation of Independent Business (NFIB), the largest small business association in California representing 22,000 small businesses, issued a similar statement that a 50 percent wage hike is “reckless” and will have “deep negative consequences, including job loss and increased costs to job creators, senior citizens and non-profits.”

Shawn Lewis, spokesperson for the NFIB, said the state’s decision to allow the mini-

mum wage to rise with inflation will only create more struggles for small businesses, adding that the state hasn’t had enough time to assess impacts of the state’s most recent 25 percent minimum wage increase.

“Your [labor] expenses are now going to change every single year,” he said. “Talk about unpredictability and not knowing what your costs are going to be year by year. That’s an incredible variable for small business.”

Lewis added that automation will become more and more a reality in California and will likely replace labor jobs since making the shift has already become more cost effective and equipment doesn’t come with the high costs of workers’ compensation and unemployment insurance.

Passanisi said he has already raised prices up to 10 percent and is planning to spend \$300,000 to half a million dollars this year on automation equipment for his food manufacturing operation in order to replace paid laborers.

Mike Sheldrake, owner of Polly’s Coffee on 2nd Street and president of the Belmont Shore Business Association, also said that, despite the state creating a level playing field, increasing the minimum wage will only force businesses to raise prices, which won’t provide workers with anymore spending power than they already have.

“They have just destroyed small business in California,” he said, referring to the state legislature’s decision to raise the minimum wage. “Nonprofits are going to suffer greatly. Small businesses like mine are going to suffer greatly. You’re going to have fewer people working. I’m never going to take a chance hiring someone who’s not already experienced and trained.” ■



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Attorney Says Group Will Take Case Against ‘Riverwalk’ Home Development To Appeals Court

■ By **SEAN BELK**
Staff Writer

Community activists taking legal action to stop a development of single-family homes from being built on vacant property once used as a Boy Scout camp in North Long Beach plan to appeal a judge’s ruling that their case be dismissed, an attorney for the group told the Business Journal.

Last year, a group called Citizens About Responsible Planning (CARP) filed a lawsuit against the city, challenging the city’s environmental impact report (EIR) on the project proposed at 4747 Daisy Ave., previously known as the Will J. Reid Scout Camp owned by the Boy Scouts of America.

Newport Beach-based developer Integral Communities plans to build a gated community to be called “Riverwalk,” with 131 two- and three-story single-family homes on a vacant 10.5-acre site bounded by the Virginia Country Club, the Dominguez Wetlands, a Pacific Union railroad track, the Los Angeles River and residential neighborhoods.

While some residents have spoken in favor of the development, stating that it would raise property values, generate city revenue and upgrade public infrastructure, others have voiced concerns,



Newport Beach-based developer Integral Communities plans to build a gated community to be called “Riverwalk,” with 131 two- and three-story single-family homes on a vacant 10.5-acre site (approximate site shown in red from a March 2016 Business Journal photograph) bounded by the Virginia Country Club, the Dominguez Wetlands, a Pacific Union railroad track, the Los Angeles River and residential neighborhoods. However, the project is currently being held up in litigation. (Business Journal photograph)

stating that it would be out of character with the surrounding neighborhood and may add traffic and environmental impacts. Nearly 200 people have signed a petition opposing the plans as well.

The group of community activists argues that the project’s EIR, which was unanimously approved by the city council on November 10, includes erroneous findings and fails to mitigate traffic and other environmental impacts associated with the proposed dense residential development.

The group also asserts that the city’s decision to change zoning of the site from “open space/parks” to “town-homes” while creating a planned use development ordinance to accommo-

date the project is considered “spot zoning” and violates state planning and zoning laws.

Last month, however, Los Angeles County Superior Court Judge Richard Fruin, Jr. ordered that the group’s case be dismissed since the petitioners hadn’t met a statute of limitations deadline for filing the lawsuit.

Under the law, opponents of a city-approved project have 30 days from the time an official Notice of Determination (NOD) is filed by the city to appeal a project’s approval, according to the judge’s ruling.

Two members of CARP requested a NOD document on the project’s EIR from the city attorney’s office and planning department last year, and in both instances the group was given a document dated November 18, subsequently filed with the Los Angeles County Clerk, the judge’s ruling states.

Although CARP filed its lawsuit against the city on December 18, Judge Fruin ruled that the group should have been aware of another NOD document filed on November 12 that dictated the lawsuit should have been filed by December 14. According to the judge, the petitioners should have asked whether an earlier NOD for the project had been filed.

“The fact that the city a week later took further action on the same project and that further action is noticed in a subsequent NOD does not estab-

lish a new period within which a judicial challenge may be filed,” the judge’s ruling states.

Jamie Hall, an attorney representing CARP, told the Business Journal in a phone interview that the group will appeal the judge’s decision, which he called “an unjust ruling.” He added that the statute of limitations argument should be discounted since city officials provided the wrong documents.

“My clients were extremely disappointed,” Hall said regarding the judge’s ruling.

“They spent a lot of time, money and energy working on this and are most determined to appeal [the ruling] . . . This isn’t over by any means.”

Assistant City Attorney Michael Mais told the Business Journal that attorneys for the city and the developer agreed that the case should be dismissed since the petitioners failed to file the lawsuit in a timely manor. Regarding the project EIR, he said the city followed all necessary requirements under the California Environmental Quality Act (CEQA).

The petitioners have 60 days from the time an official judgment is issued to appeal the ruling to the U.S. Court of Appeals, where three judges will determine whether the case should move forward, Hall said. He added that a request by the developer to seek \$10,000 in sanctions on grounds the lawsuit is “frivolous” has been denied. ■

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Beacon Economics Part Of CSULB Forum

(Continued From Page 1)

the annual forecast event by providing data and materials.

“When I struck out and started Beacon Economics, we recognized immediately that working with universities and helping them do this is really good for everyone,” Thornberg said, adding that his time as an economist at UCLA’s Anderson Forecast instilled this sentiment in him. “Supporting places like Cal State Long Beach and their work in the local community to us is a part of our mission, and it’s kind of a win-win transaction,” he said.

Wade Martin, chair of the department of economics and the organizer of this year’s forum, invited Thornberg to provide national and regional context to his own analysis of Long Beach’s economic standing. Attendees will leave with “a better understanding of the national and regional economies’ impact on Long Beach, [and] a better understanding of what the community is doing to make Long Beach more innovative, more dynamic, more responsive to business and citizens’ needs in a more sustainable way,” Martin said.

“There’s no such thing as an economy in a vacuum,” Thornberg said. “While obviously everybody is most interested in Long Beach, you have to recognize the global forces – whether we’re talking about issues around the world, [or] issues in the U.S. economy and the California economy – play a predominant role in what happens in Long Beach.”

The forum is just one way Beacon Economics is lending a hand to the Long Beach community. The firm recently began working with the City of Long Beach to analyze confidential data – which will not be released individually – on the city’s businesses in order to paint a larger picture of what’s going on in the local economy.

The data includes “business by business information that can be used to create a really interesting mapping of the city and the economic forces at play,” Thornberg explained. The analysis will yield information on income, employment, skillset of the local workforce, taxable sales, building permits and other information pertinent to economic development efforts in the city.

“From a planning perspective, this is a gold mine,” Thornberg said. “I mean, knowing exactly how businesses are performing, what industries they’re in, whether employment is going up or down, having some idea of the skill of the workforce by the average wages for that group . . . for an economic developer, this is a dataset that is really unparalleled.”

In a discussion with Mayor Robert Garcia and city staff at the onset of these efforts, Thornberg said he had emphasized the importance of research and data analysis in economic development.

“If you want to develop the city, if you want to get down and really help the people of the city and the businesses, you first have to know what the hell’s happening,” Thornberg said. That’s where Beacon Economics comes in. “Economic plans in a vacuum are bound to fail. But when they’re based on real data and real analysis, well then you really have a good chance of spinning things in a positive direction, and that’s what we’re doing.”



Wade Martin is the chair of California State University, Long Beach’s Department of Economics. At the department’s annual Regional Economic Forum on April 29, which he organized, he is presenting an analysis of Long Beach’s economy. (Photograph by the Business Journal’s Larry Duncan)

Beacon Economics’ ability to leverage its expertise to effect change was what drew its new executive director of economics research, Robert Kleinhenz, to leave his previous post as chief economist at the Los Angeles Economic Development Corporation. He joined Beacon Economics on March 1. “I have been chasing him for like three years,” Thornberg said. “He’s a great economist and knows his stuff, and he’s a perfect fit for what we’re doing.”

“In this role, and specifically working at Beacon, I’ll be able to branch out beyond doing sort of narrow economic development research to work with cities [and] help them with revenue forecasts, help them to understand their local

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Beacon Economics Joins CSULB Forum

(Continued From Page 25)

economies,” Kleinhenz said. He added he’ll also be able to work with both public and private sector entities to, for example, “determine exactly how a given real estate development may play out in terms of jobs created and long run impact.”

Both Kleinhenz and Thornberg believe strongly that it’s important for businesses, government officials and the general public to know more about how trends in the national economy affect them at the local level. For that reason, both “try to be fairly plain spoken and try to get past the economics jargon to explain these things so people understand what’s happening and can make smarter decisions,” Kleinhenz said.

“We’ve got good news about the economy right now. In the last several months, we’ve seen job growth hold up nicely for L.A. County,” Kleinhenz said. Despite concerns about the economy brought on by “wild gyrations” in the stock market at the start of the year, “the local L.A. County economy maintained its footing, and, for the month of February, it added jobs at a 2.5 percent rate year over year,” he noted. Health care, transportation and warehousing, and leisure and hospitality continue to lead countywide job gains, he added.

Martin and Thornberg will provide more information about the economy, with Long Beach-specific information, at the upcoming forum. The event also includes a panel with John Keisler, director of the Long Beach Innovation Team, and Jeffrey



Christopher Thornberg, left, is the founding partner of Beacon Economics, an independent research and consulting firm. He is one of the speakers at California State University, Long Beach’s Regional Economic Forum on April 29. Right is Economist Robert Kleinhenz, who recently joined Beacon Economics as its new executive director of economic research. (Photographs provided by Beacon Economics)

Fullerton, who as director of Edgemoor Infrastructure & Real Estate is a lead on the new Long Beach Civic Center project. Keisler is slated to discuss innovation and employment in Long Beach, with Fullerton focusing on the civic center project and its potential to benefit the local economy.

“Our vision is that the forum becomes the dominant annual event that talks about the direction the economy of Long Beach is headed and how it is a central driver in the region,” Martin said.

The forum takes place from 8 a.m. to 10:30 a.m. at the Long Beach Convention & Entertainment Center’s Seaside Ballroom, 300 E. Ocean Blvd. General admission is \$40, and various levels of table sponsorship are available. To attend, register at www.csulb.edu/economics.forum by April 22. For more information, contact ref@csulb.edu or 562/985-8135. ■



BNSF Says Future Of Its Rail Yard Project Uncertain After Judge Rules EIR Inadequate

■ By **SEAN BELK**
Staff Writer

Burlington Northern Santa Fe Railway (BNSF) officials are uncertain about building a \$500 million rail yard after a judge ruled that an environmental impact report (EIR) conducted by the Port of Los Angeles nearly three years ago was inadequate.

In a statement released April 8, Steve Bobb, executive vice president and chief marketing officer for BNSF, said it is not clear if the project will be built under the new framework set forth by the judge’s decision, adding that the railroad company will be conferring with Port of L.A. officials.

“After a thorough review of the ruling, BNSF is troubled by what the decision represents and is uncertain whether moving forward with the project is feasible at this time,” he said.

In a 200-page ruling issued last month, Contra Costa County Superior Court Judge Barry P. Goode determined that the Port of L.A. failed to perform adequate environmental analysis before the Los Angeles Harbor Commission and the Los Angeles City Council approved plans for the Southern California International Gateway (SCIG) rail yard proposed near West Long Beach.

BNSF officials said the railroad company is “disappointed” with the judge’s ruling and the project’s failure to move forward is a major loss for the local ports, the community and the region, with missed

opportunities for a “green, efficient facility” that serves customers and would have bolstered the ports’ competitiveness.

In order for the project to move forward, the port must now complete a new EIR that identifies additional mitigation measures to reduce potential environmental impacts.

The City of Long Beach, along with several other parties, including the Long Beach Unified School District, filed a lawsuit against the City of Los Angeles, challenging the merits of the rail yard project and the accuracy of the port’s EIR. Long Beach city officials and environmental groups, such as the Natural Resources Defense Council, argued that the port failed to accurately analyze potential environmental impacts, such as air pollution, traffic and noise, that the project would have on West Long Beach schools, neighborhoods and a homeless shelter.

Under a 50-year lease, BNSF had planned to build the rail yard on property owned by the Port of L.A. bounded by Sepulveda Boulevard, Pacific Coast Highway, the Dominguez Channel and the Terminal Island Freeway. BNSF proposed the rail yard to add capacity and to shift operations from the company’s current Hobart facility in the City of Commerce to the new SCIG facility, which would ultimately force some trucking and warehousing companies to be relocated. The goal is to utilize the Alameda Corridor rail system more efficiently and to move cargo closer to port docks.

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While the Port and BNSF have defended the EIR’s findings, maintaining that the project would improve overall air quality by taking trucks off the I-710 Freeway and by implementing zero-emission equipment, the court sided with the City of Long Beach, ruling that the rail yard as currently proposed would add significant air pollution to the region.

According to a statement from the Long Beach City Attorney’s office, the new rail yard would have directed thousands of diesel trucks and miles of diesel trains close to schools, daycare centers, playing fields and residences on a daily basis. By 2035, the project would have generated 2 million truck trips per year to and from the site, along with the loading and unloading of up to 1.5 million shipping containers annually.

The court found that the EIR used a flawed approach for measuring potential noise impacts of the new facility by focusing on “average” noise rather than the maximum acceptable level of individual noise events, according to the city attorney’s office. The court also declared that the EIR underestimated traffic impacts on San Gabriel Avenue near the Century Villages at Cabrillo homeless shelter and provided a misleading analysis of potential air quality impacts.

In addition, the court asserted that the EIR failed to analyze the impacts that the SCIG project would have on BNSF’s existing Hobart facility. By omitting this information, the EIR underestimated SCIG’s potential effects, including its capacity to induce further growth in the area, according to the city attorney.

“By failing to take the Hobart impacts

into account, the EIR provided an inaccurate assessment of the project’s impacts on climate change,” the city attorney’s office stated, adding that the EIR also failed to analyze the combined or cumulative impacts from the SCIG and the existing Intermodal Container Transfer Facility.

The judge’s ruling vacates all of the harbor commission’s and city council’s approvals of the project and suspends all project activities until a new EIR complies with the California Environmental Quality Act, according to the city attorney’s office. ■

Long Beach Transit Receives First Battery Electric Bus

■ By **SAMANTHA MEHLINGER**
Senior Writer

In March, Long Beach Transit received the first of 10 battery electric, zero-emission buses manufactured in Lancaster by Chinese-based automotive maker Build Your Dreams (BYD). When the rest of the buses are introduced to Long Beach Transit’s fleet in the fall, Marketing Manager Kevin Lee said six of them are slated to take over downtown’s Passport route, making it entirely run on clean, electric energy. The remaining buses are to be introduced on routes throughout the city.

The first completed bus represents a milestone in a lengthy process that began in 2013, when the transit agency first con-

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Battery Electric Bus

(Continued From Page 27)

tracted with BYD for the buses. That agreement was later voided by the Federal Transit Administration for not complying with its disabled business enterprise requirement.



Hyatt Area Vice President Mark Becker Heads Up Two Downtown Long Beach Hyatt Hotels

Mark Becker recently joined the Hyatt Regency Long Beach and the rebranded Hyatt Centric The Pike Long Beach as general manager, and continues his role as area vice president overseeing 10 Hyatt hotels in Southern California. Becker has an extensive background in hospitality and is a 26-year veteran with Hyatt. He worked his way up through the company, becoming an executive for the Hyatt Regency Huntington Beach in 2003, and at the Manchester Grand Hyatt San Diego. He served as general manager at other Hyatt locations, including the Hyatt Regency Minneapolis, where he oversaw the completion of a \$25 million expansion project. He most recently served as general manager and area vice president for the Hyatt Regency Century Plaza in Los Angeles. What brought him to Long Beach, he told the Business Journal, was “the opportunity to continue my role as area vice president and to oversee a beautiful property that has a tremendous history in the Long Beach community.” He added, “I am thrilled to be part of the Long Beach community and I am excited to work with a fantastic business community.” (Photograph by the Business Journal’s Larry Duncan)

After re-contracting with the firm last year, the \$11,069,319 project – primarily funded with a federal grant – is back on track.

The bus is currently undergoing testing by Long Beach Transit (LBT), according to Lee. “What we do is we’ll get one bus in and we’ll test it to make sure it meets

Long Beach Transit standards,” Lee said, adding that it is being inspected to confirm everything LBT requires is incorporated in the design and capability of the bus. The bus is undergoing road testing to ensure it is able to handle a full load of passengers, he added.

“We also obviously have to train on it so that our operators and maintenance staff start to learn about the battery electric bus, because it’s a completely different system than they’re used to,” Lee said. “After we’ve looked at everything and make sure that it’s up to our specifications, or if there’s any little tweaks or changes we need to make, we send that back to the manufacturer and make those tweaks or changes, and then we get the rest of the buses.”

One of the zero-emission fleet’s unique features is Wireless Advanced Vehicle Electrification (WAVE) technology, which uses

magnetic induction to charge buses while they’re out on the road. Metal plates are to be affixed to the bottom of the bus, and infrastructure with corresponding magnetic plates will be built at the bus stop outside the Long Beach Convention & Entertainment Center across the street from the Pike Outlets, Lee explained. As the buses pass over the plates en route, they’ll recharge.

The WAVE technology isn’t ready for installation yet, and is likely to be introduced after the buses are already in service, Lee said. In the meantime, the buses will be charged the conventional way at plug-in charging stations.

Once the buses are introduced to service in the fall, about 70 percent of LBT’s entire fleet will be running on alternative fuel sources, Lee noted. LBT is working to gather data to illustrate the environmental benefits of its increasingly environmentally friendly fleet. ■

Carrington Real Estate Debuts New Office In Bixby Knolls

Carrington Real Estate Services, which has been serving the Long Beach community for the past six years, recently moved to a larger office at 3530 Atlantic Ave., Ste. 100, to accommodate its growing business. The national firm with offices in 17 states specializes in residential sales and loans, and is a division of Carrington Holdings. “We had outgrown our space,” Maria Zuniga (pictured), associate vice president, Long Beach office manager and broker, told the Business Journal. The real estate company has about 40 agents working out of the Long Beach office. It relocated from a nearby executive suite to accommodate growth and to better serve the community with a more accessible location, Zuniga said. To learn more about Carrington, call 562/988-8999 or 877/330-2773, or visit longbeach.carrington-realestate.com. (Photograph by the Business Journal’s Larry Duncan)



Tierra Mia Coffee, With A Latin Flair, Opens On PCH In Central Long Beach

Tierra Mia Coffee, a coffee shop with Latin American flair, recently celebrated the grand opening of its new Long Beach location in the city’s 6th District at 425 E. Pacific Coast Hwy. The business, which has shops throughout Los Angeles County as well as the Bay Area, opened with assistance from the office of 6th District Councilmember Dee Andrews. Mayor Robert Garcia and the councilmember held a ribbon-cutting ceremony for the coffee shop on March 24. “Tierra Mia Coffee is one of my favorite coffee shops and I am excited that they have chosen Long Beach for their new location,” Garcia said in a city press release. According to the statement, the business created 36 new jobs in Long Beach. “I want to thank the owners for investing in our community, not only as business owners but as property owners as well,” Andrews stated. Tierra Mia Coffee offers Latin American-inspired drinks such as the Mocha Mexicano, Horchata Latte and Cubano con Leche, as well as a variety of pastries. The coffee shop is open seven days a week from 6 a.m. to midnight. For more information, call 562/912-4522, or visit http://tierramiacoffee.com/Long_Beach.html. Pictured at Tierra Mia Coffee are Assistant Manager Leovi Nuñez and Manager Jesus Gamino. (Photograph by the Business Journal’s Larry Duncan)

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Inside City Hall

Rainy Day Funds And Stabilization Start With Transparency – Not A Political Poll



By **GERRIE SCHIPSKE**

It is not a coincidence that the current and two past mayors of Long Beach are trying to get voters to support a general sales tax that can be spent on anything. All three have pushed (or voted for while on council) the "Mayor's Budget," which included the expansion of salaries and in turn drove up the pension costs that are eating away the remainder of the city's budget. In the early 2000s, when the mayor and council were told that CalPERS would not require annual payments because of "super funding," they did not put one penny aside for a "rainy day," but spent the money like drunken pirates.

Additionally, the current and past mayor have pushed a new city hall that has already cost taxpayers several hundreds of thousands of dollars in consultant fees and costs to solicit bidders. Knowing they can always hit up the taxpayers, the city is quietly giving away the Lincoln Parking garage and its revenues to the developer.

When oil revenue was strong, both former councilman James Johnson and I supported placing some of revenue aside to pay down unfunded liabilities. After we left in 2014, the practice apparently stopped.

So what's a mayor to do except hire a political consultant to take a poll to see how popular he and the council might be while at the same time test out what language pushes the buttons of taxpayers? The results of the poll were used to craft how best to get voters to agree to tax themselves to pay for past elected officials' mistakes. Words like "budget stabilization," "rainy day fund," infrastructure repair, and "public safety" poll very well indeed. What civic-minded voter wouldn't be moved to vote for these measures?

Kudos to the political consultant who thought up putting a "Budget Stabilization and Rainy Day Fund" measure on the ballot at the same time as one purporting to be a "City of Long Beach Public Safety, Infrastructure Repair, and Neighborhood Services Measure." I have already written how the ballot title for the second measure is misleading because a general tax cannot be designated for specific use, and the title is crafted to make the voter believe that it will.

Unlike real "rainy day fund" proposals, this one does not propose to pay down debt and other long-term liabilities such as pension obligations. Oh, no. This proposes to fund future city operations and services that might otherwise be reduced or eliminated when caused by economic recession or other financial hardship. And to convince those who might otherwise question a sales tax increase, this proposal goes into effect only if the good voters approve the tax increase. Slick.

There has been no detailed disclosure of where each type of revenue the city receives is now being spent. The city budget document shows gross amounts. Taxpayers deserve to see where specifically sales tax is spent in each department of the city.

Governing via political polling is a bad way to conduct the people's business. The purpose of these polls is to find out how to manipulate voters. If elected officials don't have the fortitude to make their case directly about why the city really needs more revenue, then voters should send a message back in the voting booth.

Next column: What's So Special About Those 3,400 Districts?

(Gerrie Schipske was elected to both the Long Beach Community College Board of Trustees and the Long Beach City Council. She is the author of several books on Long Beach history. Her blog is www.longbeachinside.blogspot.com.)

HealthWise

Don't Let Sleep Be a Dream



By **STEPHEN BROWN, M.D.**

For almost 40 million Americans a restful night's sleep is a dream. Sleep impacts a person's well-being, affecting how they perform, their emotions, appearance and overall quality of life. Healthy sleep is a balance between the quantity and quality of sleep a person gets.

In general, a typical night of sleep includes a pattern of alternating rapid eye

movement (REM) and non-rapid eye movement (NREM) sleep that repeats itself almost every 90 to 110 minutes. There are four sleep stages: 1, 2, 3 and REM sleep.

Stage 1: This is a light sleep that teeters between being awake and falling asleep. A person can be awakened easily in this stage and usually is the stage when someone experiences a sensation of falling.

Stage 2: Body temperature begins to drop at this stage, which is why it's helpful to sleep in a cool room. Eye movement stops and brain waves slow down.

Stage 3: This stage is referred to as "deep sleep" and is the most restorative stage of sleep. The muscles relax, breathing slows, blood pressure drops, blood supply to the muscles increases, tissue growth and repair take place, energy is restored and hormones are released. These hormones include growth hormones that support growth and development, even muscle de-

velopment – important for growing children. In deep sleep, there is no muscle activity or eye movement. This also is the stage when some children experience bed-wetting, night terrors or sleepwalking.

REM: REM takes place in the later part of the night. During REM, breathing changes becoming shallower and gets faster. Irregular rapid eye movement increases and limbs are momentarily paralyzed. The brain becomes more active. This is the stage when dreams happen. If you wake up and can remember your dreams, it's likely that you woke up during REM sleep.

These stages complete one sleep cycle. Each cycle typically repeats four to six times a night. This is why it's important to give the body the time and conditions it needs to recharge, heal and repair itself.

The National Sleep Foundation recommends that adults, even older adults receive seven to nine hours of sleep. If someone

finds that they struggle to get enough sleep or are getting the hours and still wake up tired or experience daytime drowsiness, they may be experiencing a sleep disorder.

Sleep disorders are linked to chronic illnesses like heart disease, diabetes and obesity.

With more than 70 sleep disorders, the only way to be diagnosed is with a sleep study. Polysomnography, otherwise known as a sleep study, is a test that diagnoses a sleep disorder by recording your brain waves, heart rate, breathing, oxygen levels in your blood, as well as eye and leg movement. Some sleep centers offer both in-lab and home sleep apnea testing options.

Don't let sleep be a dream, if you think you or someone you know may be suffering from a sleep disorder talk to your primary care physician.

(Stephen Brown, M.D., is medical director of the Long Beach Adult & Pediatric Sleep Center at Long Beach Memorial.)

Technology And Innovation

What Is Engineering, Anyway?



By **FOROUZAN GOLSHANI**

With multiple indicators highlighting the regional and national needs for more engineers, successful implementation of this complex undertaking has proven to be more challenging, and the results, though encouraging, are not at the levels they should be. While there may be many contributing factors, certain myths and misconceptions about the field of engineering have hindered the progress. It would be worthwhile to examine the general perceptions of this field and to compare these perceptions with the true nature of what engineers do.

The reality is that to a large portion of the society, engineering is a mysterious field, and not easily comprehensible like accounting or medicine. The common myths include:

To be a good engineer you ought to be able to fix things:

This could be the most misunderstood aspect of the profession. Generally, engineers don't work with their hands and rarely have an opportunity to "fix" things. Technicians do these tasks. Engineers devise solutions for problems and innovate methodologies for implementing them. Unfortunately, the media has not helped in this regard. Do a search on Google for the image of an engineer and enjoy looking at men in hard hats doing manual labor work. The legacy of train engineers has not helped either!

Engineering has no relevance to life or society:

Completely false! Whereas scientists discover the world we live in, engineers change the world, in most cases, for better. Examples are plenty. Although the drug penicillin was invented by a medical scientist, it was a chemical engineer who devised a process for the rapid manufacturing and administration of the drug that has saved an inestimable number of lives. Societal impact should be obvious by virtue of the newest phenomena, such as wireless telephony and the Internet.

Engineering is all math:

Not quite . . . While most branches of engineering rely on math-based problem solving, there are many areas of engineering that are design-based. In fact, here at CSULB we are experimenting with a BA degree in Engineering Systems.

Engineering is tough, competitive, not enough fun:

Yeah . . . It can be argued that engineering is tough. But so are some other fields that have experienced a significant upsurge. For example, veterinary programs are among the most competitive in the nation. And they are detailed and hard. However, like other difficult subject areas such as medicine, the interest level in veterinary medicine is high and even increasing. Competitive? No, engineers work in teams and collaborate. Each takes on solving a piece of the puzzle. Not fun? Wrong again. Engineers have a lot of fun seeing the results of their innovations, specifically when these creations contribute to improving the quality of life.

The high-tech sector is volatile and jobs aren't secure:

This is a more recent phenomenon. Until the late 1980s, layoffs and personnel turnover in this sector was unusual. There was an implied loyalty on the part of both employees and employers. However, the economic downturn of late '80s caused big corporations in seemingly stable sectors such as computing, defense and aerospace to begin significant adjustments to their workforce – not just blue collar workers, but engineers and managers. Then in 2000, the dot.com bubble burst and high-technology companies were forced to accept a new reality of "lean and mean" business practices. The image of what was considered to be a safe and secure job was tarnished. However, despite the turnovers, engineering and computing are the fastest growing sectors in this decade. The bottom line: if a person is to be unemployed, he/she will have a much better chance of getting back on track with an engineering degree as compared to having BS or a BA degree in many other fields.

So, you may ask: "What is engineering, anyway?" The answer: It is the field that provides the tools and devices necessary for human health, happiness and security. Not bad . . . if you are keen on job satisfaction!

(Forouzan Golshani is the dean of the College of Engineering at California State University, Long Beach.)

Trade And Transportation

Training The Supply Chain Workers Of Tomorrow



By LOU ANNE BYNUM and TOM O'BRIEN

The training includes entry and mid-level supply chain management positions to prepare workers for this dynamic industry, from transportation to warehousing.

Long Beach is part of a national consortium that administers this program, which is known as LINCS (Short for: Leveraging, Integrating, Networking, Coordinating Supplies). The program includes eight different certifications: Supply Chain Management Principles; Warehousing Operations; Transportation Operations; Customer Service Operations; Demand Planning; Inventory Management; Manufacturing and Service Operations; and Supply Management and Procurement.

Participants can complete as many courses as they like. At the end of each course, students have the option of earning a certificate from the Council of Supply Chain Management Professionals.

The certificate programs are offered as a combination of in-class and online, or online-only. They are typically about two weeks in length, and about 28 to 40 total hours per course. We work in partnership with industry to provide instructors and supply chain professionals to share their knowledge and experience.

Who should enroll in this training program? We are primarily targeting displaced workers, long-term unemployed workers and veterans returning from service. But we encourage anyone who wants to change careers, earn more money or advance in the goods-movement industry to join. Employees already working in the industry can benefit by understanding their role in the larger supply chain, and how actions at one part of the chain affect the others.

With the program well underway, LBCC and CSULB are now working towards connecting participants with regional businesses that have entry- and mid-level hiring needs.

Businesses that want to connect to newly trained talent, or that want to obtain training for their existing workforce, can attend an industry-focused informational session on April 26 from 3 to 4 p.m. in Building T, Room 1200 at LBCC's Liberal Arts Campus. For more information or to register for the event, please contact Dana Friez, workforce development training manager, at 562/938-3227 or dfriez@lbcc.edu.

Investing in and strengthening the local workforce will boost regional businesses and the local economy. CSULB and LBCC are proud to be partners in this effort.

(Lou Anne Bynum is executive vice president of college advancement and economic development for Long Beach City College. Dr. Thomas O'Brien is the executive director of the Center for International Trade and Transportation at CSULB and an associate director for the METRANS Transportation Center, a partnership of USC and CSULB.)

Small Business Dollars & Sense

Four Things You Can Do To Prepare Kids For Financial Success



By BEN ALVARADO

As a small business owner, you want to pass on your business and money savvy to your children. What better time to think about that than April, which is National Financial Literacy Month? Few states require financial education courses for high school students, which often leaves our young people woefully unprepared when it comes to understanding finances. When 2,459 students aged 15-18 participated in a test of financial literacy standards last year, more than half scored at or below 69.9 percent, the equivalent of a D+. And yet, a Harris Poll Financial Literacy Survey found that of families who have had discussions with their kids about money, more than half of those discussions were initiated by the kids. This tells us two things: Our kids need to know more about money, and thankfully, our kids actually want to learn more about money.

So what should you be doing to help prepare your kids for a successful, healthy, lifelong relationship with money? Here are four things you can begin to talk with them about now.

1. Help your child establish a savings account. The sooner your child makes saving a habit, the better, and the more likely it will become a habit that lasts into adulthood.

2. Help your child to create a budget. Budgeting is one of the key components for financial success. Whether you're helping a 10-year-old create a budget for his \$10 allowance or a 17-year-old create a budget for the weekly paycheck from her part-time job, if your child understands – and lives by – the concept of budgeting, it's a significant step in preparing him or her for the larger budgets they will need to manage later in life.

3. Help your child understand the difference between needs and wants. It's ok for your child to spend money on those things that are "wants." The idea is for them to be aware of the balance between the two, so that spending on the "wants" isn't excessive. This lesson can be particularly important to help your child understand, since it is one that many adults often struggle with as well!

4. Help your child to set financial goals. Whether it's having enough money to buy a new gadget, the latest pair of sneakers, or even a car, helping your child establish a plan to reach that goal – and celebrating the moment they achieve it – can be one of the greatest financial teachers.

Financial Literacy Month is the perfect time for parents to continue the conversation at home. Look for books on the topic of kids and money, or talk to your local banker for suggestions. You can also check out the fun, interactive and free Hands on Banking program. The online curriculum is easy to use and lessons are specifically tailored by age-group.

These are just a few of the ways you can get started. Whichever methods you choose, start now. Your child's financial future is at stake. Getting them on the road to financial success now can increase the likelihood that the ride has as few bumps as possible.

(Ben Alvarado, a 25-year veteran of Wells Fargo, is the president of the bank's So. Calif. Region, which stretches from Long Beach to Orange, Imperial and San Diego counties.)

Effective Leadership

Three Ways To Transform Interruptions Into Interactions



By MICK UKLEJA

Are you creating the best place, where the best people, can do their best work?

This kind of caring culture doesn't start big. It starts small – in those everyday encounters with the folks you come in contact with.

Our to-do lists are long, and people can seem like an obstacle to productivity. At least that's the way we feel.

So we naturally see potential interactions as interruptions. Unfortunately this can lead to missed opportunities to get up close and personal. Small and brief interactions can become highly invaluable.

Here are three ways these interactions promote growth.

1. Brief encounters help you understand the organization. Before you can lead an organization you must understand it. In reality it's an organism. Now there's no such

thing as an unorganized organism. Even the simple cell is organized. And the larger the organism, the more complex the organization. But it's first and foremost an organism – in this case – made up of live people.

As leaders we strive for alignment throughout the organization. Yet the effective leader also takes a deep dive as an active participant. You feel the humanness and the messiness that accompanies every complex organism. You understand where resistance to change is lodged. Conflicting needs are spotted. Both growth and stability are combined that leads to innovation and change. You see (balcony), and feel (basement), the tension which better equips you to lead.

2. Brief encounters give you the opportunity to be authentic. Authenticity means connecting with yourself and with others. Authenticity is often misunderstood.

Authenticity is not an individual sport. It's a team sport. It's not self-centered. It's other-centered. It's being true to yourself while at the same time bringing out the best in others. Saying whatever is on your mind might be spontaneous, but it's not necessarily authentic. Being rude does not usually reflect what we say we value at our core. Being authentic is not "shooting from the hip." If mutual respect is important, then controlling our responses is acting authentically.

A leader has to be many things to many people. The trick is to pull that off while remaining true to yourself.

3. Brief encounters become your touchpoints that add value. Many interruptions are touchpoints in disguise. Douglas Conant, former CEO of Campbell Soup, says that "small everyday encounters define your impact on your or-

ganization and your reputation." These touchpoints are the multiple interactions we have everyday. What we think keeps us from our real work could be the real work. What if they were turned into opportunities to communicate vision, values and culture? A time waster becomes a strategy enhancer.

As you touch people and add value to their life, you add value to your organization. Maybe it's celebrating a success, discussing an issue or answering a question. It cuts across all leadership encounters – teaching, mentoring, coaching, parenting, managing. Look for ways to improve on those moments. As you listen, frame and advance the conversation, your leadership comes to life.

Bill Clinton said, "Being a leader is like running a cemetery. There's a lot of people under you – and nobody's listening." However, it doesn't have to be that way.

Turning interruptions into interactions helps you understand the organization from the balcony to the basement – you see it and feel it. It provides you with an opportunity to add value to others – turning the touchpoint into an impactful encounter.

Six brief encounters everyday adds up to over 2,100 potentially powerful interactions each year.

That little moment is no small matter.

(Mick Ukleja is an author, speaker and generational strategist. He keynotes across the country on leadership, generational diversity and personal productivity. He is co-author of the best seller, "Managing The Millennials, 2nd Edition." Check his weekly blog at www.Leadership-TraQ.com.)

Realty Views

Owning Still Cheaper Than Renting



By TERRY ROSS

Despite a housing market that is making steady appreciation gains not only in California but nationally, recent statistics show that for most people buying is still a more cost-effective housing choice than renting – even when you figure property taxes, acquisition costs and the other expenditures associated with buying a piece of real estate.

Probably the key reason is the relatively low cost of mortgage money, which still runs in the 3 to 4 percent range for 30-year fixed-rate loans and which can be even less for adjustable or 15-year products. Even though the Fed voted to start increasing rates late last year, that plan is on hold as the economy goes through a tricky period and most analysts are not sure what direction it is going in.

Another important factor, especially in California, is the low vacancy rates for rental properties, which allows landlords to keep rental prices high because of the tight supply and demand factor that really governs all real estate pricing.

The national real estate site Zillow has researched the rent-versus-buy scenario and even compares the extra costs of home ownership such as fees, taxes and home equity growth against rental deposits and any associated fees. So their study looks at much more than just a monthly rental payment versus a mortgage payment.

Nationally, home buyers who own their home for just two years or longer save money over renting. At the end of 2015, Zillow said that the breakeven point was actually 1.9 years on a national basis.

In California, with our higher home prices and expenses, the average breakeven time is 3.3 years – and this varies in different parts of the state. Not surprisingly, the areas such as along the coast take longer to hit this breakeven point because of the higher home prices. Inland areas such as Riverside and San Bernardino reach breakeven sooner because of more economical home prices.

Some of the breakeven points for the rent-versus-buy comparison are 4.4 years in Santa Clara, 4.1 years in Los Angeles, 3.7 years in Santa Barbara, 3.3 years in San Francisco, 3.1 years in San Diego, 2.7 years in San Bernardino and 2.0 years in Riverside.

Compared to this time last year, the breakeven point has leveled off across the state. In Los Angeles, it has decreased from 5.1 years at the end of 2014 to 4.1 years at the end of 2015 – whereas, in Riverside it has increased from a low 1.5 years at the end of 2014 to two years in the most recent report.

Breakeven points in all locations will rise significantly once mortgage interest rates increase, and this will result in lower buyer purchasing power across the state. Also, since more of the home buyer's monthly payment will go toward interest and less toward principal, their investment will take longer to accumulate equity. Thus, the breakeven point will grow in step with increasing mortgage rates.

The other important part of this equation – vacancies in both rental and owner-occupied properties – will also impact the relative merits of the rent-versus-buy question.

Both rental and homeowner vacancies were low in 2015. The rental vacancy rate declined to 4.1 percent, falling to its lowest level since 2006. This is below the historical equilibrium rate of 5.5 percent. The homeowner vacancy rate has remained level since 2013, at 1.2 percent. Today's homeowner vacancy rate corresponds with the historical average.

Residential vacancies have decreased as California's economy produces more jobs, allowing more household formations to occur. However, construction starts need to rise to offset the decline in vacant rental units; otherwise, the price of rents will rise. This has already occurred in city centers like Los Angeles and San Francisco, where residential rents are well above average.

Heavy residential vacancies, an indicator of a struggling local economy, were the norm from about 2006 to 2011. In 2016, homeowner vacancies are back to normal at 1.2 percent. Rental vacancies are well below normal, as the demand for rentals has outpaced new rental construction in the years following the foreclosure crisis.

This decreased rate was once due to higher-than-normal homeowner vacancy rates – those who either lost their homes or decided to put off homeownership after the Great Recession but still needed a place to live and filled up rental properties. Now, the low rental vacancy rate is partly attributed to the slowly recovering construction industry, which, while growing, has failed to keep up with rising demand for rentals.

Another factor that could keep the demand for rentals high – even though the economics favor buying over renting – are the upfront costs and credit requirements of a purchase that not everyone who wants to be a homeowner is able to accomplish. This may be the biggest factor of all.

(Terry Ross, the broker-owner of TR Properties, will answer any questions about today's real estate market. E-mail questions to Realty Views at terryross1@cs.com or call 949/457-4922.)

Third Sector Report

What Should Concern Boards The Most?

(Continued From Page 1)



By JEFFREY WILCOX

The single largest concern, capturing more than 50 percent of the responses, was boardroom attention to economic uncertainty and increased volatility. These are subjects that beg a focus on overall organizational sustainability, resiliency and long-term revenue development.

In plain English, that means boards are or should be spending more time looking at their organizations as a whole rather than dissecting its parts. That's easier said than done for boards that would prefer to manage fields and silos rather than lead the farm. To help the effort, organiza-

tional dashboards are essential. Board agendas must also be created based on need to act versus need to report.

The second most common response to what nonprofit boards are or should be concerned about in 2016 has to do with board representation, particularly as it relates to diversity and inclusion.

This response from better than a third of the respondents, boldly, and rightfully, asks how much longer are various parts of the nonprofit sector going to give nothing more than lip service to the objective of achieving diversity while their decisions and actions are actually furthering oppression rather than ending it.

Meaningful board discussion about these drivers of success begins with making time for everyone to fully understand what valuing diversity and demonstrating inclusion would not only look like, but, the greater impact the organization could achieve if more time and board focus was aimed at them. The starting place for creating board action is firmly placing the human capital discussion on each board agenda as on par with financial capital conversations. Both require a managed

and sustainable pipeline for the organization to thrive.

Ultimately, every board must answer the key question: Do the stated prerequisites for board service actually invite and edify a diverse group of people to effectively steward a common mission for the benefit of the community? Terms limits, collective board goals versus individual requirements, robust board committees, and demographic benchmarking and goal-setting are usually prominent elements of an organization serious about inclusiveness.

Rounding out the top three areas that readers of Nonprofit Quarterly cited as key concerns for nonprofit boards was analyzing and potentially redefining their organizations' relationships with government, the private sector and other nonprofits. This reader response is directly related to boards focusing on the increasingly competitive operating environment which scored as top concern number four.

Relationships with other organizations don't come naturally for many nonprofits. There are control issues that sabotage their relationships including fears of being gobbled up, making compromises,

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losing supporters or exposing weaknesses to the competition. For some nonprofits, the alpha cat position is the only acceptable role in a partnership that supposedly is for the benefit of the community.

The starting place for the board is to start asking about the current value and future potential of relationships that the organization does or does not have. If an answer is based on perceptions rather than facts; or, finds its basis in a previous generation, it's probably time to get over it and redefine something that says the greater community good is more important.

If the sector survey is a reliable indicator of the pulse of the nation, organizational sustainability, inclusiveness and relationships are or should be the top concern of nonprofit boards right now. Savvy boardmembers would be well advised to compare how their next board agenda measures up against the tide.

(Jeffrey R. Wilcox, CFRE, is president and chief executive officer of The Third Sector Company, Inc. Join in on the conversation about this article at the Long Beach Business Journal website lbbizjournal.com)



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