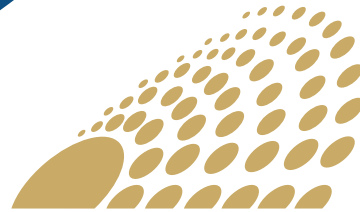# The Compendium of IDEAS

the Golden Hub of Innovation

2015 Innovations

A policy product of the Association of California Cities – Orange County and its local government innovation committee

ASSOCIATION OF CALIFORNIA CITIES
ORANGE COUNTY

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A MESSAGE FROM THE CHAIR OF ACC-OC's LOCAL GOVERNMENT INNOVATION COMMITTEE

Dear Government Leaders -

It is my pleasure to present this fourth installment of the **Association of California Cities – Orange County's Compendium of IDEAS**, containing the best and brightest innovations of Orange County's local governments and agencies.

Our communities have proven themselves time and time again the champions of taxpayers.

These innovations are examples of the dedication and commitment that Orange County's cities and agencies bring to the taxpayers they represent. The service they provide saves millions of dollars by promoting efficiency and collaboration.

Orange County remains a shining example of countless opportunities within this state.

Each year the Compendium of IDEAS and ACC-OC earns its title **as one of Governor Jerry Brown's "Streamlining Superstars" from his Office of Business & Economic Development.** ACC-OC is dedicated to providing cities and agencies with this collection of best practices to promote the growth and efficiency that our organization works to embody.

This year's Compendium contains nearly 50 innovation projects, each with a different solution to solve various local city and agency matters. The innovations prove as a collective example of the ingenuity of Orange County that enhances the lives of residents.

As the Local Government Innovation Committee Chair, it is my pleasure and honor to present the following ideas to you so that they can spread throughout the county for our taxpayers.

This coming year is sure to be another great time of progress that will be showcased at June's Golden Hub of Innovation awards. Until then, our residents are counting on you to keep innovating, and finding ingenious solutions that bring Orange County another step forward.

Sincerely,

Mayor Pro Tem Laurie Davies
City of Laguna Niguel
Local Government Innovation Committee Chair, ACC-OC

LOCAL GOVERNMENT INNOVATION COMMITTEE MEMBERS

Elected Official Committee Members	
Laurie Davies, Chair	City of Laguna Niguel
Mike Alvarez	City of Orange
Dr. Allen Bernstein	City of Tustin
Wendy Bucknum	City of Mission Viejo
Keith Curry	City of Newport Beach
Jim Gardner	City of Lake Forest
Steve Jones	City of Garden Grove
Kris Murray	City of Anaheim
Ed Sachs	City of Mission Viejo
Tita Smith	City of Orange
Scott Voigts	City of Lake Forest
Jeremy Yamaguchi	City of Placentia

City Manager Members & Staff Committee Members	
Dan Baker	City of Costa Mesa
Nicole Bernard	City of Fullerton
Rob Ferrier	City of La Habra
Tom Hatch	City of Costa Mesa
Dennis Wilberg	City of Mission Viejo

Affiliate Committee Members	
John Arena	Metropolitan Water District
Heather Baez	Municipal Water District of Orange County
Kristen Camuglia	Cox Communications
Christine Compton	Irvine Ranch Water District
Barbie Daly	Transportation Corridor

	Agencies
Tim Hayden	Orange County Association of Realtors
Peter Hersh	Laguna Niguel Planning Commission
Jeremy Hutman	Renewable Funding, CaliforniaFIRST
Jeffrey Jackson	Orange County Association of Realtors
Christina Koslosky	County of Orange
Lance Larson	Orange County Transportation Authority
Matt Messina	HERO Program
Matt Petteruto	Orange County Business Council
Henry Rogers	On behalf of USAgain
Michael Ruane	CalOptima
Paul Simonds	So Cal Gas Company
Michael Walker	Orange County Association of Realtors
Christine Wong	USAgain

2015 GOLDEN HUB OF INNOVATION JUDGING COMMITTEE

Judging Committee Members	
Carolyn Cavecche	OCTax
Jay Barbuto	Cal State University, Fullerton
Kate Klimow	University of California, Irvine
Marian Bergeson	State Senator (retired)
Matt Petteruto	Orange County Business Council
Michael Ruane	National CORE
Tom Wood	City Manager of Anaheim (retired)

2015 GOLDEN HUB OF INNOVATION
AWARD WINNERS

Innovator of the Year: Paul Cook, General Manager, Irvine Ranch Water District

Category: Budgeting and Finance

     • **City of Orange** Fiscal Prudence in Managing Worker's Compensation Claims
The City of Orange managed to control the high cost of Worker's Compensation claims by requiring that all employees who apply for an IDR to meet the CalPERS threshold, which requires a medical evaluation pursuant to State law. This method also proved as a "disincentive" to file for IDR and cumulative trauma (CT) claims together against the City. The City is now applying appropriate legally higher standards for approving, or denying, IDR applications, and ensuring a positive proactive approach to Workers' Compensation claim management.

     • **City of Newport Beach** Accelerated Pension Payment Savings Program
The City of Newport Beach had an Unfunded Accrued Liability (UAL) of $258 million. To pay down the liability, the City used CalPERS's "rate smoothing" methodologies. City staff worked with CalPERS's actuaries to replicate the precise amortization methods used in the actuarial valuation. An analytical framework was developed, allowing for accurate and quantifiable savings. To achieve rate smoothing, the 30-year CalPERS payment schedule negatively amortizes for the first 10 years. This means that the first 10 years of the amortization payment is less than the annual interest on the unfunded liability. This produces negative amortization, and without offsetting gains, would increase the unfunded liability.

Category: Economic Development

     • **City of Costa Mesa** Costa Mesa Small Lot Ordinance
The Small Lot Development ordinance is the first to be implemented in all of Orange County. The goal is to make the redevelopment of smaller lots easier. Arcane zoning restrictions have hampered development efforts and slow down developments, adding to cost. The new entitlement process allows projects to get through the overall system much quicker and created more ownership housing opportunities in Costa Mesa. These projects are more cost effective to design, entitle and ultimately build.

Category: Energy and Environmental Quality

     • **City of Huntington Beach** Street and Parking Lot Lighting Retrofit Program

Street pole and area lights represent the largest portion of all utility costs for the City of Huntington Beach. In an effort to maintain these costs, the City has sought to replace existing lights with LED advanced technology. The retrofit program is broken into two phases. The first is the process of retrofitting existing city-owned street and parking lot lighting. The second phase will be the acquiring, and then retrofitting, of Southern California Edison owned street lighting in the City of Huntington Beach.

Category: Public Engagement

Large City (100,000 People or More) – *Page (32)*
   • **City of Huntington Beach** Huntington Beach Public Library Book Shack
The Huntington Beach Public Library wanted to reach more citizens throughout Huntington Beach that don't have easy access to a public library branch. The "Book Shack" Pop Up Library is a mobile unit that can go out to the various locations throughout the City, engaging residents and visitors. The "Book Shack" also offers a variety of services such as story times, eBooks, Wi-Fi connectivity and a beach reading collection.

Non-City, Agency or Organization– *Page (37)*
   • **OC Waste and Recycling** Community Outreach and Ambassador Program
In its role as a regional leader in public education and outreach, OCWR began receiving more requests to appear at community events and engage the public about waste management. Before development of the Ambassador program, overtime for nonexempt employees was costly and the weekend events took a toll on the small staff. This program allows OCWR's presence in the community to be scalable by training and deploying any interested employees to be official representatives of the Department while avoiding disruption of OCWR's core operations.

   • **OC Waste and Recycling** Landfill Good Neighbor Policy
 In 2013, OCWR faced a series of events affecting the relationship between the County's three active landfills and their respective neighbors. OCWR sought a uniform approach to the issues that would help ensure the continued operation of all landfills. Through their timely responsiveness to neighbors' concerns OCWR demonstrates commitment to the Good Neighbor Policy and have established a context in which to communicate potentially difficult messages, engage in meaningful and relevant discussions with neighbors and pave the way for continued good neighbor relationships.

Category: Public Safety

Large City (100,000 People or More) – *Page (40)*
   • **Anaheim Police Department** Public Safety Career Pipeline
 The Public Safety Career Pipeline Program is a semester length pilot curriculum currently being taught at Sycamore Junior High School for 8th-grade students. It is a collaborative partnership between the Anaheim Police Department, Anaheim Fire & Rescue, and the Anaheim Unified High School District. The purpose of the pilot program is to help students develop an understanding of public safety career opportunities available for both sworn and civilian

professional staff positions while emphasizing the importance of making positive life choices that will help students achieve their goals in a public safety career.

Small City (Less Than 100,000 People) – *Page (42)*
      • **Newport Beach Police Department** The Stolen Collection
 The Newport Beach Police Department (NBPD) sought to reduce the amount of property crime that took place in the City of Newport. Ninety-six percent of all crimes reported to NBPD are property crimes, and account for 19,360 hours of police time and $10,000,000 to investigate on an annual basis. NBPD hired an advertising agency that built awareness around property theft and the steps residents can take to prevent such crime before they happen. The campaign, called "The Stolen Collection," feature models posing as suspects with faux stolen luxury items, accompanied by the text "The Stolen Collection. Secure your valuables or lose them."

Non-City, Agency or Organization – *Page (45)*
      • **Orange County Sheriff's Department** Traffic Safety Initiative
 The Orange County Sheriff's Department's Traffic Safety Committee was formed with the goal of reducing the number of traffic accidents and injuries amongst OCSD personnel. While the nature of law enforcement always involves a level of risk and exposure to such accidents, there are things that can be done to minimize significant injury or danger. Utilizing guidelines from the National Highway Traffic Safety Administration (NHSTA) the Committee developed new training videos, Field Training Bulletins and a promotional campaign focused on each of the three target areas: failure to wear seat belts, distracted driving, and unsafe speed.

Category: Staffing/Service Delivery Options

Large City (100,000 People or More) – *Page (46)*
      • **City of Anaheim** "Field To Office" Training Program
The Field to Office (FTO) program is a professional development tool for the employees of the City of Anaheim. It was designed to provide career-building opportunities and supplies Anaheim with a highly skilled workforce. The curriculum includes three content areas: Supervision and Leadership, Business Writing Skills, and Career Building and Networking.

Category: Strategic Partnerships

Large City (100,000 People or More) – *Page (52)*
      • **City of Huntington Beach/Huntington Beach Council on Aging** Huntington Beach
          Public/Private Partnership
The City of Huntington Beach partnered with the Huntington Beach Council on Aging (HBCOA) to develop innovative methods of providing services to care for the city's seniors without adding to the city's budget. Senior Outreach is a program funded through the City's Community Services department. City staff works closely with the members of this nonprofit organization on two major fundraisers that not only support human service programs, but senior recreational programs as well.

<u>Small City (Less Than 100,000 People)</u> – *Page (57)*
        • **City of Tustin** Tustin Community Center at the Market Place
In partnership with The Irvine Company (TIC), the City of Tustin (City) has entered into a
Development Agreement (DA) that has yielded a new community center to serve the City. This
partnership allows the conversion of up to 23,662 square feet of the former theater and allows the
transfer of development rights of the theater space to other potential development sites within the
Tustin Market Place commercial center. This new community center is still owned by TIC but
the City has full programming rights for the Tustin Community Center at the Tustin Market
Place. In return, The Irvine Company will gain 23,662 square-feet of developable land within the
center to replace the former movie theater.

<u>Non-City, Agency or Organization</u> – *Page (64)*
        • **Orange County Transportation Authority** Real-Time Mobile Bus Information
Each year, Orange County residents and visitors board OCTA buses more than 48 million times
as they travel 77 routes on 556 buses. The most frequently asked question is "where's my bus?"
While the OCTA already provides bus schedule information in a variety of ways, polls showed
that 86% of bus riders prefer to get schedule information via a cellphone/smartphone. To provide
riders with another resource and address their common concerns, OCTA developed their own
bus schedule application.

Category: Technology & E-Government

<u>Large City (100,000 People or More)</u> – *Page (72)*
        • **Costa Mesa Police Department** Costa Mesa PAAC Program
The Costa Mesa Police Department is utilizing technology to reduce response times to crimes-in-
progress. Police cars will be upgraded so that their internal computers can accept streaming
video from the businesses located in the South Coast Plaza areas. This gives officers improved
coordination and builds a trust with local business owners who can collaborate with police to
address the crimes or emergency situations that they are susceptible to.

<u>Small City (Less Than 100,000 People)</u> – *Page (73)*
        • **City of Lake Forest** Dual Plumbing at Lake Forest Sports Park
The newly constructed Lake Forest Sports Park is a new park open to the public for residents of
Lake Forest and visitors to enjoy. The park was created with innovative designs, such as the
dual-plumbing in the buildings. The 86-acre sports park utilizes recycled water for flushing
toilets and urinals. There are 30 water closets and urinals within the three buildings (recreation
center and two clubhouses). The remaining plumbing amenities within the three buildings
(drinking fountains and sinks) use domestic water.

<u>Non-City, Agency or Organization</u> – *Page (75)*
        • **Orange County Stormwater** Overwatering is Out
Overwatering is Out sought to engage residents in every city across Orange County. The
program aimed to reduce pollution from residential water use by delivering rebates, event

notices, and simple tips that homeowners could act on to protect the environment. To achieve that goal, the program would have to learn about residents as individuals, tailor content to address their unique needs, and deliver the right message at the right time. Overwatering is Out was able to use an automated program that personalized messages for recipients, enhancing the effectiveness and success of the campaign.

Budget and Finance

Agency:	**City of Orange**
Project:	Fiscal Prudence in Managing Worker's Compensation Claims
Innovative Savings Metric:	The City has experienced a 20% reduction in the number of cumulative trauma Workers Compensation claims filed, at an average cost reduction of 50% per claim.
Tags:	Public Safety, Worker's Compensation, Financial Health, Fiscal Prudence

What You Need to Know:
- The City of Orange had to control the high cost of Workers' Compensation claims and manage industrial disability retirements (IDR)s.
- Rather than use the state's Workers Compensation approval threshold for IDRs, the City now requires all employees to meet the CalPERS threshold, which includes a medical evaluation pursuant to State law.
- IDR evaluations based on medical evaluators reduces the applications to retire based on disability.

"The City has experienced a 20% reduction in the number of cumulative trauma Workers Compensation claims filed, and a 50% reduction in the average cost per claim."

Overview
The City of Orange had to control the high cost of Worker's Compensation claims after experiencing a spike in IDR applications among their public safety employees. Processing and defending challenges to the decisions of these cumulative trauma claims can be extremely costly to the City, and ultimately, to the taxpayers.

Rather than use the state's Workers Compensation approval threshold for IDRs, the city began requiring that all employees who apply for an IDR to meet the CalPERS threshold, which requires a medical evaluation pursuant to State law. The CalPERS threshold is higher than the state's, and by evaluating applications based on a medical determination an employee must

retain the services of his/her own attorney, at his/her own expense to appeal the denial.

This method also proved as a "disincentive" to file for IDR and cumulative trauma (CT) claims together against the City. The City is now applying appropriate legally higher standards for approving, or denying, IDR applications, and ensuring a positive proactive approach to Workers' Compensation claim management.

Why This Can Help Your Agency
In preliminary results for the first year of the program, the City ahs experienced a 20% reduction in the number of CT Workers Compensation claims filed, and a 50% reduction in the average cost per claim. The City has been able to save resources as they

provide a higher level of accountability regarding disability claims paid.

Short- and Long-term Benefits

In the short term, a reduction of applications reduces the costs associated with processing the applications. Costs are also saved as cities spend fewer resources because employees have a disincentive to challenge decisions based on medical evaluations.

In the long term, employer contributions paid by the City to fund its CalPERS retirement obligation are partially driven by the higher costs associated with employee industrial disability retirements. The more IDR's the City grants, the greater the employer contribution the City needs to pay to CalPERS. With more accountability, there will be less IDR's that a City has to fund through increased employer contribution costs, saving the City money over time.

Can Your City/Agency Adopt It?

The City of Orange is sharing this program and its early results with several other OC cities. Several other Orange County municipalities have begun to consider implementing a similar approach to handling their own IDR applicants.

Agency: City of Newport Beach

Project: Accelerated Pension Payment Savings Program

Innovative Savings Metric: The City's pension payments will be reduced by $129 million over 30 years. The unfunded obligation will be paid off 37% faster than the previous schedule.

Tags Pension, Financial Health, Fiscal Prudence

What You Need to Know:
- The City of Newport Beach needed a plan to pay down their unfunded pension liability with CalPERS.
- City staff worked with CalPERS's actuaries to develop a framework that allowed for accurate and quantifiable savings associated with various alternative payment options.
- To achieve rate smoothing, the 30-year CalPERS payment schedule negatively amortizes for the first 10 years, meaning the first 10 years of the amortization payment is less than the annual interest on the unfunded liability.

"The 19-year amortization schedule…will reduce the City's pension payments by $129 million over 30 years, a net present value savings of $47 million (in today's dollars) when discounted at 3%."

Overview

The City of Newport Beach has two pension plans with CalPERS. As of the last actuarial valuation date of June 30, 2013, in total, the City had an Unfunded Accrued Liability (UAL) of $258 million. This is expected to grow to $273 million by June 30, 2015. Quantifying the merits of paying down the unfunded liability sooner is a challenge since the expected payment schedule had been difficult to replicate and analyze.

CalPERS's "rate smoothing" methodologies utilize multiple amortization bases, each with different terms and amortization methods. City staff worked with CalPERS's actuaries to replicate the precise amortization methods used in the actuarial valuation. An analytical framework was developed, allowing for accurate and quantifiable savings associated with various alternative payment options when comparing each to the default payment schedule.

To achieve rate smoothing, the 30-year CalPERS payment schedule negatively amortizes for the first 10 years. This means that the first 10 years of the amortization payment is less than the annual interest on the unfunded liability. This produces negative amortization, and without offsetting gains, would increase the unfunded liability.

Why This Can Help Your Agency

This strategy allows unfunded pension liabilities to be met without additional out-of-pocket costs. Using CalPERS's "rate smoothing" methodologies, an Agency can fulfill pension obligations to its employees without offsetting costs to be paid later.

Short- and Long-term Benefits

With this solution, creditors, rating agencies, and the public will have confidence that the City Council and City management are addressing the City's pension obligation

head-on and the funded status of the plan will improve more rapidly.

Also, the Newport Beach taxpayers will avoid more than $129 million in pension interest expense over 30 years, completely paying off the unfunded liability in 19 years, assuming all future actuarial assumptions are met.

Can Your City/Agency Adopt It?
Any CalPERS non-pooled entity can use this Excel model to replicate its expected payment on its unfunded liability and select payment terms that best suits the organization. Entities have the tools to analyze their payment options and can choose a responsible payment option that could save their taxpayers millions of dollars over time.

Economic Development

Agency:	**City of Fullerton**
Project:	Memorandum of Understanding (MOU) with the Korean Investors and Traders Association (KITA)
Innovative Savings Metric:	The MOU with KITA enables KITA to showcase and promote Fullerton as a business friendly destination, providing access to Korea, a $1 trillion market with more than 50 million consumers.
Tags	Foreign Investment, Trade Agreement, Globalization, Business Friendly

What You Need to Know:
- Fullerton executed an innovative Memorandum of Understanding with the Korean Investors and Traders Association, bringing both parties together to discuss visiting delegations, business assistance, economic development and investment opportunities.
- The Fullerton/KITA MOU enables the City to promote business and investment opportunities and establish relationships with the executives of multi-national corporations, which constitute KITA's membership.

"The Fullerton/KITA MOU represents significant expansion and investment opportunities for our community... The potential for facilitating new jobs and increasing tax revenues needed to sustain infrastructure and high quality of life standards are extraordinary."

Overview

In December 2014 Fullerton executed an innovative Memorandum of Understanding with the Korean Investors and Traders Association, following the positive recognition and awareness of business and investment opportunities brought forth by the City's 2013 MOU with the Korean Trade-Investment Promotional Agency of Los Angeles (KORTRA-LA), a government agency of South Korea. A feature of both these MOUs is the 2012 passage of the United States/Korea Free Trade Agreement (KORUS FTA), which removes barriers for U.S. exporters to sell more Made-in-America goods and services to customers in Korea.

The Fullerton/KOTRA-LA MOU helps to promote the opportunities of the KORUS FTA to Fullerton businesses. The Fullerton/KITA MOU further enables the city to promote business and investment opportunities to establish relationships with the executives of multi-national corporations that constitute KITA's membership.

Why This Can Help Your Agency

Memorandums of Understanding with outside economies can market and promote economic development within a city. It can also take advantage of the large economies of foreign countries, such as Korea, which has a $1 trillion market with more than 50 millions consumers. The advantages of attracting further businesses and investment into a city can create new jobs and increase

tax revenues needed to sustain infrastructure and high quality of life standards.

Short- and Long-term Benefits
Implementation of the Fullerton/KITA MOU has resulted in positive recognition by both the media and the community for its progress approach to identify opportunities for businesses to integrate into the global economy. The MOU also allows the City to respond to respond to challenges and to capitalize on potential growth available as a result of globalization.

Since executing the Fullerton/KITA MOU in December 2014, Fullerton was selected to host an informative conference commemorating the third anniversary of the signing of the U.S.-Korea Free Trade Agreement.

Can Your City/Agency Adopt It?
Seeking out and engaging in alliances with other agencies to collaborate and further each other's mutual goals is not an original idea. Any city can implement this strategy as Fullerton's MOU with KITA is a replicable model that other agencies can implement themselves or collectively as a region.

Agency: City of Orange
Project: Leveraging Cultural Economic Development
Innovative Savings Metric: Influenced the local economy and community by encouraging partners from local restaurants to use local produce, showcase community programs with non-profit partners, and bring benefits and local entrepreneurship opportunities to local farmers and artisans.
Tags Sustainability, Economic Growth, Business Friendly, Culture

What You Need to Know:
- The Cultural Economic Development (The Movement) leverages creative talents and cultural assets in the community.
- The Movement has shaped Orange's economic development efforts in the areas of business retention and job growth.

"The Movement brings emphasis on the importance of cultural assets, heritage and creative talents coming together to achieve economic growth and success in Orange."

Overview
The City of Orange implemented the Cultural Economic Development Movement to leverage creative ideas, talents and assets in the community. In 2014 The Movement served as a strong marketing tool by partnering the Market with local cultural resources in the following areas:
1. Sharing Cultural Heritage – Participation by Old Towne Preservations Association and Orange Public Library (OPL).
2. Fostering Community Involvement – Participation by Best Friends Animal Society, West Coast Cancer Connection, Community Action Partnership of Orange County, and the Orange Senior Center.
3. Advancing Education – Participation by OPL, Chapman University Solar Decathlon, and The Farm Supply.
4. Growing local entrepreneurship and Jobs – Participation by local Orange chefs showcasing cooking demonstration and ways to use locally grown seasonal produce.
5. Local Partnership - Chapman University provides use of its cultural asset, the historic

Villa Park Orchards Packinghouse to host the weekly Market.

Why This Can Help Your Agency
The Movement by the City of Orange has already enhanced the local downtown vitality and further attracted both local and national retailers such as Pizza Press, Blaze Pizza and Urth Cafe. It has the potential to encourage for-profit partners to use local goods and allow non-profit partners to showcase their community programs and advance education in areas of healthcare, pet adoption and community service throughout the year on a rotation cycle.

It can bring benefits to local farmers and artisans who are able to bring their locally grown sustainable and organic products to a local marketplace. Finally, in the City of Orange this program has encouraged groups to donate to local non-profits in the community, allowing The Movement to support creative talent by sharing their mission and growth of their current programs.

Short- and Long-term Benefits

Short-term benefits from The Movement are seen in the community pride built by The Old Towne Orange Famers and Artisans Market through the historic resources that have been a powerful business attraction tool in Old Town Orange.

In the long-term, The Movement:
1. Creates jobs
2. Strengthens the community's tax base
3. Influences business development and expansion opportunities
4. Builds community identity and pride
5. Fosters creative enterprise
6. Encourages sustainability of buying local and reducing the carbon footprint

Can Your City/Agency Adopt It?

The Cultural Economic Development efforts can be easily applied by other local governments by recognizing cultural assets and creative resources that currently exist in their community. Collaboration and openness to see the vision by the City of Orange allowed this program to flourish. Community engagement increased, restaurateurs thrived, and business growth was created.

Agency: City of Huntington Beach
Project: Film Permits in Huntington Beach
Innovative Savings Metric: In F/Y 2013/14, the City approved 78 film permits, which generated over $30,000 for the Community Services Department.
Tags   Entertainment, Tourism, Business Friendly, Culture

What You Need to Know:
- The City of Huntington Beach staff and the City's Visitors Bureau, Visit Huntington Beach, initiated a partnership to attract Hollywood production crews into Huntington Beach.
- The mission of Visit Huntington Beach is to position Surf City USA as the preferred California beach destination in order to maximize overnight visitor spending, destination development and quality of life for all residents.
- The revenue generated directly supports the Huntington Beach Art Center, a community arts and cultural center serving Huntington Beach and the Southern California region.

"By drawing the film industry to the city, local businesses immediately see a rise in revenue through food, lodging and entertainment needs of film crews and actors."

Overview
In an effort to position Surf City USA as the preferred California beach destination, the City of Huntington Beach staff and the City's Visitors Bureau initiated a partnership to attract Hollywood production crews into Huntington Beach. Through Visit Huntington Beach referrals, the Huntington Beach Community Services staff works with prospective producers and other city departments to meet logistical filming needs, collect applicable fees, and process permits.

Spectators from near and far flock to Huntington Beach to get a glimpse of their favorite shows and characters. These visits to Huntington Beach continue to increase business at local shops, restaurants, and hotels within the city.

Why This Can Help Your Agency
The program initiated by the City of Huntington Beach helps in their effort to raise Huntington Beach's profile and attract more tourism. This brings in more exposure as well as revenue for the City of Huntington. With this strategy, fellow cities can increase economic development and services by issuing more film permits each year.

Short- and Long-term Benefits
In the short-term, Huntington Beach has experienced financial success from the accrued revenue of the film permits. In F/Y 2013/14, the City approved 78 film permits that generated $30,000 for the Community Services Department. In F/Y 2014/15, 71 permits had already been approved, generating $25,000, with four months remaining in the fiscal year. Local businesses immediately see a rise in revenue through food, lodging and entertainment needs of film crews and actors.

In the long-term, the city will continue to benefit from increased tax revenues as casts and crews are drawn to the various filming location opportunities that Huntington Beach has to offer. The exposure will help

the City of Huntington Beach maintain its reputation as a world renowned, top tourist destination.

Can Your City/Agency Adopt It?
Any city following the model of Huntington Beach can experience the same benefits. While Huntington Beach naturally has amazing locations and resources, the true success is from the relationship with Visit Huntington Beach and the simplicity of the permitting process. Communication between the city and Visit Huntington Beach ensures that needs are being met, and information is being disseminated properly.

Agency: **City of Costa Mesa**
Project: Costa Mesa Small Lot Ordinance
Innovative Savings Metric: Reduced processing time, less design costs, and reduced overall development costs for these projects.
Tags   Housing, Redevelopment, Efficiency, Entitlement

What You Need to Know:
- The Costa Mesa Development Services Department implemented the "Small Lot Ordinance" to make redevelopment of smaller lots easier.
- Eases zoning restrictions for certain multi-family lots and doesn't alter density limitations or parking restrictions.
- Permits property owners to re-develop outdated parcels in a faster and more economical fashion.

"The Small Lot Ordinance has reduced processing time and overall development costs for these projects."

Overview

The Small Lot Development ordinance is the first to be implemented in all of Orange County. The goal is to make the redevelopment of smaller lots easier. Arcane zoning restrictions have hampered development efforts and slows down developments, adding to cost.

The new entitlement process allows projects to get through the overall system much quicker and created more ownership housing opportunities in Costa Mesa. These projects are more cost effective to design, entitle and ultimately build.

Why This Can Help Your Agency

The Small Lot Development ordinance can help in your agency by reducing the processing time and overall development costs. Staff can spend less time processing applications, which also reduces design costs. Additionally, the ordinance allows property owners to re-develop outdated, blighted small parcels in a faster and more economical fashion, increasing housing growth and home ownership.

Short- and Long-term Benefits

The short-term benefits of this ordinance are redevelopment of blighted parcels of land. Previously, the added administrative and design costs made any redevelopment a lengthy process. Now, the projects get through the overall system much quicker. Long-term benefits include greater housing growth in Costa Mesa. This has lead to an increase in home ownership, which is the key goal of the Small Lot Ordinance.

Can Your City/Agency Adopt It?

Small Lot Ordinances work well in urban communities such as LA and San Diego. However, this ordinance can work well in much of Orange County as well. Housing shortages require innovative thinking. Costa Mesa was the first to tackle the problem with the Small Lot Ordinance and have proved its success. Other cities can use Costa Mesa's experience to their advantage when deciding to implement a Small Lot Ordinance.

Energy and Environmental Quality

Agency: **City of Anaheim**
Project: Anaheim Solar Energy Incentive Program
Innovative Savings Metric: Customers can save an average of 50% of the overall system cost for a solar installation.
Tags Sustainability, Incentives, Energy

What You Need to Know:
- The City of Anaheim's Solar Energy Incentives Program uses city and Federal incentives to save customers money on the installation of solar panels.
- The incentives program also provides workshops to educate customers and solar developers about the incentives program.
- Since 2008, Anaheim has assisted over 830 residential and 45 business customers go solar.

"The Program, along with Federal incentives, can save customers an average of 50% of the overall system cost for a solar installation."

Overview
Anaheim offers its Solar Energy Incentives Program to help residential and business customers offset the upfront costs to install solar panels. While the incentives by other utilities in Orange County have run out, Anaheim's Program remains the only municipal solar incentive program in Orange County. Along with the incentives program, Anaheim also provides technical assistance to current and prospective solar customers to help them make educated decisions about the associated costs, operation and maintenance considerations.

Since 2008, Anaheim has assisted over 830 residential and 45 business customers go solar. The solar installations account for approximately 8,460 kilowatts in Anaheim. Additionally, Anaheim offers free home and business energy audits to help lower overall energy usage, adding to the overall energy sustainability of the city.

Why This Can Help Your Agency
The Solar Energy Incentives Program helps by bringing in additional sources of clean, zero-emission energy to a city. It has proved itself as an effective program in encouraging homes and businesses to install solar panels. In addition, the educational component informs residents of the benefits for solar panel systems, increasing the program's reach.

Short- and Long-term Benefits
In the short-term, the Solar Energy Incentives Program can save customers an average of 50% of the overall system cost for a solar installation. In the long-run the installation of solar panels will then bring customers cost savings on their energy bill. An increase in the installation of solar panels will also reduce Anaheim's reliance on fossil fuels and meet State mandates requiring increased renewable energy

resources. The program will benefit the climate, regional economy, and help solar panels become a reliable and cost effective alternative to fossil fuels.

Can Your City/Agency Adopt It?
Like Anaheim, other cities and counties can promote green communities by partnering with local utilities to aggregate sustainable programs including solar, energy efficiency, water conservation, and electric vehicles incentives. The assistance can be in the form of rebates, low-income loan programs, property assessment financing, property tax benefits, state and federal grants. The formation of partnerships between cities, counties, and utilities can provide valuable assistance in helping the State achieve its sustainability goals and continue to develop a green economy with related jobs.

Agency: City of Huntington
Project: Street and Parking Lot Lighting Retrofit Program
Innovative Savings Metric: Over 20 years the city will save an estimated $4.6M
Tags Financial health, Sustainability, Energy Efficiency

What You Need to Know:
- The City of Huntington Beach sought to manage the utility costs of street pole and area lights.
- Phase I was the approval of an upgrade/retrofit of City-owned street and parking lot lighting, replacing existing lights with Light Emitting Diode (LED) lighting.
- Phase II is the process of acquiring, and then retrofitting, Southern California Edison (SCE) owned streetlights in the City to take advantage of lower energy and maintenance costs.

"The projected total savings to be realized for the project is approximately $4.6M over… 20 years."

Overview

Street pole and area lights represent the largest portion of all utility costs for the City of Huntington Beach. In an effort to maintain these costs, the City has sought to replace existing lights with LED advanced technology. The retrofit program is broken into two phases. The first is the process of retrofitting existing city-owned street and parking lot lighting. The second phase will be the acquiring, and then retrofitting, of Southern California Edison owned street lighting in the City of Huntington Beach.

Why This Can Help Your Agency

Huntington Beach's Street and Parking Lot Lighting Retrofit Program can help other agencies control the costs of energy rates. Southern California Edison (SCE) owns and maintains 12,000 of the 14,000 streetlights in the City of Huntington Beach. The city is responsible for paying the higher LS-1 rate for energy for these SCE-owned lights. By changing lights to LED, an agency can save on long-term costs associated with energy rates.

Short- and Long-term Benefits

Tax payers in Huntington Beach benefit from immediate energy and maintenance savings after retrofitting. LED lighting provides 80% less in maintenance costs and use 50% less energy than the current fixtures. Additionally, LED lights have increased visibility, bringing additional safety. In the long-term, the life expectancy of LED streetlights last 14 years more than the current High Pressure Sodium lights. Over 20 years, the retrofitting program is estimated to save the City of Huntington Beach taxpayers over $14M.

Can Your City/Agency Adopt It?

Another local government organization can use this idea to experience the same reduction in costs and increase of energy efficiency. While each organization is different, it is recommended that a cost benefit analysis be conducted to determine the actual savings. Additionally, SCE has announced that they will be halting the streetlight acquisition program, with a deadline of August 31, 2016.

Agency:	**South Coast Air Quality Management District**
Project:	Regenerative Thermal Oxidizers Abate Air Pollution
Innovative Savings Metric:	Regenerative Thermal Oxidizers allow local companies to grow and expand their businesses through environmental controls leading to immediate and long-term benefits.
Tags	Energy Efficiency, Environment, Air Quality

What You Need to Know:
- Ship & Shore Regenerative Thermal Oxidizers (RTO) abates air pollution emissions from manufacturing processes and achieves around 95% thermal efficiency in manufacturing.
- This efficiency reduces energy consumption and operating costs.
- RTO's also bring customers the benefit of calculating for energy efficiency measures and qualify for rebate/incentive programs for energy-efficiency equipment.

"Air quality, energy-efficiency, and increased profitability allow local companies to grow and expand their businesses through environmental controls leading to immediate and long-term benefits."

Overview

Ship & Shore RTOs are one of the innovative technologies utilized by South Coast Air Quality Management District's customers. The system brings customers to about 95% thermal efficiency by using the products of combustion from the oxidation process to preheat incoming emissions that require abatement. This method reduces consumption of energy for the system and saves customers money.

Why This Can Help Your Agency

The RTO allows agencies to calculate thermal and energy savings, increasing energy efficiency. Furthermore, the system qualifies for government rebates and incentive programs as a new energy-efficient equipment, offsetting up to 50% of project costs. Not only is energy-efficiency improved and long-term cost savings realized, but greenhouse gas emissions are also reduced.

Short- and Long-term Benefits

The short-term benefits of RTOs are the energy efficiency savings and government rebates. In the long-term, air quality, energy-efficiency, and increased profitability allow local companies to grow and expand their businesses through environmental controls. Air pollution control allows manufacturing facilities to abate any air pollution the manufacturing process emits, bringing clean air to the local residents. These effects allow for more manufacturing and increased profitability, while avoiding the costly effects of pollution.

Can Your City/Agency Adopt It?

The South Coast Air Quality Management District is available to evaluate manufacturing process applications for energy-efficiency solutions. Ship & Shore Environmental, Inc., can help determine if it is possible to recover heat upstream of a thermal oxidizer, oven, furnace, or other heated process.

Public Engagement

Agency: **City of Fullerton**
Project: Community Engagement & Government Transparency Policy
Innovative Savings Metric: The involvement of individuals in city projects has a multiplier effect in how the information is distributed throughout the community without advertising costs.
Tags   Citizen Participation, Transparency, Community Engagement

What You Need to Know:
- The new General Plan in the City of Fullerton contains a Community involvement element that is devoted to policies meant to improve community engagement and government transparency.
- Four primary components are used to implement the Fullerton Plan:
  - Redesigned Public Notice
  - Expanded Public Notice Distribution
  - Community Project Review Meetings
  - Standard Process for Disclosure.

"Council approval of the engagement policy…result[ed] in the involvement of over 200 Fullerton citizens who would not otherwise have been able to participate in the project design process."

Overview
The City of Fullerton sought to engage the community through the use of four primary components. **Redesigned Public Notices** are now written in plain language, include a map and notification boundary, provides for Spanish and Korean language contacts, and contains a website address for detailed information about the project. **Expanded Public Notice Distribution** sent notices to owners and occupants, expanded the use of the City's Facebook page and website, and emailed the notice to a wide variety of community organizations.

Additionally, **Community Project Review Meetings** are required for projects that meet certain criteria and must be held within 20 days of application submittal in a location close to the project. This allows for citizen input at the beginning of the project in order to address concerns. Finally, **Standard Process for Disclosure** means the Planning Commission can now disclose ex parte communications in a formal way that can become part of the public record and ensures that all members of the public have access to this information.

Why This Can Help Your Agency
The Community Engagement & Government Transparency Policy can help other agencies with community engagement. Since the Fullerton Council approved the policy in March of 2015, four outreach meetings were held that involved over 200 Fullerton citizens who would not otherwise

have been able to participate in the project design process.

Short- and Long-term Benefits
The policy has short-term benefits in that citizens are able to participate in early design stages of a project. This results in applicants making significant changes to their projects, saving them time in overall processing and helps ensure success.

In the long-term, the community has more opportunities to participate and public officials can fully disclose information gleaned outside of the public hearing process to increase the City's ethical standards and build trust. This improves the decision-making process and creates a more stable government environment, enhancing the City's reputation as a good place to develop projects and conduct business.

Can Your City/Agency Adopt It?
The communications strategy implemented by the City of Fullerton is applicable to other government agencies and can be adapted to jurisdictions large and small. The policy allows decision-making bodies to begin implementation of the program at very little, if any, additional cost. Furthermore, the policy does not require the lengthy process of a code amendment and can be adjusted over time in order to respond to changing situations.

Agency: City of Fullerton
Project: Love Fullerton
Innovative Savings Metric: Working with OC United, Love Fullerton brought together a community of volunteers that contributed to work projects in the City, for an approximate value of $237,060.
Tags Volunteer, Public Service, Citizen Participation, Community Engagement

What You Need to Know:
- Love Fullerton is a partnership with the non-profit, "OC United" to bring together volunteers to work on various city projects.
- Volunteers painted benches teach life skills to at risk youth and spruce up the neighborhoods.
- The volunteer day began at 8 am and concluded at 12:30 pm for a community barbecue lunch.

"The idea that 3000 people would give up their Saturday morning to pick up a broom, a paintbrush or a shovel to give back to the city is a testament to the love and respect residents, businesses, students, and people of faith have for the city of Fullerton."

Overview
The City of Fullerton partnered with the non-profit OC United for "Love Fullerton," which brought 20+ churches, city government, the Mayor and City Council, the Chief of Police, local businesses, service organizations, public and private education, and local residents all working together to enhance the world-class experience of living and working in the city of Fullerton.

The mission is to demonstrate kindness, meet needs and impact lives together. Over 3,000 volunteers served at 50+ different work projects including 19 specific City Projects over the course of a day.

Why This Can Help Your Agency
This program can help agencies accomplish many different projects with volunteer work. For the City of Fullerton, there was a list of 50+ work projects including 19 City Projects. Around 600 volunteers worked a minimum of 3 hours on the 19 city projects,

saving the city a total of $142,236. The 3,000 volunteers working on the 50+ work projects brought the community an approximate value of $237,060.

Short- and Long-term Benefits
In its second year, "Love Fullerton" drew in 3000 volunteers. This brought short-term benefits in the way of city projects now completed at no cost to the taxpayer. In the long-term, "Love Fullerton" transforms the local community to take greater pride in their city and to encourage everyone to actively and generously give of their time and resources back to the City of Fullerton.

Can Your City/Agency Adopt It?
"Love Fullerton" has already spurred on other cities to model its success. Neighboring city, La Habra, will host their first annual "Love La Habra" day in the fall of 2015 after consulting with the local Fullerton group, OC United. The community engagement event is one that any city can

implement to actively engage their
community and encourage its citizens to
give back.

Agency: **Anaheim Public Library**
Project: A Card for Every Student (ACES)
Innovative Savings Metric: ACES helps the Anaheim Public Library collect long-standing library fines, and serves as an effective marketing program.
Tags Education, Schools, Libraries, Public Service

What You Need to Know:
- The Anaheim Public Library partnered with the Anaheim Union High School District to ensure that more than 31,000 junior high and high school students have access to digital materials.
- This access means that more youth in Anaheim have an opportunity to excel at their education
- Students are taught about the wide variety of valuable services libraries can provide, even in the digital age.

"The ACES program empowers youth by giving them direct and easy access to digital library materials."

Overview
The Anaheim Public Library partnered with the Anaheim Union High School District for the ACES Program. The program offered a valuable service, for free, to more than 31,000 AUHSD students by providing junior high and high school students with access to the library's digital materials. The program also gave each student enrolled a handout teaching them how to log on and describing the resources available.

Why This Can Help Your Agency
The ACES Program helped the Anaheim Public Library in a number of ways. The Library was able to find students with long outstanding library fines and collect payment from them to reinstate their library accounts. Additionally, the program is a marketing program for the library itself, as teens are taught about the library's valuable resources that go far beyond print books.

Short- and Long-term Benefits
In the short-term the students of Anaheim are empowered with direct and easy access to digital library materials using any computer from any place. The long-term benefit of the program is that it teaches students about the wide variety of services libraries provide, reminding them that libraries are a powerful resource who keep patrons' needs and interests in mind when developing programs and collections.

Can Your City/Agency Adopt It?
Any public library could replicate Anaheim's project by partnering with a local school district to implement a similar program, promoting their existing digital resources. While the program requires time to implement, there are no additional costs.

Agency: City of Costa Mesa
Project: Civic Openness in Negotiations (COIN) Ordinance
Innovative Savings Metric: COIN establishes a method for independent economic analysis of fiscal impacts related to labor negotiations to reduce unnecessary costs.
Tags Labor, Fiscal Health, Transparency

What You Need to Know:
- The City of Costa Mesa passed the COIN ordinance to introduce more transparency to labor negotiations.
- An independent economic analysis of the fiscal impacts attributed to each term and condition of employment would be made available to the public.
- With increased transparency, the public would be more aware of the terms being made in labor negotiations, allowing officials to act more accurately on the behalf of taxpayers.

"COIN sets forth procedures and practices to keep the public informed of labor negotiations, including the fiscal impact of each proposal."

Overview
The Costa Mesa City Council adopted the COIN ordinance, setting forth procedures and practices to keep the public informed of labor negotiations, consistent with the Meyers-Milias Brown Act. COIN establishes a principal negotiator for the City and independent economic analysis of the fiscal impacts attributed to each term and condition of employment. COIN also sets forth requirements for reporting out of closed session with the facts of all offers, counteroffers, and meet and confer- related bargaining positions.

Why This Can Help Your Agency
The COIN ordinance benefits the City of Costa Mesa by setting forth procedures and practices to keep the public informed of labor negotiations, including the fiscal impact of each proposal. This process meant that city negotiations with the Costa Mesa City Employees Association (CMCEA) in March 2013 were made available to the public and involved extensive public transparency. The City also hired an

attorney and appointed the City's Assistant Chief Executive Officer as the chief negotiators, per the ordinance, ensuring that the most fiscally responsible agreement was made with CMCEA.

Short- and Long-term Benefits
COIN brings maximum transparency to the negotiations in the short-term, and allows the public to easily access the cost of each benefit under consideration and shows the public each offer and counteroffer, making them overseers of the negotiations. In the long-term, COIN ensures all contracts are fully vetted and debated and the process is transparent to ensure cost effectiveness and long-term sustainability.

Can Your City/Agency Adopt It?
Any city can follow Costa Mesa's example by adopting a similar COIN ordinance. A number of cities and counties are currently in the process of either adopting or utilizing their own form of public transparency to be used during labor negotiations.

Agency: **City of Huntington Beach**
Project: Huntington Beach Public Library Book Shack
Innovative Savings Metric: The HB Pop Up Book Shack extends and expands the services of the HB Public Library without additional building or staffing costs.
Tags   Libraries, Public Service

What You Need to Know:
- The Huntington Beach Public Library launched a new "Book Shack" Pop Up Library that goes to various locations in the City, engaging residents and visitors.
- The Pop Up Library can move to sections of the City that do not have a nearby branch or have never had their own library before.
- The HB Public Library Pop Up Library is funded through a federal IMLS LSTA grant, and maintenance costs for the unit are low as it is also solar powered.

"The HB Pop Up Book Shack allows the HB Public Library to extend and expand services to parts of the community that do not otherwise have library services and programs."

Overview
The Huntington Beach Public Library wanted to reach more citizens throughout Huntington Beach that don't have easy access to a public library branch. The "Book Shack" Pop Up Library is a mobile unit that can go out to the various locations throughout the City, engaging residents and visitors. The "Book Shack" also offers a variety of services such as story times, eBooks, Wi-Fi connectivity and a beach reading collection.

Why This Can Help Your Agency
The Pop Up library educates residents of Huntington Beach of the services available to them at their Public Library. It is useful in extending and expanding the availability of services provided by the library, and does so without additional building or staffing costs. Due to the IMLS LSTA grant, and solar powered unit, the Pop Up library brings in benefits to the library with low costs.

Short- and Long-term Benefits
In the short-term, the Library is a very cost effective way for a city to improve the level of education for all residents. The new Book Shack provides our residents with another library outlet and another way to explore and learn about the services at their public library. In the long-term, the Book Shack will raise awareness of the library in areas of the community that it didn't reach before.

Can Your City/Agency Adopt It?
The Book Shack is an idea that can easily be replicated and expanded upon by other local government jurisdictions. The mobile library could incorporate information and resources about other city/county services, and could easily become a regular mobile presence in a community, at a very reasonable cost. With solar power, technology and digital resources can be taken out into a community that might not otherwise be exposed to these new resources.

Agency: Orange County Water District
Project: Children's Water Education Festival
Innovative Savings Metric: Utilizing volunteers, OCWD saved more than $55,000 in 2015 for staff time.
Tags Volunteer, Education, Environment, Public Service

What You Need to Know:
- The Children's Water Education Festival is a free, two-day immersion field trip that teaches Orange County third, fourth and fifth grade students about water, the environment and STEM (science, technology, engineering, math).
- Attendees learn about the interdependence of water, soil, plants, animals and humans through 70 interactive activities.
- The Festival is the largest of its kind in the nation and helped by more than 400 individuals that volunteer their time to make the Festival a success.

"The Festival is the largest of its kind in the nation and has inspired more than 110,000 children to take action to protect natural resources."

Overview
The Children's Water Education Festival teaches Orange County third, fourth and fifth grade students about water, the environment and conserving our natural resources. Subject matter taught in the classroom is brought to life through presentations by experts in their fields, including utility companies, university professors and nonprofit organizations. The Festival successfully showcases how public and private enterprises can work together to create a better planet now and in the future.

Why This Can Help Your Agency
The Festival helps the Orange County Water District promote conservation, recycling, and education in an event supported by volunteers. The result of volunteer efforts saved OCWD more than $55,000 in 2015 for staff time. Participants were encouraged to recycle plastic bottles and aluminum cans prior to their field trip, and the Festival sorted trash into recycling and compost containers instead of landfill containers

when possible. This led to a trash diversification rate of over 95%.

Short- and Long-term Benefits
Short-term benefits of OCWD's Festival include engaging youths in stewardship activities such as water conservation and inspire them to participate in environmental activities in their communities. The Festival is also an opportunity for nonprofit organizations to engage with community stakeholders, businesses can give back to their community, and organizations can showcase their green initiatives.

In the long-term, students' planning, critical thinking and problem solving skills are developed, and they are inspired to attend college, increasing the number of students entering important STEM fields. The Festival also increases water conservation practices, recycling and reuse projects, decreases trash ending up in landfills, and increases student comprehension in science and environmental fields.

Can Your City/Agency Adopt It?
The Children's Water Educational Festival can be implemented in cities, counties, states and countries across the world. It is malleable to a community's specific needs and can also be made as intimate or large as desired. Representatives from other counties and states often call upon the Children's Water Education Festival staff for ideas on how to implement similar events in their own jurisdictions, making the event a great model for other communities.

Agency: Orange County Transportation Authority
Project: Metrolink Treasures
Innovative Savings Metric: OCTA's innovative awareness campaign grew OC Metrolink's Facebook page by 24 percent, and their email database by 36%, resulting in a ridership increase of 16%.
Tags Public Transit, Marketing

What You Need to Know:
- The Orange County Transportation Authority assists in the funding, operation and promotion of Metrolink train service in Orange County
- In 2014 they launched an innovative campaign to raise awareness and positive perceptions about Metrolink and stimulate trial use and increase ridership.
- Their campaign engaged residents of Orange, Riverside, and Los Angeles counties in a nine-week campaign that demonstrated how transportation agencies can attract new riders in ways that are innovative, cost effective and enticing.

"Metrolink weekend ridership increased by 16 percent during July and August compared to the previous year."

Overview

OCTA engaged in a nine-week campaign to raise awareness and create positive perceptions about Metrolink, stimulating trial use and increase ridership. Target audiences included the general public, current weekday Metrolink commuters and infrequent Metrolink riders, as well as families and couples interested in taking day trips. The campaign leveraged high-energy videos, appealing prize packages and active social media channels to generate an impressive response.

Why This Can Help Your Agency

The campaign created by OCTA, Metrolink Treasures, had several positive benefits for the OC Metrolink. Ridership for both July and August increased nearly 16 percent compared to the same period the prior year. A follow-up survey of 403 Metrolink Treasures participants indicated that 26 percent started riding Metrolink more often on weekends after participating in the promotion.

Short- and Long-term Benefits

Immediate benefits from OCTA's Metrolink Treasures campaign are an increase in views of the OC Metrolink Facebook page by 24 percent. Additionally, the OC Metrolink email database increased by 36 percent. In the long-term, the 16 percent increase of ridership will help achieve long-run growth for the Metrolink. OCTA projects that by the year 2035, traffic delays will skyrocket 163 percent due to population and job growth, making it essential to position Metrolink now as a travel alternative.

Can Your City/Agency Adopt It?

Other organizations can adopt OCTA's tactics for their own promotions. The key factors that lead to the campaign's success was a product or service worth promoting, consistent, tightly integrated messaging, and fun, engaging elements such as a lively video, interactive map, and sweepstakes. Finally, Metrolink Treasures was successful because it received exposure to a wide

audience by leveraging social media posts
and was supported with blog posts, email

blasts, and other owned media.

Agency: OC Waste and Recycling
Project: Community Outreach and Ambassador Program
Innovative Savings Metric: Employee participation is managed in a way to avoid overtime costs and avoid disruption of OCWR's core operations.
Tags   Public Service, Education, Outreach

What You Need to Know:
- OCWR created the Community Outreach Ambassador Program as a way to manage the large number of requests for OCWR participation in community events.
- Following a training session, official OCWR Ambassadors attend community events and educate attendees about ways to reduce, reuse and recycle.

"The Program would make OCWR's presence in the community scalable by training and deploying any interested employees to be official representatives of the Department."

Overview

In its role as a regional leader in public education and outreach, OCWR began receiving more requests to appear at community events and engage the public about waste management. Before development of the Ambassador program, overtime for nonexempt employees was costly and the weekend events took a toll on the small staff. This program allows OCWR's presence in the community to be scalable by training and deploying any interested employees to be official representatives of the Department while avoiding disruption of OCWR's core operations.

Why This Can Help Your Agency

This program can allow an agency to manage its presence in the community without experiencing high overtime costs or wearing down their employees. The program allowed OCWR to more efficiently manage its appearance and even expand its community involvement.

Short- and Long-term Benefits

OCWR has seen working relationships among employees grow by deploying two or three Outreach Ambassadors to events. Teamwork and an appreciation for the perspective of other employees are also evident. The program has also allowed for OC waste & Recycling to participate in more events each weekend, raising awareness of services such as landfill tours. In the long-term, OCWR will become better known and members of the public will know who to turn to for accurate information about solid waste disposal and recycling.

Can Your City/Agency Adopt It?

OC Waste & Recycling's Community Outreach Ambassador Program can easily be replicated. It can be adapted by other agencies and organizations from concept to implementation, on a small department-wide scale, or include all city or agency staff.

Agency: **OC Waste and Recycling**
Project: Landfill Good Neighbor Policy
Innovative Savings Metric: Employee participation is managed in a way to avoid overtime costs and avoid disruption of OCWR's core operations.
Tags   Public Service, Education, Outreach, Community Engagement

What You Need to Know:
- OCWR wanted to strengthen the relationship between them and the respective neighbors of the County's three active landfills.
- The pro-active Good Neighbor Policy was created and put into practice in all of the Department's operations.
- Implementation of the policy has made collaboration with landfill host cities deliberate and ongoing as solutions to landfill-related community issues are developed.

"The Good Neighbor Policy is the foundation for success in continued landfill operations."

Overview

In 2013, OCWR faced a series of events affecting the relationship between the County's three active landfills and their respective neighbors. OCWR sought a uniform approach to the issues that would help ensure the continued operation of all landfills.

Through their timely responsiveness to neighbors' concerns OCWR demonstrates commitment to the Good Neighbor Policy and have established a context in which to communicate potentially difficult messages, engage in meaningful and relevant discussions with neighbors and pave the way for continued good neighbor relationships.

Why This Can Help Your Agency

The Good Neighbor Policy has brought OCWR a relationship of mutual trust and respect, and allowed them to continue operating landfills at their current locations. The policy has also encouraged neighbors to collaborate with OCWR by reporting issues so that they learn how to adjust operations.

Short- and Long-term Benefits

Residents are now benefiting now from a better understanding of landfill operations, responsiveness to their concerns and direct contact with the landfill staff. Residents also know that staff will be responsive and timely regarding any concerns. The opt-in subscriptions to the neighbor web pages number more than 200. Approximately 45 new homeowners purchased landfill-adjacent homes in 2014. About 12 tours were provided to prospective homebuyers. In the long-term, OCWR will have a foundation for a productive, collaborative relationship between themselves and neighboring cities of landfills.

Can Your City/Agency Adopt It?

Any local government with landfill operations can benefit from implementation of a similar Good Neighbor Policy. Additionally, the same concept can serve local governments in their challenge to build greater understanding of infrastructure needs. Public participation and outreach are a necessary part of any planning process. Instead of project-specific public outreach, a city-wide Good Neighbor policy can

establish a firm foundation for current and

future investment.
align efforts across programs/agencies.

Public Safety

Agency:	**Anaheim Police Department**
Project:	Public Safety Career Pipeline
Innovative Savings Metric:	Has led to greater harmony between the department and community and less civic unrest.
Tags	Public Safety, Education, Community Engagement, Outreach

What You Need to Know:
- The Anaheim Police Department partnered with the Anaheim Fire & Rescue and the Anaheim Unified School District for this program.
- It's a semester-long pilot curriculum to help students develop an understanding of public safety career opportunities

"By encouraging our youth towards career paths in public safety, our future police and fire department staff will be more reflective of the community they serve."

Overview

The Public Safety Career Pipeline Program is a semester length pilot curriculum currently being taught at Sycamore Junior High School for 8th-grade students. It is a collaborative partnership between the Anaheim Police Department, Anaheim Fire & Rescue, and the Anaheim Unified High School District. The purpose of the pilot program is to help students develop an understanding of public safety career opportunities available for both sworn and civilian professional staff positions while emphasizing the importance of making positive life choices that will help students achieve their goals in a public safety career.

Why This Can Help Your Agency

The Public Safety Career pipeline is a useful tool that has allowed the City of Anaheim to build a better relationship between the Police Department and the community it serves. Rather than just shape Anaheim's future police offices and firefighters, the program also fosters an atmosphere of

engagement with the students in the classroom to carry over to their family, friends and neighborhoods. This program has led to a much greater harmony between the police department and the community it serves, and can have the same benefits for other departments in Orange County cities.

Short- and Long-term Benefits

In the short-term, The Public Safety Career Pipeline provides an opportunity for Anaheim's police officers to interact with students from within the community leading to a better understanding by the students of what the police do and why they do it. Students then share their experiences and enhance the long-term trust of the police department throughout the community. Ultimately, cultivating future public safety professionals from within the city limits of Anaheim should lead to a police and fire department that better represents the community they serve.

Can Your City/Agency Adopt It?

This career pipeline can be tailored to fit nearly any local government or profession. Any city could copy Anaheim's Public Safety Career Pipeline to recruit their youth towards careers in their police and fire departments. The result can be a better understanding and relationship between the people and agencies that serves them in their cities.

Agency:	**Newport Beach Police Department**
Project:	The Stolen Collection
Innovative Savings Metric:	Newport Beach experienced the lowest level of property crime in 35 years, and significantly reduced theft & larceny, as well as garage and residential burglaries.
Tags	Public Safety, Education, Community Engagement, Outreach

What You Need to Know:
- The Newport Beach Police Department hired a private sector advertising agency to build awareness around property theft.
- Residents were reminded that such crimes can be prevented or deterred if simple precautions are taken.

"In 2014, Newport Beach experienced the lowest level of reported property crime in the 35 years that they have been collecting crime statistics."

Overview
The Newport Beach Police Department (NBPD) sought to reduce the amount of property crime that took place in the City of Newport. Ninety-six percent of all crimes reported to NBPD are property crimes, and account for 19,360 hours of police time and $10,000,000 to investigate on an annual basis. NBPD hired an advertising agency that built awareness around property theft and the steps residents can take to prevent such crime before they happen. The campaign, called "The Stolen Collection," feature models posing as suspects with faux stolen luxury items, accompanied by the text "The Stolen Collection. Secure your valuables or lose them."

Why This Can Help Your Agency
"The Stolen Collection" campaign worked to reduce property crime in Newport Beach. In 2014, Newport Beach experienced the lowest level of reported property crime in the 35 years that they have been collecting crime statistics. Theft and larceny was down more than 18% from 2013. During the same time frame, Newport Beach also experienced a significant 38% drop in

garage burglaries, while residential burglaries decreased by 17%. Burglary and theft from automobiles was down to its second lowest level in five years.

Short- and Long-term Benefits
In the short-term the City of Newport Beach experienced a reduced property crime rate, saved taxpayer dollars, freed up police resources, and educated the public on how they can be part of the solution in reducing crime. In the long term, the campaign empowered the community to understand their control over being a victim, increased community confidence, and have led to community appreciation of the Police Department's efforts.

Can Your City/Agency Adopt It?
Other law enforcement agencies can easily use this idea as a basis for addressing their own property crime levels. After thoroughly researching resident behavior and attitudes about their demographics, as was done in Newport Beach, a highly effective campaign could be tailored to any city in an effort to reduce property crime, or achieve any other identifiable goal.

Agency: **Laguna Niguel Police Services**
Project: Coffee with a Cop
Innovative Savings Metric: The program led to positive conversations in the community and a greater understanding between the people and their public safety officers.
Tags Public Safety, Education, Community Engagement, Outreach

What You Need to Know:
- The Orange County Sheriff's Department sought to build a better relationship with the citizens of Laguna Niguel.
- Residents were given the chance to meet the deputies and staff that serve their community and build a better relationship with them.

"The events we've had so far have led to positive conversations in the community and given them a greater understanding of how and why we do what we do. "

Overview
The Orange County Sheriff's Department (OCSD) holds a bi-annual "Coffee with a Cop" at a local coffee shop to give the local community a chance to meet the deputies and staff that serve their communities. These events foster conversation and build bonds between the community and Police Services. Additionally, by partnering with local businesses, OCSD hopes to build bonds in the businesses community and help them advertise their services.

Why This Can Help Your Agency
These events have led to positive conversations in the community and given them a greater understanding of their public safety officers. It also offers the OCSD a more personal connection with Laguna Niguel, reminding them that the residents are supportive of their efforts to keep the peace and safety of their community.

Short- and Long-term Benefits
OCSD holds "Coffee with a Cop" in order to address any immediate concerns by the residents in the short term. By holding these conversations in an open and friendly manner, many issues can be resolved immediately without leading to further confrontation. Furthermore, in the long-run there will be better trust and engagement between the department and the community of Laguna Niguel.

Can Your City/Agency Adopt It?
These community engagement events can be replicated by any city's police services or public agency. By working with a local coffee shop or business, a city's agency can hold a public forum and meet directly with the public. These will work towards building stronger relationships, addressing concerns that resolve conflicts, and create long-term trust.

Agency: **City of Buena Park**
Project: Buena Park Active Community Policing
Innovative Savings Metric: Community policing has allowed the city's Police Department to build a better relationship with the community to reduce crime.
Tags Public Safety, Community Engagement

What You Need to Know:
- The City of Buena Park exercises community policing to connect with the community.
- This method of community engagement has encouraged the support of residents and fostered a stronger relationship between the police department and citizens they serve.

"This partnership has lead to more active neighborhood watch programs, additional business community feedback, and a better informed community. "

Overview
The Buena Park Police Department has become an active participant in the community by engaging the public with the community policing methods. Over the past year, the Department has hosted events targeted at informing residents about the Department and its officers. The Department also strives to build a positive relationship with community businesses by hosting quarterly business stakeholder meetings, allowing for a meaningful open dialog for strategies to increase safety for those frequenting local businesses.

Why This Can Help Your Agency
This policing method can benefit a city's police department as it has in Buena Park. The program has created a community partnership between the Police Department, residents, and community leaders. Citizens have become more supportive of the Department and more active in reporting crimes and suspicious behavior.

Short- and Long-term Benefits
In the short-term these meetings and events hosted by the police department will inform the community about their Police Department and the challenges that it faces. With more information, residents may be open to assisting the police with investigative processes, be more alert of suspicious activity in their area, and be more knowledgeable about the City in general.

In the long-term, the Department hopes to see a trend in crime statistics that demonstrates that their community policy philosophy is making a quantifiable difference in the community. It is also hoped that in the long term, children and teens will have a positive view of the Department and be less willing to be a participant in gangs or illegal behavior within their neighborhoods.

Can Your City/Agency Adopt It?
Other police departments could organize these types of meetings to foster community engagement and security. These events send the message that the departments are not only interested in fighting crime, but also in improving the lives of residents and better understanding their concerns.

Agency:	**Orange County Sheriff's Department**
Project:	Traffic Safety Initiative
Innovative Savings Metric:	After implementation of the program, the department saw an increase in seat-belt usage among personnel and a reduction of unsafe driving speeds.
Tags	Public Safety, Education, Community Engagement

What You Need to Know:
- The Orange County Sheriff's Department (OCSD) sought to reduce traffic accidents and injuries among OCSD personnel.
- The program was successful in increasing OCSD personnel driver safety and risk of accidents and injury.

"As a result of the initiative there has been significant improvement in the areas of unsafe speed and seat belt usage. "

Overview

The Orange County Sheriff's Department's Traffic Safety Committee was formed with the goal of reducing the number of traffic accidents and injuries amongst OCSD personnel. While the nature of law enforcement always involves a level of risk and exposure to such accidents, there are things that can be done to minimize significant injury or danger.

Utilizing guidelines from the National Highway Traffic Safety Administration (NHSTA) the Committee developed new training videos, Field Training Bulletins and a promotional campaign focused on each of the three target areas: failure to wear seat belts, distracted driving, and unsafe speed.

Why This Can Help Your Agency

After carrying out this program, the OCSD saw a significant improvement in the areas of unsafe speed and seat belt usage. These improvements result in savings to the taxpayers due to the fact that the costs

associated with staff injury and vehicle collisions are reduced. The 1st Quarter data shows a 94% seat belt usage rate, this compares to a pre-traffic safety initiative rate of 73%. Also, with the tracking of patrol car speeds, the instances of driving over 90 mph were reduced by over half.

Short- and Long-term Benefits

In the short-term, the department as able to improve the level of safety among OCSD personnel. This leads to long-term savings to the taxpayers in costs associated with worker injury and liability payments.

Can Your City/Agency Adopt It?

The initiative can be easily adopted by other local governments. The promotional campaign strategy and training materials can be used by other law enforcement agencies and tailored in a way that meets their specific local needs. Use of such materials is not limited to law enforcement. Other public agencies the regularly use vehicles can also adopt the safety measures.

Staffing/Service Delivery Options

Agency: **City of Anaheim**
Project: "Field to Office" Training
Innovative Savings Metric: The program allows the city to retain talented people, saving time and money in training.
Tags   Professional development, Skilled Work-Force, Employee Morale

What You Need to Know:
- The City of Anaheim's "Field to Office" program was designed to provide field or entry level personnel an opportunity to develop career-building skills to prepare for supervisory/management promotional opportunities throughout the City.
- Due to its success, the Human Resources Department now offers the program Citywide.

"Six of the 30 first participants of [Field to Office were] promoted afterwards."

Overview
The Field to Office (FTO) program is a professional development tool for the employees of the City of Anaheim. It was designed to provide career-building opportunities and supplies Anaheim with a highly skilled workforce. The curriculum includes three content areas: Supervision and Leadership, Business Writing Skills, and Career Building and Networking.

Why This Can Help Your Agency
The FTO program benefits the City of Anaheim and its employees by providing more opportunities for promotion to management-level positions, and ensures the City has a highly skilled work-force representing the residents of Anaheim. Furthermore, employees are taught to understand the alignment and contribution their work has on the greater City goals and strategic plan, improving the positive attitudes of employees. Finally, retaining talented people saves the city time and money in training and fulfills the city's planning goals.

Short- and Long-term Benefits
In the short-term the FTO program benefits the City and residents through the networking opportunities that allow participants to connect with employees from various departments and all levels in the organization. This allows for greater efficiency in completing tasks as departments are more capable of working collaboratively. Additionally, participants of the program can apply what they have learned and experienced immediately back in their workplace.

In the long-term, the FTO program allows the City to support succession planning and encourage internal promotions within departments. In turn, by building a bench and promoting from within the organization, the City of Anaheim has successfully increased morale in multiple departments.

Can Your City/Agency Adopt It?
Anaheim's Field to Office Program is fully developed and can be easily implemented. The scope of the program can be tailored to a single department or profession, as well as,

expand its applicability to meet the needs of an entire organization. The curriculum for Supervision and Leadership, Business writing, and Career building course work is based upon using scenarios and real work examples to solidify concepts and transfer of knowledge.

Strategic Partnerships

Agency:	**City of Fullerton**
Project:	Vision for Future – Community redefined
Innovative Savings Metric:	Housing multiple organizations in one facility cuts costs and allows the city to offer additional community programs.
Tags	Community engagement, Cost effective

What You Need to Know:
- The City of Fullerton constructed their Community Center to be a multi-use facility with programs provided by partnering with local non-profits.
- The building's LEED design and collaboration with businesses not only cuts costs but also adds to the City's revenue.

"The Center strives to maintain a variety of quality programs and services that are relevant to the needs of the community."

Overview
The Fullerton Community Center is located in the heart of Fullerton's Civic Center and offers a variety of programs, classes and activities for families and community members of all ages. The City has partnered with three non-profit entities to provide community programming. The three partnering entities are the Fullerton Boys and Girls Club, Fullerton Aquatic Sports Team (FAST) and the Fullerton Senior Club. Staff has developed partnerships that understand their customers, nurture relationships, and develop environments that address the multigenerational needs of its customers.

Why This Can Help Your Agency
The Fullerton Community Center's Vision for the Future offers benefits in the cost cutting measures by housing multiple organizations in one facility. This allows the City to offer more community programming without shouldering all of the costs. The City also partners with local small businesses to help grow relationships and provide services at the center.

Short- and Long-term Benefits
In the short-term, the Vision of the Future has allowed for cost-saving methods. Partnering with established organizations such as the Boys and Girls Club and FAST allowed the City to quickly provide a full menu of programming at the newly built community center in the midst of a downturn in the economy and the loss of redevelopment funding. Partnering with private businesses also provides the City with revenues from contractor fees for onsite services and programs.

Long-term benefits to partnering with local non-profit organizations and private business is providing continued savings in the general fund by offsetting the costs (including staffing) of providing programming to the partners. Other long-term benefits include growing community center patrons, on-going relationships

creating potential partnerships on other City events, centers and programs. An additional long-term benefit is the construction design of the building that achieved Leadership in Energy and Environmental Design (LEED.) This saves energy and includes lower operating costs, as well as makes for happier community members.

Can Your City/Agency Adopt It?

The Community Center's Vision for the Future is an idea that could be adopted into any other facility. By looking past traditional and long established uses for community centers, any city can incorporate the shared-use concept. Furthermore, partnering with non-profits and businesses is an effective way to provide programs and lower costs and create synergy within the community.

Agency: **City of Orange**
Project: Orange Public Library and Orange GRIP
Innovative Savings Metric: Contributes to student success and provides resources to families and Gang Reduction Intervention Partnership schools.
Tags   Gang prevention, Education, Community engagement

What You Need to Know:
- The City of Orange's Gang Reduction Intervention Partnership (GRIP) began in 2011, and is aimed at creating a collaborative, community-based approach to gang reduction.
- The Orange Public Library became involved and implemented joint programs in the fall of 2014 to provide free resources and information to GRIP students and their parents to help support the student's academic success, making the GRIP program stronger and more successful.

"The OPL partnership in GRIP helps the Orange community by helping students stay in school by supporting education, and exposing low-income students to free resources and a safe community meeting/learning place."

Overview
The Orange County Public Library (OPL) partnered with the City of Orange's Gang Reduction Intervention Partnership (GRIP) in 2013, and began implementing joint programs by the fall of 2014. To help foster a collaborative, community-based approach to gang reduction, OPL provides free resources and information to GRIP students and their parents. This supports the student's academic success, and provides a larger network of support by involving OPL staff in GRIP activities and hosting GRIP events at the library.

Why This Can Help Your Agency
OPL is able to support GRIP and assist the City of Orange reduce gang involvement in a number of ways. It contributes to student success by having the Orange Unified School District curriculum resources and material available for homework at no cost. Students can borrow materials from OPL to complete their assignments and excel at their studies.

Additionally, OPL provides resources for families by hosting community events and offering free books to students. Finally, OPL provides resources for GRIP schools. OPL's partnership creates a stronger foundation of resources and help GRIP schools' library staff offer more homework assistance for their students.

Short- and Long-term Benefits
The OPL partnership with GRIP provides short-term benefits to students and families by supporting education and exposing low-income students to free resources and a safe community meeting/learning place. OPL also offers free access to computers and the Internet, and have invited GRIP students to the library where they are given free books to take home. In the long-term, OPL's work with GRIP students and families will give them the tools to be life-long learners and succeed in all aspects of their lives. The success of families and students will give the community better educated workers and reduce crime.

Can Your City/Agency Adopt It?
The OPL and GRIP partnership model can be used throughout other Orange County cities. By replicating the model's three major components, any city can work to strengthen the education of its youth and prevent their involvement with gangs and crime. These components are outreach to students, parent and teach education, and books in the homes of low-income students.

Agency: **City of Huntington Beach &**

Huntington Beach Council on Aging
Project: Huntington Beach Public/Private Partnership
Innovative Savings Metric: Along with providing benefits to seniors, the Council on Aging hosted two fundraisers that raised over $80,000 in 2014 to finance the many services.
Tags Senior citizens, Health, Community engagement

What You Need to Know:
- The City of Huntington Beach and Huntington Beach Council on Aging (HBCOA), a 501c3 nonprofit, have partnered to develop ways to raise funds in support of services for the seniors who want to remain independent in their homes for as long as possible.
- The Senior Outreach is a program funded through the City's Community Services department, providing information to callers, care services to at-risk seniors as well as consultations with families.
- Joint fundraisers make this a low-cost program to provide great benefits to the senior citizens of Huntington Beach.

"Between May 2014 and May 2015 care managers made 1200 home visits, held over 300 office consultations with seniors, family members and professionals and gave information and referrals to over 3,000 callers, provided daily care calls to 50 older adults."

Overview
The City of Huntington Beach partnered with the Huntington Beach Council on Aging (HBCOA) to develop innovative methods of providing services to care for the city's seniors without adding to the city's budget. Senior Outreach is a program funded through the City's Community Services department. City staff works closely with the members of this nonprofit organization on two major fund raisers that not only support human service programs, but senior recreational programs as well.

Why This Can Help Your Agency
The City is able to provide valuable and helpful services that greatly increase the quality of life available to its senior residents and ensure that those who wish to remain independent can do so. Funds raised through the nonprofit HBCOA are donated

to the City to cover the cost of a part time care manager, a social services position that works directly with the frail and elderly.

Short- and Long-term Benefits
In the short term - many of the services provided with this partnership are not 'typical' city services. Nearly 90% of the seniors served by Care Managers are extremely low or low income. Without the advocacy of the HBCOA and the funding of direct services, these seniors would have to seek help from County government – where sources are scarce or not available.

In the long term, all studies show that keeping seniors independent in their homes for as long as possible saves countless dollars that would be spent on assisted living facilities or long term care.

Can Your City/Agency Adopt It?
Local governments can foster the development of a nonprofit group similar to the Huntington Beach Council on Aging. Foregoing the typical commission on aging or other city council appointed body, a stand-alone nonprofit has the ability to raise funds from multiple sources. This also engages the community and sets the stage for advocacy of populations whose needs may otherwise go unmet. By following the structure set forth by Huntington Beach, many cities can begin extending the services available to their senior citizens without adding to their budgets.

Agency: **City of Anaheim**

Project: Anaheim Convention Center Betterment VII

Innovative Savings Metric: The total measurable tax revenue to the City is estimated to be $9.5 million annually.

Tags   Tourism, Revenue

What You Need to Know:
- The $190 million, 920,000 square foot project is the seventh expansion to the convention center.
- It allows for growth with large annual events, and brings in additional revenue to the city, an estimated $112 million over a 10-year operating period.

"This expansion will also bring an estimated 1,860 jobs will be created during construction and 2,043 new jobs will be supported annually."

Overview

This project is the seventh expansion to the Anaheim Convention Center. The project costs a total of $190 million and will include an extra 920,000 square feet. The project will allow the convention center to grow with its large annual events, provides meeting space capacity to attract meeting intensive conventions and allows the center to host concurrent conventions with the additional meeting space.

Why This Can Help Your Agency

Continual improvements to existing establishments help them to grow with changing demands and needs. The additions to the Anaheim Convention Center will provide additional opportunities, and create additional revenue for the city. By retaining existing convention business and attracting new conventions, equating to more than 300,000 hotel room nights annually, the total measurable tax revenue to the City is estimated to be $9.5 million annually or $112 million over a 10-year operating period.

Short- and Long-term Benefits

Short-term benefits include increased tourism to the center with the larger space and increased availability. The center's economic impact equates to 1.1M convention attendees, $863M in delegate spending and $1.3B in total business and convention spending. The expansion also brings an estimated 1,860 jobs during construction and 2,043 new jobs annually. In the long term, the project will bring the City an estimated tax revenue of $9.5 million annually or $112 million over a 10-year operating period.

Can Your City/Agency Adopt It?

The expansion of the Anaheim Convention Center was made through a public private partnership in the creation of the Anaheim Tourism Improvement District. The agreement accounted for the marketing and promotion of the Anaheim destination, the City committed to re-dedicating these funds to the expansion of the Center. Other cities can take advantage of this model and use public private partnerships to renovate and improve key destinations in their communities without committing taxpayer money.

Agency: City of Tustin
Project: St. Anton Legacy
Innovative Savings Metric: The partnership between The Irvine Company, St. Anton Partners, and the City of Tustin brought the city $30,148,000 for the sale of two parcels of the Tustin Legacy.
Tags Fiscal health, Affordable Housing, Density Transfer

What You Need to Know:
- The City of Tustin entered into a Disposition and Development Agreement with St. Anton Partners for 225 affordable multi-family residential apartment homes.
- Made possible using a Density Bonus, Density Transfer, and series of Concessions, the City of Tustin was able to bring in revenue from the sale of land, and ensure the development of affordable homes for its current and future residents.

"This innovative partnership allows the City and its residents to enjoy a new public park, provide affordable workforce housing to the community, and develops housing alternatives."

Overview
The City of Tustin entered into a partnership with The Irvine Company (TIC) and St. Anton Partners. St. Anton Partners and the City later entered into a Disposition and Development Agreement (DDA) for the development of 225 affordable multi-family residential apartment homes.

This project was made possible through the use of a Density Bonus, Density Transfer, and a series of Concessions and Incentives supporting the development of affordable housing at Tustin Legacy. The density transfer between TIC and St. Anton results in the ability for TIC to construct additional market rate units and for St. Anton to have 100% affordable housing.

Why This Can Help Your Agency
The partnerships of cities with developers that lead to affordable housing and density transfers allows the city to sell land at competitive rates while achieving its housing and density goals. The City of Tustin was able to sell two parcels of the Tustin Legacy for $30,148,000. The

Developer will also pay the Tustin Legacy Fair Share Infrastructure Obligation in the amount of $4,324,393 for the construction of infrastructure within Tustin Legacy. Additionally, the land was previously tax-exempt but will now be taxable, increasing long-term revenue opportunities for the city.

Short- and Long-term Benefits
The short-term benefits for the City of Tustin include the immediate revenue from the sale of land and promise of affordable housing for residents. Additionally, residents will be able to enjoy a new public park, and have access to affordable workforce housing in the community.

In the long-term, the City will benefit from taxes for an area that was previously exempt. Additionally, the City can avoid overloading the existing infrastructure with the density transfer agreement, and save money by using an annual community facilities district fee to pay for essential services and maintenance within Tustin legacy.

Can Your City/Agency Adopt It?
The City of Tustin achieved this partnership and beneficial agreement through the use of Density Bonus, Density Transfer, and a series of Concessions or Incentives for the development of affordable housing. Other cities may learn from this innovative partnership in order to eliminate zoning constraints or restrictions that inhibit the production of affordable housing.

Agency: City of Tustin
Project: Tustin Community Center at the Market Place
Innovative Savings Metric: The community center allowed the City to offset Parks and Recreation program expenses while gaining new revenue sources.
Tags Fiscal health, Revenue, Community engagement

What You Need to Know:
- The former Edwards Theater in the Tustin Market Place was vacated when the existing lease expired, and abandoned due to its outdated amenities.
- In a public-private partnership between the City and TIC, this theater complex has been reconfigured to provide Community Facilities (CF) for use by the public.

"With this community center, the City was able to offset Parks and Recreation program expenses and gain new revenue sources. "

Overview
In partnership with The Irvine Company (TIC), the City of Tustin (City) has entered into a Development Agreement (DA) that has yielded a new community center to serve the City. This partnership allows the conversion of up to 23,662 square feet of the former theater and allows the transfer of development rights of the theater space to other potential development sites within the Tustin Market Place commercial center.

This new community center is still owned by TIC but the City has full programming rights for the Tustin Community Center at the Tustin Market Place. In return, The Irvine Company will gain 23,662 square-feet of developable land within the center to replace the former movie theater.

Why This Can Help Your Agency
This program can help cities renovate establishments that are abandoned and deemed no longer economically viable. This community center was originally designed and operated as a movie theater complex, but when the lease was not renewed, the building sat vacant. Through the conversion

of this space, the City now has access to a large venue that can host lectures and public events, or can be rented out for community activities.

Short- and Long-term Benefits
In the short-term, the City will be able to transform an unused building and convert it for public use. The space was opened quickly providing a community space in a timely manner, and met the demand n the area for a space that can accommodate live performances and lectures within the City.
 In the long-term, the City of Tustin can provide its residents with a community center without paying for the cost of conversion or maintenance. Additionally, the additional square feet of retail and commercial space can have a positive fiscal impact on the City in that it will allow for new development that can provide sales tax and property tax revenue to the City.

Can Your City/Agency Adopt It?
This idea can be utilized fairly easily by another city or public agency as there is no direct cost associated with this partnership, just the time and ingenuity to make it happen. This type of space can be converted

from a wide variety of large, underutilized spaces and can open up opportunities for new development elsewhere to meet the ever-changing needs of the residents and consumers.

Agency: City of Lake Forest
Project: The Opportunities Study Area
Innovative Savings Metric: The project will result in millions of dollars for capital projects to build new roads or enhance existing intersections.
Tags Fiscal health, Revenue, Housing

What You Need to Know:
- A comprehensive planning process to re-zone over 800 acres of land formerly zoned for business and industrial use.
- The project will result in around 4,500 new homes, various neighborhood parks, millions of dollars for capital projects to build new roads or enhance existing intersections.

"This project would become the most extensive and fruitful public-private partnership in the City's history, resulting in over $200 million dollars in public benefit to the community."

Overview
The Opportunities Study Area ("OSA") is a comprehensive planning process that the City of Lake Forest has undertaken to re-zone over 800 acres of land formerly zoned for business and industrial use. The zoning changes allow for a new plan with residential uses as well as public facilities. The City worked extensively to engage the community and held numerous meetings with landowners to cultivate an atmosphere conducive to cooperation.

The city sought that the project would ensure that new development would not have a greater impact to existing infrastructure; reduce traffic impacts to previously approved land uses; maintain fiscal balance; deliver quality master planned communities; expand trails and open space linkages; provide a diverse mix of housing; mitigate impact to schools, and deliver a sports park and community center to serve the current and future residents of Lake Forest.

Why This Can Help Your Agency
The city was able to benefit from this project as it identified a new Sports

Park/Community Center and a Civic Center as the top public projects. Due to the cost of the project, the City Council recognized the importance of developing a strong public-private relationship to enhance both the community and opportunities for the landowners.

The result was the creation of multiple Development Agreements in which the City received direct public benefit and revenue in exchange for new land use entitlements. The success of the OSA, and the public- private partnership policies that support its approach, has provide significant public benefits to Lake Forest and the business community.

Short- and Long-term Benefits
In the short-term, the project has already added millions of dollars in public benefit to the community in the form of a sports park, master-planned communities, new and enhanced roads, and future civic center. In the long-term, these public facilities will serve the residents of Lake Forest for many years to come. The project allows for the development of distinctive homes and parks, and enhancing the City's natural connection

to the surrounding environment through the expansion and preservation of trails and open space.

Can Your City/Agency Adopt It?

Other local government agencies could use this idea to guide future developments in their City. The partnership approach developed by the City, and affirmed through the development agreements, is a policy tool that may be applied by local governments to ensure certain community benefits in relation to requests to convert land use for private development. The key to achieving such results is to assess the needs of the community in relation to the proposed impact that development may have and work in tandem with developers to share that vision and develop beneficial public-private partnerships toward those goals.

Agency: **City of Laguna Niguel**
Project: Crown Valley Parkway Median Renovation
Innovative Savings Metric: The project will save about 3.3 million gallons of drinking water per year.
Tags   Fiscal health, Conservation

What You Need to Know:
- The Crown Valley Parkway Median Renovation project has transformed the entire length of the 5-mile scenic corridor and primary arterial through the City of Laguna Niguel.
- Not only will the project now utilize reclaimed water, but is also estimated to save the City approximately $15,000 per year in water costs.

"The project has reduced the use water from an estimated 5.4 to 2.1 million gallons per year (61% reduction)."

Overview
The City of Laguna Niguel sought to transform the 5-mile scenic corridor and primary arterial through the city. The project included the removal of approximately 176,800 square feet (+4 acres) of turf, reduced the irrigated area by 1 acre, converted the existing irrigation system from potable water to reclaimed water, installed a new high-efficiency irrigation system, installed run- off control strips to reduce urban run-off and over spray, and installed new water efficient ground covers and shrubs. The project is expected to save about 3.3 million gallons of drinking water per year.

Why This Can Help Your Agency
The renovation project helps the City of Laguna Niguel not only meet its conservation goals but save money as well. The partnership between the City, Orange County Transportation Authority (OCTA), Moulton Niguel Water District (MNWD), and Metropolitan Water District (MWD) were beneficial to ensuring a successful project that benefits the city.

Short- and Long-term Benefits
In the short-term Laguna Niguel was able to reduce immediate water use and switch to reclaimed water on the city's main road. Additionally, the project leverages rebates and incentives offered by MWD to provide additional funding for the project. In the long-term these and other water conserving efforts built around the relationships with partnering agencies will further expand the use of reclaimed water, reduce overall water consumption, and result in additional water conservation efforts and savings year-over-year.

Can Your City/Agency Adopt It?
This project is easily transferable to other cities and agencies as the partnering agencies, such as OCTA, MNWD and MWD, also cover other Orange County cities and throughout the State. The project demonstrates that there is a significant benefit to converting large turf areas to water efficient plant materials, and converting existing potable irrigation systems to reclaimed water that will save and conserve water and money.

Agency: **City of Buena Park**
Project: St. Jude Heath & Wellness Partnership
Innovative Savings Metric: Providing more opportunities for exercise will reduce the obesity rates among children in Buena Park, and reduce health care costs in the long-term.
Tags   Public Health, Fitness

What You Need to Know:
- In an effort to reduce obesity rates among children in Buena Park, the City Council partnered with school districts and other local organizations to promote the national "Let's Move!" campaign.
- The City entered into a grant agreement partnership with St. Jude Hospital that allowed the city to install outdoor fitness equipment in four City parks located in low-income neighborhoods.

"The installation of the outdoor fitness equipment has enabled adults and teens, who normally would not be able to afford to join a gym, the ability to exercise on a regular basis."

Overview
In Buena Park it was found that 41.8% of 5th, 7th, and 9th graders in Buena Park were considered obese. The City Council directed staff to partner with school districts and other local organizations to promote the national Let's Move! Campaign, designed to encourage communities to adopt a long-term, sustainable, and holistic approach to fight childhood obesity.

In September 2014, the City entered into a grant agreement partnership with St. Jude Hospital that met these same goals. With the award of this grant, the City and St. Jude were able to combine resources and install outdoor fitness equipment in four City parks located in low-income neighborhoods.

Why This Can Help Your Agency
The partnerships with schools and St. Jude Hospital helps Buena Park achieve its goal of reducing childhood obesity and reduce long-term health care costs. Without the grant from St. Jude the City would not have been able to install fitness equipment at all

four City parks. This helps the City connect with more residents and realize more success in its objective of increasing overall health of the community.

Short- and Long-term Benefits
In the short term, the City hopes that this fitness equipment will provide residents with additional opportunities to exercise and remain healthy. In the long term, the City hopes to decrease its obesity rate in teens and young adults. It is hoped that with this additional fitness opportunity, the community will become more active and focus on their health and wellness.

Can Your City/Agency Adopt It?
Another governmental agency or City could use this concept to promote health and well-being in their City. It's through the park system that residents and their children are able to achieve their sports and fitness goals. By seeking grant partnerships, cities are able to provide additional options to their residents that they may not be able to provide without additional funding.

Agency:	**Foothill/Eastern Transportation Corridor Agency**
Project:	State Route 241 Wildlife Safety Fence Improvement Project
Innovative Savings Metric:	The fence will provide a 95 percent reduction in wildlife-vehicle collisions, resulting in annual cost savings of around $80,000 per year.
Tags	Public Safety, Wildlife

What You Need to Know:
- The Foothill/Eastern Transportation Corridor partnered with the University of California, Davis for a project to protect wildlife populations within the Santa Ana Mountain Range.
- This project includes the installation of a new wildlife safety fence to reduce wildlife-vehicle collisions and increase safety for drivers.

"Since installing the fence, there have been no reported vehicle-wildlife collisions within the project area."

Overview

The Transportation Corridor Agency (TCA) partnered with UC Davis for a project focused on the protection of cougars within the Santa Ana Mountain Range due to their significant decline in population. Other target species included bobcats, coyotes and deer. Included in this project is the installation of a wildlife safety fence along both sides of a portion of the SR 241 Toll Road.

Why This Can Help Your Agency

The partnership with the University of California, Davis allowed for the Transportation Corridor Agency to efficiently allocate its efforts to maximize the benefits of the project. It is anticipated that in Orange County the average cost per collision is higher than the national average due to higher vehicle repair and medical costs in this region. This suggests that the wildlife safety fence project has significant cost savings resulting from the reduction of wildlife-vehicle collisions.

Short- and Long-term Benefits

In the short-term, the TCA can prevent vehicle collisions, saving money and protecting drivers from wildlife-vehicle collisions. The fence is estimated to reduce collisions by 95% with an annual cost savings of around $80,000 per year. In the long-term the TCA can preserve the natural wildlife in the area with better protection and approximately 185 acres of additional open space to wildlife.

Can Your City/Agency Adopt It?

This project can easily be used by another city or organization by identifying key locations and species of concerns, and taking steps to increase safety for both wildlife and drivers. In Orange County, California, both public and private agencies responsible for transportation projects and/or open space management, such as the County of Orange, Orange County Transportation Authority, the Irvine Ranch Conservancy, and other large- scale landowners now have plans to implement the same type of fencing to reduce wildlife-vehicle collisions.

Agency: **Orange County Transportation Authority**
Project: Real-Time Mobile Bus Information
Innovative Savings Metric: Partnering with established transit apps, they were able to deliver
                                    a solution and save nearly $400,000.
Tags   Public Transit, Public Information

What You Need to Know:
- The Orange County Transportation Authority (OCTA) recognized the need for bus riders to have easier access to schedule information.
- In partnerships with established transit apps, OCTA was able to develop a smartphone application that informed users of a bus schedule and location.

"OCTA sought out the best apps already popular with customers and developed a strategic partnership to provide an immediate and accurate answer to the question, 'Where's my bus?'"

Overview

Each year, Orange County residents and visitors board OCTA buses more than 48 million times as they travel 77 routes on 556 buses. The most frequently asked question is "where's my bus?" While the OCTA already provides bus schedule information in a variety of ways, polls showed that 86% of bus riders prefer to get schedule information via a cellphone/smartphone. To provide riders with another resource and address their common concerns, OCTA developed their own bus schedule application.

Why This Can Help Your Agency

The original estimate for developing the technology with external vendors neared $400,000. By developing strategic partnerships with established transit apps that already had proven technology in place, OCTA was able to deliver a solution more quickly while saving the organization all the costs associated with external vendors. The organization was then able to deliver to riders a product that will help them more accurately plan around bus schedules.

Short- and Long-term Benefits

In the short term, the real-time mobile bus app streamlines the process of riding the bus so riders can have a more efficient trip with fewer delays and frustrations. It equips them with information so they can make changes or readjust their schedules and plans in real time while out and about and in motion.

In the long term, the use of the cutting-edge technology helps position OCTA as the transportation provider of choice for future riders such as millennials. By responding to the needs and preferences of its current and prospective customers, OCTA can continue its mission to develop and deliver transportation solutions to enhance the quality of life and keep Orange County moving.

Can Your City/Agency Adopt It?

Any other city or agency can adopt the strategies that led to OCTA's successful solution. Strategic partnerships, particularly with technology developers, are a critical survival tactic for many organizations. Few organizations have the internal resources to create comprehensive solutions that can compete with those offered by dedicated technology specialists. By utilizing these

partnerships, others can implement their own projects at less cost than developing in-house.

Agency: **OC Waste and Recycling**
Project: Strategic Regional Partnerships for a Sustainable Tomorrow
Innovative Savings Metric: Partnerships help promote OC Waste and Recycling programs
                                     through bonus activities at no cost to the agency.
Tags   Community Engagement, Partnerships

What You Need to Know:
- OC Waste and Recycling use strategic partnerships to educate the general public on how best to reduce, reuse and recycle.
- These partnerships have helped grow their "Take the Eco Challenge" message to foster sustainable behavior change.

"Angels Baseball contributed approximately $624,970 in unpaid bonus activities to help promote the County's Eco Challenge outreach program."

Overview
The County's recycling education and outreach campaign begin with a ten-year partnership with Discovery Cube to launch the Eco Challenge exhibits and marketing campaign. To add to that success, in May 2014 after a one-year pilot period, the Orange County Board of Supervisors approved the continuation of the strategic marketing and educational partnerships with Angels Baseball and Discovery Cube. This successful partnership is a key component of the County's Eco Challenge initiative to educate the general public on how best to reduce, reuse and recycle.

Why This Can Help Your Agency
OC Waste and Recycling's partnerships bring benefits such as bonus activities that contribute to their programs at no additional cost. For example, during the first two years of the marketing agreement, Angels Baseball contributed approximately $624,970 in unpaid bonus activities to help promote the County's Eco Challenge outreach program. For every $1 OC Waste & Recycling spent during the first two years of the campaign, Angels Baseball contributed $2 of in-kind bonus activities to assist in the Eco Challenge campaign. This strategy can help other agencies promote their programs and goals without adding to costs.

Short- and Long-term Benefits
Short-term benefits include hosting regional environmentally themed education events for OC residents, educating the general public on the Eco Challenge message through measurable activities, driving audiences to the County's Eco Challenge exhibits and providing awareness of the County's household hazardous waste centers which benefit all Orange County cities. The long-term benefits include the reduction of waste disposed at Orange County landfills. Reducing waste and safely recycling or diverting waste will help preserve the County's precious resources.

Can Your City/Agency Adopt It?
Other organizations and local government bodies can easily introduce their message with local sporting authorities or similarly mission minded organizations that have access to a large and broad audience in their city. Strategically partnering with these types of entities with the goal of

mutual buy-in demonstrated by the organization's in-kind commitment could help cities expand their reach in a cost effective manner.

Technology & E-Government

Agency: City of Fullerton
Project: New Fullerton Website
Innovative Savings Metric: Utilizing one platform that adapts to multiple usages saved the
                                     city between $30,000 and $80,000.
Tags   Community Engagement, Public Information

What You Need to Know:
- The City of Fullerton launched a new website designed to work across computers, tablets and smartphones.
- This new website is more efficient and saves the city money by using one content management system rather than three

One of the biggest benefits of the new City of Fullerton website is the self-help 'How Do I' drop down menu at the top of our homepage."

Overview
In March 2015, the City of Fullerton launched a new website design. Unlike previous designs, which were based on what it would look like on a desktop computer and then modified to fit a tablet and/or smartphone, the Fullerton Website was built with a "responsive technology." The new innovation of website design allows for adaptation to whichever format a user may be using, and allows for information on the website to be distributed to all social media platforms for consistency of messaging and immediate communications to the public.

Why This Can Help Your Agency
The new website for the City of Fullerton helps because it manages the content more effectively across all platforms. This saves the city money and time in managing the website's information. Furthermore, the connection to social media ensures that the city's messaging remains consistent so that residents can be accurately informed of

various events and issues that the city wishes to communicate.

Short- and Long-term Benefits
The short and long term impact of the new Fullerton website is significant not only is cost savings but in efficiency of time and effort. In the short-term the city was able to save money on the implementation of the website and connect the website to it's social media. In the long-term it will be a more effective communications tool for the city to alert residents to various issues. An example of its success is during the April 18 fires in Fullerton. The city was able to quickly communicate to residents, saving time as well as life and property for those who were evacuated.

Can Your City/Agency Adopt It?
The City of Fullerton is an early adopter to "responsive technology" on its website. It is anticipated that single point of distribution to many platforms is a concept that will be adopted by other local governments and

organizations. Future cost may be lowered as technology matures. Fullerton is already responding to calls and inquiries from other cities about the technology used on the website. Their program is a valuable tool for other cities to incorporate when redesigning their own websites.

Agency: **City of Anaheim**

Project: Anaheim Open Gov, Usable Information

Innovative Savings Metric: For one department, the city can save over $25,000 over a year by automating the extraction of data for public records requests.

Tags   Transparency, Public Information, Fiscal Health

What You Need to Know:

- Public records requests can be time consuming and cost the city many man-hours in servicing the requests.
- The City of Anaheim sought to cut down on these costs while also making information more available and transparent by launching the Open Data Portal.

"The Open Data portal sets the tone of the city's commitment in providing government transparency and accountability by building public trust and credibility through quality service."

Overview

In February 2015, the City of Anaheim launched the Open Data Portal (using a Tech-Driven Open Data Policy). The purpose of the portal is to assist residents, community activists, developers and other interested parties with a simple means for obtaining city facts, figures, statistics and reports. It is the goal of the city to make the data readily available and easily accessible to all in one central location, thereby eliminating untimely delays in receipt of vital information. The Open Data Portal will keep the public actively engaged in local government by publishing data related to the budget, government spending, neighborhoods, public safety, and other pertinent information.

Why This Can Help Your Agency

Cities regularly receive requests for city documents and public records. These can take up many man-hours for each department for year, and the costs build up. Anaheim's Open Data portal cuts down on the time it takes to service these requests by making this information more readily available to the public. This also increases the transparency of government and improves the trusts residents have with their city.

Short- and Long-term Benefits

With the use of technology, the City of Anaheim experiences short-term benefits with automated scripts and interfaces. By allowing the use of technology in collecting sets of data the city staff is gaining additional time that can be utilized in serving the needs of the residents through interactive community programs and initiatives. In the long-term, the tech-driven way of publishing relevant information to the community will become second nature to the city and will continually satisfy the public demand for transparency in government.

Can Your City/Agency Adopt It?

Due to the public demand for transparency in government, local government or other organization can adopt this tech- driven notion of publishing public records where the community or interested parties can obtain them easily. Local government or other organization that aims for more

transparency can start by utilizing available pre-set platforms from various 3rd party vendors that are already being used by other municipality/organization and can start publishing the sets of information that are currently at their disposal.

Agency: Costa Mesa Police Department
Project: Costa Mesa PAAC Program
Innovative Savings Metric: The program reduces the response time for the city's law enforcement to response to crimes-in-progress.
Tags Public Safety

What You Need to Know:
- This project involved live streaming of video from a 300+ CCTV network in/surrounding South Coast Plaza to police cars' computers.
- The program allows businesses to work with police officers to address crimes or emergency situations that they are susceptible to.

The project enables *"shorter response times to crimes-in-progress BEFORE they occur."*

Overview
The Costa Mesa Police Department is utilizing technology to reduce response times to crimes-in-progress. Police cars will be upgraded so that their internal computers can accept streaming video from the businesses located in the South Coast Plaza areas. This gives officers improved coordination and builds a trust with local business owners who can collaborate with police to address the crimes or emergency situations that they are susceptible to.

Why This Can Help Your Agency
This project can help police departments improve response times and reassure business owners of their safety. With more information, police officers can coordinate better and respond to crimes-in-progress faster or even before they occur.

Short- and Long-term Benefits
The program encourages collaboration between businesses and police officers. In the short-term it can work to reduce the number of crimes in the area, as response times are faster. In the long-term, it will strengthen the trust between businesses and the police department and create a safer community in Costa Mesa.

Can Your City/Agency Adopt It?
Other police departments can adopt this program by following Costa Mesa's example. By improving technology, departments can reduce response times and increase public safety. Furthermore, this program can be expanded beyond businesses. Immediate plans are being made to approach Newport Mesa Unified School District administrators to implement the second phase of Costa Mesa's program.

Agency: **City of Lake Forest**
Project: Dual Plumbing at Lake Forest Sports Park
Innovative Savings Metric: The plumbing system will save 40 million gallons of domestic water each year
Tags   Conservation

What You Need to Know:
- The new Lake Forest Sports Park has an innovative plumbing design using recycled water.
- The system will amount to savings of 40 million gallons of domestic water each year.

"Using recycled water for the water closets and urinals, together with the landscape areas, there is a savings of 40 million gallons of domestic water each year. "

Overview
The newly constructed Lake Forest Sports Park is a new park open to the public for residents of Lake Forest and visitors to enjoy. The park was created with innovative designs, such as the dual-plumbing in the buildings. The 86-acre sports park utilizes recycled water for flushing toilets and urinals. There are 30 water closets and urinals within the three buildings (recreation center and two clubhouses). The remaining plumbing amenities within the three buildings (drinking fountains and sinks) use domestic water.

Why This Can Help Your Agency
The innovative plumbing system can help an agency conserve water and maintain more efficient plumbing. Additionally, the landscape areas throughout the park use recycled water to further conserve water on the premise.

Short- and Long-term Benefits
The short-term benefit is reduced water use during the ongoing drought. In the long-term, the sports park will save money using cheaper recycled water, and use less water. Together with the landscape areas, there is a savings of 40 million gallons of domestic water each year.

Can Your City/Agency Adopt It?
Other governmental organizations can adopt innovative design systems such as the dual plumbing system that the Lark Forest Sports Park installed. These systems bring conservation and cost savings to a facility, allowing it to be more sustainable and cost effective to run.

Agency: City of Fountain Valley
Project: FountainValley.org
Innovative Savings Metric: The plumbing system will save 40 million gallons of domestic water each year
Tags Community Engagement, Public Information

What You Need to Know:
- The City of Fountain Valley redesigned their website aimed at creating a citizen-first site delivering relevant information, features, and functionality in a convenient and easy to use format.
- Partnering with web developer Civic Plus, the website makes key information and services easily accessible, providing a responsive mobile friendly design and ultimately, being user friendly.

"Creation of a citizen based website not only provides better services to our customers, but saves time and money."

Overview

Launching on April 9, 2015, the fountainvalley.org website combines three major components, outlined by the web developer Civic Plus, which includes making key information and services easily accessible, providing a responsive mobile friendly design and ultimately, being user friendly. The City of Fountain Valley and Civic Plus focused on this perspective as the new Foutainvalley.org website was being created with the citizen in mind.

Why This Can Help Your Agency

The focus of creating a citizen-focused website can be helpful to cities or agencies looking to create a stronger connection with local residents. The City of Fountain Valley used specific streamlined communication tools such as: Let Us Know; Notify Me; Council, Commissions, and Boards Agendas and Minutes; Public Events Calendar; PCTA Live Channel 3 Streaming; and the Granicus page with video recordings of City Council minutes.

Short- and Long-term Benefits

In the short and long term, the creation and implementation of this citizen-based website will facilitate interaction between residents and the City, increase community engagement and help build an educated population of community members in terms of civic information. Additionally, it will save the city money by saving staff time. Furthermore, the increased transparency builds public trust.

Can Your City/Agency Adopt It?

Other cities and organizations can adopt this new website design by paying attention to their demographics, goals and vision for their agency. Understanding these focal points of any community will help local governments, as stated by Civic Plus, stay ahead of the technology curve with a clear plan that produces a unified, dynamic website for your community. A redesign with a citizen focus provides the tools and abilities to communicate with wide variety residents through various portals that work for the community.

Agency:	**Orange County Stormwater**
Project:	Overwatering is Out
Innovative Savings Metric:	Encouraging less pollution saves time and money as the amount of polluted water that needs to be treated is reduced.
Tags	Environmental protection, Public engagement, Communications

What You Need to Know:
- The program aimed to reduce pollution from residential water use using focused messaging that relied on data and automation.
- Overwatering is Out was designed to be adaptable so that current engagement could be carried over to new efforts, allowing the campaign to be applicable to future issues

"Over 1500 residents have opted in and over 50,000 messages have been delivered."

Overview
Overwatering is Out sought to engage residents in every city across Orange County. The program aimed to reduce pollution from residential water use by delivering rebates, event notices, and simple tips that homeowners could act on to protect the environment. To achieve that goal, the program would have to learn about residents as individuals, tailor content to address their unique needs, and deliver the right message at the right time. Overwatering is Out was able to use an automated program that personalized messages for recipients, enhancing the effectiveness and success of the campaign.

Why This Can Help Your Agency
Automated messages can help an agency achieve its communications goals and by relying on data, the messaging can be more targeted to the viewer, and more effective. The Overwatering is Out program allowed

Orange County Stormwater to contact 1,500 residents with 50,000 messages.

Short- and Long-term Benefits
The automation of the program ensures that it is more successful in delivering the message that Orange County Stormwater sought to deliver. In the short-term, residents will pollute their water less and it will be less costly to treat it. In the long-term, the program provides direct communications to Orange County residents so that future problems can be solved quickly in the same manner.

Can Your City/Agency Adopt It?
Any city or agency can adopt similar tactics by merging data with automated messages. The tools dramatically reduce staff labor while enabling programs to provide a higher level of service to customers. Automated tools also provide data that, if shared, could align efforts across programs/agencies.