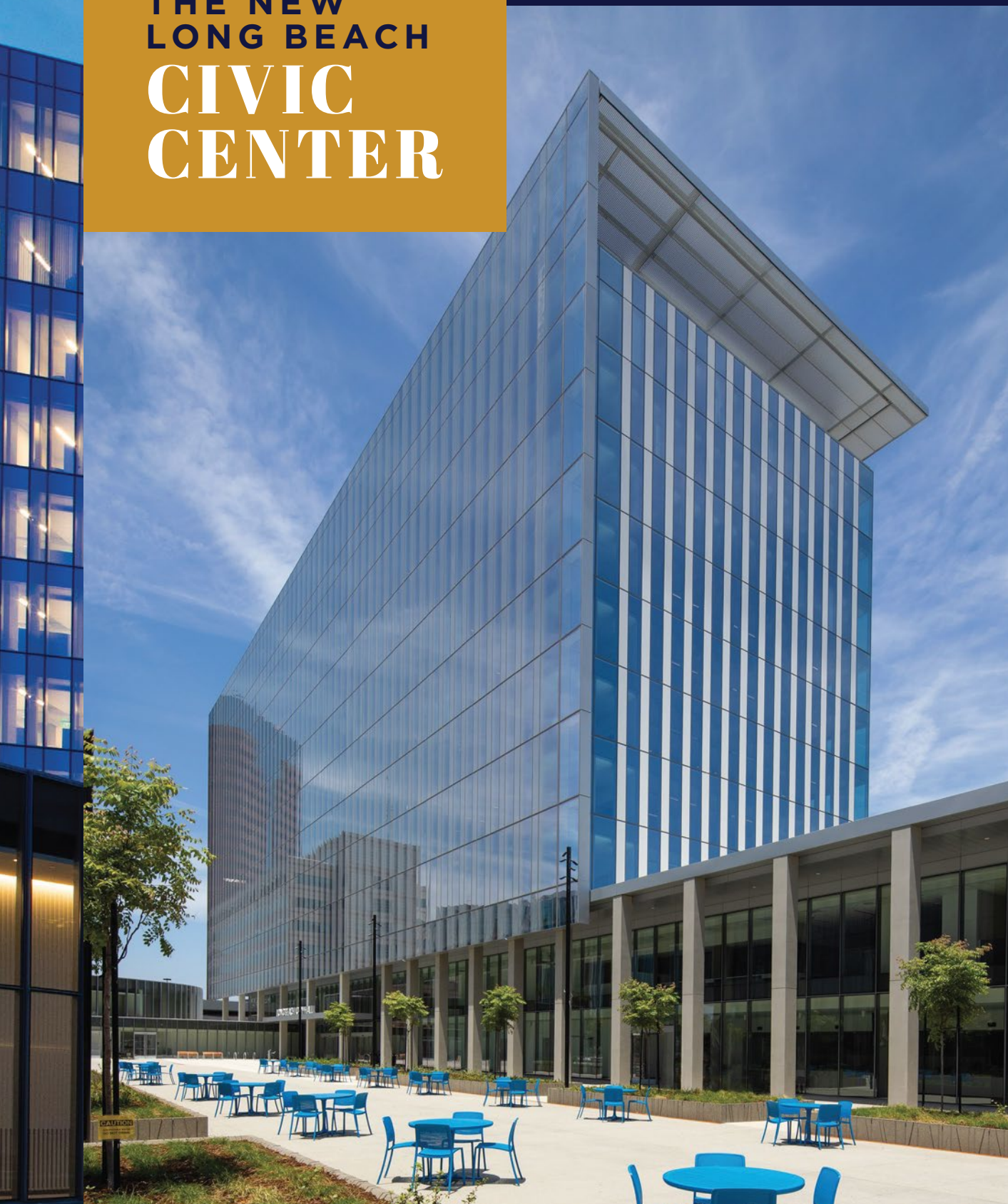


THE NEW  
LONG BEACH  
**CIVIC  
CENTER**



# CONTENTS

02

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Mayor Robert Garcia  
Reflects On The New  
Civic Center

06

---

Replacing the Long  
Beach Civic Center

08

---

The Beginnings of a  
New Civic Center

12

---

From Concept  
to Reality

26

---

The Master Plan:  
Connectivity and Scale

38

---

A Civic-Minded  
City Hall

43

---

The New Civic  
Chambers

46

---

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# MAYOR ROBERT GARCIA

REFLECTS ON THE  
NEW CIVIC CENTER

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Mayor Robert Garcia has been involved with the Long Beach Civic Center project from its beginnings in 2006 when, as a Downtown Long Beach resident, he served on the Downtown Visioning Team to help create the City's first Downtown Plan.

Paving the way for a more vibrant downtown, the document also laid the groundwork that made the new Civic Center possible. Garcia continued to support the development of a new Civic Center while serving as First District Councilmember and also after being elected as mayor in 2014. Now, in his second mayoral term, he shares his thoughts about the new master development.



### **April Economides: How is the Civic Center important to the future of Long Beach?**

**Mayor Robert Garcia:** There are many exciting opportunities in transitioning to a new Civic Center. First, it allows for a reimagining of the way government interacts with the people. The new City Hall is more open, progressive, and thoughtful in the way it interacts with people. The building's architecture and technology – and the improved public space around it – symbolizes where Long Beach is headed. The Civic Chambers and connected City Hall will be more welcoming and brighter, have better technology, and be more accessible. And to bring the Port into the Civic Center is really important. It's the largest department in the city and the economic engine of the region. . . . I'm very excited about the Main Library. I think it's the centerpiece of the Civic Center. It's the space that will be most used by the public. Anytime a new, large central library opens, it is really exciting, but in addition, this one is beautiful, open, and sun-soaked. It houses the City's largest collection of books and research materials – that's really important. It will serve as a great beacon of truth, education, and history, and all those things that libraries should be. The design of the former downtown library was not conducive to that. It was like a basement. And as we move forward with Lincoln Park and the private, midblock development, it's all going to come together really well.

### **How do you envision the Civic Center impacting downtown?**

This project has already impacted downtown tremendously. It has helped develop additional housing, it has helped us focus our efforts on infrastructure improvements, and it has been the centerpiece of the growth happening around downtown.

It's important City Hall will now be seismically safe for visitors and employees. Those who work for the City will be working in a safe and modern environment that contributes to people's well-being and gives them the

ability to be their very best and produce their best work. Natural sunlight reaches into all areas of the building and employee work spaces. The work spaces are also more open and more energy efficient. We created a safe bike storage room for City Hall and Port employees. City Hall is more open and inviting to the public as well as accessible: walk-up windows and services are concentrated on the first and second floors. All of this lends to a more productive city.

The old City Hall was kind of like a fortress, and it was cold and didn't really connect to anything. The actual floors where people work were also not very inviting. The new City Hall is much more open and bright, and this speaks to how government should be: more transparent, more welcoming, more sustainable, more flexible – the workspaces are much more flexible – and more accessible to visitors.

### **Tell me about the public spaces surrounding the buildings.**

The public spaces are going to be beautiful. There will be a great public gathering space in front of the Civic Chambers, which will allow people an opportunity to gather, attend events, speak their minds, peacefully protest if they want, and do all those things that make democracy great. That's important. And I see the Library as a huge public space, accessible to all. Lincoln Park will be a great place to have events, see concerts and hang out. First Street will feel like a promenade and we hope very active with retail and restaurants as part of the private midblock development. The design and the activation of the public spaces will also lead to a safe and welcoming space. We're looking at having coffee carts and other kiosks. We hope it will be a special place for everybody.

Lincoln Park, prior to its closure, was symptomatic of a failure of society and of government to not deal with the realities of homelessness and drug addiction. We just allowed it to take over. A true public space

is for everyone. Everyone includes people who are experiencing homelessness, but it also includes families with kids and business people. It includes everyone. And so I expect the new Civic Center, when it's properly activated, will be a space for everyone. That means that a mom and kid should feel completely safe walking to the library and walking through the park. We'll enforce our laws to ensure that. It also means that if somebody experiencing homelessness wants to go into the library and enjoy a book or other resources, that should also be welcomed. But it's gotta be a space for all people.

The old Civic Plaza was essentially inaccessible to the public. It's exciting we're reconnecting the street grid – Cedar and Chestnut will go all the way through. It will be more inviting and welcoming and improve transportation. It will be good for pedestrians and all modes of transport. It will be more walkable, more bikeable, and it will connect with the surrounding street network better. It will also be easier to access from mass transit, like the Blue Line. The way the Civic Center

**“The new City Hall is more open, progressive, and thoughtful in the way it interacts with people. The building’s architecture and technology – and the improved public space around it – symbolizes where Long Beach is headed.”**

is being designed along First Street from Pacific is as a large public plaza. You'll be able to walk all the way up to the Civic Chambers. It's good design. You'll also be able to access the library from two entrances, both from the park and from Broadway. The Library entrance will be right there on the public sidewalk.

### **Tell me about the project’s public art. I hear the ‘Long Beach’ piece was your idea?**

It was important to me to have spaces that showcase public art. I told the team we need to have a “wow” piece. I suggested the “Long Beach” letters because I want spaces people can interact with, where residents and visitors can take pictures, and for families to take pride in their city. The way that came about is I went to Amsterdam years ago, and as you may know, the city has huge letters that read, ‘I Amsterdam.’ Kids and tourists take pictures on it all the time. And I did, too! And so that's kind of what we envisioned – an interactive art piece where people can take pictures, Instagram it, and enjoy it.

There will be other art installations throughout the development as well, including one big signature piece in Lincoln Park. I want it to be so eye-catching and so interesting that people obsessively want to go and take a picture with it. Like how people go to Millennium Park in Chicago for “the bean.”

### **How did your involvement in this project begin?**

The first official vote to move forward was done within my first couple of months as mayor. But the planning and buy-in began before I was on the City Council. My first inclination about this project was to be very supportive and that it was very exciting. Before I was a councilmember, I was a member of the steering committee for the

Long Beach Downtown Plan, which Suja [Lowenthal] created before any of those downtown developments were happening. We talked about this new vision for downtown – about it being more open, progressive, bikeable, and walkable. It was during a kind of stagnant time for Downtown Long Beach. I had just moved to Downtown and, at the time, there wasn't a lot of excitement or things happening. It's almost like it

had been stagnant for 10 or 20 years. The Downtown Plan, which a lot of people were involved with, talked about an overarching vision, and brought important zoning changes to allow for these developments to actually be possible in Long Beach. Part of that then led to the creation of the Civic Center plan.

**I wonder if people realize no taxes were increased or bonds taken out to pay for this massive development.**

How we financed it is a very interesting model, and it's great how the City came together and figured out how to do this. Our finance staff did a great job of building the financial structure that gets the private sector to essentially pay for new public buildings. Because it's a public private

partnership, it's a reasonable financial system for the City where we're not putting in tons of money. We never went to the taxpayers for a bond or increased taxes.

**How will this project positively impact the city economically?**

It is already having a positive economic impact during construction through the construction jobs created. And it's already attracting new businesses and new developments. A lot of the development we're seeing surrounding the project is because of the project. People are excited about it.

Futurewise, we're bringing all of the Port employees who currently sit in a building by the Airport into the center of downtown. We specifically didn't build cafeterias in the Port building or City Hall so people would leave the buildings and activate the streets. This will be great for the local economy, especially small businesses. When the midblock housing goes in – which was part of the land-swap deal – all those folks will activate the downtown economy as well.

The Civic Center project really is a transformational opportunity for the economy of downtown and the entire city. It generates jobs, connects people to resources, encourages more development, and will support local businesses.







# REPLACING

## THE LONG BEACH CIVIC CENTER

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The new Long Beach Civic Center replaced a megablock development comprised of 22 acres spanning six blocks. Opened in 1977, it was designed by Allied Architects, a consortium of prominent local firms, led by Gibbs & Gibbs Architects. The design team also included Homolka & Associates, Killingsworth, Brady & Associates, Kenneth S. Wing and Associates, and Peter Walker.

The intent of the consortium's design, which included a new City Hall, Main Library, and Lincoln Park, in addition to the already-built Long Beach Courthouse and Long Beach Public Safety Building, was to consolidate city departments onto one site and create a town square atmosphere. The Main Library, which sat mostly below ground, featured rooftop gardens. Site design plans called for shops, stadium seating in the plaza for concerts, and an I.M. Pei-designed Long Beach Museum of Art.

Unfortunately, some aspects of the plan were never built – namely, the museum, shops, or other activities to liven up the public spaces – and those that were constructed didn't withstand the test of time or bring about the desired results. The Library's heavy rooftop garden caused structural damage and leaking, City Hall had seismic and maintenance issues, and the Civic Plaza and overall development became a barrier to pedestrian activity and civic engagement.

The City's hope with the new Civic Center is that by reopening up the closed-off streets, removing the concrete walls within and around the development, building long-lasting and translucent buildings, and adding residential and retail in the center, the streets will become reactivated and the surrounding area more vibrant.



The former City Hall, opened in 1977 and designed by Allied Architects, served the City until July 2019.





## THE BEGINNINGS OF A **NEW CIVIC CENTER**

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A History as Told by City Manager Pat West

Long Beach City Manager Pat West has been with the City of Long Beach since 2005 and has served as City Manager since 2007. A simultaneously thorough and succinct storyteller, West illustrates well the history behind the multi-year project of the new Long Beach Civic Center.

### **How did this project first come about, and when was the idea of a new Civic Center first considered?**

It all started with Hurricane Katrina in 2005. Because of this disaster in New Orleans, the federal government said cities should review all critical needs buildings to find out if they could survive a disaster unique to their territory. We're an earthquake region, so the City commissioned a study to learn the seismic safety of City Hall and the library. And we failed [the safety standards]. So the public works director in 2006 reported this to the City Council, and that started it all.

At that time, Suja [Lowenthal] was the councilmember for District Two. She really embraced that we were going to have to do something about that, and she started a downtown visioning



process. She worked on that throughout her entire 10 years on council. The groundwork Suja laid working with development services, community services, and everyone else led to the Downtown Plan.

We've known since 2006 the two buildings could be at risk. Early on, the assessment was that City Hall's concrete pillars were going to separate [from the structure] and potentially bring no real harm – except that if you were above the seventh floor, you'd have to stay in place for a few days before you could be rescued. So we had discussions about porta-potties, water, protein bars and all that in case there was an event while we waited.

### **That's rather serious. What about the adjacent Main Library?**

The Library was different; it was potentially going to pancake. The Library was built with a park on top of it that weighed so heavily on the building, it leaked and caused a lot of damage. Because of this, the walls wouldn't withstand a seismic event.

So, we looked at potentially relocating the Library temporarily while we rebuilt it, but that didn't get any traction. What we ended up doing ultimately, in 2008, is spending approximately \$500,000 taking everything off the roof of the library – the park, the dirt, everything. This allowed us to strengthen the sides to make the building safer. It still had seismic issues, but it wasn't going to pancake.

The visioning process went on for a long time, and during this period [Public Works Director] Craig Beck and I were negotiating with the County about the Courthouse. The County had to demolish it due to seismic issues and, lucky for us, the Redevelopment Agency had nine acres sitting across the street between Broadway and Third Street. They were going to relocate the Courthouse to some city that was going to give

them free land. So we activated and realized, "You can't take the Courthouse out of our city – that's a huge economic engine for us, and we need to keep it." We worked with Kimball Wasik of Cushman & Wakefield along with the Redevelopment Agency, and in 2010 cut a deal with the County to give them six acres. They gave us the five acres that the old Courthouse sat on, and some ancillary things that went along with that. But it was basically a land swap.

The County ended up doing a P3 DBFOM – a public-private partnership, a design-build-finance-operate-and-maintain – for the Courthouse, and it was the first social P3 in the country. A social P3 refers to a building that will be occupied, as opposed to, for example, a bridge or utility plant. Then Assistant City Manager Suzanne Frick, Development Services Director Amy Bodek, Economic Development Director Mike Conway, along with Craig Beck and myself were involved in putting that deal together. We were a little bit on the outside, because it was the County and state's deal, but we were watching and learning. We watched the County build that project, and it was a fantastic project.

Meanwhile, it's getting later and later, and no one's excited about building a new City Hall. City managers and elected officials know citizens want to see their dollars go toward infrastructure for streets, sidewalks, cleaning the water, trees, and libraries. So we recognize there's probably no appetite to tax everybody for a new City Hall.

### **It's hard to imagine that a tax would have gone over well. What happened next?**

Some city councilmembers at this stage said, let's cross our fingers and do a peer review and hope it's not as bad as anybody thought. So we did a peer review of the seismic issues in 2012, and the peer review said it was worse than anybody thought. That put us all on notice that City Hall and the Main Library really had an issue.

We talked internally and the City Council said to staff, “Can you find a way to do this so we don’t have to tax the citizens?” We then said, oh my gosh, the Courthouse was built without taxes thanks to the P3 DBFOM. So we studied that and decided, why don’t we do something like that? The City Council said, ‘Alright, if you think you can put together something like that, go ahead and bring it to us after you’ve explored it.’

The City Council also considered locations outside of downtown to build a new Civic Center, including where land is cheaper, like by the Airport. We took all of those considerations and suggestions we received from various citizens very seriously. At the end of the day, the city council chose that it should stay in downtown. We also considered leasing the World Trade Center. But the City Council was very clear that, as the seat of government, the City should own its building; that we should not lease someone else’s building to house our Civic Center.

So in 2013, we went out to see if there was any interest in this. Mike Conway led the charge and we put out an RFI [request for information] to see if there was anyone out there who was interested in doing a P3 DBFOM. . . . And we had over 80 people show up. That was our “aha moment.” That’s when we realized, “Okay, so this is real. There are developers who understand this process and really believe they can build a new City Hall and Library for us without taxing our citizens.”

We knew we needed to learn more about this, we hired the firm Arup to help guide us through this process. After getting the City Council’s okay and the Harbor Commission’s okay, we put out an RFP to get a short list of developers who could do this for us. We initially had five, it dropped down to three, and then finally there were two that stuck. We ended up hiring Plenary Edgemoor. Plenary Edgemoor hired Clark Construction to do the construction, SOM [Skidmore, Owings

& Merrill LLP] to do the architecture, and Johnson Controls to do the maintenance. Mayor Bob Foster helped to guide this politically through the City Council. Later, in 2014, when Mayor Robert Garcia took the helm, he guided the project politically, with five brand new City Council members, to a point where it was approved unanimously by the Council.

### **How do you feel about this project?**

We are excited about, first of all, exiting a building that has seismic issues – which isn’t just a safety risk for us but also the public who is visiting all the time. We’re excited about getting the Library to a safe place





“We did a peer review of the seismic issues in 2012, and the peer review said it was worse than anybody thought. That put us all on notice that City Hall and the Main Library really had an issue.”

Fukushima Photography



where children and others will be safe. But also, we're excited to take an underground library and make it above-ground and a centerpiece for the Civic Center. The Library is probably the most beautiful thing about the entire development. It's also wonderful to have our Port – one of the largest ports in the world – in our plaza sharing that with us. We'll have a critical mass. The Port has so many visitors from Southeast Asia and other continents, and it will be wonderful to have them right here in the middle of downtown. These visitors will now be able to enjoy lunch, dinner, and breakfast in downtown and stay at our hotels. It ties into why we wanted the Courthouse here as well. So many jobs and so many pieces in our economy will be supported.

There are an incredible number of people who have been involved in this, including two city councils in addition to then-new Assistant City Manager Tom Modica, Finance Director John Gross, and the invaluable guidance of City Attorney Charles Parkin and Deputy City Attorney Rich Anthony. So this really reflects the efforts of two distinct city councils as well as mayors and city staff. It's a labor of love, and we're just so happy we are able to pull this off for the community without doing a parcel tax.

City Hall and the Civic Chambers (left) and the Port Administration Building (right) from the corner of Ocean Boulevard and Magnolia Avenue.

# FROM CONCEPT TO REALITY

The Downtown Plan laid the groundwork to make a new Civic Center possible from a planning perspective, while the business model of a design-build-finance-operate-maintain (DBFOM) public-private partnership (P3) created financial feasibility. However, this is just half of the story. The ensuing process to actualize this vision required additional hard work, creativity, and strong teamwork by multiple parties.

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## TESTING THE WATERS

Former City of Long Beach Economic Development Director Mike Conway is credited as the architect of the deal. *“My role started years earlier when [City Manager] Pat West and [Development Services Director] Amy Bodek and I chatted about ways to get a new City Hall to address earthquake deficiencies,”* Conway said. *“At the same time, the Main Library was leaking like a sieve*

Long Beach Business Journal photograph



The Governor George Deukmejian Courthouse, a Los Angeles County facility, was built in Downtown Long Beach via one of the nation's first public-private partnership agreements. This unique funding structure paved the way for the new Long Beach Civic Center to be built using a similar strategy.



and was a negative architectural influence on an active, pedestrian Downtown.” The P3 financing structure of the County’s Gov. George Deukmejian Courthouse caught his and Bodek’s interest, and they set out to learn more. “We expected no success, but we had to explore. As the process progressed, I became the ‘lead’ negotiator, though the City team members were all equally involved.”

The core City team members were Conway, West, Bodek, and Public Works Director Craig Beck. Together, they helped write the Request for Qualifications (RFQ) and Request for Proposal (RFP), select the developer, and negotiate the deal. As the process progressed, Bodek oversaw the design review and entitlements. After Conway retired and Bodek accepted a new

*Pictured from left: Long Beach Public Works Director Craig Beck; then-Long Beach Development Services Director Amy Bodek; then-Port of Long Beach Chief Executive Jon Slingerup; City Manager Pat West; former Long Beach Mayor Bob Foster; then-Los Angeles County Supervisor Don Knabe; Mayor Robert Garcia; then-State Senator Ricardo Lara; then-Councilmember Suja Lowenthal; then-Councilmember Lena Gonzalez; Long Beach Harbor Commissioner Lori Ann Guzmán; The Plenary Group Executive Chairman Dale Bonner; and Harbor Commissioner Lou Anne Bynum.*

Long Beach Business Journal photograph



position at the County of Los Angeles, Beck became director of the project. “I find myself finishing up this project that so many people were involved with in the beginning,” Beck said. Financial Management Director John Gross, the City Attorney’s office, and many others were also instrumental in the project.

Elected officials and stakeholders dug in their shovels at the groundbreaking celebration for the new Long Beach Civic Center in July 2016.



The County Courthouse, located catty corner from the Civic Center, was the main inspiration behind the City of Long Beach's consideration of a P3. Jeffrey Fullerton, senior vice president of Real Estate Development for The Plenary Group, who helped develop the Courthouse when he was with Edgemoor Infrastructure & Real Estate, explained, *"DBFOM P3s are done a lot in Commonwealth countries. They started in the UK, and they're done in India, Australia, Canada, and now the U.S. Some of them are trains, rail lines, and courthouses, and a lot of the Canadian projects are hospitals. The story gets to Long Beach with the new Courthouse."*

The City supported the Courthouse project through land swap agreements in order to prevent it from being moved to another city. *"The City then got to watch and learn as a participant in that project, and saw the speed at which the court system was able to get that project done and the quality achieved with that project,"* Orion Fulton, associate director at Arup, said. *"Amy Bodek and Mike Conway should be credited in coming up with the idea for the Civic Center. They really drove the project, the concept, forward."* Fulton was the City's primary advisor for the Civic Center project. In approaching how to finance a new City Hall and Main Library, the City knew it was spending approximately \$14.71 million a year to maintain the two buildings, which still left them leaking and seismically unsafe. Since the City couldn't afford to pay much more annually for new buildings, it set about trying to figure out a forward-thinking financing plan. That's when Conway realized the City had an asset that might be valuable to development partners: land.

John Keisler, the City's current economic development director, commented, *"Mike Conway was extremely creative and said, 'Look, we've got these buildings that have problems and are very expensive. But if we look at more than just the buildings and look at the land around them and maybe even some other pieces of property the City owns – if we put it all together – that's a pretty valuable real estate development opportunity for someone in the market.'"*

The City owned the land on which the old Courthouse sat, the Civic Center complex, and a parcel on Third Street and Pacific Avenue. City leadership decided to

Long Beach Business Journal photograph



***"The land swap facilitates our ability to meet our housing needs required by the State and also to increase the density and critical mass that will happen downtown."***



Construction workers lay the foundations for the new Long Beach City Hall and Port Administration Building in March 2017.

incentivize a developer to build a new Civic Center for no more than the cost to operate the current one and, in exchange, offer the developer five acres of land on which to build residential and retail.

*“In order to make this deal happen without going to a parcel tax, without doing a property assessment, without taxing anybody in the city, we had to incentivize the developer to build this huge campus for us; and one of the things to incentivize that was to allow the development of excess property,”* City Manager Pat

West said. He added that this strategy allowed the City to meet the need for additional residences in downtown, something that had been discussed for more than a decade.

*“The community has been telling us over and over again, ‘If you’re going to put density in the city – because we need housing – it should be in the downtown,’”* West said. *“The land swap facilitates our ability to meet our housing needs required by the State and also to increase the density and critical mass that will happen downtown.”*





The Main Library under construction.

## THE ‘AHA’ MOMENT

To City management’s surprise, several firms showed strong interest. West calls this their ‘aha’ moment – when the City learned there was appetite in the market for this type of development. And that’s precisely when the City hired an expert to guide it through the relatively unknown concept of DBFOM P3s.

*Without that incentive, this project could have probably never happened. And we’d be facing a potential lawsuit from our employees that we’ve got to fix that building and the only alternative would be to tax our citizens to do it. This was all possible from a land swap. If we didn’t own the land that the Courthouse was on, we probably couldn’t have done this project.”*

With the idea that those five acres would generate revenue and pay for the rest of the master plan, in February 2013, the City released a Request for Qualifications (RFQ) for a development partner to design, build, finance, operate, and maintain a new Civic Center.



**“In order to make this deal happen without going to a parcel tax, without doing a property assessment, without taxing anybody in the city, we had to incentivize the developer to build this huge campus for us.”**

*“The RFQ was a way for us to test the market,” Beck said. “We weren’t sure if anyone was going to take us up on what we were proposing, which is, ‘We have roughly \$15 million to spend annually, we need a new building, a new park, and a new library, and gee, why don’t you come build it for us.’”*

The City hired Arup as its technical, commercial, and financial advisor during the procurement phase. Arup helped write the RFP, evaluate the responses, and select the preferred partner. Arup’s team of subcontractors included p3point, HOK, BAE Urban Economics, and MBI, and other City advisors included Sheppard Mullins, Kutak Rock, and KNN.

*“Nobody knew us in Long Beach when they awarded this to us,” Fulton said. “They judged us on face value and our proposal and interview. I think what we’ve been able to show Long Beach is we’re an advisor team that can help a city through many different facets of a major project. There have been no major hiccups in the process. . . . An RFP is a big undertaking, and we helped the City put together an effective RFP quickly – in about three months. We did the heavy lifting to get that prepared, and we released it on-time, which gave a lot of confidence to the bidders. We ran that process according to the schedule and got it done when we said we would.”*

Fulton said the Arup team functioned as an extension of the City and Port to manage the process and details. *“We were sort of like the quarterback for the project,”* he said, *“coordinating the city attorney, planning department, finance department, public works, city manager’s office, and making sure everyone was driving the process forward.”*

In October 2013, the City Council selected three potential development partners for the short list of RFQ Respondents: Plenary-Edgemoor Civic Partners (PECP), Related California, and Long Beach CiviCore Alliance. In February 2014, the City issued an RFP to the three teams. Related California dropped out of the running in May 2014.

To help ensure strong proposals, the City awarded design money to the teams, whereby the winning bidder would pay the losing bidder approximately \$300,000. *“The losing team was still going to get a stipend for the work they put in,”* Beck explained, *“The City felt strongly that would get us better proposals, and it did.”*

The bid process was involved and included responding to both the RFQ and RFP, a series of interviews, and the development of drawings, models, videos, and presentations. The teams had to show all costs related to design, construction, and development.



The Port building (left) and City Hall (right), viewed from the east end of the Civic Plaza.



## MAKING IT OFFICIAL

In December 2015, after months of proposal evaluations and interviews, as well as more than 100 City-sponsored public outreach events whereby the two teams discussed their proposals with the community, the City Council voted to award the contract to PECP.

The project obligates PECP to design, build, finance, operate, and maintain the new Civic Center for the next 40 years. The Port financed its new headquarters separately using revenue bonds.

Plenary Group is the lead developer, sole equity provider, and financial arranger. Other consortium members include: co-developer Edgemoor Infrastructure and Real Estate, operating service provider Johnson Controls International, general contractor Clark Construction, and lead designer Skidmore, Owings & Merrill (SOM). The \$513 million contract with Plenary was finalized in April 2016.

*“We finalized the actual agreement within just four months,” Beck said. “To accomplish this, we had several all-day meetings each week to discuss the legal aspects, financing, programming, design, the 40-year operations and maintenance contract, and other aspects of the deal. It was a frenetic pace. But we got it all done and the contract finalized, delivered, and moved forward.”* As the team moved into the terms and conditions of a partnership agreement, the all-day meetings grew to five days a week.



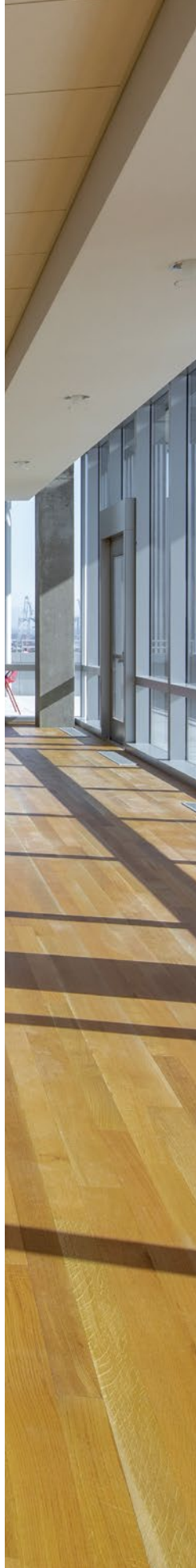
Conway emphasized the role Arup played during this time. *“Hiring Arup as the City rep was, I believe, the determining factor in project success,”* he said. *“Orion [Fulton], in particular, organized every meeting, kept both sides on track with current issues, tracked countless versions of the agreement, orchestrated endless iterations of economic and financial variations, and commanded a strong position regarding performance management thresholds, guidelines, and financial clawbacks. He created and iterated many presentations for public use, held conference calls concurrent with daily meetings, argued coherently about a vast array of commercial issues, and kept us on track for artificially established timelines. He was astounding. The City team could not have achieved what we did in the timeframe established without his skill and experience.”*

The City was able to select a winning bidder in less than a year and conclude financial and design negotiations within two years. In contrast, traditional planning, entitlement, and procurement processes for a project of this scale typically take three to five years. Fulton said that leveraging the DBFOM structure enabled the City to *“bundle a significant private real estate transaction to provide funding and economic benefits to the City while also addressing a core public need for new facilities and revitalizing the downtown core all in one contract.”*

When the agreement with PECP was signed, the City extended Arup’s contract to represent its interests and manage the project contract. *“That’s what we’re still doing today,”* Fulton said. *“That involves ensuring the City and the Port meet their obligations in the contract as well as tracking project company performance.”*

In regard to the land swap, the City gave PECP a total of five acres consisting of two parcels: the two center blocks in the Civic Center site and the southwest corner of Third Street and Pacific Avenue, which PECP sold to developer Saris-Regis Group. Both sites are being developed as residential buildings above ground floor retail.

Initially proposing tax-exempt lease revenue bonds to finance the project, Fullerton said Plenary moved to a private placement solution because it offered lower financing costs and better risk allocation for the City. Plenary raised short-term construction financing to fund the new Port headquarters.



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## BREAKING GROUND

After closing the deal in April 2016, the team hit the ground running to prepare for construction. *“Now we had to take what was really just a thirty percent conceptual design to full design drawings and then to full construction drawings,”* Beck explained. *“We held the groundbreaking in July, and between April and December, we brought the design drawings to near completion, pulled the excavation permits, and started to dig out and construct the City Hall and Port garage.”*

Exemplifying the dedication of City staff to the project, Beck said the planning department’s plan-checker was on Christmas holiday in Hong Kong visiting family, and allowed the department to FedEx him plans there to help Clark Construction stay on schedule with its excavation. *“This really shows there were a lot of team members that touched this project at different points in time,”* said Beck. *“Everyone was really dedicated to helping it succeed. There was a lot of collaboration in moving the project forward.”*

Speaking of collaboration, Fullerton estimated that in 2016 alone, the team spent roughly 4,000 hours in meetings, on top of community outreach. *“We presented at 126 meetings between January 2015 and June 2016 that reached over 4,000 residents. That was in addition to the City Council meetings and City-sponsored outreach events during 2013 and 2014,”* he said.

Construction necessitated the demolition of the old Courthouse, the location where the Port headquarters would be built. The demolition cost was unknown due to unquantifiable amounts of asbestos and potential soil contamination at the site. With assistance from

the Long Beach Police Department, which provided an underground tunnel, parking access, and temporary staging areas, the Courthouse was demolished on time and under budget.

Clark Construction’s director for the Civic Center project, Erin Young, said, *“The fact we were building three structures at once and transforming a city block was fairly unique.”* She said part of the design decision about where to place each of the buildings took into account how many times City Hall and Library employees would have to be moved. For example, if the new City Hall had been built where the current one stands, employees would have had to temporarily relocate elsewhere during both demolition of the old facility and construction of its replacement. Locating the new buildings in different places meant staff only had to move once.

During construction, Clark poured 52,000 cubic yards of concrete at the City Hall and Port Administration sites and installed 12.6 million pounds of steel, 11 million of which was reinforcing steel (“rebar”) and 1.6 million pounds of structural steel.

“We were able to entitle this entire project in one year, which is a bureaucratic feat, and we were able to do it with unanimous votes.”

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## MAKING IT LEGAL

The planning team worked closely with the City Attorney’s office to ensure that the innovative project was legal. Prior to this development, California law had a 35-year limit on lease agreements. “For the Civic Center, we needed that extension to go to 40,” West said.

So, the City helped pass new state legislation. On August 11, 2015, then-Governor Jerry Brown signed new legislation authorizing a private partner to lease or own all or part of the project for up to 50 years. The new law also reduced the risk of the procurement method being legally challenged since, until then, it had only been used to develop transportation and utility infrastructure projects, not occupied buildings, such as city halls.

Another significant behind-the-scenes undertaking was the entitlement process. Entitlements are project approvals from a city’s planning department that ensure a project meets city regulations, including building codes, the General Plan, and, in the case of the Civic Center, also the Downtown Plan. Entitlements give someone the right to build, and are the first stage in any project. The next stage is permitting, which authorizes the start of construction.

“We were able to entitle this entire project in one year, which is a bureaucratic feat, and we were able to do it with unanimous votes,” Bodek said. “We did this by relying on the Downtown Plan and its environmental impact report (EIR). We didn’t have to do a separate IR, which saved tens of thousands of dollars and jump-

*started the process. Remember, the impetus for this project was to get us out of that building as fast as possible, so reducing bureaucratic delays was critical. However, it’s important to note that we treated ourselves like we treat other development clients, in that we still had to go through the process, make changes, and go to the Planning Commission and City Council, just like every other project. The City didn’t exempt itself from the process.”*

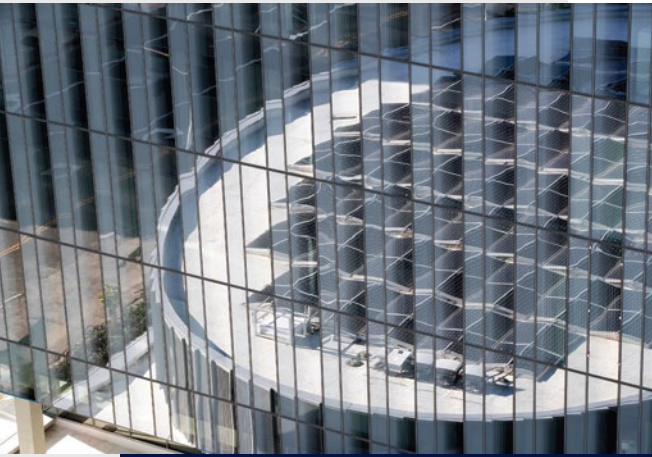
Linda Tatum, who joined the City as planning bureau manager in March 2015 before taking over as the director of development services in 2018, said the approval process for the Civic Center project was extremely extensive. “It was a massive effort to review the plans, complete the entitlements, do all of the permitting and plan-checking, and then all of the inspections. Signing off on the certificate of occupancy is the very last stage. We pretty much have staff on the project full-time.”

Tatum said that the entitlement process was thoughtful in how it considered the residents’ experience and the pride they would hopefully feel in the project. “We were very mindful in making sure we got a significant level of input. We had study sessions to check in with the community about their thoughts about the project. By the time we got to the entitlements, there was broad support. I’ve never seen such a complex involved project generate so much support from the community.”



## MAKING IT PENCIL

According to Keisler, the City expects the total financing for the project to be around \$1 billion by the time it is done, including about \$531 million for the civic facilities and \$400 to \$500 million for the private buildings. The City will pay approximately \$15.8 million a year to Plenary Edgemoor, creating no net impact on the City's budget.



Fukushima Photography

**The Civic Chambers' solar panel array will produce approximately 88 kilowatts of power.**

*the same engineers and architects and so on, so there's a lot of savings there. And, of course, the new buildings are a lot more energy efficient. So there are a lot of factors related to construction, risk, and design that translate into financial benefit for the City."*

Setting the City's annual payment cap at about \$15 million a year drove ingenuity and innovation on the part of the private sector. *"The most simple example is that the consortium will pay for more expensive LED lights to drive life cycle*

One central financial benefit of the project is that in 40 years, the City won't be looking to rebuild new civic buildings again. *"The City will pay less money for this beautiful new development than they would have spent to stay in the unsafe facility and fix some of the maintenance issues," Fullerton said. "And, they'll be left with newer, better buildings in the end."*

Michael Palmieri, president of p3point, the City's primary financial consultant for the project, said the new Civic Center will cost about the same as the old one not only because the City contributed land but also because the Port joined in the project and there were economies of scale. *"You're building with the same materials and with*



costs down, whereas the City would have looked at the lowest costs and put in incandescents,” Palmieri said. “The creation of a central utility plant also added a lot of efficiency to the project.”

Palmieri said p3point helped the City find additional savings within the contract’s structure. “We were able to save the City another \$2–3 million dollars to help

make the project more affordable. One simple example was changing the timing of the City’s cash contributions to save interest over the three-year construction period. Ordinarily, that would’ve come later, but by the City pushing those contributions earlier, it saved the interest costs because the private party put in its money earlier. We structured about three or four of those, and all together that’s well over \$1 million.”

The original \$513 million financing arranged by Plenary and its bankers, HSBC and Barclays, consisted of approximately:

**\$239**

MILLION OVER A 43-YEAR TERM PRIVATE PLACEMENT WITH ALLIANZ

**\$21**

MILLION EQUITY INVESTMENT BY PLENARY

**\$213**

MILLION OVER A THREE-YEAR TERM CONSTRUCTION LOAN FROM SUMITOMO MITSUI BANKING CORPORATION

CONTRIBUTIONS OF CASH AND LAND FROM THE CITY OF LONG BEACH TOTALING APPROXIMATELY

**\$40**

MILLION IN VALUE.

The Port paid for its building upon completion in July and owns it out-right. The City will lease its building from PECP for 40 years with the monthly payments of roughly \$15.8 million. At the end of 40 years, the lease will expire and the City will gain ownership of the building and be responsible for maintaining it, assuming the lease or maintenance agreement is not extended.

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## TEAMWORK MADE THE DREAM WORK

Because the DBFOM P3 model is a fairly groundbreaking delivery method, other cities are looking to Long Beach as an example. “Everyone’s looking toward Long Beach, including the City of Los Angeles and Sonoma,” SOM’s project architect for the Civic Center, Jed Zimmerman, said.

Fullerton said he applauds the City for having the courage to do the project when other cities have not. “I’ve heard administrators from other cities say, ‘I don’t have the playbook for this, I don’t have the rules.’ And, you know, you have to craft them. You have to follow the lead of other agencies, like the City did with the County Courthouse, and you have to have the stamina to get through it. It’s not the way people are used to doing things, so there are going to be bumps along the way. You need to have a good partner to work through it, and the City of Long Beach was a great partner with us. They provided great resources, great leadership, they had the tenacity to stick through the deal, and they’re going to get a great result out of it.”

Fulton agrees. “The can-do spirit we found in Long Beach is pretty rare. I really credit Pat West and his staff, even with some of the turnover they had. They believed in the project and they made it happen. The amount of effort it takes to sustain that, with all the other stuff that’s going on . . . to sustain that focus and positive outlook on the project to make it happen, it’s quite rare and it should be celebrated and recognized.”

When asked about the process, consultants and City staff consistently bring up their gratitude for the excellent teamwork that went into it. Bodek said the City and its partners took a very specific team approach and that West delegated authority to the team. “Once in a lifetime, you meet consultants and architects and other professionals where you all have the same vision and the same positive goals and you just mesh,” she said. “With this project, and the consultants, architects, and politicians – everything came together to make this project happen at the right time. There were small bumps along the way but nothing significant. It was almost like it was meant to happen. It was a wonderful opportunity to be part of this bigger thing. Just to be a part of it was something spectacular.”

Conway, now retired, brought it back full circle. “With the final partnership agreement approved by the City Council and Harbor Commission, the City of Long Beach broke into a new financing arena that limited risk exposure, guaranteed timing, capped costs and payments, and addressed earthquake risk exposure. This project will transform downtown into a more walkable destination, invest more than \$900 million into our City, increase the number of employees supporting downtown businesses, and provide a catalyst for quality housing. The project was impossible without the vision, unwavering support and clear direction from City Council, the City Manager, and the amazing City team, of which I was very lucky to play a role.”



THE MASTER PLAN:  
**CONNECTIVITY  
AND SCALE**

placemaking: the urban planning process of turning space into a place and, in doing so, giving it life

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Master plan rendering.

Courtesy of Skidmore, Owings & Merrill

The stakeholders who envisioned and planned for a new Civic Center saw the future development as a way to help invigorate Downtown Long Beach. Regarded for years by many residents as an area to avoid, there was a desire by the City to reimagine this six-block area as a thriving, pedestrian-friendly, mixed-use area that attracts people of all ages.

Former City of Long Beach Director of Development Services Amy Bodek, who oversaw the master plan design, explained, *“The selection of the developer partially hinged upon the achievement of design and urban planning goals that included breaking up the superblock of the old Civic Plaza, putting two new streets through, keeping Lincoln Park along Pacific Avenue, and really opening up the entire center so it is much more accessible to the public.”* She said the City also required that First Street extend to Magnolia Avenue, expanding its role as an open corridor for pedestrians.

Using these as guiding principles, the design lead for the project, Paul Danna of Skidmore, Owings & Merrill (SOM), said SOM didn’t approach the layout of the Civic Center as a collection of buildings surrounded by public spaces, but rather the other way around. *“The project is a desire to reinstate the area’s street grids, transit connections, and the opportunities to tie those together for pedestrians, bicyclists, and drivers,”* the architect said. *“It supports that with a framework of blocks, parcels, and open spaces that really define the buildings. In other words, it’s a design of public spaces and connections that the buildings support and serve.”* Danna considers the new design as a return to *“tried-and-true urban principals”* of smaller, pedestrian-scale blocks.

*“The architecture of the buildings is absolutely important, however, what’s more important are the spaces we’ve created. The main themes are connectivity and scale.”* Bodek said SOM thoroughly understood and delivered on what the Civic Center team was looking for. *“Paul Danna is incredibly talented,”* she said. *“He is a reserved and humble man, and this master plan is not flashy. But his vision of democracy translated into a subtly elegant design, and I think that is what is appropriate for Long Beach. The team had many conversations about the intent of the design, and he did an amazing job of understanding the more esoteric goals.”*

## STREETS AND MOVEMENT

The design team’s first task was considering how to best reincorporate Cedar and Chestnut Avenues – which run through the complex from Ocean Boulevard to Broadway – and intersect them with a thriving pedestrian thoroughfare along First Street from the Blue Line station on Pacific Avenue to the Civic Chambers near Magnolia Avenue. Prior to the construction of the former Civic Center in the 1970s, Cedar and Chestnut extended through the site. Their closure effectively made the expanse of the site impermeable to traffic and choked off pedestrian thoroughfares.

Now, Chestnut is once again open to vehicular and pedestrian traffic, with Cedar soon to follow. First Street is a pedestrian thoroughfare but allows occasional light car use, like the Santa Monica Third Street Promenade.

*“The first design moves were not really with a pencil but with an eraser – taking the streets that were no longer there and erasing them back into the site to create that connectivity that once did exist,”* Danna said. *“This turns the Civic Center into a heart, a connecting place within the City of Long Beach.”*





Long Beach Public Works Director Craig Beck said that breaking up the blocks will help the area feel like more of a neighborhood. *“It makes it more permeable for residents, bicyclists, and anybody getting around. Instead of having to go around City Hall, people will go through this space. Connectivity, walkability, and bikeability are all very important.”*

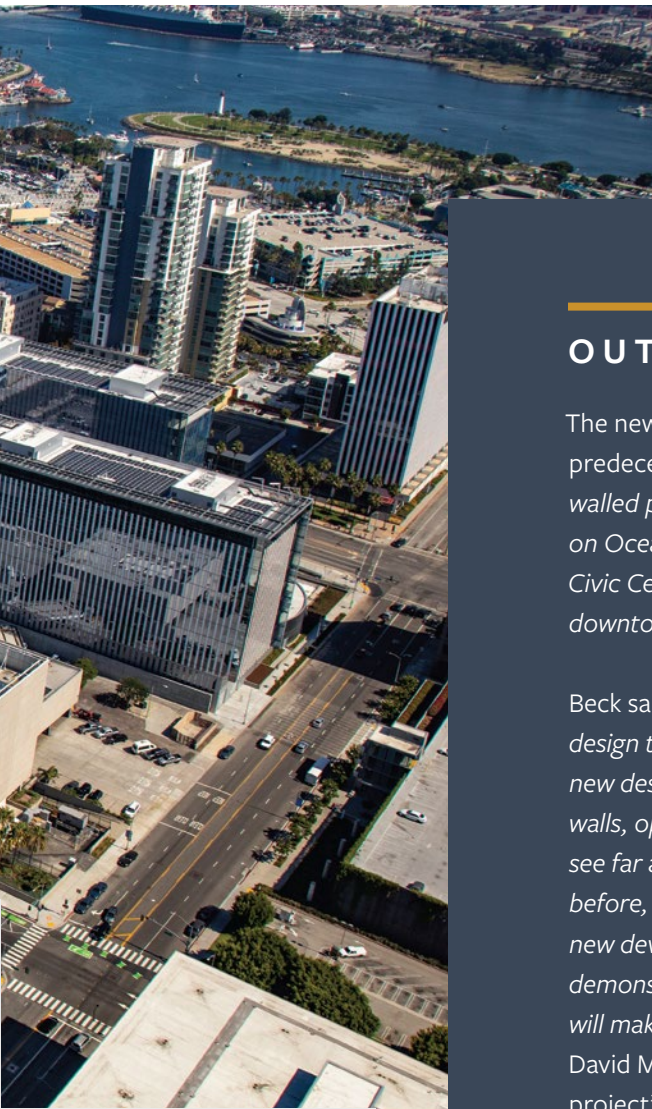
At the core of the development’s transportation planning is pedestrian-friendliness. Regardless of how someone arrives to the Civic Center – whether by foot, wheelchair, bike, transit, or car – everyone is a pedestrian for the last stretch of their journey. Toward that end, the periphery of the development is marked by wide sidewalks, ramps, and stairways that lead into the buildings. The future mixed-use development will feature ground floor retail to add life to the neighborhood.

Transit options surround the development and have two main existing hubs: the Blue Line station on First Street at Pacific Avenue and the Bus Depot on First Street at Pine Avenue.

New separated bicycle lanes accent Broadway and run all the way east to Coronado Avenue. Bike lanes will also connect the Civic Center to the soon-to-be-complete Gerald Desmond Bridge. Supporting this are attractive bike racks surrounding the development and new bike storage rooms for employees at City Hall, the Port building, and the Library.

*“On a personal note, I’m really looking forward to the new City Hall bike room,” Beck said. “I can’t wait to ride my bike into work and actually have a place I would want to shower instead of the humid dungeon we used before.”*





Aerial view of the six-block, 22-acre master site in July 2019.

## OUT WITH THE OLD

The new Civic Center’s design was created as a response to that of its predecessor and the social conditions that resulted from it. *“It was a bit of a walled precinct – not friendly, not pedestrian-scaled, a real barrier, especially on Ocean Boulevard,”* Danna said. *“Instead of becoming a connector, the Civic Center became, unintentionally, a blockade, a deterrent to a connected downtown business district and neighborhood.”*

Beck said the new center’s design flips the old one on its head. *“The Brutalist design turned its back on the public and literally put up concrete walls. The new design invites people into its spaces and buildings through translucent walls, open terraces, open spaces, and excellent sight lines that allow one to see far ahead into the development. Glass walls meet open space, whereas before, concrete walls met more concrete walls,”* Beck described. *“The new development is setting a new standard for architectural style by demonstrating that a Civic Center should be a good neighbor. The new center will make people think, ‘I want to walk towards that space, not avoid it.’”* David Malda, design principal for Gustafson Guthrie Nichol (GGN), the project’s landscape architecture firm, said, *“It’s really re-envisioning what ‘civic’ means. It isn’t just a symbolic or congregating space. It’s the everyday life of the city where all different kinds of people will move through and use this space in a lot of different ways. That’s really important.”*

Malda said that in addition to the large public spaces, GGN also designed smaller-scale elements around the edge of the master site. *“For example, the porch around the Library, the clear site lines through the edges into the Civic Center, and very intentionally placed paths that get you from the corners of a street into the center of the site. People tend to like to be in big groups but not stand right in the middle, so what we tried to do there is balance the collective central spaces with lots of activity around the edges.”*

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## PIECING THE PUZZLE

According to Jed Zimmerman, SOM’s production architect for the project, the design team only considered where to place the buildings after the streets and public thoroughfares were planned.

*“This project isn’t about any one building, it’s a master plan. In addition to looking at how to break up the megablock by bringing the streets through, we looked at how each element will correspond with the adjacent communities, how it will interface with the existing conditions, and how we address mass transit. Once all of that was established, we looked at where we should locate each building.”*

Careful thought was given to each building’s placement. The Port of Long Beach’s headquarters occupies the part of the site closest to the Port itself, and its terrace overlooks the harbor. *“Similarly, City Hall overlooks the city and its residents in three directions,”* Zimmerman said. *“City Hall and the Civic Chambers are located near the Public Safety Building and also acknowledge the Courthouse. That’s what led to the westernmost third of the Master Plan.”* The Civic Chambers, connected to City Hall, are situated at the western end of the Civic Plaza in between City Hall and the Port building.

The Public Safety Building is one of two structures on the 22-acre site that won’t be replaced. Located in the northwest corner of the site on Broadway between Magnolia and Chestnut Avenues, it houses the Long Beach Police Department headquarters, its South Division Station, and a fire station.

The other structure being retained is the Civic Center Parking Garage on Broadway in between Chestnut and Cedar. This sits just north of the two future residential

towers with groundfloor retail. Dubbed ‘the midblock,’ these two buildings will provide coffee, food, and other amenities to park patrons as well as the occupants and visitors of the surrounding buildings. This central activity hub will bring 18-hour activity to the surrounding blocks.

Lincoln Park was kept along Pacific Avenue due to requirements in the City’s land deed, but instead of abutting Broadway it will now extend to Ocean Boulevard. *“Lincoln Park corresponded well with the Library, and the Library is along Broadway instead of Ocean Boulevard since Broadway is a little more pedestrian-friendly and near more residents,”* Zimmerman explained. *“The Library overlooks Lincoln Park, and the two spaces are connected via the Library’s outdoor terrace.”*

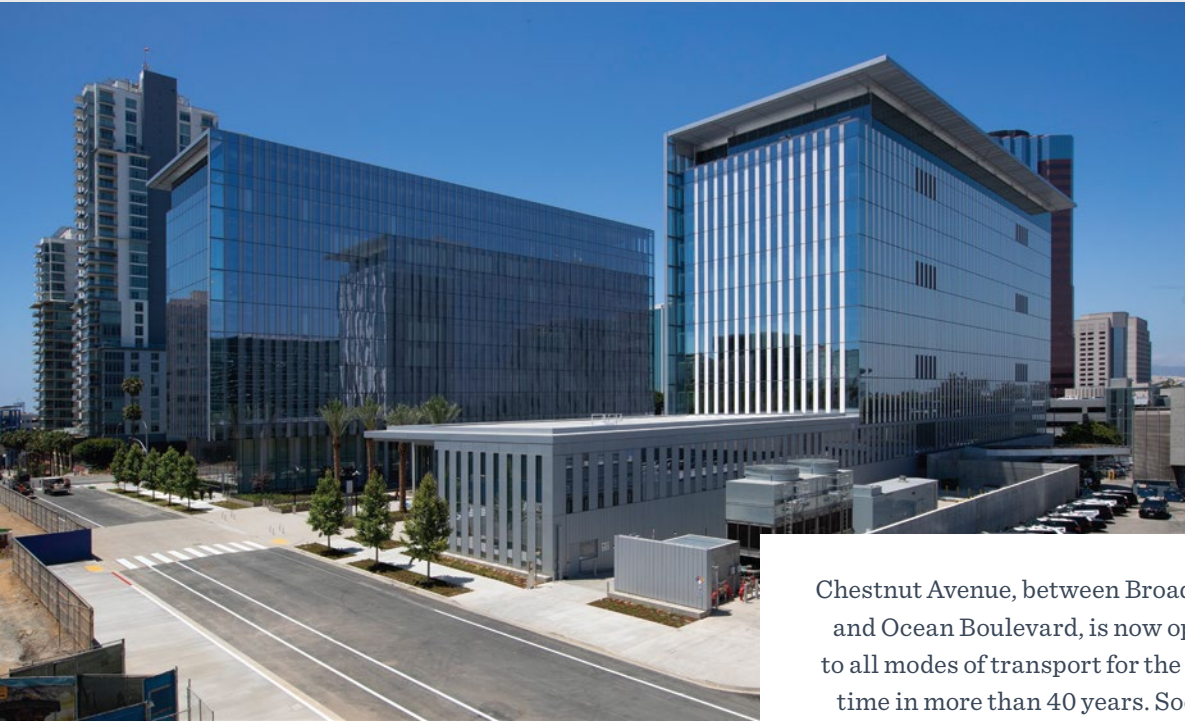
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## THE CIVIC PLAZA

The Civic Plaza, the first outdoor public space in the development to open, is comprised of what feels like two distinct, yet connected, spaces. The main space is the 49,000-square-foot area along First Street between the Port building and City Hall. The second is the 26,000-square-foot entry plaza off the corner of Ocean Boulevard and Magnolia Street that features a large “*LONGBEACH*” public art installation and, come September, will also include a new Police and Fire Memorial.

At the eastern edge of the plaza on Chestnut Avenue looking west toward the Civic Chambers, a wide promenade is flanked by the contemporary colonnades of City Hall to the right and the Port Headquarters to the left. The columns are not round but, in keeping with the buildings’ contemporary architecture, rectangular and slim. Toward the entrance of the Civic Chambers,

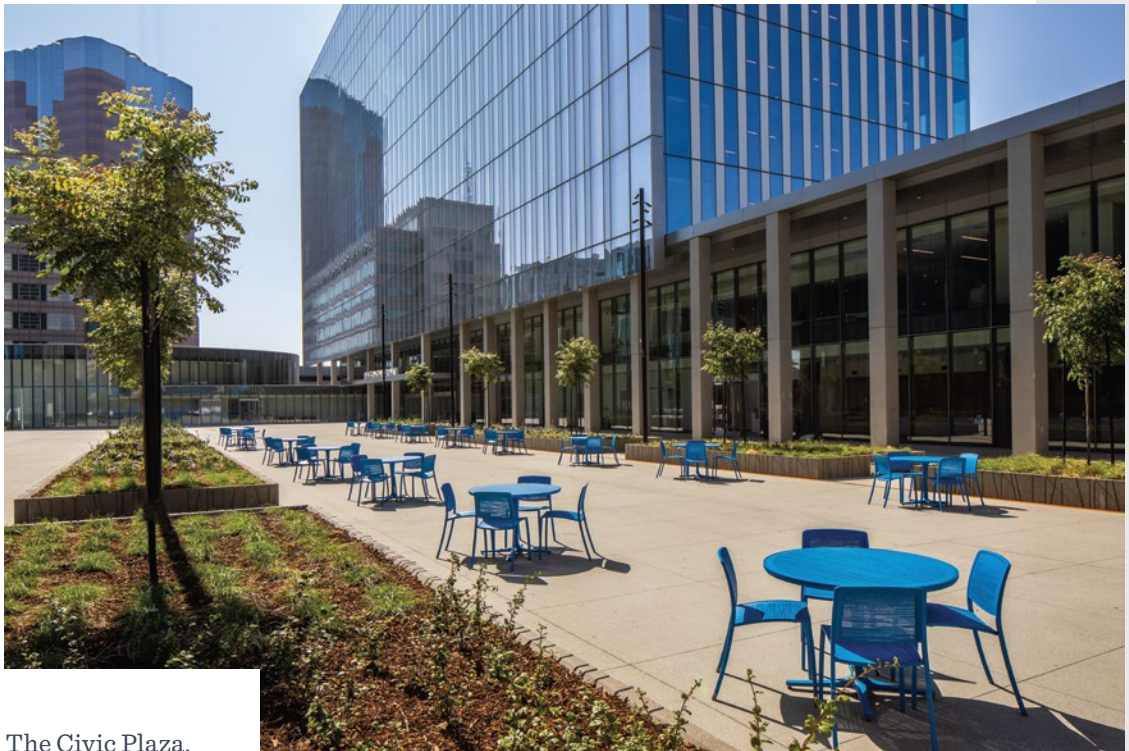




Fukushima Photography

Chestnut Avenue, between Broadway and Ocean Boulevard, is now open to all modes of transport for the first time in more than 40 years. Soon, Cedar Avenue will be open as well.

Fukushima Photography



The Civic Plaza.



etched into the concrete paving, is a map of Long Beach. The plaza is undeniably *“civic in its presence, with the colonnade giving homage to what it is – government,”* Zimmerman said.

Making the space a little less formal are bright blue cafe tables and moveable chairs surrounding raised planters in the promenade. The planters house low plants, shade trees, and tall palm trees. As the plants and shade trees grow in, their organic shapes will help soften the straight lines of the buildings.

*“The Civic Plaza functions as a congregational space that connects the two buildings,” Grant Steward, managing principal for GGN, said. “We tried hard to create a tree canopy that provides space for sitting and areas for visitors and employees to sit and have lunch.”*

In addition to the larger-scale spaces in the plaza, Danna said there are also *“little nooks and crannies”* where people can sit or work outside.

Perhaps the most important area in the plaza is the large open space at the entrances of City Hall and the Civic Chambers, a design element insisted upon by the City. *“A guiding principle in the RFQ and RFP was having a Civic Plaza where people can demonstrate their right to participate in democracy,”* Bodek said. *“It was critically important to us to retain a space for the community to have protests, gatherings, and events directly outside of City Hall and the Civic Chambers. We were going back to these very early Roman ideas of what a Civic Center is supposed to be. Some of the designs that did not get accepted did not celebrate that gathering space. They would have had protesters or community members closing down streets and creating security nightmares for the City, costing the City money. If you don’t have a place for people to gather, they’re going to gather anyway. So it’s better to plan for it and integrate it than to ignore that concept.”*

West also emphasized this point and added, *“People who are demonstrating don’t like to get permits. And if you don’t get a permit, then our police have to ask you where your permit is, and that leads to conflict and putting officers in a situation where they could have negative situations with the public. So this developer proposed an open plaza, similar to what we have today, where no permit is needed.”*

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## MIDBLOCK VITALITY

The residential towers with groundfloor retail will be built adjacent to the Civic Plaza, along First Street between Chestnut and Cedar. Locating these components in the center of the master site was intentional for two reasons. First, transferring these city-owned parcels to the developer made the deal pencil. Second, residences and retail inject additional safety and vitality into the area by adding more ‘eyes and ears’ to everything around them. This will be especially beneficial to the adjacent Lincoln Park.

PECP will know and make public the specific details about this privately developed component in 2020, including the building designs, number of residences, and architect.

*“The midblock will create more active use of Lincoln Park and general ownership of the space,”* Beck said. *“Residents will feel, ‘This is where I live – I am part of this block.’”*

Zimmerman said the hope is this component will energize the entire area. *“Instead of the Civic Center being a 9-to-5 area that goes desolate evenings and weekends, the midblock will help it become more of a 24/7 area. This is another way to activate Lincoln Park. That was a problem with the old park – it didn’t have enough to keep it active, so it was just sitting there fallow.”*

Courtesy of Skidmore, Owings & Merrill



Rendering of the Library and the original Lincoln Park design. The finalized park design will be revealed by 2020.

## CREATING THE NEW LINCOLN PARK

Indeed, Long Beach residents had a failed civic park for many years. Lincoln Park became a haven for drug users and the homeless. Drug paraphernalia was a common sight for parents as they walked their kids to the adjacent Library. The plans underway for the newly designed park seek to incorporate good design, activation, and management in order to remedy this.

Whereas the old Library was a predominantly subterranean structure with concrete walls that turned its back on the park, the new Library proudly announces itself and opens up to park visitors. Above-ground and elevated by a few feet, the Library features a large terrace and wooden roof overhang, as well as plentiful windows that blur the distinction between outside and inside public space.

*“We thought the idea of the Library and park supporting each other would bring the life of the people,” Danna said. “We thought there’d be a real*

*synergy that would occur. The Library is the backdrop of the park and an activator for the space. We also tried to create a good urban edge along Broadway to complete that city street. We were looking to support the development of good streets as well as the internal spaces within the Civic Center.”*

Beck said that SOM’s terrace design exemplifies their desire to create as many public spaces as possible. *“The huge terrace off the Library is a public space,”* he said. *“Coming from Paul [Danna], the visionary, it shows that’s what was on their minds when they were doing their design: ‘How are we creating public spaces in this project?’”*

All of this will make the park more welcoming for children who visit the Library with their teachers or parents. *“Before construction, a lot of classrooms visited the Library, and many times their trip included lunch,”* Beck said. *“But there was no place for the kids to play, other than the small green hill by City Hall they’d*

*sometimes roll down. Part of the Library's core mission is to provide a place of learning for our city's youth. The fact that the new Library and park will function together as an indoor-outdoor experience, connected by a welcoming terrace, and the new playground that will be in the park next to the Library – that's going to be fantastic for children, teachers, and parents."*

The first phase of Lincoln Park construction begins in early 2020, if not earlier, when the demoed concrete from the old City Hall will be poured as the park's foundation. The elevation of the park needs to be a few feet higher, and the construction team realized it could achieve this by recycling the concrete on-site, bringing both sustainability and cost savings.

Designed partially to be a destination park for Long Beach, the four-acre public space will feature a large grass area for flexible use, additional landscaping areas, well-lit walkways, a children's playground, an outdoor performance stage, a cultural loop and history walk, and the existing statue of Abraham Lincoln. Other elements being considered include a concession stand, water feature, large public art piece, dog park, and games such as life-size chess and Jenga. Private events might also be allowed in the park and on the Library terrace.

The original RFP prohibited concessions in the park, Danna said. "I think everybody – all of the teams – came into the first meeting asking, 'What about a café?' But at the time, the answer was 'no,' because of the stipulations of the deed. But over the course of the project, somehow, somewhere, that shifted. There became a willingness and openness to it, and it has taken on a lot of support."

According to Grant Steward, managing principal for GGN, a key driver of the park design was flexibility. "We wanted to make sure we designed a civic park that included the expectations of the residents," he said. "There's the ability to come and play frisbee, have lunch under a shaded tree, or sit and enjoy the Long Beach Symphony in the evening. It was designed to be used hourly, daily, weekly, monthly, and year-round for a variety of uses."

In terms of landscaping, Steward said the GGN team focused in on sustainable design practices with regards to the plant palette, irrigation, and soil design. "The majority of the plants will be native, and all are water-wise. We've designed specific microzones for different apertures and relationships to sun and shade," he said. "There's also an educational aspect in regards to being water-wise





**“The Library is the backdrop of the park and an activator for the space. We also tried to create a good urban edge along Broadway to complete that city street.”**

and about things like pollinators and different types of habitats for insects and birds. The intent is for classrooms to visit the Library and then come into the park and have an outdoor classroom and experience a native plant palette.”

GGN enlisted Long Beach-based landscape architect Todd Bennitt of Bennitt Design to advise on these park elements and other public spaces in the site. Bennitt also helped GGN understand the City’s construction environment to ensure the project met local and state zoning requirements. “Todd was a strong voice in the project and brought a lot to the table with his local knowledge,” Steward said.

The design team is considering a stormwater cistern on the roof of the Library to capture rainwater and irrigate Lincoln Park. “The goal is for the park to not require much irrigation, but the establishment period over the first few years will require additional water than what we’re able to store and treat,” Steward explained.

The City’s future Municipal Urban Stormwater Treatment (MUST) facility might also help with park irrigation. The facility will be located near the L.A. River at the intersection of Chester Place and De Forest Avenue and treat polluted urban stormwater runoff before it enters into the Los Angeles River. According to Beck, the treated water might also be conveyed back to the Civic Center to use for landscaping. The City’s recently completed Broadway streetscape project included laying down a pipe for this transfer of water.

In terms of properly managing the park, Kraig Kojian, President and CEO of the Downtown Long Beach Alliance (DLBA), which manages downtown’s two business improvement districts, said they have had preliminary discussions with the City. “We’ve discussed the idea of the DLBA managing, activating, and promoting Lincoln Park or creating a specific nonprofit to do that,” Kojian said. “It would be a natural extension of the services we already provide for downtown, which include a clean and safe program, producing events, and activating public space – all which elevates the experience one should expect from a great urban center.”

Bringing it full circle, Zimmerman sums up what the Civic Center team hopes to accomplish through the master plan. “This development is really about the placemaking. It’s taking a megablock that was dead, with hardly any cross circulation or pedestrian activity that became a haven for the homeless, and transforming it into something that will be a center for activity and opened back up to the broader community,” he said. “The original design – to create a park-like megablock – in concept, was somewhat cool. But it really created a barrier. And it didn’t allow the permeability for vehicular or pedestrian flow. That’s what we’ve helped turn this master plan into now: a pedestrian, vehicular, and activity extension of the community. Turning the civic core into an epicenter will continue the growth and expansion along its perimeter. That’s the part that can be really transformative for the downtown core.”



Fukushima Photography







A CIVIC-MINDED

# CITY HALL

Sporting a new address of 411 W. Ocean Blvd., the new 11-story Long Beach City Hall features an entrance that opens to the Civic Plaza, like its predecessor. The plaza is accessed from the west at the corner of Ocean Boulevard and Magnolia Avenue and from the east at First Street and the newly-opened Chestnut Avenue.

Upon entering the building, visitors are greeted by a massive 60-foot-long, 10-foot-tall video wall in the entrance lobby, a dynamic art installation of rotating videos. The colorful moving images pop against the predominantly white architecture. The idea was conceived by Long Beach Museum of Art (LBMA) Executive Director Ron Nelson, and future installations will include video art from LBMA's vast collection as well as new ones by local artists.

The former City Hall was a Brutalist-style building defined by stark concrete and long rows of black windows (technically, dark bronze curtain walls). In sharp contrast, the new building is mostly translucent glass and white metal. The lobby, like the rest of the building, feels open and bright and is flooded with natural light. It also features the same vertical slat pattern of Ash wood that is in the Port's lobby and that defines the interior of the Civic Chambers.

Linda Tatum, the director of development services for the City of Long Beach, said the new building was designed to be friendly and welcoming. Great thought was given to the building's customer experience,



Public Works  
Director Craig Beck  
is the director of the  
Civic Center project.

City Hall at night,  
as seen from the  
Civic Plaza.



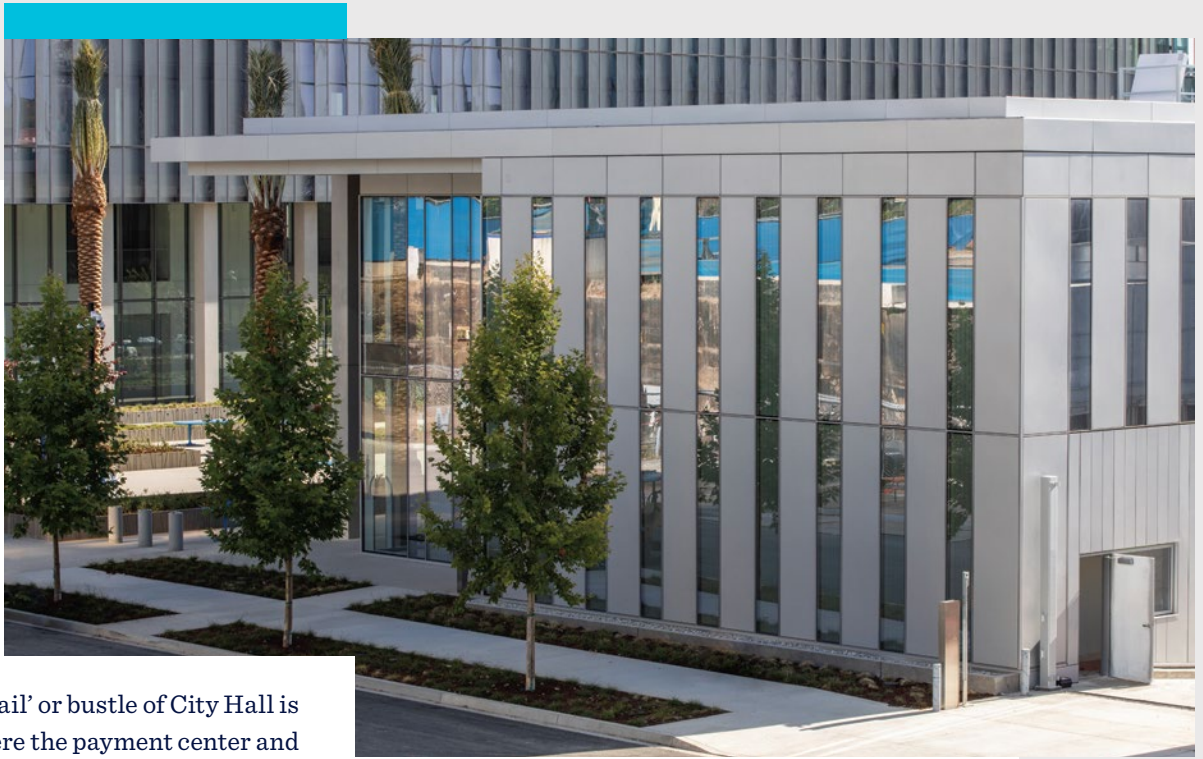
including how it appears from the sidewalk and how to reach it via different forms of transportation. Newly-branded wayfinding signage directs visitors to the building as well as other Civic Center destinations.

*“Once you’re inside City Hall, it’s really a further expansion of the wayfinding,” Tatum said. “We have a directory, but more importantly, all of the key face-to-face services where staff interact directly with the public are on the first and second floors.”*

This is a significant improvement for the public: easier access to often-used services. Pneumatic ticket-pulling systems now direct customers to the correct counters. First floor payment windows, like in the old City Hall, allow residents to pay utility bills and parking tickets, ask general questions, and request records from the city clerk. As a sign of the changing times, the first floor now also has a secure payment room for marijuana tax payments. However, it’s the second floor that brings the biggest change.



Fukushima Photography



The 'tail' or bustle of City Hall is where the payment center and permitting center are located.



Fukushima Photography

First floor payment windows.



The City has consolidated all code enforcement and permitting services onto the second floor, including everything needed for construction and building permits. *“The second floor will have what was on the fourth floor of the old City Hall,”* Tatum explained. *“The new space is more comfortable and has every department in the City represented. With the old City Hall, you’d have to leave the fourth floor and go up to the ninth floor to public works to get engineering approval, and then leave City Hall completely to get health department and other approvals. Now, you can get all City permits and approvals in one place. It’s a one-stop permitting center.”*

The project’s lead architect, Paul Danna of Skidmore, Owings & Merrill (SOM), described how the building’s architecture supports this user-friendliness. *“The public-serving components of City Hall are treated like retail and placed on the first two floors so people can access them easily. Filled with natural light, they comprise the two-story tail, or bustle, of the building that sticks out to the east,”* he said. Viewed from the outside, this change in building level adds dimension and permeability to the Civic Plaza block. It also gives Port employees better north-facing views.

The wing was designed with security in mind. Craig Beck, the City’s director of public works and the Civic Center project, explained, *“Instead of moving the public up and down the tower, the building is designed to engage the majority of the public on the first two levels, which also improves security. We live in an environment where government buildings need to be a little more precautionary, so we designed the new building to be more secure.”*

The first floor’s public counters incorporate ballistic glass between staff and the public, while visitors to floors two and above go through metal detectors. Other building security measures include on-site security

personnel, closed-circuit television cameras, and recording devices. To access floors three through eleven, card access is now needed. Visitors without access are screened and escorted to the floor they’re visiting.

Since fewer people will now visit the upper floors of City Hall, fewer elevators are needed, resulting in reduced energy and maintenance costs. Whereas the old building had six lobby elevators, the new City Hall has four. The new elevators utilize a smart control system, which allow the same volume of passengers with fewer cabs.

The consolidation of most public services onto the first two floors also negated the need for lobbies above floor two. The first two floors each feature a communal area and conference room, and the first floor also features a media room for press conferences.

The building measures 247,000 gross square feet (GSF) – and the adjoining Civic Chambers 4,800 GSF – slightly smaller than the old City Hall. However, improved space utilization and layout allows for more services to be housed in the building, including three previously offsite departments: Code Enforcement, Neighborhood Services, and Special Events.

Flexibility is integrated into the building design to accommodate future potential changes, such as departments moving floors. Raised access flooring allows walls to be moved without necessitating involved construction. An advanced heating, ventilation and air conditioning (HVAC) system allows each office space to set its own temperature. Floors three through eleven are comprised mostly of open office layouts, and employee desks are adjustable sit-stand desks.

The natural light throughout the building brings additional comfort to employees and visitors. SOM achieved this effect in part by designing a long, narrow building rather than a square one that is dark at its center.

**“I think residents will find that their new building is more functional. When they have to conduct business here or want to engage in dialogue in the Civic Chambers, I think they’ll find it better sets the tone of who we are as a community and as a city.”**

*“We broke the core apart and reduced the width of the building, so there’s the opportunity for views and light all the way through the building,” Danna said. “You can stand in one space and have views to both sides.”*



Fukushima Photography

Resource efficiencies extend not only to energy and other building systems but also to material finishes. For example, the council offices, located on the eleventh floor, are outfitted with new, matching furniture that is designed to be long-lasting and won’t need to be replaced for many years. Several small meeting rooms and break areas are located on each floor for staff to congregate, which Beck hopes will help increase communication between departments so things aren’t operating in silos.

City Hall’s video wall.

*“As someone who has worked in multiple locations, having new floor layouts is exciting,” Beck said, “as is being able to walk the floor and have that much natural light, and having ample conference facilities, whereas in the old building we were constantly jockeying to reserve a conference room.”*

Beck is most excited about how the building better serves the public. *“City Hall is where we conduct the people’s business. I think residents will find that their new building is more functional. When they have to conduct business here or want to engage in dialogue in the Civic Chambers, I think they’ll find it better sets the tone of who we are as a community and as a city.”*

THE NEW

# CIVIC CHAMBERS

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Named after former Long Beach Mayor Bob Foster, the Bob Foster Civic Chambers is the primary public space in Long Beach where residents and stakeholders interact with their elected officials and city commissioners.



The interior of  
the new Civic  
Chambers.





The Civic Chambers is named after Bob Foster, Long Beach mayor from 2006–14. Prior to that, Foster served as the president of Southern California Edison (SCE) where he worked for more than 20 years. During his tenure as president, SCE developed the largest renewable energy programs (solar, wind, geothermal, and biomass) in the nation. Beginning his career as a staffer in the California State Senate and California Energy Commission, he established statewide energy efficiency standards still enforced today.

It is the meeting place for the Long Beach City Council and most city commissions, including the Long Beach Board of Harbor Commissioners, which oversees the Port of Long Beach. It is where ordinances are crafted, land use is designated, taxes are sent to the ballot, and Port terminals are improved.

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Long Beach. It is where ordinances are crafted, land use is designated, taxes are sent to the ballot, and Port terminals are improved.

The elliptical-shaped space is clad in clear glass to symbolize civic transparency and public access to government. Connected to the southwest corner of City Hall and part of that building, the chambers anchor the west end of the Civic Plaza, at Magnolia Avenue near Ocean Boulevard, viewable all the way east from First Street and Pacific Avenue.

The lead design architect, Paul Danna of Skidmore, Owings & Merrill (SOM), said the Civic Chambers' protruding position from City Hall and its location at the end of the Civic Plaza are representative of the process of public governance. *"It is where the work of government is done, and its visibility as the focal*

*point at the end of the First Street corridor symbolizes government transparency,” Danna explained. “It’s also a focal point from the corner of Ocean Boulevard and Magnolia Avenue at both the pedestrian and vehicular scale. It’s kind of a hot corner for the project.”*

The chambers were originally designed by SOM to be circular, however, the builder, Clark Construction, suggested a square. The result: an oval. SOM’s Jed Zimmerman, the project’s production architect explained, *“Both City Hall and the Port building are very rectilinear and very ‘civic’ in their presence. We looked at the pedestrian flow that will go from Magnolia Avenue through the plaza and up to City Hall, and this circulation flow made an ellipse. So that’s how we carved that shape.”*

The new chambers encompass 4,801 gross square feet (GSF) comprised of an 1,806 GSF dias and 2,995 GSF of public space. This is smaller than the former chambers but accommodates a few more seats – 254 as opposed to the former’s 250. The former chambers didn’t have spillover space when public attendance exceeded capacity, so dedicated spaces for this purpose were built into the new building.

The main difference between the old and new chambers is the former one had stadium seating. The aisles were stairways, the gradient was much steeper, and the ceiling was high partially to accommodate this. This gave the public and councilmembers very good sight lines – the views were unobstructed in both directions. However, this design didn’t provide American Disabilities Act (ADA)-compliant seating for people in wheelchairs or with other mobility limitations. The stairs were a barrier for accessibility and, therefore, equal access to government.

The new chambers feature fully ADA-accessible seating, with aisles in place of stairways and a floor gradient of less than two percent. Whereas the audience seating

was elevated in the old chambers, in the new space the dias is elevated by three feet. In designing this layout, the design team spent a considerable amount of time testing sight lines. The seats are offset row to row to allow for the best views possible to and from the dias.

Craig Beck, director of public works and the Civic Center project, said that ensuring the chambers were fully accessible was the City’s priority. *“People in wheelchairs no longer need to enter through a separate door. Now, everyone enters together,”* he said. Councilmembers and Commissioners in wheelchairs also have a more dignified entrance to the dias. In the former chambers, they had to use the service entrance and its maze of hidden hallways. Now, they approach the dias with their colleagues. The new chambers also better accommodates people with hearing or visual impairments.

The interior of the space is defined by vertical Ash wood slats that are functional as well as decorative: the small spaces in between each slat create better acoustics, as do the double platform floors. Enhanced security includes metal detectors in addition to security wands.

Technological improvements feature more easily visible video screens for the audience and a laptop at each dias seat so Councilmembers and Commissioners do not have to turn their backs to the audience in order to view a presentation on screen. Power outlets are available in the public seating.

Linda Tatum, director of development services for the City, said that designing a more equitable and comfortable Civic Chambers is essential in being able to properly serve the public. *“In addition to City Hall, the Civic Chambers is one of the most important reasons people visit the Civic Center. They really are the heart and soul of the public access to the City.”*

THE NEW MAIN

# LIBRARY

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The new Long Beach Main Library opened to the public on September 21, 2019 and is named after Long Beach tennis legend Billie Jean King, who is known as a pioneer and advocate for the equality of women, the LGBTQ+ community, and the underserved.

Fukushima Photography





As one of the primary places in Long Beach that welcomes all people, including the underserved, the Main Library serves approximately one million people each year, and supports the city's 12 neighborhood libraries through central administration, training, technology, programs, and services.



The largest of the city's libraries, the Main Branch houses the most books, periodicals, videos, and other media, as well as an immense Long Beach history collection of old newspapers, yearbooks, and other resources, and other special collections. It also serves as a government depository of state and federal documents.

On top of its vast collections, the Main Library offers a wide range of services for people of all ages and abilities, including accessible computers, social service assistance, a makerspace, children's programming, and much more. In the downtown area, where more than 40% of children live in poverty, these mostly free services are a needed and cherished community asset.

Symbolizing its importance to the community, the new Library building is elevated. *"Let's celebrate libraries, not hide them,"* Craig Beck, the City's director of public works and of the Civic Center project, said. *"The former Library was a subterranean bunker. It would have been interesting to survey the thousands of drivers who drove down Ocean Boulevard daily and see how many of them knew that was a library. Now, people will see the spectacular new building and think, 'That's a place I want to visit.'"*

City of Long Beach Director of Library Services Glenda Williams said she felt ecstatic when she first learned about the plans for a new building, namely because the old building was seismically unsafe and structurally damaged. *"Leaking from the roof was so bad we were on the evening news. We had buckets everywhere and had to put up so many tarps over our books and computers that people called us 'the circus,'"* she said. *"It was pretty bad. We needed to move into a building that was safe for people and where our materials wouldn't be damaged."*

Director of Library Services  
Glenda Williams and the  
Library's sun-soaked interior.



Fukushima Photography

Located at 200 W. Broadway with Pacific Avenue to its east and Lincoln Park to the south, the new Library anchors the northeast corner of the Civic Center. The two-story, 93,000-square-foot building was designed by Skidmore, Owings & Merrill (SOM) as an open and welcoming place for visitors. It achieved that end through several features, including: dual entries from the park and Broadway; wide sidewalks, ramps, and steps into the building; a huge wrap-around porch; large, translucent windows; and a protruding roofline made of Douglas Fir to create an atmosphere of warmth.

The wooden overhang is similar to that of the Los Angeles County Gov. George Deukmejian Courthouse down the street, and the two buildings complement each other well. SOM's lead designer for the Civic Center, Paul Danna, said the main idea for the Library's roof structure was to create a porch environment so readers, park visitors, and others could hang out while enjoying the shade. The top of the roof is covered with solar panels.

The Library was designed intentionally as an extension of Lincoln Park. With its huge terrace and plentiful windows, the Library's architecture melds the two public spaces. The facility's children's area and the future Lincoln Park playground will be located at the south entrance. Library programs and visiting classrooms will support this interplay through indoor-outdoor kids' programming.

The interior of the building is defined by the same warm and lightweight Douglas Fir used for the porch overhang – found inside on the exposed ceiling beams, atrium staircase, and window trims – as well as an open layout and significant natural light pouring in from the mostly windowed walls and a large, central atrium. *“Because the old Library was mostly underground, most of the public areas and the administrative offices didn't receive natural light,”* Williams explained. *“In all of the spaces in the new building, there will be light coming in for just about everybody, no matter where you're sitting.”*



Another defining feature of the Library's open interior is its exposed systems and ceilings, which showcase the building's structural elements. Erin Young, Clark Construction's project director for the Civic Center, said this is one of her favorite aspects of the master site. *"The Library is beautiful, and*

*the wood elements and steel elements – those mechanical, electrical, and plumbing systems – are all meticulously aligned and sized in a way that works with the building alignment and relates to the architecture of the timber structure."*

Long Beach Business Journal photograph



The roof overhang of the Main Library compliments the roof overhang of the Courthouse, a few blocks away.

Young said the most challenging part of constructing the new Library was doing so on top of an underground 1960s parking garage. The team had to ascertain where the top of the parking structure fit in relation to the desired elevation of the Library. *"Reconfiguring Lincoln Garage seismically to provide the structure needed to support the Library was a unique challenge,"* Young said. *"And because the Library is elevated – you're walking up steps to get in – we had to create a space from the top of the parking garage to the new entry point of the Library to give it a grander presence to sit above street level, and to also sit a little higher than the park."*

Because weight was a concern for the support system of Lincoln Garage, using concrete for the Library was not an option. In searching for a lightweight material that would also provide a sense of warmth, SOM landed on Douglas Fir. *"We wanted to give a sense of living room quality to the Library,"* SOM's production architect, Jed Zimmerman, said, who explained the girders and beams supporting the structure are wood.

Zimmerman added, *"We also wanted to counter what the old Library was: really dark. We wanted to allow as much natural daylight in as possible and give the same feel of the City Hall and Port curtain wall."* All three buildings incorporate vertical metal serrations in between their windows as a common design element. From the outside, the Library's walls are striped, with alternating window glass and white metal panels.



**“In all of the spaces in the new building, there will be light coming in for just about everybody, no matter where you’re sitting.”**

While the architecture of the Library is something to celebrate, that is only half the story. The other half is everything that will take place inside the beautiful building. This is why Danna refers to the Library as a “*jewel box*,” where inside you find “*gems*,” such as children learning through books and others delighting in the Library experience.

To make these gems possible, the Long Beach Library Foundation (LBLF) raised more than \$2 million through its “*New Main Campaign*” for programs, technology, furniture, and enhancement. The Civic Center contract paid for the building, but the LBLF raised the money for the bells and whistles. “*These donations will ensure that the Library is an advanced learning facility that has an array of services that meet the needs of community members of all ages*,” LBLF Executive Director Kate Azar said.

Donations funded new computers, laptop checkout kiosks and projection mapping technology. They also funded most features in the Children’s Area, including interactive installations and new books, furniture in the Teen Lounge, and additional technology in The Studio Learning Lab, a makerspace. Also supported by donations are portions of the salaries for experienced learning guides who hold one-on-one tutoring, homework, resume, and job search sessions, as well as studio guides who facilitate STEM (science, technology, engineering, and math) and job skills workshops.

Most Library seating is located on the second floor, facing the park. Patrons can also take advantage of the second floor’s private study and work cubicles, which feature white boards and glass walls, as well as a magazine reading room. The new Friends Bookstore shop will be similar to the one in Seattle’s main library – an artful box that opens during the day and then folds back into a box when closed for business. The second-floor administrative offices are a welcome change from their previously windowless underground digs.



## One of the Library's information desks.

Long Beach Business Journal photograph



Most technology will be on the second floor as well, including the Computer Lab, Center for Adaptive Technology, and The Studio Learning Lab. Helping bridge the digital divide in Long Beach, the Computer Lab will feature 86 public computers, compared to just 60 in the old branch. It will have a new Chromebook checkout kiosk to allow patrons to check out the technology they need to do homework assignments, apply for jobs, or just browse the web. The Library will also power sources at nearly all reader seats and work tables, as well as free WiFi throughout the building.

The expanded Center for Adaptive Technology is a center for people of different abilities, including those related to vision, hearing, and mobility. Its ten computers feature teletype technology, oversize track balls, large keyboards, software that can magnify type, and other assistance for people with special needs. The Studio is a makerspace with technology and

software for 3D printing, graphic design, robotics, stop-motion animation classes, coding, virtual reality, and video recording. Popular in the old Library, the new space will feature expanded services and equipment. Its recording studio includes video and audio recording equipment, a green screen, and computers to edit videos. Members of Public Access Digital Network (PADNET), a local streaming and television service, will also be allowed to check out equipment, download and edit what they record on one of two Mac computers, and upload it to the PADNET site.

Because most teens are heavy technology users, the Library located the Teen Lounge on the second floor as well. *"It's important to have a designated space for teens,"* Williams said. *"Teens will have their own space with its own vibe, furniture, books, and other materials, separate from the downstairs Children's Area."*

The needs of children are prioritized at the Library, where the children's area takes up about one-third of the first floor. Azar said, *"Thanks to generous donors like Long Beach Rotary, the W.M. Keck Foundation, and the friends and family who gave in memory of children's librarian and storyteller Dee Navari, the children's section is going to be one of the most exciting departments. It's decked out in nautical theme with interactive murals, shelves of new books, a reading boat, a submarine, and a lighthouse."* The kids' area includes an early childhood section to promote literacy and accommodate family activities.

Located on the first floor's south-facing side are two community rooms with an acoustic divider that allows them to combine into one, large room for a room capacity of approximately 150 people. These rooms, which will be used for events like lectures, book readings, and movies, have a separate entrance so they can be used after-hours without necessitating the Library to stay open.

Nearby on the ground floor, the Community Living Room encompasses three main services, all expanded from the old location. The Veterans Resources Center, which is run by veteran volunteers, is a referral service that connects vets to services like housing and free legal help. Citizenship Corner assists new immigrants with forms, tests, practicing English, and connecting with legal experts. The Family Learning Center, now three times larger, provides help with homework, resumes, and work applications, and even awards high school graduation diplomas. A recent \$575,000 gift from the Rudolph J. and Daphne A. Munzer Foundation – the largest gift to the LBLF's New Main Campaign – will fund one-on-one homework help and job search support sessions for three years. The Library is also expanding its adult literacy tutoring after having recently won a state grant.

Patrons familiar with the old Library will wonder what's in store for the Loraine and Earl Burns Miller Special Collections Room, which, in the old building, featured dark wood paneling and ornate English furniture, modeled after the Millers' Long Beach home. The room shared rare books, manuscripts, and artwork collected by the Millers throughout their travels.

Thankfully, the new Library will still have a Miller Room, which will continue to provide *"a quiet, beautiful, comfortable space for research and reflection, surrounded by many of the same art objects and books,"* Earl B. and Loraine H. Miller Foundation Trustee Margaret Smith said. The new Room will do so *"with a different, more modern design, perfectly in keeping with the bright, open feeling of the new Main Library."* The room is clad in the same wood – Ash – found in the Civic Chambers and the lobbies of City Hall and the Port headquarters. Smith said there will also be a new and robust series of programs related to the collection.

The first floor will continue to house the Special Collections area, with the Library's rare and historical books and materials, in a climate-controlled room.

At least four new Library amenities will help save people time: The Marketplace, where new best sellers are stocked for people to quickly browse and check out books; a hold shelf for people who request books ahead of pick-up via phone or the Library's website; three self-checkout machines; and an automated handling system for book returns.

*"I cannot wait to showcase the new Library and the resources we'll have for the community,"* Williams said. *"We're not only a resource for the Downtown neighborhoods but also the entire city. This new building is definitely worth the wait."*



THE NEW LONG BEACH CIVIC CENTER





