

Date: December 24, 2025

To: Thomas B. Modica, City Manager

From: Wally Hebeish, Chief of Police
Christopher Koontz, Director of Community Development
Kevin Riper, Director of Financial Management

For: Mayor and Members of the City Council

Subject: **Late Night Belmont Shore Public Safety Plan**

On [November 11, 2025](#), the City Council directed the City Manager to advance a series of public safety actions focused on late-night activity in Belmont Shore, as well as broader, data-driven strategies to address violent crime and nuisance issues citywide. Specifically, the City Council directed the City Manager to:

- **Work with the City Attorney and businesses that sell alcohol and operate after midnight in Belmont Shore** to establish formal operating requirements that enhance safety and security, while ensuring an appropriate community engagement process.
- **Return within 45 days with a late-night public safety plan for the Belmont Shore commercial corridor** that evaluates the feasibility and cost of re-establishing LBPD walking beats during high-traffic hours and reactivating the Belmont Shore police substation; implements additional DUI enforcement at regular intervals aligned with peak egress times of bar patrons; and enhances targeted late-night enforcement of nuisance issues, including public drinking and unauthorized vendor operations.
- **Return within 90 days with a report that includes a citywide, data-driven hot spot analysis of violent crime** – encompassing bars, smoke shops, and liquor stores— provides options to address identified hot spots; evaluates the feasibility and cost of LBPD walking beats citywide based on crime data; and examines options for enhanced enforcement of nuisance issues using a citywide, data-informed approach that accounts for varying peak activity times across different areas of the City.

Based on Council direction, community and business feedback received to date, and research conducted since November, this report presents a comprehensive overview of late-night public safety considerations in the Belmont Shore commercial corridor. An interdepartmental team of departments including Police, Community Development, Financial Management, Health and Human Services, and City Attorney's Office have collaborated to outline existing enforcement efforts, evaluate the feasibility and cost of enhanced public safety measures, evaluate potential approaches to regulating late-night alcohol-serving establishments, and identify recommended actions and next steps. The report is organized into the following sections:

- Background
- Belmont Shore Late-Night Public Safety Plan Considerations

- Approaches to Regulating Businesses that Serve Alcohol Late at Night
- Addressing Nuisance Issues
- Summary of Recommendations
- Next Steps

BACKGROUND

The Belmont Shore Context

A first step in evaluating approaches to regulating businesses that serve alcohol at night and addressing nuisance issues on Second Street is to consider the larger context of the district. Second Street in Belmont Shore has a long history as a unique shopping, dining, and visitor destination. The City's Local Coastal Program (LCP), a component of the City's General Plan, which has been in place since 1980, describes Belmont Shore as: "an intensely developed residential area" having a special "beach community" atmosphere. Its shopping district is unique in Long Beach due to the high volume of walk-in and bike-in visitors it attracts. The LCP also recognizes that, because Belmont Shore fronts both a very popular ocean beach and an equally popular bay beach, traffic and parking challenges can be acute.

The LCP Policy Plan acknowledges the distinctive character of the Belmont Shore shopping district and identifies it as an area prioritized for preservation. It emphasizes retail uses that encourage pedestrian activity, window shopping, and a walkable commercial environment as predominant uses.

Over time, rising commercial rents and broader changes in the retail market have contributed to an increase in restaurant uses along the Second Street corridor. The long operational history of the Second Street corridor means many existing alcohol-serving businesses on Second Street began operating before current zoning regulations were adopted. This evolution has made Belmont Shore an attractive destination for patrons, including local residents, who often utilize a "park once" approach and walk the district before or after dining. Despite these changes, the overall scale and character of the shopping district have largely remained intact, with smaller tenant spaces and continued reuse of existing buildings.

Community and Business Engagement

A number of community and resident discussions have taken place in Belmont Shore both prior to and following the November 11th City Council discussion. Residents have expressed frustration regarding a perceived increase in public safety incidents and nuisance activity associated with alcohol-serving businesses along Second Street. While the City's crime statistics do not reflect a documented increase in violent crime in the area, three recent homicides have contributed to heightened community concern related to public safety, perceptions of safety, nuisance conditions, and the impacts of alcohol service and consumption on the surrounding residential neighborhood.

In response to these concerns, the group of bars that typically operate past midnight voluntarily agreed to close earlier for a 30-day period, from mid-November to mid-December. Businesses that participated reported experiencing significant financial impacts, affecting not only the establishments themselves but also employees and nearby businesses that rely on late-night foot traffic. One business reported estimated revenue declines of approximately 35 percent during the early closure period. During this time, businesses also implemented additional voluntary operating requirements and security measures in close coordination with the Long Beach Police Department (LBPDP).

As described later in this memo, a community meeting will be held in late January 2026 to provide members of the public with an opportunity to review the information presented in this memo, share feedback, and help inform next steps by City staff.

BELMONT SHORE LATE-NIGHT PUBLIC SAFETY PLAN CONSIDERATIONS

The City is committed to ensuring that Belmont Shore remains a safe, vibrant, and welcoming destination for residents, businesses, and visitors, particularly during late-night hours when activity levels are highest. This section outlines the current and planned strategies being implemented by the LBPDP and other City departments to reduce public safety risks and enhance quality of life along the Second Street corridor. These strategies build on existing enforcement efforts and community partnerships and provide context for evaluating potential additional measures, including staffing, resource allocation, and regulatory approaches.

Data-Driven Approach to Public Safety

The City's response to late-night safety concerns along Second Street includes efforts across multiple City departments to ensure legal compliance and public safety. The LBPDP implements crime reduction strategies which are not only based on the analysis of crime statistics and calls for service, but take into account situational crime trends, legislative considerations, and community feedback.

Year-to-date data for Council District 3 (January 1 through November 30) show a 19.8 percent decrease in reported incidents and 3.3 percent decrease in calls for service. When focusing specifically on the Second Street corridor, reported crime trends reflect a 20.3 percent decrease in property crimes and a 40.0 percent decrease in society crimes, with a 3.7 percent increase in crimes against persons.

The LBPDP remains committed to proactive, innovative, and focused public safety efforts, which include the analysis of statistics, collaboration with involved City departments, and the robust community engagement.

Current Police Department Enforcement Efforts

In FY 25, the LBPDP implemented an Event Action Plan (EAP), a focused deployment strategy used to concentrate staffing and enforcement resources during periods of heightened activity, to reduce crime and enhance public safety in the Belmont Shore area, effective February 2, 2025. As part of this effort, the LBPDP reallocated resources to the Belmont Shore with a focus

on reducing crime, enhancing safety, and improving the quality of life for residents, business, and visitors during both daytime and late-night hours.

During daytime hours, the East Division Patrol Resource Officer and Neighborhood Safety Bike team focused on outreach and engagement with business owners and residents. During late-night hours, additional resources, including the High Crime Focus Team, motor officers, and over-minimum patrol units, were deployed to increase visibility, deter criminal activity, and enforce applicable laws, particularly during periods associated with higher levels of violent crime and after business closing hours.

An additional EAP for FY 26 will continue these enforcement efforts and will expand the use of officers on foot patrol within the Belmont Shore commercial corridor and adjacent residential area.

Feasibility of Walking Beat

In prior years, the LBPB maintained several specialized full-time assignments, including a dedicated Belmont Shore Walking Beat. In 2018, the permanent Belmont Shore Walking Beat assignment was discontinued in order to preserve adequate base staffing levels for patrol operations and emergency response. Since that time, the Department's staffing environment has become significantly more constrained due to both a reduction in overall budgeted sworn positions and a sharp increase in police officer vacancies.

To evaluate the feasibility and cost of re-establishing walking beats during high-traffic hours along the Second Street commercial corridor, the LBPB used the last full budget year in which the East Division Second Street Walking Beat was funded (FY 18) as a reference point. At that time, the LBPB's annual authorized staffing level included 684 police officers with a vacancy rate of 4.1 percent. By comparison, the FY 26 budget reflects 644 police officers, representing a net reduction in overall staffing while the police officer vacancy rate has increased to approximately 18 percent. This combination of fewer budgeted positions and substantially higher vacancies has materially reduced the number of deployable officers available for daily operations, limiting the LBPB's ability to staff specialized assignments without negatively impacting core patrol coverage and emergency response capabilities.

Re-establishing a dedicated Belmont Shore Walking Beat would require the reassignment of patrol resources to a full-time assignment focused on the approximately three-mile Belmont Shore corridor. Depending on the desired level of coverage, this would involve assigning between two and four police officers with supervisory oversight by one sergeant. Based on this staffing model, estimated annual costs range from approximately \$522,490 for two officers assigned four nights per week to approximately \$1,397,740 for four officers and one sergeant providing coverage seven nights per week. These estimates reflect only the direct staffing costs associated with the walking beat assignment.

A portion of these costs could be reduced by an estimated \$164,089 to \$264,400 through partial reliance on overtime to support coverage. However, relying solely on additional overtime, beyond already elevated overtime levels within the LBPB, is not a sustainable long-term approach. Officers currently work a significant amount of mandatory overtime to meet minimum

patrol requirements, and additional reliance on overtime, particularly during nights and weekends when demand in Belmont Shore is highest, would further strain the workforce.

Feasibility of Second Street Police Station

The LBPD deploys patrol officers using a data-driven, demand-based model. Day-to-day assignments and responses are guided by call priority and operational data, including crime trends and identified public safety issues, with officers responding first to the highest priority calls for service and then conducting proactive patrol within their assigned beats. As a result, officers spend their shifts moving in response to calls rather than remaining at fixed locations awaiting assignments, and patrol staffing is not tied to the presence of a physical police facility within a specific area.

In response to the request to evaluate a potential Second Street police station, the LBPD reviewed the available space at the Fire Station 8 facility. While limited space is available, it is not suitable for a fully staffed police station. The current space would require significant tenant improvements to support 24/7 police operations, including facility, security, and technology upgrades necessary to integrate with LBPD systems. The proposed Belmont Shore location also presents operational constraints. The surrounding corridor experiences high vehicle and pedestrian volumes, which limit opportunities for secure emergency vehicle parking and create challenges related to ingress and egress for police operations. These conditions would further constrain the site's ability to function effectively as a police facility.

Consistent with current operational practices, the LBPD's existing substations in the East, West, and North Divisions are not open to the public. Any satellite or substation facility in the Belmont Shore area would similarly operate without public access and would not function as a walk-in police service location. In addition, establishing a new East Division substation in Belmont Shore raises equity considerations, as similar requests have been received in other areas of the City where staffing limitations likewise prevent the LBPD from operating additional facilities.

For these reasons, reopening or establishing an additional police substation or satellite location in Belmont Shore is not considered feasible at this time. Instead, the LBPD will pilot a "Community Call, Report, and Partner with LBPD" campaign in the Belmont Shore area, building on the existing *See Something, Say Something* initiative. This effort will focus on improving awareness of how and when to report incidents, clarifying reporting options for all priority levels, and encouraging follow-through with investigations.

In many cases involving misdemeanor or nuisance-related offenses, enforcement requires a reporting party when an officer does not directly observe the violation. When no one is willing to serve as the reporting party, enforcement efforts cannot advance. Strengthening communication and partnerships with residents and businesses in these situations can improve case outcomes, support investigations, and enhance overall public safety in the Belmont Shore area.

Increased DUI Enforcement

Each year, the LBPD receives grant funding from the California Office of Traffic Safety (OTS). While this funding supports DUI enforcement, it also carries broader traffic safety and education requirements, including child passenger safety education, seatbelt and speed enforcement, street racing and takeover prevention, and bicycle safety enforcement, which now includes e-bikes.

DUI enforcement funded through the OTS grant is conducted using two primary strategies: sobriety checkpoints and DUI saturation patrols. Both deployment methods are data-driven and rely on factors such as collision history, prior DUI arrests, and the likelihood of DUI-related crashes in a given area. On average, LBPD conducts approximately seven DUI checkpoints and 21 DUI saturation patrols citywide each year using OTS grant funding.

Sobriety Checkpoints

Under *Ingersoll v. Palmer* (1987) 43 Cal.3d 1321, the California Supreme Court determined that sobriety checkpoints are constitutional only if eight specific operational requirements are met. Due to physical and operational constraints, DUI checkpoints are not conducted within the Second Street business corridor or its immediate egress points, as doing so would conflict with key legal requirements, including:

- **Maintenance of Safety Conditions:** Checkpoints require sufficient space for advance signage and cones, and a secondary screening area to safely conduct field sobriety tests. These required elements cannot be adequately accommodated within the corridor.
- **Minimal Intrusion on Motorists:** The proximity of businesses, residences, and high pedestrian and vehicle traffic increases the level of intrusion and disruption, which must be minimized under the legal standard.

Each sobriety checkpoint also requires significant staffing and resources. A sworn supervisor ensures the DUI checkpoint complies with all legal and operational guidelines, with appropriate safety measures in place to safeguard motorists and officers. A typical DUI checkpoint is staffed by approximately 14-20 sworn officers, including supervisory personnel, and supported by 3-5 professional staff for administrative functions. Additional support is often provided by volunteers from Search and Rescue, the Police Explorers program, and partner organizations such as Mothers Against Drunk Driving (MADD). The average cost of conducting a single DUI checkpoint is approximately \$13,000.

DUI Saturation Patrols

DUI saturation patrols are another effective enforcement strategy. Officers assigned to these patrols stop vehicles only after observing a moving violation, such as speeding or unsafe lane changes. If reasonable suspicion of impairment develops and probable cause is established, a DUI arrest may follow.

While a typical traffic stop lasts approximately 6–10 minutes, DUI arrests often require several hours to complete due to testing, documentation, and booking procedures. This extended

processing time removes officers from patrol duties, making staffing and overtime funding key considerations. As a result, saturation patrols must be carefully pre-planned and are supported through OTS-funded overtime shifts.

Ongoing and Planned Enforcement

Using OTS grant funding, LBPD will continue to schedule additional DUI saturation patrols and conduct high-visibility traffic enforcement along the Second Street corridor throughout the year. DUI checkpoints will also be conducted in appropriate nearby locations where legal and operational requirements can be met.

As required by the OTS grant, LBPD tracks and publicly reports the results of all DUI checkpoints and saturation patrols through news releases. In addition, officers responding to routine calls for service contribute to DUI enforcement efforts by conducting traffic stops on suspected impaired drivers whenever observed.

APPROACHES TO REGULATING BUSINESSES THAT SERVE ALCOHOL

Regulatory Context

Understanding the range of potential public safety and regulatory options requires an overview of how alcohol-serving businesses are regulated and the limits of local authority. In the post-COVID period, the City has faced both opportunities and challenges related to alcohol service across a variety of business types. Bars, nightclubs, restaurants, and even spas, salons, or other establishments that serve alcohol each have their own regulatory requirements and potential impacts. In some areas of the City, such as Downtown Long Beach, expanded alcohol service hours and special events have been used to support economic activity and encourage foot traffic. At the same time, the City seeks to better manage less responsible operators in other areas – ranging from liquor stores that attract loitering or crime to bars associated with noise, over-service, or other nuisance issues.

Alcohol Regulation and City Authority

To sell alcoholic beverages in Long Beach, a business must comply with three primary regulatory requirements:

1. Zoning approval consistent with the Long Beach Municipal Code (LBMC);
2. A valid City business license; and,
3. A State-issued alcohol license from the California Department of Alcoholic Beverage Control (ABC).

The ABC is the state agency with primary authority over the sale and service of alcohol. As a result, the City's local authority is largely limited to land use regulation, business operating standards, and enforcement of local codes. ABC is responsible for enforcing state alcohol laws, including violations related to over-service and ABC license conditions.

At the local level, several City departments play a role in regulating alcohol-serving establishments. The Community Development Department enforces zoning regulations; the Department of Financial Management oversees business licenses and entertainment permits; and the LBPD enforces criminal and traffic laws, including those related to public safety, alcohol, and nuisance activity.

Zoning and Land Use Controls

Under Titles 21 and 22 of the LBMC, the type of planning approval required for alcohol-serving businesses depends on the nature of the use and when the business was established. In most zoning districts, new establishments seeking to operate as a bar, nightclub, liquor store, or a restaurant with a fixed bar are required to obtain a Conditional Use Permit (CUP) through a discretionary process that includes a public hearing to the Planning Commission.

The CUP process allows the City to review each application on an individual basis and impose conditions of approval designed to minimize potential land use impacts, such as requirements related to lighting, security measures, and noise control.

The zoning regulations also provide for CUP Exemptions (CUPEX) for certain uses, including restaurants that serve alcohol only with meals and do not have a fixed bar, grocery stores, florists with accessory alcohol sales, and existing legal, nonconforming uses. CUPEX approvals are ministerial and do not involve discretionary review or public hearings.

Many existing alcohol-serving businesses on Second Street fall into the category of legal, nonconforming uses, meaning they began operating before current zoning regulations were adopted. As a result, these businesses may continue to sell alcohol without a CUP and without individualized operating conditions tied to land use approvals. In these cases, the City's ability to address nuisance and operational issues through zoning conditions is more limited.

Business License and Entertainment Permits

Every business that operates in Long Beach must obtain a Business License issued by the Department of Financial Management, pursuant to Title 3 of the LBMC. This Title establishes standards and regulations to promote and protect the public's health, safety, and welfare, and provides specific criteria that businesses must follow. These regulations apply across a range of business types, including, but not limited to, entertainment venues, cannabis businesses, sidewalk vendors, and massage establishments.

The Department of Financial Management employs inspectors authorized to issue notices of violation, administrative citations, and misdemeanor citations, as well as to administer associated penalties.

Chapter 5.72 of the LBMC specifically regulates entertainment and similar activities, establishing procedures for obtaining entertainment permits through the Department of Financial Management. Special provisions exist for the Downtown Dining and Entertainment District (DDED), designed to ensure consistent standards and facilitate the co-existence of residential and entertainment uses in Downtown Long Beach.

Research on Approaches to Regulating Businesses That Serve Alcohol Late at Night

The City has initiated research into potential improvements to existing alcohol regulations, both within the Second Street corridor and citywide. While each jurisdiction tailors its regulations to its unique context, Table 1 below provides an overview of four (4) jurisdictions and their approaches to alcohol permitting. For each jurisdiction, a key takeaway is highlighted, identifying practices that could inform potential updates to the City of Long Beach’s regulatory framework.

Table 1: Sample Alcohol Policies from Nearby Jurisdictions

Jurisdiction	Overview	Takeaways
<p>City of Los Angeles</p>	<p>Program divides uses that require entitlements and streamlined approvals for eligible sit-down restaurants. In January 2025, the City enacted a new more streamlined process in the Downtown area. For many of these programs, geographic locations and operations play a role in the permitting process.</p> <p>The streamlined approvals have a set of over 50 standards that they must agree to, including operating hours from 7:00 a.m. to 11:00 p.m., the service of food at all hours of operation, and do not restrict access because of age. The requirements also include security and entertainment provisions including electronic age verification devices for alcohol sales, camera surveillance system installation and adequate interior and exterior lighting, and prohibition on live entertainment, dancing, outdoor TV monitors and outdoor music.</p> <p>Furthermore, the regulations also geographically delineate “Alcohol Sensitive Use Zones” that require more outreach and limitations on the percentage of alcohol sales.</p> <p>The required fees include monitoring and compliance review fees.</p>	<p>The permitting pathway tries to balance the protection of public health, safety and welfare with regulatory process relief to support local economic growth.</p> <ul style="list-style-type: none"> • Streamlined approvals have strict operating requirements. • Mapping alcohol sensitive areas even for streamlined approvals is a positive benefit to looking at neighborhood appropriateness. • Still requires discretionary action for intensive alcohol related uses and operations outside of standard hours. • Even for streamlined approvals, the program has annual inspections and participants are subject to complaints-based enforcement actions through a complaint portal.
<p>City of Santa Monica</p>	<p>The program uses geographic areas to determine permitting pathway. The exemption process includes specific operating conditions, including hours and prohibits entertainment. The application requires the applicant to initial and acknowledge each operating condition for compliance. A CUP is required for uses that do not fall under the exemption.</p>	<p>The application for the exemption process requires the applicant to initial at each requirement. The format of the application ensures a property owner reviews every requirement.</p>

Table 1: Sample Alcohol Policies from Nearby Jurisdictions

Jurisdiction	Overview	Takeaways
City of Fullerton	<p>Zoning Regulations include two (2) chapters related to alcohol sales: Regulations for Businesses Selling Alcohol for On-Site Consumption and Administrative Restaurant Use Permit. CUPs are required for certain types of alcohol related uses.</p> <p>The regulations include operational standards for all businesses selling alcohol for on-site consumption in any zone. Operating conditions include minimum hours, but use permit process establishes overall hours of operation. Security plan is standard requirement for any alcohol-related use proposing to operate after 10 p.m. There are specific procedures for suspensions, modification, or revocation related to alcohol uses that does not solely rely on calls for service.</p>	<p>The operating requirements mirror similar provisions in the Downtown Dining and Entertainment District (DDED). The strength of the ordinance includes alternative metrics for suspension, modification, or revocation. The city specifically does not want to discourage business owners or others from contacting the police or other emergency services under any necessary circumstances. Therefore, the number of calls for service to the Police Department shall not be used as the basis for suspension and/or revocation of a CUP or Administrative Restaurant Use Permit (ARUP).</p>
Hermosa Beach	<p>In January 2011, the City Council established a regular review of on-sale alcoholic beverage establishment CUPs by the Planning Commission. Over the years, the review process and criteria have been amended. The on-sale alcohol establishment CUP review process was created to provide a transparent, objective, and consistent approach to reviewing CUPs for alcohol sales.</p> <p>As recent as 2025, the City converted to an annual review. The annual review includes data for all alcohol establishments and their compliance with CUP criteria from City departments and outside agencies involved in the CUP review, including Code Enforcement, Hermosa Beach Police Department (HBPD), LA County Fire Prevention, and California Department of Alcoholic Beverage Control (ABC). If an establishment violates any criterion by exceeding the defined number of incidents in any six-month period, the establishment is referred to the Planning Commission for a review of the CUP. The Planning Commission’s review may lead to a modification or revocation hearing based on the frequency of incidents or the type of violations.</p>	<p>Annual review provisions work to ensure compliance with conditions. Per ABC, this process can be effective in inter-agency collaboration that may result in adding camera requirements or modifying hours of operation. The ability to conduct this at the scale required by the City of Long Beach would be a challenge. This can be used as a framework with the establishment of a complaint portal.</p>

There are a variety of regulatory models that can be considered and adapted to the Belmont Shore context. In addition to lessons from other cities, Chapter 5.72 of the Long Beach Municipal Code provides a local example, regulating entertainment and similar activities through the Department of Financial Management’s permitting process. This chapter includes

special provisions for the DDED, establishing consistent standards to support the co-existence of residential and entertainment uses in Downtown Long Beach. The DDED framework offers an instructive model that could potentially be adapted or transferred to the Second Street corridor in Belmont Shore.

Potential Approach to Regulatory Updates and Compliance Activities

Establishment of additional regulatory permit for late night operations.

As described above, City staff have reviewed various regulatory approaches in other jurisdiction and identified takeaways that could inform local strategies. Additionally, through close collaboration with the Financial Management, Community Development and LBPD, recommend considering a model that has been successfully implemented in Downtown Long Beach for nearly two decades.

Chapter 5.72 of the LBMC regulates “Entertainment and Similar Activities,” establishes the [“Downtown Dining and Entertainment District” \(DDED\) in Section 5.72.200](#), designed to “provide consistent standards for the co-existence of residential and entertainment uses in Downtown Long Beach.” Entertainment permits are required for all businesses open to the general public and have activities intended to entertain their customers, including amplified music whether live or reproduced (karaoke, DJ, band with two or more performers), dancing, performers, etc. Each permit carries specific conditions that can be added, as long as they do not conflict with Section 5.72.200.

This model provides clear and enforceable standards for all late-night businesses in the DDED providing entertainment. Standard conditions include requirements for adequate security, noise and trash management, occupancy limits, security cameras accessible to the LBPD, and strategies to prevent loitering. The section also requires that if there is a substantial increase in complaints/calls for police service, the Permittee is required to increase security staff, implement the use of electronic metal detection equipment, increase outside lighting, or make other changes to the premises or operation as the Chief of Police determines are necessary to protect the safety of the public.

The DDED framework includes a tiered compliance system. Businesses not fully compliant move from Tier 1 to Tier 2, which imposes more stringent requirements, including reduced entertainment hours and limits on queuing after midnight. Tier 3 further restricts late-night operations and may revoke the ability to play amplified music.

In adapting Chapter 5.72 for Second Street in Belmont Shore, staff are evaluating which components should be added, modified, or approached differently. Similar to the DDED model, staff anticipate requiring additional permitting with minimum conditions for late-night alcohol-serving establishments, including security measures, noise and trash management, occupancy limits, accessible security cameras, loitering prevention strategies and monetary requirements for businesses to help support third party security such as through the Business Improvement District (BID). An additional tier of requirements and fees is anticipated to apply for businesses operating past midnight.

While the initial focus is on measures specific to addressing issues on Second Street in Belmont Shore, staff believe that some of the measures could also be considered to be imposed on late-night bars citywide. This will continue to be analyzed for the 90-day citywide report back requested by City Council. It will be important to consider how to best balance additional requirements on businesses with the City's entertainment focused economic development strategies and upcoming large special events such as the 2028 Olympic and Paralympic Games.

Implementation of additional economic development strategies.

In addition to the strategies noted above, staff recommend further focus on economic development strategies to support the local businesses, business district and overall Belmont Shore neighborhood. Rising commercial rents and increases in retail and commercial vacancies pose significant challenges. Some businesses may adapt to these changes through the additional focus on late night entertainment. It may be helpful for alcohol serving businesses to consider changes in pricing and offerings. Ensuring a diverse mix of shopping, dining, and entertainment options along Second Street can help maintain a vibrant and complementary concentration of retail and commercial services, an approach that has long contributed to the success and appeal of the corridor.

Improved access for community concerns and reports of non-compliance.

Currently, the public can submit complaints regarding commercial locations to the Business License Division by phone, Monday through Friday, from 8:00 a.m. to 4:00 p.m. at (562) 570-6211, or by email, at LBBIZ@longbeach.gov. In response to concerns in the Belmont Shore area and issues occurring outside of normal business hours, the Financial Management Department is partnering with the Department of Technology and Innovation to add commercial operation complaints to the Go Long Beach app that will be available for businesses Citywide, including those in Belmont Shore. This update will provide a consolidated and user-friendly platform for the public to report concerns, alongside other infrastructure and public nuisance items such as dumped debris and potholes. The new functionality will improve the experience for the public, enhance transparency of reported issues, and increase engagement with City staff. The rollout of this feature is anticipated before March 2026.

ENFORCEMENT OF NUISANCE ISSUES AND UNPERMITTED ACTIVITY

Maintaining public safety in the Belmont Shore area requires addressing not only violent and traffic-related crimes, but also ongoing nuisance and quality-of-life issues that can affect residents, businesses, and visitors, particularly during late-night and high-traffic periods. These issues may include public intoxication, disorderly conduct, unpermitted commercial activity, and other behaviors that disrupt the safe and accessible use of public spaces.

Public drinking and intoxication remain unlawful outside of specifically permitted events, and enforcement of these and similar quality-of-life issues continues to be part of the LBPD's overall public safety strategy. Officers working in the area are directed to address disorderly or nuisance-related conduct when present and able, with a focus on mitigating impacts and preventing escalation.

Enforcement of certain infractions and misdemeanor offenses can be challenging when violations are not committed in an officer's presence. In those instances, enforcement generally requires either direct observation by an officer or the willingness of a private party to act as a complaining witness, commonly referred to as a private person's arrest. These legal requirements shape how and when enforcement actions can occur and underscore the importance of coordination between the community, businesses, and enforcement agencies.

The following sections provide additional detail on how these enforcement principles apply to specific nuisance-related activities within the Belmont Shore area, including parking lot operations, unpermitted sidewalk vending, food trucks operating within the public right-of-way, and amplified or unamplified musical performances.

Adjustments to Parking Lot Operations

Staff are considering potential changes to the operation of City-owned parking lots along Second Street in Belmont Shore to improve safety, accessibility, and overall management.

Current Efforts and Operational Improvements

Public Works (PW), in coordination with the Technology and Innovation Department (TID) and other departments, has been actively reviewing conditions in City-owned public parking lots along Second Street in Belmont Shore and implementing near-term operational improvements where feasible.

PW recently completed a comprehensive lighting review of all public parking lots along Second Street to confirm that existing lighting was operational. Several non-functioning lights were identified and subsequently repaired or replaced. In parallel, TID is assisting PW with a market survey of potential augmented lighting solutions to further enhance visibility and safety in the parking lots. Preliminary review indicates that solar-powered Omniflow lighting may be a viable option. Once TID provides a formal recommendation and estimated cost range, PW will begin developing a request for proposals (RFP) to advance this work.

Additionally, staff recommend additional lighting for the parking lots, and that a formal Crime Prevention Through Environmental Design (CPTED) analysis be conducted to determine what other measures could be most effective as well as costs for any initiative. It is also important to maximize the use of alternative transportation to Belmont Shore, such as rideshare, transit, walking and bicycling. This can help with not only challenges related to constrained parking supply but also help reduce the rate of people driving under the influence of alcohol.

As part of these discussions, the potential installation of cameras in the parking lots has also been raised as an additional measure to address safety and noise concerns. A recent incident highlighted the potential value of having camera footage available to assist LBPD investigations. PW and TID have scheduled a site walk to assess potential camera locations and evaluate existing infrastructure. PW staff will continue working in partnership with the Belmont Shore Parking Commission to make a formal recommendation to the City for lot

improvements. Development of a recommendation is expected to take several weeks and be developed in the new year.

PW also explored the possibility of redirecting vehicle exits from the parking lots away from Ocean Boulevard and toward Second Street. However, due to operational and site-specific constraints, this option is not being pursued further at this time.

Potential Closure of Public Parking Lots on 2nd Street

In addition to current efforts, staff are evaluating potential operational changes to public parking lots along Second Street for future policy consideration. These discussions are informed by observed activity patterns during evening hours and the goal of balancing business access, neighborhood quality-of-life concerns, and operational feasibility.

One option under consideration is establishing a defined nightly closure time for the public parking lots, with a preliminary concept of a midnight closure. Input from the appropriate Commission would be requested prior to any action. If direction is provided, PW would implement the closure through updated signage and notices and utilize existing parking enforcement resources to enforce the closure.

Another related option being evaluated is extending paid parking hours in the public parking lots to align more closely with business operating hours, rather than ending paid parking at 7:00 p.m. This approach could help discourage loitering that tends to occur after paid hours end, encourage visitors to use the parking lots rather than nearby residential streets, and potentially generate additional revenue that could be reinvested in parking lot improvements.

Currently, there is no proposal to physically close or install gates at the Second Street parking lots. With multiple small lots (15–30 spaces each) along the corridor, implementing formal Parking Access and Revenue Control System (PARCS) gate arms would cost approximately \$100,000 per lot. Even lower-cost options, such as side gates with locking mechanisms, would still require additional infrastructure like exit-side spike strips and staff to manually close and reopen the lots each day. Given these significant cost and staffing challenges, physical closures are not considered financially feasible at this time.

Enforcement of Unpermitted Sidewalk Vending

Sidewalk Vending Enforcement Background

Sidewalk vending enforcement continues to be a source of concern for many residents and businesses. Staff continue to enforce unpermitted sidewalk vending and other violations of the Sidewalk Vending Ordinance within the limits established by state law. State of California regulations established with Senate Bill 946 (SB946), intended to create an operating space striving for voluntary compliance and decriminalized sidewalk vending statewide. It restricts cities to administrative remedies, including notices, administrative citations, cease and desist orders, disposal of food products, and equipment impoundments, rather than traditional criminal penalties. Accordingly, the City's enforcement tools are limited by statute and must be applied strategically.

Enforcement of unpermitted sidewalk vendors is carried out primarily by the Business License Division (Business License) within the Financial Management Department (FM) and by the Environmental Health Bureau (Environmental Health) within the Health and Human Services Department (Health). Business License enforces the City's Sidewalk Vending Ordinance (LBMC Section 5.73) and has authority to issue Notices of Violation and Administrative Citations. Environmental Health enforces the California Health and Safety Code related to food safety and issues Cease and Desist Orders and Notices of Violation. Enforcement follows a complaint-based model, prioritizing areas with the highest volume of community concerns. Complaints may be submitted through the [Go Long Beach App](#) or directly to Business License and Environmental Health by phone or email.

For vendors who persist after education and warnings, enforcement escalates to the interdepartmental Complaint Response Team (CRT), which includes staff from the Health, FM, LBPD, and PW Departments, and has authority to discard food and impound equipment. The CRT was piloted in January 2025 following a meet-and-confer process to establish standard operating procedures designed to equip staff to safely address larger vending operations involving extensive equipment, diverse menus, and large crowds. The focus of staff and enforcement activity has increasingly shifted toward CRT operations, including the training, scheduling, and coordination involved in implementing the CRT effort.

Since the ordinance went into effect, Environmental Health has issued 187 Cease and Desist Orders and 6 Notices of Violation, while Business License (following a City Council-directed education-first campaign with enforcement beginning in July 2024) has issued 111 Notices of Violation and 94 Administrative Citations. Additionally, the interdepartmental CRT team has discarded food and impounded equipment 60 times. To support transparency, staff has also developed a public, interactive enforcement dashboard displaying the status of enforcement actions, which can be accessed on the Sidewalk Vending website's Enforcement Page here: [Sidewalk Vending Enforcement](#), or directly here: [Public Sidewalk Vendor Inspection Dashboard](#).

Staffing Capacity and Approach for Belmont Shore

Belmont Shore presents unique enforcement challenges due to its high volume of evening and late-night activity, and concentration of food-related businesses. Another challenge is that enforcement is currently carried out by staff whose primary responsibilities lie elsewhere, and no positions are solely dedicated to sidewalk vending. This has limited the ability to conduct late-night and weekend enforcement. The recently adopted FY 26 budget, however, adds capacity, including the transfer of the Public Works Food Truck Coordinator to Business License (renamed Mobile Business Coordinator) and the addition of two Business License Inspectors. Once recruited and trained, these positions are expected to provide approximately 20 hours per week of dedicated field enforcement, including late-night and weekend shifts, enabling a more consistent and proactive program.

In the interim, and in direct response to ongoing concerns in the Belmont Shore area, Business License management staff have initiated limited evening enforcement efforts after 10:00 p.m., when vending activity is most prevalent in the area. In parallel, an interdepartmental team is

developing a specialized CRT configuration focused on conducting late-night operations in Belmont Shore. This effort requires coordinating staff and schedules across multiple departments and adjusting protocols as necessary for late-night operations. Staff anticipate being able to conduct a CRT operation in the first part of 2026.

As part of this effort to strengthen enforcement outcomes, staff are also evaluating refinements to the CRT enforcement approach. One such measure will be to operationalize an approach under which all vendors operating at sites that have been a frequent source of unpermitted vending will be subject to elevated CRT enforcement actions, regardless of whether staff are able to confirm prior on-site education for each individual vendor. The City's Sidewalk Vending Ordinance has been in effect for almost 2 years, making it appropriate to adjust and adapt our approach for enforcement as informational resources are plentiful and accessible to aid in vending operations, and staff has conducted many education sessions open to the general public as well as targeted to specific groups. While education and outreach remain core components of the City's overall enforcement framework, this approach reflects both the significant resources involved in assembling CRT operations and the challenges associated with vendor mobility, frequent turnover, and the inability to reliably verify vendors' enforcement histories in real time during late-night operations.

Additionally, staff have observed that some unpermitted vendors quickly return to the same locations even after experiencing CRT enforcement actions. State law significantly limits the City's available remedies in these circumstances, and repeated noncompliance does not allow for criminal penalties or permanent prohibitions. Within these constraints, staff are actively evaluating additional strategies to strengthen enforcement effectiveness and improve long-term compliance, building on the foundation established through CRT operations over the past year.

Enforcement of Food Trucks

On August 20, 2025, staff released a memorandum to City Council outlining the proposed Mobile Food Facility Ordinance, which would regulate food trucks and similar mobile food operations. On September 23, 2025, staff presented the key elements of the proposed ordinance to City Council, where there was subsequent direction to staff to proceed with finalizing the ordinance. Since that time, staff have conducted community outreach to inform both operators and the public about the proposed regulatory framework.

As part of this outreach, a virtual community meeting was held on November 19, 2025, during which staff reviewed the proposed regulations and responded to questions from participants during a robust question-and-answer session. An in-person meeting was also held on December 2, 2025, focused on mobile food facility operators, providing an opportunity to connect directly with City departments and receive early guidance on the permitting requirements anticipated once the ordinance is adopted.

The Mobile Food Facility Ordinance is currently being finalized and will require a public hearing and review by the Planning Commission, as it includes proposed amendments to Title 21 (Zoning Regulations) and Title 22 (Transitional Zoning Code: Zones in Specified Areas) of the Long Beach Municipal Code. Following Planning Commission consideration, staff will return to

City Council for discussion, approval, and first reading of the ordinance. Staff anticipate bringing the ordinance forward in the first quarter of 2026.

Once the ordinance goes into effect, staff will be able to enforce noncompliant mobile food facilities more efficiently and with a broader range of enforcement tools. Unlike sidewalk vending, Mobile Food Facilities are not protected by SB 946, allowing the City to utilize additional enforcement mechanisms, including misdemeanor citations and other legal remedies, for operators who fail to comply with the ordinance.

Enforcement of Street Musicians

Enforcement actions involving street musicians require careful consideration of constitutional protections, as some live music and other expressive performances in public spaces may be protected under the First Amendment. While the City may regulate the time, place, and manner of such activities, the City should be mindful to ensure that any enforcement action is legally enforceable if challenged in court. As a result, staff must evaluate enforcement options not only based on community concerns, but also on whether the action can withstand legal scrutiny and avoid infringing on protected expressive activity.

Special Events

On [January 23, 2025, a memorandum](#) was issued regarding the Enforcement of Unpermitted Events. This memo outlined the various approaches available for addressing unpermitted events and clarified the City's definition of a "special event" under the Long Beach Municipal Code. Section 5.60 which defines a special event as any organized gathering, including but not limited to races, parades, marathons, concerts, fairs, community events, or any assembly of 75 or more people on public property, waterways, structures, or rights-of-way owned or controlled by the City. This definition was revised following a 2010 lawsuit that reached the Ninth Circuit Court of Appeals, which determined that the prior version of LBMC §5.60 gave the City overly broad discretion and could infringe on constitutionally protected rights.

While a street musician could theoretically fall within this definition if their performance met the criteria above, the application of special event enforcement tools in such cases would be highly unlikely to withstand judicial review. Consequently, this approach is generally not considered a practical or reliable enforcement pathway for individual street performances.

Disturbing the Peace

One enforcement approach available for concerns about amplified music or loud street performances is to contact law enforcement. Complaints that involve noise disturbing the peace may be reported to the Department of Disaster Preparedness and Emergency Communications by dialing 9-1-1 in the event of an emergency, or by calling the non-emergency line at (562) 435-6711 to request that a police officer be dispatched. Under state law (e.g., California Penal Code § 415 regarding disturbing the peace), Police have authority to respond to and address ongoing disturbances, including by contacting the individuals involved and asking that the activity be reduced or discontinued.

However, Police action typically requires that a disturbance be documented through a complaint from a resident, business, or other affected party and requires that party to be willing to articulate that their peace has been disrupted. In California, courts have ruled that an on-duty police officer cannot, by themselves, be victim of a noise disturbance because they are expected to respond to such issues as part of their duties, therefore their peace cannot be disturbed. Enforcement under Penal Code § 415 for disturbing the peace often hinges on sufficient evidence that the sound was so loud or unreasonable that it impeded others' peace and quiet, which can be subjective and will not rise to the level of a misdemeanor or infraction without corroboration from a complainant. While officers may be dispatched in response to a noise complaint and can advise performers to lower volume or cease activity, arrests are not the typical or guaranteed outcome, particularly if no one is available or willing to formally report the disturbance.

Noise Ordinance

While the Noise Ordinance is an available regulatory tool, applying it to street musician activity in real time is challenging and resource intensive. Enforcement generally requires sound measurements taken with calibrated meters in accordance with prescribed procedures, including accounting for ambient noise levels, distance, and duration of exposure. Because allowable decibel thresholds vary based on zoning and other factors, determining compliance on the spot – particularly in dynamic public environments – is difficult without specialized equipment and trained staff.

In addition, enforcement under the Noise Ordinance is largely complaint driven and involves a multi-step process that limits its practical use for street musician complaints. Under LBMC Section 8.80.370, enforcement may be initiated only upon receipt of a written, sworn complaint from a resident or property owner within the affected noise district. Following a documented determination of a violation, an abatement order must be issued, and enforcement escalates only if the violation continues and the abatement order is not complied with. Only then may the matter be referred for prosecution under Section 8.80.380. As a result, noise enforcement is typically a lengthy process and is not well suited to addressing transient or short-duration noise issues associated with street performances.

Finally, it is important to note that the Noise Office does not issue citations directly. Instead, complaints must proceed through the formal process outlined above, which further limits the ordinance's effectiveness as a real-time enforcement tool for street musician activity. For these reasons, while the Noise Ordinance remains an important regulatory framework for addressing persistent or measurable noise impacts, it is not generally a practical or reliable mechanism for responding to street musician complaints, particularly where immediate resolution is sought.

Business License Approach

Staff have explored another potential approach for addressing street musician activities by evaluating whether they are conducting business in the City and would therefore be required to obtain a business license. In theory, this could allow Business License staff to take enforcement action for operating without a business license, after appropriate protocols are

developed and staff training conducted to implement this new enforcement approach while also ensuring continued protection of First Amendment rights.

However, it is important to note that this approach would not equate to banning or otherwise prohibiting street musicians from performing. If a street musician cited for operating without a business license subsequently applies for and is issued a license, Business License staff would no longer have a basis for enforcement unless another provision of the Municipal Code is violated. Currently, the City does not maintain a specific business license category for street musicians or street performers. As a result, a performer could potentially obtain a general or home-based business license as an independent contractor who travels to conduct business. Under the City's existing Municipal Code framework, there are no provisions that specifically regulate or limit where, when, or how street performers may conduct their activities through the business license process alone.

If the City seeks more explicit regulation of street performers – particularly to address time, place, and manner considerations – a separate ordinance and permitting program would be required. In 2019, the City completed [a Street Performer Study](#), with findings issued in a December 30, 2019 memorandum. The study evaluated options for balancing performers' First Amendment rights with community impacts in Long Beach's mixed-use residential and commercial areas. It recommended the development of a dedicated street performer ordinance and permit program that would establish clear, enforceable parameters for performances.

The study noted that implementing such a program would require a substantial administrative and enforcement framework, including permit application processes, citation procedures, data tracking systems, and staffing resources to manage and enforce the program. At the time, full implementation was estimated to take up to two years and would require new staffing and funding commitments. Since the release of the study, no direction has been provided to move forward with ordinance development, likely due to the resource and cost implications associated with establishing and sustaining a new regulatory program. Although these estimates were developed in 2019 and actual costs, timelines, and program design considerations would likely differ today, the core finding remains applicable: meaningful regulation of street performers would require an ordinance change, a dedicated program, and additional resources.

Taken together, the business license framework represents a potential, near-term tool that staff can evaluate for addressing certain street musician activities that function as independent commercial enterprises, within the constraints of existing law. While this approach does not provide a comprehensive mechanism for regulating the time, place, and manner of street performances, it may offer a limited enforcement option that could be applied on a case-by-case basis where activities clearly exceed casual expressive conduct. Staff can continue to refine internal guidance and assess the practical application of this approach while remaining mindful of First Amendment protections. Any broader or more prescriptive regulation of street performers would require Council direction and additional resources to establish a dedicated ordinance and permitting program.

When street musicians are performing on private property without permission, there are additional enforcement options that may be available, but they depend on the cooperation of the property owner. If a business or property owner calls the LBPD and is willing to affirmatively report that individuals are trespassing or otherwise violating their property rights, officers may be able to take enforcement action under California Penal Code § 602 and related local protocols, particularly if the owner or authorized agent is willing to go on the record detailing the disturbance. However, many property owners may not choose to pursue this route – for example, if the activity occurs outside business hours or they do not perceive it as a priority – and in those cases, repeated calls without corroboration often limits police authority to take action.

Another tool available to address recurring unauthorized activity on private property is the issuance of a formal nuisance abatement letter to the property owner. These letters serve as a formal notification that nuisance conditions exist on their property and require the owner to take action to address them; if the nuisance is not abated, the property owner could face further consequences under applicable codes. This approach can also incentivize property owners to request police assistance and document disturbances, which may facilitate more effective responses.

In addition, the LBPD and City Prosecutor’s Office offer a “602 – No Trespassing Program,” which allows property owners and authorized agents to pre-register their property and post approved “No Trespassing” signs under Penal Code § 602(o). Once enrolled, LBPD officers have authority to warn, cite, or arrest trespassers on that property even when the owner or agent is not present, which can streamline enforcement for repeated unauthorized uses of private property. Enrollment in this program requires posting approved signs and submitting a notarized request to LBPD, after which the location is entered into a database to alert officers in the field of its status.

SUMMARY OF RECOMMENDATIONS

Based on the assessment of current operations, community feedback, and feasibility analyses, the following actions are recommended to enhance late-night safety, regulatory compliance, and overall quality of life in the Belmont Shore commercial corridor:

Public Safety Recommendations

- **Maintain existing Long Beach Police Department (LBPD) Event Action Plan (EAP) operations** along the Second Street corridor, with an emphasis on disorderly conduct, public drinking, and other nuisance-related activities. Incorporate overtime staffing on peak nights (Thursday, Friday, and Saturday) and during key holidays from 10:00 p.m. to 3:00 a.m., as resources allow. Estimated cost for these enhanced operations is approximately \$100,000 for the remainder of the fiscal year and sufficient budget exists in the Police Department for this initiative.
- **Launch the LBPD pilot “Community Call, Report, and Partner with LBPD” campaign** in the Belmont Shore area to educate residents and businesses on reporting incidents at all levels and encourage follow-through with investigations.

- **Utilize California Office of Traffic Safety (OTS) grant funding to schedule additional DUI saturation patrols and conduct high-visibility traffic enforcement** along the Second Street corridor throughout the year. Conduct DUI checkpoints in nearby locations where legal and operational requirements can be met, and track and report results through news releases.
- **Collaboration between LBPD and the Public Works Department to enforce parking laws**, including concerns with public parking lots and restricted metered spaces. Assess and improve parking lot lighting from locations to minimize vehicular loitering and enhance safety.
- **Continue the development of a specialized coordination of late-night Complaint Response Team operations** by the interdepartmental sidewalk vending team in Belmont Shore.
- **Maintain education and engagement efforts** with residents and businesses to support enforcement of street musicians, including encouraging reporting of disturbances, filing complaints, or participating in the 602 – no trespassing program.

Regulatory Recommendations

- **Establish and adapt additional permitting for late-night alcohol-serving establishments on Second Street, modeled on the Downtown Dining and Entertainment District (DDED)**, with clear conditions for security, noise and trash management, occupancy limits, security cameras, loitering prevention, and a tiered compliance system. Additional requirements may apply for businesses operating past midnight, and some measures could be considered for citywide application. This will include a public process where businesses and neighbors can participate.
- **Continue to evaluate adjusting City-owned parking lot operations on Second Street** by extending paid hours to align with business hours, improve lighting, and conduct a Crime Prevention Through Environmental Design (CPTED) analysis to reduce loitering and enhance public safety.
- **Support economic development strategies** that promote a diverse mix of shopping, dining, and entertainment options, and encourage businesses to adapt pricing, offerings, and late-night entertainment strategies to strengthen the overall corridor.
- **Improve public access for reporting commercial operation concerns** by integrating complaint submissions into the Go Long Beach app, enhancing transparency and engagement with City staff.

NEXT STEPS

Staff research will continue and will be informed by feedback from the public and from various stakeholders. Ongoing efforts include reviewing regulatory options, case studies, spatial and demographic analysis, and economic development strategies to guide next steps.

The public is encouraged to review this memo and provide feedback at an upcoming virtual community meeting on Wednesday, January 28, 2026, at 5:00 pm. The meeting will take place on Zoom and meeting details will be shared in January along with an option for providing written feedback on the memo's contents.

Per City Council direction, staff will continue working on the requested 90-day report, which will provide a citywide, data-driven analysis of violent crime and identify potential strategies to address identified hot spots and related public safety issues. Additional time may be required to fully assess findings and evaluate implementation considerations, given the scope of analysis and competing City priorities.

This work is related to other City Council-directed efforts, including the [Response Strategy for Individuals Displaying Unsafe or Non-Criminal Threatening Behavior](#), released on December 23, 2025. In addition, on December 2, 2025, City Council directed staff to explore strategies to support businesses and residential areas affected by crime and quality-of-life impacts, with a report back planned.

As part of these interrelated efforts, staff anticipate scheduling a presentation for the Mayor and City Council in March or April 2026 to facilitate a broader, citywide discussion of public safety and quality-of-life strategies, including an integrated review of these Council-requested actions.

For more information, please contact Grace H. Yoon, Deputy City Manager at Grace.Yoon@longbeach.gov; Commander Norma Carrillo, Chief of Staff in the Police Department at Norma.Carrillo@longbeach.gov; Alison Spindler-Ruiz, Bureau Manager of Planning in Community Development at Alison.Spindler-Ruiz@longbeach.gov; or Tara Mortensen, Bureau Manager of Business Services in Financial Management at Tara.Mortensen@longbeach.gov.

CC: DAWN A. MCINTOSH, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
APRIL WALKER, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
MEREDITH REYNOLDS, DEPUTY CITY MANAGER
GRACE YOON, DEPUTY CITY MANAGER
TYLER BONANNO-CURLEY, DEPUTY CITY MANAGER
KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK
DEPARTMENT HEADS