



Information Item

Date: August 25, 2016

To: Mayor and City Council
From: Rick Cole, City Manager
Subject: Year One Progress Report

Introduction

Over the last 12 months City staff and partners have assessed existing programs and strategies, analyzed data, aligned programs, strengthened collaborations, and moved forward the work that will make a difference in community safety, wellbeing, prosperity, quality of life, and sustainability. And, by using an iterative data-driven model to figure out how to move the dial for the five strategies identified by the Council last year, the organization has begun to test, refine, and create the opportunity to scale its evolving performance management system.

Background

Santa Monica City government has long pursued a consciously ambitious and innovative approach to serving the citizens of this community. That “can-do” approach has produced game-changing transformations in recent decades (Third Street Promenade; Pier Restoration; Civic Center Master Plan; Sustainable City Plan; Expo extension; Youth Wellbeing Index; and many more). Still, there is ongoing tension between pursuing audacious goals on multiple fronts and effectively managing day-to-day vital services.

Last summer, the Council assessed a dozen major initiatives then underway and chose to narrow the focus to five Strategic Goals. The top priorities selected at a special meeting on August 23, 2016 were:

- Maintaining an inclusive and diverse community
- Establishing a new model for mobility
- Securing local control of the City land occupied by the Santa Monica Airport
- Taking a leadership role in regional efforts to address homelessness
- Fostering a community partnership to Learn + Thrive

None of these strategies were new efforts, although each involved a refocusing on tangible long-term outcomes. The Council's action reflected and reinforced long-standing policies, priorities, community partnerships, financial investments, and, in the case of the Santa Monica Airport, a mandate from the voters. And, identifying the five strategies was not meant to stop the organization from pursuing the many other policies and projects underway, or significantly change the delivery of municipal services, or diminish resources used to manage and maintain infrastructure. However, changes in the local, regional, and national environment had begun to overwhelm existing models and present significant and acute local symptoms. The City's response has been to catalyze innovation, jump-start measurable progress, and use data to reflect and deliver responsive and relevant municipal services, a philosophy and methodology that began more than 20 years ago with the Sustainable City Plan and evolved through The Wellbeing Project. (For more information about the implementation of the wellbeing framework and sustainability goals through these strategies and how staff is using sustainability and wellbeing data to design services for residents, measure impact, and improve performance, see Attachment A.)

Financial resources were quickly identified earlier this year to jump-start discrete projects at the same time that longer-term plans and metrics were being developed.

Funds were allocated in FY15/16 for:

1. a new multi-disciplinary team to provide field-based medical services to homeless high users of first responder services
2. a homeless prevention program for seniors
3. technology improvements at the libraries
4. physical improvements at parks

5. professional development for inter-agency teams
6. high visibility bike racks and pedestrian amenities
7. downtown crosswalk scrambles
8. BBB's fare reduction program
9. enhancements to EV infrastructure
10. outreach for the Expo Light Rail
11. community engagement
12. incentives for apartment owners
13. increasing public understanding of affordable housing
14. a fiber to home pilot

Please see Attachment B for a detailed progress report.

Senior staff members were tasked to lead and develop each strategy. Leads worked with each other and the City Manager's Office to develop an implementation framework, based in part on the [Bloomberg Philanthropies' Innovation Team Playbook](#).

Interdepartmental teams were formed and community partners were identified. While each team developed a unique approach, all teams met regularly, conducted research, gathered and analyzed data, identified and evaluated current work efforts, and looked at existing metrics.

At the same time, team members continued to implement existing policies and programs. For example, during the last year the City established a new minimum wage, successfully made the case to the Department of Housing and Urban Development for an increase to Santa Monica's exception payment standard, welcomed and celebrated the arrival of the Expo Light Rail line, launched a widely successful Bike Share program, adopted a Pedestrian Action Plan, implemented a new Transportation Demand Management Ordinance, created new a leasing policy for the Santa Monica Airport, conducted the annual homeless count, and developed a kindergarten readiness program.

At the one-year mark, a model of reflective and responsive government is emerging. Santa Monica is advancing its use of data and performance management practices. Teams have identified desired outcomes and selected metrics to measure progress towards achieving meaningful and measurable results. The organization is developing its capacity to more consistently use data to evaluate impact and improve outcomes. These are the foundational elements of an evolving performance management system, one that uses data to address and solve real-life operational and community issues, and can be scaled to the rest of the organization. There are new metrics reflective of innovative approaches, collaborations, new data sources, and other resources.

- Fifteen staff members from across the organization attended a national summit on performance and innovation and learned how cities are using data to better serve residents
- A new organization-wide project tracking and assessment system is under development
- Staff champions are creating a roadmap for evolving the organization's performance management system and aligning work efforts, including a process for broad engagement with the community, Council, and staff
- Recruitments for a Chief Performance Officer and Chief Data Officer are underway. These positions, assisted by outside partners and staff throughout the organization, will be responsible for the ongoing management of performance systems and associated technology components
- Staff are investing time and effort to improve data collection, analysis, and reporting, test new models, and grow capacity
- Jump-start projects have had measurable impact

In addition, Santa Monica's entry in Robert Wood Johnson Foundation's 2016 Culture of Health Prize was loosely structured around the five strategies, including an in-person site visit that highlighted specific areas. The Prize recognizes communities that have made significant achievements toward preserving and promoting public access to health – with 'health' defined as broadly as possible. Starting from a pool of 200 communities, Santa Monica has advanced to the final phase of the competition based on the depth

and breadth of achievements that have been sustained over time. Robert Wood Johnson Foundation is the country's single largest philanthropy dedicated to advancing public health. Winning this competition would be a tremendous validation of the community's work to date. Announcement of the winning communities is expected by September 2016.

Discussion

What follows is a summary of the planned approach for each of the five. Strategies, work efforts, and timelines differ and may change during the year as new needs emerge, the landscape shifts, or lessons are learned. The teams share a desire to embrace innovation, reduce costs and/or improve efficiency and effectiveness, and most importantly, improve outcomes. While technology has enabled collection of more and more data, understanding what data we have and don't have, what the data tells us, and learning how to leverage data and technology, is part of the organization's evolution.

Maintaining an Inclusive and Diverse Community



Among the Strategic Goals adopted by Council in August 2015 was *Maintaining an Inclusive and Diverse Community*. The strategic goal reflects concerns that the combination of market pressures and changes in state laws are making Santa Monica less diverse economically. As inclusivity has been

a hallmark of Santa Monica, the loss of diversity has the potential to dramatically reshape the community.

An interdepartmental team has spearheaded the early efforts related to *Maintaining an Inclusive and Diverse Community*. The team includes representatives of Rent Control, Finance, Community and Cultural Services, Office of Communications, City Attorney's Office, and Housing and Economic Development.

During the first year since Council adopted the Strategic Goals, the interdepartmental team has worked on developing goals and metrics and considered possible short-term and long-term strategies and tools. The team also held a workshop with the Wellbeing expert from RAND to discuss goals and metrics related to inclusion and diversity.

Staff presented preliminary ideas regarding goals and metrics to the Housing Commission in April 2016. The proposed metrics are: (1) percentage of Santa Monica's households of low or moderate incomes, (2) total amount of deed-restricted affordable housing in Santa Monica, and (3) percentage of Santa Monica residents in poverty without housing assistance and other needed support services. Goals related to each metric include: (1) reducing the rate of decline in low- and moderate-income households; (2) increasing the total number of deed-restricted affordable residences; and (3) reducing the number of households in poverty without other supports.

Council allocated funding for two jump-start programs related to the *Inclusive and Diverse* strategic goal. The first program, HOUSE, provides incentives to apartment owners to participate in the City's housing voucher programs. The second program supports efforts to increase public understanding of affordable housing in Santa Monica and gauge community sentiments regarding affordable housing. With funding allocated as part of the FY 16/17 budget, a pilot program to provide rental assistance to rent-burdened households is also currently being put into place.

The first two of the proposed metrics, economic diversity and affordable deed restrictions, will be impacted by voters' consideration of a new revenue source in November 2016. If the new revenue source is approved by voters and Council allocates a portion of the funds toward affordable housing, the City's affordable housing

preservation and production programs will be restored and funding will be available to expand the rental assistance pilot program. Such funding is critical to promoting economic diversity and increasing affordable deed restrictions. Staff intends to conduct additional research and analysis in the coming months regarding the third metric related to providing support for the neediest members of the Santa Monica community, including evaluating existing programs, potential new services, and model programs from other jurisdictions.

Please see Attachment B for detail about the jump-start projects and Attachment C for a detailed FY16/17 work plan.

Establishing a new model for mobility



Council's adoption of *Establishing a New Model for Mobility* as a strategic goal is reflective of the City's decades' worth of work in mobility policy, programs and implementation, and the need to communicate the entire spectrum of mobility options to residents, commuters and visitors, understanding that 2016 is the year of new choices for mobility in Santa Monica—

Expo Light Rail to Downtown Santa Monica, Breeze bike share, bus routes with real-time information connecting to every light rail station, car share, expanded shared-ride services, and safer walking and biking. This strategic goal draws all these options together along with a commitment to

facilitate thought leadership, development of new options, and communication of all options into a new model for mobility with attractive and convenient choices for people to get where they are going, while meeting core mobility goals.

The Mobility Strategic Initiative Team, facilitated by staff from Planning and Community Development and Big Blue Bus, includes representatives from Community and Cultural Services Department, Public Works Department, Police Department, Information Systems Department, Office of Sustainability and Environment, and Office of Communications. During the first year since Council adopted the Strategic Goals, the interdepartmental team held a series of meetings focused on the following tasks:

- Survey a list of mobility partners from user groups, policymakers, public policy institutes, local organizations, transportation providers, and regional transportation agencies/authorities.
- Survey ongoing projects and design new projects to implement Council appropriation of jump- start funding.
- Inventory all former, existing, and upcoming mobility plans, projects, and initiatives.
- Support the development of a communication plan with delivery media and methodology.
- Develop goals and metrics and consider possible short-term and long-term strategies and tools.

Mobility Projects

During the first half of 2016, many members of the Mobility Strategic Initiative Team were fully engaged in the implementation of new mobility related programs and projects, including BBB/Expo service integration (Evolution of Blue), Breeze bike share and pilot car share launches, Safe Routes to School, downtown crosswalk scrambles, BBB fare-reduction program (Buy One Get One Free), Expo Light Rail outreach, BBB's on-demand late-night service (Blue at Night), an adopted Pedestrian Action Plan, resident

travel survey, and enhancements to the existing electric vehicle (EV) Infrastructure. Several of these projects were jump-start projects for which Council provided funding.

Development of Goals and Metrics

In June 2016, the Mobility Strategic Initiative Team met twice to review the following mobility-related plans – the Land Use Circulation Element, the Sustainable City Plan, Wellbeing Plan, Bike Plan, and Pedestrian Action Plan. The Team reviewed the plans as a group to identify common threads among the goals and metrics codified in each plan that were strong indicators of the City’s ethos for mobility. The team has identified metrics related to the use of non-single occupancy vehicle (SOV) modes, the number of crashes resulting in death or severe injury (Vision Zero), and a complete network that supports the whole trip. Each plan was developed with input from a multi-departmental team and the community and adopted by the Council. The team’s approach to reviewing these adopted plans for commonalities that can serve to develop goals and metrics for the Mobility Strategic Initiative reflects the objective, shared by each strategic goal team, to build on the City of Santa Monica’s expressed priorities for its community.

Please see Attachment B for an update on each mobility jump-start project, Attachment C for a detailed FY16/17 work plan, and Attachment D for an update on Evolution of Blue and Blue at Night projects.

Securing local control of the City land occupied by the Santa Monica Airport



On November 4, 2014 the Santa Monica voters approved Measure LC. Measure LC was designed to require voter approval for any alternate or new developments on the airport land, except parks, open space and recreational areas, but would leave the fate and governance of the airport in the hands of the Council. The Council referred this measure to the ballot in response to a citizen initiative proposed by the Aircraft Owners and Pilots Association (AOPA) seeking voter control over both the operation and governance of the airport, as well as use of the airport land. Since then, considerable effort by members of the City Manager's Office, City Attorney's Office, Public Works Department, and Office of Communications has been directed towards the Airport. And, the work has accelerated.

On July 26, at the request of Mayor Vazquez and Mayor Pro Tem Winterer, the City Council was asked to place an item on the August 23, 2016 City Council agenda, regarding consideration of a resolution (1) expressing the City Council's intention to close the Santa Monica Airport to aviation use, as soon as that is legally permitted with a goal of June 30, 2018 and earlier if possible, and, upon compliance with applicable legal processes, to transition the land currently occupied by the Airport to uses consistent with Measure LC (Local Control), and (2) authorizing the City Manager to initiate all administrative measures necessary to implement the resolution, including commencement of planning and environmental review processes required by the

California Environmental Quality Act and the State Planning Act. The motion passed. Staff will defer presenting performance measures pending the outcome of the August 23rd meeting.

Taking a leadership role in regional efforts to address homelessness



Facilitated by staff from the City Manager's Office, this group includes representatives from the Community and Cultural Services Department, Housing Department, Police Department, Fire Department, City Attorney's Office, Rent

Control, and the Office of Communications, many of whom have direct responsibility for ongoing efforts to address homelessness, as detailed in the City's Action Plan to Address Homelessness.

The Homeless Strategic Initiative team seeks to balance the need for regional collaboration in addressing homelessness alongside the local impacts on Santa Monica's limited services and housing resources. Pursuit of opportunities for new and expanded regional partnerships is meant to build capacity outside the city and create additional services and housing choices for consumers throughout the Westside. The team has also committed to sharing local best practices, such as SMPD's Homeless Liaison Program (HLP) model and training, to support improved responses to homelessness county-wide. We will measure and evaluate the effectiveness of deploying a new field-based clinical team to provide medical services to high users of first responder services to in order to scale the model locally and regionally. By applying

local expertise and resources outside the City, the team's approach aligns with the Council's adopted strategies of "fair share" while expanding Santa Monica's role as a regional partner in the County's efforts to address homelessness.

Jump-start funds were allocated towards innovative, intensive, interdisciplinary, and specialized interventions designed to reduce calls for emergency services. A new multi-disciplinary team was funded to provide field-based medical services to homeless high users of first responder services. A Senior Task Force was created to assist vulnerable seniors at immediate risk of eviction due to health and safety violations. In the next year, staff will evaluate if these and other efforts reduce the number of arrests, citations, field interviews, and use of emergency medical services by known high users of first responder services.

Please see Attachment B for detail about the jump-start projects and Attachment C for a detailed FY16/17 work plan.

Fostering a Community Partnership to Learn + Thrive



The Learn + Thrive strategic goal aligns with the decades of collaboration between the City, School District, College, non-profits, and residents to create a life-long learning community that thrives. The internal city team is comprised of 18 staff from the Community & Cultural Services Department, the Library, the Police Department and the City Manager's Office of Communications. The team reviewed data from the Youth Wellbeing Report Card and the Wellbeing Index to develop two proposed metrics; one focused on *Learn* and one focused on *Thrive* as further outlined below.

Learn

Under *Learn*, the strategic initiative builds upon the work of Santa Monica Cradle to Career (SMC2C), an initiative that stemmed from two tragedies in the community: a fatal gang-related shooting in a public park and a highly visible teen suicide. These tragedies sparked an open dialog with city representatives, public institutions, service providers and other stakeholders about youth violence. By 2012 this conversation grew into SMC2C—a public/private initiative using collective impact to address the full spectrum of factors that influence youth wellbeing.

Young people ages 0-24 make up 21% of the City's population. Scientific evidence indicates that young people who are prepared for school, confident, healthy and secure are more likely to be ready to enter the workforce and be productive. The 2014 Youth Wellbeing Report Card <http://www.santamonicacradletocareer.org/youth-wellbeing-report-card/> includes detailed data about youth who were just starting kindergarten as measured by the Early Development Instrument (EDI).

EDI is a survey completed by SMMUSD kindergarten teachers to help determine whether children are “on track” or already falling behind when they enter school. This data showed that 20% of entering kindergarteners were at risk/vulnerable in one or more areas of the following areas: Learning & School Achievement; Physical Health and Development; Social Skills & Confidence; Emotional Maturity & Mental Health and just 30% of entering kindergarteners were ‘very ready’ for school.

In response to these findings, SMC2C established the Building Blocks for Kindergarten campaign which was launched in 2014. This campaign provides a rich set of resources for parents, caregivers and educators with the overarching goal of having all Santa Monica children start kindergarten ready to learn, inside and outside the classroom: <http://www.santamonicacradletocareer.org/building-blocks-partners>

Using the work done to date, the Learn + Thrive strategic goal team developed the following smart metric:

- By 2021, as measured by the Early Development Instrument (EDI), Santa Monica schools within the Santa Monica Malibu Unified School District (SMMUSD) will demonstrate a 15% increase of entering kindergarteners that begin school ‘on track’ (ready or very ready).

It should be noted that 2015 EDI data is anticipated to be available in August. With funding yet to be identified, this data, combined with prior years’ EDI data from 2012 to the present could form the basis of a trend analysis that may result in adjustments to the specific percentage identified above (15%) and/or the projected year for achieving the results (2021). Sustained commitments from key partners will be required to advance this metric. Therefore, next steps to be undertaken in early fall include meeting with key staff at SMMUSD, members of SMC2C who have been working on kindergarten readiness and the Child Care and Early Education Task Force to discuss the metric, gain support and identify opportunities and commitments for further expansion of the kindergarten readiness campaign.

Thrive

In 2013, Santa Monica was named one of five winning cities in Bloomberg Philanthropies' Mayors Challenge competition to ignite innovation in local government based on the City's proposed Wellbeing Project. At the core of the Project is establishment of the Wellbeing Index, a new tool to provide a genuine, data-driven understanding of the strengths and challenges faced by people in our community. The basic premise is that having a clear understanding of wellbeing at the community level will make it possible to work together to actively improve people's ability to thrive.

The first release of the Wellbeing Index indicated that just over half of residents felt they can count on their neighbors – well below the national average of 80%. Social cohesion is known to significantly improve a community resilience, or the ability to make it through significant disasters or traumatic events. Therefore, Santa Monica's social cohesion deficit is a key area of concern.

While local government cannot address social cohesion on its own, there are measures that it can take to create opportunities for residents to build connections with one another. Using the data from the Wellbeing Index, the following *thrive* metric was developed:

- Increase the number of Santa Monica residents who feel that they can count on their neighbors from 56% to 75% by January 2020.

Tracking progress on this metric will rely on the Wellbeing survey which will be fielded again in late summer 2016.

One-time funding was allocated in FY15/16 to three Learn + Thrive projects: technology improvements at the libraries; physical improvements at parks; and assistance for the Youth Resource Team to assess service-delivery models which will drive further alignment of community and City programs.

Please see Attachment B for detail about the jump-start projects and Attachment C for a detailed FY16/17 work plan.

Management and Tracking

Setting priorities is foundational to strengthening Santa Monica's focus on delivering results. When you know "what success looks like" you can deploy the finite resources of time, talent and funding to produce "what matters most." Management guru Peter Drucker's famous adage "That which gets measured gets done" applies: identifying the City's top priorities and measuring progress toward those goals by its very nature prods the organization toward creative and innovative problem-solving. Since all the Strategic Goals cross departmental lines, it also spurs greater interdepartmental collaboration.

All five strategies rely on interdepartmental, and in some cases inter-agency, efforts. Each team will maintain a detailed work plan and develop the necessary data sources and platforms to track progress against overall metrics. Work to advance the five, whether in the form of a discrete project or metric, will also be tracked through a new Citywide database. In addition to capturing work that serves a strategic goal, this database will capture projects and metrics that need significant Council action, have broad organizational impact, or major community visibility. A low-tech prototype was piloted in FY15-16 which resulted in deemphasizing department work plans as the sole tool through which progress is tracked. Instead of quarterly work plan reviews between the City Manager and the Department Director, the Executive Team collectively reviewed progress on a number of citywide projects and worked on improvement plans as needed. This collaborative approach will likely become the basis for the City's long-term performance management system. A system for regularly reporting Citywide outcomes to the Council and the community will be developed and implemented. This approach and new reporting mechanism will take the place of publishing individual department work plans. Departments may continue to use work plans as an internal management tool.

Community Outreach

Keeping the community involved with City efforts and aware of the progress on the five Strategic Goals is critical element to the success of the work. Over the past year, each Strategic Goal team has identified approaches, defined measurements and developed work plans to support achieving the goals set by Council last summer. To keep the public aware of this works as it develops, a [new section of smgov.net](#) was established for the five Strategic Goals. The [mobility section](#) of the site was the first to be populated. It includes information for the GoSaMo mobility campaign (more detail is included in the mobility section in Attachment B), resources for all modes of transportation, an events calendar and a section on how the public can get involved with Santa Monica's movement toward a new model of mobility. Pages and content will be added as the mobility work progresses. In the coming months, the other goals will require a similar level of development. Through a RFP process, staff will select a firm to assist with further development and execution of outreach strategies for the four other goals. We have also emphasized the Strategic Goals in our messaging throughout a range of venues and activities, including the State of the City, the Annual Report and in City Council Agenda reports. By continually reinforcing the centrality of the Strategic Goals, we are establishing a coherent framework of City priorities that shapes a narrative about "what matters most."

Finally, as all the Strategic Goals are focused on community outcomes, none is the exclusive province or concern of the City government. Achieving transformative results cannot be done by City government alone. Each involves active partnerships with other public agencies; community, civic, neighborhood and business organizations; and citizen volunteers and activists.



To this end, involved Departments and the Office of Communication have collaborated and experimented with new forms of community outreach through social media and fresh approaches to public interaction as exemplified through

events like COAST; through outreach efforts like the one for the Downtown Community Plan; through partnerships like the Wellbeing Initiative; and social marketing efforts like GoSaMo. These are shaping new “best practices” to improve our ability to build broad and sustainable multi-year community participation in each and every one of the Strategic Goals.

Summary

The Council’s direction reflected long-standing policies, priorities, community partnerships, financial investments, and, in the case of the Santa Monica Airport, a mandate from the voters. In the last year, organizing around and focusing on the five strategies has catalyzed innovation, jump-started measurable progress, incited staff to use data in new ways, and generated a course for the coming years. Additionally, the five Strategic Goals align with one or more of the dimensions of wellbeing and/or the goals of the Sustainable City Plan, which together offer a philosophy and methodology to use data to design services for residents, measure impact, improve performance, and create connections between community wellbeing concepts and outcomes and City services for residents and staff.

Prepared By: Danielle Noble, Deputy City Manager

Attachment A

Wellbeing, Sustainability, and Strategic Initiatives

The City has a long history of valuing improving the quality of life for residents through principles that enhance resources, prevent harm to the natural environment and human health, and benefit the social and economic wellbeing of the community for the sake of current and future generations.

Today the Wellbeing Project and the Sustainable City Plan measure and implement these values. The local Wellbeing Index uses data to reflect the strengths and needs of the community in five core dimensions known to influence wellbeing (community, place, learning, health, & economic opportunity) together with overall outlook. For more than 20 years the evolving goals of the Sustainable City Plan in the areas of resource conservation, environmental and public health, transportation, sustainable local economy, open space and land use, housing, community education and civic participation, human dignity, and arts and culture have driven the organization to embrace cutting-edge sustainability practices and policies. Together, the two offer a philosophy and methodology to use data to design services for residents, measure impact, improve performance, and create connections between community wellbeing concepts and outcomes and City services for residents and staff. Each of the five strategies can be mapped to one or more of the dimensions of wellbeing and/or the goals of the Sustainable City Plan.

	Resource Conservation	Environmental and Public Health	Transportation	Sustainable Local Economy	Open Space and Land Use	Housing	Community Education and Civic Participation	Human Dignity	Arts and Culture
Outlook								Learn and Thrive Homelessness Inclusive and Diverse	
Community					Learn and Thrive		Learn and Thrive Inclusive and Diverse		
Place		Airport	Mobility		Airport	Inclusive and Diverse Homelessness			
Economic Opportunity		Mobility		Inclusive and Diverse	Mobility	Mobility		Learn and Thrive Homelessness Inclusive and Diverse	
Health		Airport Mobility			Mobility	Mobility			
Learning							Learn and Thrive	Learn and Thrive Homelessness Inclusive and Diverse	Learn and Thrive

The information provided by Santa Monica’s efforts to measure community wellbeing and sustainability can help the City organization and its partners set priorities and make decisions that can actively improve people’s lives, thereby integrating critical quality of life considerations into public services and programs. Data will be used to improve existing strategies, identify trends and needs, and develop or refine responsive programs and services. Furthermore, by looking at global factors known to impact public health and a community’s ability to thrive, the wellbeing and sustainability frameworks are helping the City teams make key connections between the strategic priorities. For example, strategies to establish a new model for mobility, one that promotes new choices - Expo Light Rail to Downtown Santa Monica, Breeze bike share, direct bus

routes with real-time information, car share, expanded shared-ride services, and safer walking and biking – helps to reduce vehicle congestion and climate change, key sustainability goals, as well as increase overall levels of health and social connections. The learn + thrive group used the Wellbeing Index findings, specifically resident’s reported sense of community, experience of neighborhood relationships, and social connections, to shape its focus. Tracking progress on this metric will rely on the Wellbeing survey which will be fielded again in late summer 2016.

Attachment B
Year One Progress Report – Jump Start Projects

1. A new multi-disciplinary team to provide field-based medical services to homeless high users of first responder services
 - The City has contracted with OPCC to operate a new Homeless Multidisciplinary Street Team. The team will serve 25 homeless individuals identified as the highest utilizers of emergency services in the City (i.e. police, fire, and hospitals). The team will treat clients on the streets, in parks, and other public spaces providing medical and behavioral health care with the goal of reducing clients' use of emergency services by linking them to more appropriate housing and supportive services. OPCC is hiring staff who will begin working with City staff in August, and anticipates being field-ready in September.

2. A homeless prevention program for seniors
 - Council provided resources to support the work of the Senior Task Force, which held its first meeting in September 2015. To date 25 vulnerable seniors at immediate risk of eviction due to health and safety violations have been served by the task force. Six vulnerable seniors have received financial assistance for clutter removal and other interventions in order to preserve their housing. Task force partners have received training in hoarding, senior scams, and elder abuse reporting. Beyond preventing seniors from becoming homeless, the task force interventions are also reducing calls for emergency services. The first client enrolled in the task force had 100 SMFD and 122 SMPD calls for service. The second client had 14 SMFD and 33 SMPD calls for service prior to enrollment in the task force. After enrollment and successful connection to appropriate care, neither client has generated additional calls for services.

3. Technology improvements at the libraries
 - The audiovisual equipment in the Main Library's Multipurpose Room, Community Room, and Computer Training Room will be upgraded to with the latest technology and presentation tools. A vendor has been selected; the project will commence shortly. Additionally, broadband was improved at all locations. Switches were purchased and installed to replace aging and outdated network equipment. Additional wireless hotspots were installed at the Main Library to modernize equipment to latest wireless standards, offering greater range, speed and better traffic handling

capabilities. In addition, several “dead spots” were corrected including improved wireless access in the library courtyard, which had poor coverage. Improved wireless coverage was also provided in the Youth Activity Room.

4. Physical improvements at parks

- This project included upgrades to the Virginia Avenue Park’s Teen Center Music Studio and the Teen Center MAC lab, which will provide youth, primarily from the Pico Neighborhood, with highly sought-after training in coding and digital media. The music studio received enhanced soundproofing, new furniture, new music recording equipment and associated technology. The MAC lab has been upgraded with 10 MAC computers, software and other accessories. Additionally, new tables and chairs for park programs and room rentals were purchased.

5. Professional development for inter-agency teams

- The Youth Resource Team model serves to improve outcomes for the City’s most vulnerable children, family, and youth. The three teams serve a range of youth: The Early Childhood Wellbeing Project, led by Family Service of Santa Monica, serves youth aged birth to five and their families; the Middle School Support Team serves young adolescents at the school district’s two middle schools and is led by Santa Monica Boys and Girls Club in partnership with Community Corporation of Santa Monica; and Opportunity Youth YRT, the third and most established YRT, is led by St. Joseph Center and serves youth aged 16-24 years and their families. The City has contracted with Patricia Bowie Consulting to assist the Youth Resource Team programs (YRT), identify common outcomes, align system work plans, and refine program metrics to evaluate effectiveness. Thus far, the consultant has been meeting with lead YRT agencies and City staff to assess existing service-delivery models. The assessment will be used to drive further alignment of programs with best practices and to create uniform procedures around a shared collective impact approach.

6. High visibility bike and pedestrian amenities

- The number of people walking and biking in Santa Monica is increasing with the arrival of Expo Light Rail and launch of Breeze Bike Share. Santa Monica is constantly evolving facilities to better meet demand and to create an experience on par with vehicle facilities, and link to transit hubs. Over 30 bike racks and 50 Breeze bike share racks were installed at the new Expo Stations in advance of opening day. Eight additional Breeze Bike Share stations were sited for installation in Los Angeles and the Pico Neighborhood. An additional 100 bike racks are being sited citywide for installation, at community-requested locations. A high-visibility bike feedback signage/counter was designed, sited and ordered, and will be installed this fall. Additional improvements are coming in FY16-17.

- Installed Transit Screen in City Hall reception that provides real-time rail, bus, bike share and car share availability as a demonstration of mobility hub data consolidation, and to build awareness of transportation options; also supports GoSaMo.

7. Downtown crosswalk scrambles

- Implemented pedestrian scramble “all-way crossings” intersection treatments including new striping, signage, pedestrian indicators, and traffic signal timing plans at 11 Downtown intersections in addition to the planned scramble at Ocean and Colorado Avenues. Locations are: 2nd Street at Wilshire Boulevard, Arizona Avenue, Santa Monica Boulevard, Broadway and Colorado Avenue; 3rd Street at Wilshire Boulevard; and 4th Street at Wilshire Boulevard, Arizona Avenue, Santa Monica Boulevard, Broadway and Colorado Avenue.
- Installing two creative crosswalk treatments that bring color, interest and delight to walking across two Downtown intersections: 2nd at Arizona Avenue and Ocean at Colorado Avenue. An on-line survey and COAST Open Street pop-up parklet informed designs will be installed in early September as a pilot place-making project. Information from this installation process will guide future design and implementation.

8. BBB Fare Reduction Program – BOGO

- The arrival of light rail service has inspired the Evolution of Blue, BBB’s service integration plan for first-last mile connectivity to the Expo Light Rail Line. In BBB’s continuing efforts to attract more residents of the City and the Westside to try transit, BBB proposed a fare incentive program called, Buy One Get One Free (BOGO). The Buy One Get One Free Program incentivizes a customer to purchase any BBB Day Pass, 7-Day Pass, 13-Ride Pass or 30-Day Pass, and receive the equivalent value for free during the first 90 days of light rail service. Customers need a TAP card to load the value when purchasing the pass. The program also helps BBB migrate more customers to pass fare media, and away from paying the cash fare, which slows down the boarding process and increases stop dwell time.

Most Popular Purchase Through 07/19/2016

1. Stored Value (60%)
2. BBB 13 Ride Pass (13%)
3. BBB 30 Local Pass (13%)

BOGO Customers Through 07/19/2016

- 10,100 Unique Transactions

- 6,360 Unique Customers
- 3,740 Returning Customers (37%)
- Over 45% Santa Monica Residents (by zip code)
- 4% International

BOGO Online Through 07/19/2016

- \$11,000 in Sales

BOGO Free Value Provided by Pass Type (raw data)

BOGO Free Value Provided by Pass Type						
May 19 - July 19						
	Pass Name	Passes Sold	BOGO Passes Sold	BOGO Free Value		
\$ 4.00	Day Pass	96	48	\$ 192.00	0%	
\$ 1.50	S/M/D Day Pass	148	74	\$ 111.00	0%	
\$ 14.00	7 Day Pass	242	121	\$ 1,694.00	1%	
\$ 14.00	13 Ride Pass	2828	1414	\$ 19,796.00	13%	
\$ 6.00	S/M/D 13 Ride Pass	1362	681	\$ 4,086.00	3%	
\$ 50.00	30 Day Local	778	389	\$ 19,450.00	13%	
\$ 24.00	S/M/D 30 Day Local	224	112	\$ 2,688.00	2%	
\$ 89.00	30 Day Express	100	50	\$ 4,450.00	3%	
\$ 40.00	S/M/D 30 Day Express	4	2	\$ 80.00	0%	
\$ 28.00	Youth 30 Day	262	131	\$ 3,668.00	2%	
	Up to \$20 Stored Value			\$ 92,705.00	62%	

**BOGO Free Value Provided by Pass Type
May 19 – July 19, 2016**



9. enhancements to the existing Electric Vehicle (EV) Infrastructure:

- Funds were utilized to increase the number of EV Charging locations in the city to include locations in the multi-family and commercial areas of the city. These locations were identified after presentation of the EV Infrastructure Recommendation Report to the City Council in first quarter 2016.

10. outreach for the Expo Light Rail

- In October of 2015, Council approved a \$500,000 budget to promote the arrival of Expo to Santa Monica. These funds support a behavior change campaign highlighting Santa Monica's new model of mobility. Through a competitive process, GOOD Worldwide was selected to structure the campaign and GoSaMo was conceived. To date, the campaign has produced:
 - 36.4 million impressions
 - Boosted ridership for the BBB, Breeze, and Expo
 - As of 6/7, BBB gained 805 boardings and 785 alightings at Expo Stations
 - As of 6/30, Breeze has 26k active subscribers (compared to 18k subscribers in May) with 8,700 new subscriptions since 5/20 and 51k total trips in May and June
 - On Expo, from April to June, average weekday ridership on Expo went from 29k to 45k. Average Sunday ridership has grown by 20k.
 - Paid and Out of Home: 36.4+ million impressions
 - Paid Media: 16 million impressions including placements with Santa Monica publications, Facebook, LA Times, LA Weekly, and KCRW
 - Events:
 - 3 Expo Station Parties hosted in Santa Monica
 - 50,000+ attendees at COAST
 - 30,000+ transit related marketing items distributed including 800+ free TAP Cards distributed to residents
 - 15,000+ interactions at 20+ community events including Farmer's Markets, Pier Concerts, National Night Out and more
 - Digital:
 - Over 7,000+ visits to smgov.net/gosamo including 700+ app downloads
 - Over 24,000 visits to smgov.net/coast
 - 272,000+ reach on Facebook including 2,843 new likes increasing our ability to communicate in an ongoing way
 - 2000+ people shared email contact details to stay informed
 - Over 3000 engagements with #GoSaMo, #coast2016 on Instagram, Facebook and Twitter
 - PR/Earned:
 - 14+ GoSaMo articles placed
 - 37+ COAST articles placed
 - Commemorative TAP Cards + BOGO
 - 12,000+ purchased in May
 - 17,000+ TAP Cards purchased at Santa Monica Stations
 - 800+ TAP cards given away to residents

- Over \$200,000 in matching sales distributed to over 5,500 individuals via the BOGO Promotion
- Senior TAP Applications up 1000+%

11. community engagement

- With our institutional partners at the SMMUSD and SMC, the intent of these funds was for them to be used to strengthen a broad based coalition to engage residents in learning and advancing the goals of SMC2C initiatives; improve outcomes in the areas of education, cognitive development, and mental and behavioral health for children, teens and families in Santa Monica. Initially it was contemplated that the bulk of the funds would be used to refine the brand strategy for SMC2C including possible improvements to the Service Finder:
www.santamonicacradletocareer.org
- City staff will identify and develop opportunities throughout the Fall and into 2017 to strategically engage with community members. This will include working through the many existing local networks of engaged community members (including SMC2C, City advisory Boards and Commissions, neighborhood groups, and other coalitions) as well as developing means of engaging with newer residents. In addition, as part of data collection for the second Local Wellbeing Index, the City will mobilize residents to take part in the online Wellbeing Survey in September and October.

12. incentives for apartment owners

- HOUSE provides incentives to apartment owners to participate in the City's housing voucher programs. Council approved guidelines for the HOUSE program on April 12, 2016 and within the program's first three months, 50 apartment owners have expressed interest in participating in the program.

13. Increasing public understanding of affordable housing

- This project supports efforts to increase public understanding of affordable housing in Santa Monica and gauge community sentiments regarding affordable housing. With program funding, two resident telephone surveys have been completed regarding attitudes toward affordable housing and other local services. In addition, staff is currently developing additional information regarding affordable housing that will be made available on the City's website.

14. a fiber to home pilot

- Construction is completed on all 10 Affordable Housing buildings; all 10 are On-Net. Nine of these buildings have 10GB broadband delivered to the Community Rooms, with one high-performance desktop installed, and a Wi-Fi router for wireless service in the Community Room. One of the buildings is under renovation so while it is On-Net, we have postponed installation of the Community Room equipment since the renovations include removing interior conduit that runs to the Community Room. Upon completion of the building renovations—planned for Nov 2016, we will install the desktop and router. Installation service to the units is in progress and expected to be complete in two months.

Attachment C
Detailed FY16/17 Work Plans

Maintaining an Inclusive and Diverse Community

- Provide rental subsidies to rent-burdened tenants of rent-controlled units to prevent homelessness
- Provide incentives to apartment owners to participate in the City's housing voucher programs
- Increase public understanding of affordable housing in Santa Monica and gauge community sentiments

Measurable goals and metrics:

1. Reduce the rate of decline in low- and moderate-income households
 - percentage of Santa Monica's households of low or moderate incomes
2. Increase the total number of deed-restricted affordable residences
 - total amount of deed-restricted affordable housing in Santa Monica
3. Reduce the number of households in poverty without other supports
 - percentage of Santa Monica residents in poverty without housing assistance and other needed support services

Mobility

- Continue to implement the Land Use Circulation Element, the Sustainable City Plan, Wellbeing Plan, Bike Plan, and Pedestrian Action Plan.
- Facilitate thought leadership, development of new options, and communication of all options into a new model for mobility with attractive and convenient choices for people to get where they are going.

Measurable goals and metrics:

1. Use of non-single occupancy (SOV) modes.
2. Zero crashes resulting in death or severe injury (Vision Zero).
3. A complete network that supports the whole trip.

Take a leadership role in regional efforts to address homelessness

Evaluate and develop recommendations for addressing the impacts of the Expo Light Rail line in Santa Monica

- Develop and implement a messaging, education, and behavior change campaign to share local strategies, success stories, and encourage "better ways to give"
- Conduct quarterly daytime surveys of homeless people to determine where people are coming from, their length of time homeless, how they traveled to Santa Monica, why they came, and their needs

Build regional partnership and capacity

- Support the training of LA County Sheriffs and other regional training efforts on Santa Monica's HLP (Homeless Liaison Program) model so it can be incorporated in the County's training for all first responders
- Enhance the City's current rapid re-housing resources with County matching funds
- Create a more proportional distribution of regional housing and services by investing City resources in a new multi-jurisdictional Westside project
- Share effective service strategies

Smart deployment of local resources

- Deploy a new field-based clinical team to provide medical services to high users of first responder services
- Deploy two L.A. County Department of Mental Health clinicians with SMPD (HLP and patrol)
- Train first responders to utilize intervention as opposed to enforcement using the HLP model
- Fully implement a new response protocol for person down calls to reduce wait times
- Evaluate alternate Fire Department response models
- Pilot a Senior Task Force with city and community representatives collaborating to prevent senior citizens from becoming homeless
- Provide rental subsidies to rent-burdened tenants of rent-controlled units to prevent homelessness

Improve data collection and sharing

- Implement Fire's new electronic patient care system and collect new data
- Identify shared data points between SMPD, SMFD, and CCS
- Implement a system to gather, analyze, and report shared data
- Identify technology to allow shared data to be accessed in the field

Measurable goal and metric:

- Reduce the number of arrests, citations, field interviews, and use of emergency medical services by known high users of first responder services

Learn + Thrive

Learn

- Partner with SMMUSD, SMC2C, and Child Care and Early Education Task Force to expand the kindergarten readiness campaign
- Work with Connections for Children to broaden outreach at informal care settings
- Encourage caregiver utilization of Pico Branch Library and community partner programming and Virginia Avenue Park such as the Library's Reading2Go program, StoryTimes program, and Connections for Children's Family Time group
- Coordinate with community recreation class instructors who provide classes to young children to incorporate kindergarten readiness materials into their curriculums
- Collaborate with Connections for Children to identify strategies to provide technical support and encourage the universal use of the 'Ages and Stages Questionnaire' (ASQ), a developmental and social-emotional screening instrument, by childcare centers and family day care homes
- Explore approaches to introduce the ASQ to informal child care settings with the intent of developing a community-wide early warning system of potential delays in development impacting a child's kindergarten readiness

Measurement:

- By 2021, as measured by the Early Development Instrument (EDI), Santa Monica schools within the Santa Monica Malibu Unified School District (SMMUSD) will demonstrate a 15% increase of entering kindergarteners that begin school 'on track' (ready or very ready).

Thrive

- Identify existing City programs and activities that either promote or could promote social cohesion including the identification of solutions to barriers that might deter activities from taking place
- Develop a tool for community feedback that could include focus groups to better understand the issues that contribute to the lack of social cohesion particularly in the 90401 and 90404 zip codes and in the age range of 18-34 year olds
- Reach out to community partners including but not limited to the neighborhood associations, PTA's and other parent groups, the PIOs, and institutions including SMC and SMMUSD to discuss this finding and gather

input on roles they currently play and could play in the future to advance social cohesion among neighbors

Measurement

- Increase the number of Santa Monica residents who feel that they can count on their neighbors from 56% to 75% by January 2020.

Attachment D Mobility (Non Jump-Start) Project Update

- *Big Blue Bus/Expo Service Integration:* LA Metro opened seven new rail stations on its Expo Phase II rail line in the spring of 2016, including LA Metro's first ever beachfront rail station in downtown Santa Monica. This rail expansion will promote regional access as well as coastal access for users of LA Metro's rail network, which will expand to 87 stations with this advancement. In concert with this opening, Big Blue Bus (BBB) undertook a dramatic restructuring of routes to integrate bus service with this new rail transportation infrastructure. The route restructuring, titled "The Evolution of Blue," is the result of a three-year planning process, approved by Council in April 2015, and was implemented over four phases with the last phase implemented with the August 21, 2016 service change. The plan includes new bus corridors that attract rail-to-bus transfers that have the potential to increase ridership, and reduce congestion and parking shortages throughout BBB's service area.
- *Blue at Night:* Since much of the bus network ceases operations earlier than the rail does on weekends, BBB proposed to provide Friday and Saturday evening demand response service to Santa Monica residents, workers, and guests.

The Expo Line operate until approximately 1 a.m. Sunday through Thursday. On Friday and Saturday evenings, Expo service will be extended to approximately 3:00 a.m. In Santa Monica, Big Blue Bus services operate until after midnight, and several routes operated by LA Metro provide late-evening, or owl, services. None of the late-evening services, however, are designed to provide last-mile service to/from Expo stations. In order to efficiently and effectively meet the new late-night service demand, BBB launched a pilot program on June 17, 2016 called, Blue at Night, to operate curb-to-curb service from the Memorial Park Station to two zones serving neighborhoods to the north and south. The zones are designed to allow a vehicle to make pickups and drop-offs and be back at the 17th Street Station within approximately 30 minutes. The service is designed to provide first- and last-mile transportation to and from Expo. Accordingly, the origin or destination of every trip must be the 17th Street Station.

BBB released an RFP early 2016 for operations of Blue at Night. Yellow Cab was the successful bidder to operate the Blue at Night pilot program.



- *Breeze Bike Share Launched:* Opened a new 500 bike, 75 station transit system in November 2015 with a \$675,000 annual sponsorship deal with Hulu. Established an

effective and stable operating system that has attracted 30,000+ subscribers, including 2,000+ annual members taking over 200,000 rides for a total of 400,000+ miles. Santa Monica residents represent 28% of member and 44% of rides. Continued coordination of a subregional system that supports inter-operability with Beverly Hills, West Hollywood, UCLA, Long Beach.

- *Car Share Pilot Launched:* Opened new 20 space car share system in April 2016 with ZipCar partnership in high-visibility public parking spaces, including on-street and public lots. Worked with ZipCar on joint promotions, and expanding to 60 spaces inclusive of private lots/properties.
- *Expo First/Last Mile Access and Grand Opening:* In preparation for Expo Light Rail opening in May, city staff finished installation of first and last mile access improvements so riders would have quality access from day one. Pick-up and drop-off areas were created around each station to accommodate passenger vehicles, shuttles and taxis/ride hailing. At each station, a range of 10-30 bike racks and 10-30 Breeze bike share racks were added to complement the bike lockers and Metro racks. At Memorial Park Station, 16th Street was reconfigured to create 50 additional parking spaces adjacent to Memorial Park, and also a new curbside drop-off/pick-up area. To celebrate this monumental moment in Santa Monica mobility, station parties were held the weekend of May 21st at each station with GoSaMo mobility campaign information, arts/performance and music. Breeze bike share was offered free to use from May 19 through 21 to introduce people to their new first/last mile option.
- *COAST Santa Monica's Open Street Event:* Planned and hosted the City's first open streets event, attended by an estimated 50,000 people. This event celebrated all things mobility, offering participants cultural activities while also encouraging new places to walk, bike, bus and take the train. This was a banner event for GoSaMo and major marketing effort for the mobility campaign; for this year it was also combined with SM Festival activities.
- *Final Pedestrian Action Plan:* Completed the final Pedestrian Action Plan incorporating Vision Zero policy, prioritization of walking improvements, and monitoring plan. Supported unanimously by Planning Commission and City Council.
- Safe Routes to School
 - *Samohi Safe Routes to School –* Completed Michigan, 7th Street and Pico Boulevard SRTS access improvement construction with protected bikeways, striping & signage.

- GEAR UP! Family Bike Fest: Planned and hosted GEAR UP! Bike Fest at McKinley Elementary in partnership with School and parents. Event promoted biking and safety: bike education course and riding track, public bike swap, cargo and utility bike exhibition, helmet distribution, bike share, GoSaMo info, safety checks and commuter accessory information.
 - Kidical Mass Events (Bike Education & Encouragement): planned, hosted and staffed 4 Saturday Kidical Mass Family Bicycle rides attended by over 300 parents and children – seasonal themes used to make events fun and accessible to participants. Events include free bike and helmet checks, family bike education and safe group ride – supports the Safe Routes to School program.
 - SMMUSD Spring and Fall Bike It – Walk It: Encouraged and supported fall and spring events at all Santa Monica schools, including contest for highest performing school, won a second year by McKinley Elementary.
 - Samohi Classroom Education – Safe Routes: First ever in-classroom education for freshman seminar reaching over 700 Samohi students.
- Welcomed Santa Monica’s first protected on-street bike facilities: This year the City expanded the bike network by 8.4 miles, highlighted with Santa Monica’s first protected bikeways on Pico Boulevard as part of Samohi Safe Routes to School and on the Colorado Esplanade connecting the Expo Station to the Pier; bringing total miles of citywide facilities to 107 miles.