Framework for a Sustainable City of Well-being

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What is the Framework?

- The Framework is the strategic plan for the City of Santa Monica.
- Built on six large-scale community outcomes, it cascades out into 24 sub-outcomes and 55 outcome metrics.
- The Framework connects organizational purpose to Santa Monica’s 668 day to day functions (i.e. “Activities”) through the budget process.
- The Framework connects what we do as City to what Santa Monicans care about the most.
FRAMEWORK'S STRATEGIC FOUNDATION

Sustainable City Guiding Principles and Goal Areas
City of Santa Monica Wellbeing Index
21st Century Principles of Good Governance

INFORM

FRAMEWORK OUTCOMES AND METRICS

Connected and Engaged Community
Lifelong Opportunities for Personal Growth
Resilient Built and Natural Environment
A Safe Place for All
Inclusive, Affordable, and Diverse Local Economy
Physical, Mental, and Environmental Health
Reliable, Effective, and Efficient Government

DRIVE

GOALS, PROJECTS AND METRICS

City Wide Projects
City Council Strategic Goals
Department Level Goals and Activities
Metrics
Metrics
Metrics
How did we get here?

- It was created during the Fiscal Year 2017 – 2019 biennial budget and serves as a way to better capture the work that the City is doing.
- The Framework grew out of three important documents:
  - The Sustainable City Plan;
  - The Well-being Index; and
  - 21st Century Principles of Good Governance
Structure of the Framework

- The Framework starts with six large-scale "Outcome Areas".
- These outcomes are meant to encompass every aspect of the community. They are extremely large and difficult to define on their own.

These six Outcome Areas are then broken down into 23 "Sub-Outcome Areas"
- These smaller areas are meant to be more specific and narrower in scope that the Outcome Areas

The last step are "Outcome Metrics". Every Sub-outcome Area has at least one Outcome Metric that serves as an indicator of how well the City is doing for that Sub-outcome Area.
THE FRAMEWORK COMMUNITY

Connected and Engaged Community

**DEFINED**
Santa Monica aims to support a sense of connection and community.

**CONNECTED COMMUNITY**
**ENGAGED COMMUNITY**

**SUB-OÛTCOME AREA**
CONNECTED COMMUNITY
A city that supports and provides opportunities for shared community experiences, and for residents to engage and feel that they are a part of their community.

**METRICS**
- % of residents who report volunteering for a nonprofit or civic organization

**SUB-OÛTCOME AREA**
ENGAGED COMMUNITY
Residents who can effectively engage with local government, who can make their voices heard by participating in the civic process.

**METRICS**
- % of citizen initiated customer service tickets closed within department-specific time period

**SUB-OÛTCOME AREAS**
What are we trying to achieve?

**DEPARTMENT LEVEL GOALS, ACTIVITIES AND METRICS**
What role do departments play in achievement outcomes?

**METRICS**
What are the measures of success?
## Outcome Area

### Sub-outcome Area

#### Environmental Health

**Defined**

How healthy is the City of Santa Monica?

- Protect and enhance environmental health.

#### Physical Health

**Defined**

Provide opportunities and facilitate access to facilities to support the physical health of residents of the City of Santa Monica.

- % of residents in poor health
- % of residents eligible for subsidies and are receiving them
- % of residents with access to health support resources
- % increase of city residents participating in community classes and programs

#### Mental Health

**Defined**

Provide access to programs and opportunities to support the mental health of residents in the City of Santa Monica.

- % of youth with serious psychological distress
- Report of mental health challenges
- % of residents accessing mental health services
- % of residents feeling severely lonely/isolated
How will it be used?

Three ways:

▶ A public facing dashboard that reports on how well Santa Monica is doing on each metric;
▶ An internal document that serves as a way to guide department level work; and
▶ A way to focus and direct energy into areas that the community deems is a priority.
Dashboard

- The Framework is designed to be shown to the public.
- Our online Dashboard is an interactive website that shows all the outcome areas, sub-outcome areas, and the metrics, along with the data and targets associated with those metrics.
- Accountability and Transparency are extremely important to us as a City, thus we want to show our performance for all the metrics, even if we are off target.
- Follow this link to view our Dashboard
During the 2019 City Council Retreat, the City Council decided to remove the outcome Governance and instead make a list of six values:

- Accountability;
- Equity;
- Inclusion;
- Resilience;
- Stewardship; and
- Safety

These values run through all of the work we do, and exist as our guiding principals.
Framework Priorities

At the 2019 City Council Retreat, City Council members used live testimony, the results of a massive community outreach program, and City staff opinions in order to establish these six Framework Priorities:

- Affordability;
- Engaged and Thriving Community;
- Reduce Unsheltered Homeless;
- Climate Change;
- Mobility; and
- Keeping Neighborhoods Safe (Crime).

Santa Monica uses these priorities to reallocate resources to ensure that we are making progress in these priorities.
The Framework is an iterative document; we are constantly striving to improve the Framework, which means that every year we will some changes.

Throughout the year, City staff, City Councilors, and other people have suggested a variety of changes to the Framework. These changes were put before a group of City leaders, and subject matter experts.

The next slides are the changes that have been made to each of the six outcome areas.
## Community

### Existing

<table>
<thead>
<tr>
<th>Sub-Outcome Area</th>
<th>Metrics</th>
</tr>
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<tbody>
<tr>
<td><strong>Connected Community</strong></td>
<td>• % of residents who report volunteering for a nonprofit or civic organization</td>
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### Proposed

<table>
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<tr>
<th>Sub-Outcome Area</th>
<th>Metrics</th>
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<tr>
<td><strong>Connected Community</strong></td>
<td>• % of residents who feel that they can count on their neighbors. • % of residents reporting attending an event sponsored by the City.</td>
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<td><strong>Engaged and Thriving Community</strong></td>
<td>• % of citizen-initiated customer service tickets closed within department-specific time period</td>
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**Connected Community**

*Defined*

Does the City of Santa Monica aim to support a sense of connection and community?
## Economic Opportunity

### Existing

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<thead>
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<th>SUB-OBJECTIVE AREA</th>
<th>METRICS</th>
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<tbody>
<tr>
<td><strong>AFFORDABILITY</strong></td>
<td>A city that strives to provide opportunities for people to afford living within its boundaries.</td>
</tr>
<tr>
<td><strong>INCLUSIVE ECONOMY</strong></td>
<td>A city with financial opportunities for all, where diversity is seen as an asset, and everyone is empowered to meet their needs.</td>
</tr>
<tr>
<td><strong>BUSINESS DIVERSITY</strong></td>
<td>A city with a sufficiently diverse economy to provide long-term economic stability and resilience.</td>
</tr>
<tr>
<td><strong>REDUCE HOMELESSNESS</strong></td>
<td>Prevent homelessness among low-income residents.</td>
</tr>
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### Proposed

- **THE FRAMEWORK ECONOMIC OPPORTUNITY**
  - Inclusive, Affordable, and Diverse Local Economy
  - How can the City’s economy meet the basic needs of residents of the City of Santa Monica?

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<td>A city that strives to provide opportunities for people to afford living within its boundaries.</td>
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<tr>
<td><strong>FINANCIAL WELL-BEING</strong></td>
<td>An economy that encourages opportunity for all especially people with the greatest barriers to advancement.</td>
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<tr>
<td><strong>BUSINESS DIVERSITY</strong></td>
<td>A city with a sufficiently diverse economy to provide economic stability to its residents.</td>
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</table>
# Health

## Existing

<table>
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<th>Subject Area</th>
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| **Environmental Health** | Protect and enhance environmental health. | • % of days ambient air quality standards met  
• Zero trash on the beach and in coastal waters  
• Total sales at Farmers’ Markets |
| **Physical Health** | Provide opportunities and facilitate access to facilities to support the physical health of residents of the City of Santa Monica. | • % of residents in poor health  
• % of residents eligible for subsidies and are receiving them  
• % of residents with access to health support resources  
• % increase of city residents participating in community classes and programs |
| **Mental Health** | Provide access to programs and opportunities to support the mental health of residents in the City of Santa Monica. | • % of youth with serious psychological distress  
• Report of mental health challenges  
• % of residents accessing mental health services  
• % of residents feeling severely lonely/isolated |

## Proposed

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| **Environmental Health** | Encourage Physical, Mental, and Environmental Health  
**Defined**  
How healthy is the City of Santa Monica? | • % of days ambient air quality standards met  
• % reduction of trash on the beach  
• Total agricultural sales at Farmers’ Markets |
| **Physical Health** | How healthy is the City of Santa Monica?  
**Defined**  
How healthy is the City of Santa Monica? | • % of residents who report that they are in good or great health  
• % increase of city residents participating in community classes and programs |
| **Mental Health** | Increase housing placements and improve health outcomes of people experiencing homelessness | • % of high school students who feel chronic sad or feelings of hopelessness  
% of residents feeling severely lonely/isolated |
| **Reduce Homelessness** | Increase housing placements and improve health outcomes of people experiencing homelessness | • % decrease in the number of behavioral health arrests and hospital emergency room visits |
Learning

Existing

**SUB-OUCOME AREA**

**EARLY CHILDHOOD THROUGH MIDDLE SCHOOL LEARNERS**
Support school children who reside in the City of Santa Monica by supporting efforts of the Santa Monica Malibu Unified School District (SMMUSD).

**METRICS**
- % of kindergartners who are deemed ready for kindergarten

**SUB-OUCOME AREA**

**HIGH SCHOOL THROUGH EARLY ADULT LEARNERS**
Support high school students through early adulthood through partnerships with SMMUSD and Santa Monica College (SMC).

**METRICS**
- % of Santa Monica High School graduates, by ethnic group, meeting entry requirements for the University of California (UC) and California State University (CSU) systems
- Average GPA for first semester of college for Santa School high school graduates

**SUB-OUCOME AREA**

**ADULT LEARNERS**
Provide professional growth and learning opportunities for adults in the Santa Monica communities.

**METRICS**
- % of City employees participating in a City-sponsored professional development opportunity
- % of Library card holders who participate in a library-sponsored program
- % of seniors who hold a library card

Proposed

**THE FRAMEWORK**

**LEARNING**

**Lifelong Opportunities for Personal Growth**

**DEFINED**
Do people have the opportunity to enrich their knowledge and skill set across their lifespan, and participate in wellbeing enhancing activities?

**SUB-OUCOME AREA**

**EARLY CHILDHOOD LEARNING**
Support children (0-5) and their families through a network of programs and services.

**METRICS**
- % of kindergartners who are deemed ready for kindergarten

**SUB-OUCOME AREA**

**SCHOOL-AGED LEARNING**
Support families with youth ages 6-24 years old through enrichment programs, services, and strategic partnerships.

**METRICS**
- % of youth in programs at Virginia Avenue Park (VAP) and Police Activities League (PAL) with a documented post-high school plan
- % of youths enrolled in a city-sponsored homework help program whose parents reported academic growth

**SUB-OUCOME AREA**

**COMMUNITY LEARNING**
Provide lifelong learning opportunities for adults and families in the communities we serve.

**METRICS**
- % of Literacy Education for Adults and Families (LEAF) participants who meet their goals per year (i.e. job placement, GED, and/or higher education)
- % of City’s Trade Interns that gain full-time employment within six months of completion of the program
- % of Santa Monica seniors (60+ of age) who hold an active Santa Monica Public Library (SMPL) library card
Place and Planet

**Existing**

**ECOSYSTEMS**
- Maintain ecosystems in order to provide clean water from sustainable sources; marine waters safe for active and passive recreation; clean indoor and outdoor air; a sustainable food system that provides healthy, locally grown food; a sustainable climate that supports thriving human life and a flourishing biodiverse environment; comprehensive waste disposal systems that do not degrade the environment; and a sustainable energy future based on renewable energy sources.

**Metrics**
- 80% reduction in greenhouse gas emissions by 2030
- 0 imported water by 2020
- 0 exceedent days
- 90% landfill diversion by 2030
- % of tree canopy coverage by neighborhood

**BUILT ENVIRONMENT**
- Provides sufficient open space to support natural function and wildlife habitats as well as active and passive recreation; and (2) Provides compact mixed use built areas that maximize affordable housing and enable mobility.

**Metrics**
- Tracking of energy and water efficiency by building stock
- % of residents within a quarter of a mile of open space
- % of residents within a quarter mile of goods and services

**INFRASTRUCTURE**
- Develop, protect, and maintain city-owned infrastructure.

**Metrics**
- % of pothole repairs completed within 3 days of receiving a citizen request
- % of graffiti tags on public property removed within 24 hours of receiving a citizen request

**Proposed**

**CLIMATE CHANGE**
- Maintain a sustainable climate that supports thriving human life and a flourishing biodiverse environment.

**Metrics**
- 80% reduction in greenhouse gas emissions by 2030
- 0 imported water by 2020
- 0 exceedent days
- 90% landfill diversion by 2030
- % of tree canopy coverage by neighborhood

**BUILT ENVIRONMENT**
- Maintain and enhance spaces where community members live, work, and play through policy formulation and implementation.

**Metrics**
- % of the community within a 10-minute walk of a park or beach
- % of residents within a quarter mile of goods and services

**CIVIC INFRASTRUCTURE**
- Manage, maintain, and enhance City-owned infrastructure so that it meets the needs of the community.

**Metrics**
- % of pothole repairs completed within three days of receiving a citizen request
- % of graffiti tags on public property removed within 24 hours of receiving a citizen request

**MOBILITY**
- Create a more diverse, connected and safe mobility system; prioritizing modes that move people efficiently, while seeking to increase use of those modes and reducing emissions and influencing regional solutions.

**Metrics**
- % decrease in sole occupancy commute trips
- % increase in transit ridership (Big Blue Bus and Metro Line)
- % increase of bike lane counts year over year
## Safety

### Existing

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| PREPARING FOR AND PREVENTING INCIDENTS | - Type and number of incidents that are occurring  
- # of inspections |
| RESPONDING TO EVENTS        | - Response times  
- Limiting fires to the Room of Origin  
- 911 response times |
| KEEPING STREETS SAFE       | - Zero deaths and severe injuries  
- % completion of Vision Zero map |
| KEEPING NEIGHBORHOODS SAFE |                                                                         |

### Proposed

**A Safe Place for All**

**DEFINITION**

Do people feel safe in Santa Monica?

**Keeping Neighborhoods Safe**

- Crime trends  
- Misdemeanor conviction rate  
- Property crime rate; violent crime rate  
- Officer-initiated activities

**Disaster Preparedness**

- % increase of people that have enough supplies on hand for seven days  
- Code Enforcement response times

**Responding to Emergencies**

- Police and Fire response times  
- 90% of fires limited to the room of origin  
- 95% of 911 calls answered within 15 seconds

**Safe Driving, Walking, Biking, and Transit**

- Zero deaths and severe injuries  
- % increase in residents reporting that they feel safe crossing streets in Santa Monica  
- % of residents reporting that feel safe crossing streets in Santa Monica  
- % of residents who report being concerned about vehicles speeding in Santa Monica  
- % of residents who report being concerned about vehicles speeding in Santa Monica
Values (Governance)

**ACCOUNTABILITY**
- A city that transparently acts in the best interest of the community it serves.
- % of public records requests processed in ten days
- % increase in the public accessing available data
- % of current capital projects delivered on time and on budget

**EQUITY**
- A city that provides all groups access to resources and opportunities, and where differences in life outcomes cannot be predicted by race, class, gender or other identities.
- % difference of satisfaction of city services among races and genders

**INCLUSION**
- A city where uniqueness of backgrounds, talents, and capabilities are welcomed and leveraged for learning and informing better business decisions.
- Workforce demographics of race and gender

**RESILIENCE**
- A city that builds sustainable capacities to withstand and recover from adversity.
- % of residents that feel prepared to handle an emergency or incident (?)

**STEWARDSHIP**
- A city that thoughtfully plans for the long-term and effectively manages resources.
- Maintain AAA credit ratings
- Pension liability funded level
- Turnover rate of City employees
- % of residents who feel the City is a good steward of public funds

**SAFETY**
- A City that promotes personal accountability in valuing the safety of ourselves and our fellow
- % of residents who report feeling safe in Santa Monica