

**AGENDA  
SOCIAL JUSTICE TASK FORCE  
CITY OF WEST HOLLYWOOD  
TUESDAY, APRIL 26, 2022  
6:00PM**

**TELECONFERENCE MEETING\***

**LAND ACKNOWLEDGEMENT:**

The West Hollywood Social Justice Task Force acknowledges that the land on which we gather and that is currently known as the City of West Hollywood is the occupied, unceded, seized territory of the Gabrieleño Tongva and Gabrieleño Kizh peoples.

**\*IN AN EFFORT TO PROTECT PUBLIC HEALTH AND PREVENT THE SPREAD OF COVID-19 (CORONAVIRUS), AB 361 HAS AUTHORIZED PUBLIC MEETINGS TO TAKE PLACE VIA TELECONFERENCE BECAUSE STATE AND LOCAL OFFICIALS ARE RECOMMENDING MEASURES TO PROMOTE SOCIAL DISTANCING.**

**PUBLIC PARTICIPATION**

**TELECONFERENCE AUDIO MEETING & PROVIDING PUBLIC COMMENT BY TELEPHONE OR VIA THE ZOOM PLATFORM:**

You are strongly encouraged to email Jasmine Duckworth at [jduckworth@weho.org](mailto:jduckworth@weho.org) no later than Tuesday, April 26<sup>th</sup> at 2:00 p.m. to be added to the Public Speaker List for the meeting. Please include your name, the phone number from which you will be calling if applicable, and which item you would like to speak on.

Your comments and information will become part of the official public record. If you do not want your personal information included in the official record, please do not include your address and/or phone number.

If special assistance to participate in this meeting is required, (e.g., an American Sign Language interpreter for people who are Deaf or hard of hearing), you must call or submit your request in writing to the Office of the City Clerk at (323) 848- 6409 at least 48 hours prior to the meeting. The City TTY line is (323) 848-6800.

To provide public comment via the Zoom Platform – When you enter the meeting, please make sure to turn off your video and mute your audio.

- If you wish to make a public comment, please use the 'raised hand' feature in the Zoom application. You will be called at the appropriate time. Please turn on your video and audio to make your public comment.
- Meeting ID: 859 4164 1823  
Passcode: 436827
- Join Zoom Meeting  
<https://us06web.zoom.us/j/85941641823?pwd=Tld5RjRWY3lXUjFKdklvSTNiNzE4Zz09>

To provide public comment via telephone, please call in and remember to place your phone on mute:

- Dial-in phone number: 1 (669) 900-6833
- Meeting ID: 859 4164 1823 and enter the passcode.  
Passcode: 436827 and then press #
- Dial-in 10 minutes before the meeting starts.

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **APPROVAL OF THE MINUTES**

*RECOMMENDATION: The Social Justice Task Force will approve the minutes of the March 22, 2022, regular meeting.*

5. **PUBLIC COMMENT**

The public is given the opportunity to address the Social Justice Task Force on any item within its responsibility. At the discretion of the Social Justice Task Force, speakers may be limited to two minutes each.

6. **THE TASK FORCE WILL RECEIVE A PRESENTATION ON PUBLIC CONTRACTING AND PROP 209 FROM THE CITY ATTORNEY'S OFFICE (City Staff & City Attorney)**

***Attachments:***

- 1). Overview – City of West Hollywood's Procurement & Contracts Process
- 2). Staff Report – Support and Incentives for BIPOC, Women-Owned, LGBTQ-Owned, and City Resident Small Businesses

*RECOMMENDATION: Receive presentation and file.*

7. **THE TASK FORCE WILL RECEIVE A PRESENTATION FROM MAROON SOCIETY DETAILING THE FINAL REPORT FOR THE NEEDS ASSESSMENT FOCUSING ON THE SOCIAL SERVICES NEEDS OF COMMUNITY MEMBERS OF COLOR IN WEST HOLLYWOOD (City's Social Services Division)**

***Attachments:***

- 1). Staff Report – Needs Assessment Focusing on Community Members of Color
  - A) Attachment A – Needs Assessment Report
- 2). PowerPoint Presentation

*RECOMMENDATION: Receive presentation and provide feedback.*

**8. THE TASK FORCE WILL HEAR FROM THE CITY'S GOVERNMENTAL AFFAIRS LIAISON ON LEGISLATIVE ITEMS OF INTEREST TO THE SOCIAL JUSTICE TASK FORCE (*City's Governmental Affairs Liaison, Hernan Molina*)**

*RECOMMENDATION: Receive presentation from staff and provide feedback.*

**9. FINALIZING INITIAL RECOMMENDATIONS FROM THE SOCIAL JUSTICE TASK FORCE SUBCOMMITTEES (*The AspireGroup*)**

*RECOMMENDATION: Review and discuss recommendations from the Housing & Homelessness and Social Services subcommittee.*

**10. ITEMS FROM STAFF**

This time is set aside for City staff to provide information to the Social Justice Task Force on items of interest to the Task Force.

A. Discussion on the Social Justice Task Force's final recommendations to the City Council.

B. Return to in-person meetings.

**11. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

This time is set aside for the public to address the Task Force on any item of interest within the subject matter jurisdiction of the Task Force that could not be heard under the Public Comment Item at the beginning of the meeting.

**12. TASK FORCE LIAISON REPORTS**

**13. ITEMS FROM TASK FORCE MEMBERS/SUBCOMMITTEE REPORTS**

**14. ADJOURNMENT**

The Social Justice Task Force will adjourn to its next regular meeting on Tuesday, May 24, 2022, at 6:00pm, which will be held via teleconference.

Notice: Written materials distributed to the Social Justice Task Force within 72 hours of this meeting are available online at [www.weho.org](http://www.weho.org)

# ITEM 4

# ATTACHMENT

**MEETING MINUTES  
SOCIAL JUSTICE TASK FORCE  
CITY OF WEST HOLLYWOOD  
MEETING  
TUESDAY, MARCH 22, 2022  
6:00 PM  
TELECONFERENCE MEETING**

1. **CALL TO ORDER** – Task Force Chair Wilson called the meeting to order at 6:03pm.
2. **PLEDGE OF ALLEGIANCE** – Task Force Member Smith led the Pledge of Allegiance.
3. **ROLL CALL**

**PRESENT:** Task Force Chair Wilson, Task Force Vice-Chair Zamilpa, Task Force Member Smith, Task Force Member Washington, Task Force Member Desai, and Task Force Member Morton

**ABSENT:** Task Force Member Aviles, Task Force Member Demuir, and Task Force Member Seperak

**ALSO PRESENT:** Community Services Director, Yvonne Quarker  
Community and Legislative Affairs Manager, Andi Lovano

4. **APPROVAL OF THE MINUTES**

**ACTION:** Approved the Minutes of February 22, 2022.

Motion by Task Force Member Washington, seconded by Task Force Member Smith, and approved by 5 to 0 roll call vote, noting the abstention by Vice-Chair Zamilpa

5. **PUBLIC COMMENT:**

*The public is given the opportunity to address the Social Justice Task Force on any item within its responsibility. At the discretion of the Social Justice Task Force, speakers may be limited to two minutes each.*

None.

6. **FINALIZE ACTIONABLE RECOMMENDATIONS BROUGHT FORWARD BY THE PUBLIC SAFETY SUBCOMMITTEE (*The Aspire Group*)**

*\*Task Force Member Morton joined the meeting at 7:45pm.*

The Public Safety Subcommittee provided an update to the Task Force on potential recommendations that will be advanced and proposed to the City Council. Clarification was provided by City staff on the City Council's recent discussion on public safety, as well as the Public Safety Commission's vote to reduce the number of deputies in West Hollywood. Staff reaffirmed to the Task Force that although the Commission's actions were discussed during Council's conversation, no action has been taken thus far. The Public Safety Subcommittee also provided feedback on their meeting with the City's Governmental Affairs Liaison, Hernan Molina.

Chair Wilson asked if Social Services funds could be earmarked or set aside for non-profits that provide legal services for individuals convicted of non-violent sex related crimes or cannabis related offenses.

Public Safety subcommittee members confirmed that they have explored the idea of a reparations tax as it relates to retribution for non-violent cannabis related crimes.

## **7. DEVELOPING ACTIONABLE RECOMMENDATIONS FROM THE SOCIAL JUSTICE TASK FORCE SUBCOMMITTEES (The Aspire Group)**

The Aspire Group led the Housing & Homelessness and Social Services subcommittee and Task Force members through a series of questions to assist the members in transforming areas of interest to recommendations. The Housing & Homelessness subcommittee identified priorities such as shelter and housing availability for unhoused members in West Hollywood, and food distribution and wrap around services for unhoused members. Staff has shared with the subcommittee that the City of West Hollywood has identified a site that would serve as a temporary shelter for unhoused members.

Chair Wilson asked the subcommittee to focus on highlighting support for members of the trans community as it relates to distribution of services, and partnership with other agencies and organizations. Chair Wilson also pointed out the disproportionate number of communities of color that are accessing social services in the City of West Hollywood.

Vice-Chair Zamilpa asked the subcommittee to highlight affordable housing, high cost of living, and support for at-risk community members.

## **8. ITEMS FROM STAFF (City Staff)**

The Task Force received a reminder that staff will be reaching out to schedule subcommittee meetings.

Staff provided an update on the Task Force's working recommendations document and informed the Task Force that City Council approved Commission/Boards/Task Forces to resume in-person meetings beginning in May and June 2022. The target

date for the Task Force will be June 2022. Staff also informed the Task Force that they will receive updates on the City's Contracting and RFP process at the April 26<sup>th</sup> meeting.

#### **9. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

*This time is set aside for the public to address the Task Force on any item of interest within the subject matter jurisdiction of the Task Force that could not be heard under the Public Comment Item at the beginning of the meeting.*

None.

#### **10. TASK FORCE LIAISON REPORTS**

Chair Wilson asked staff to provide an item on the next agenda to discuss next steps for the Social Justice Task Force. Chair Wilson also informed the Task Force of his recent meeting with Lesbian and Gay Advisory Board Member Zekiah Wright, meeting with the Human Services Commission on March 8<sup>th</sup>, follow-up conversation with Human Services Commission Member Chelsea Byers and discussion with the Vice-Chair of the Business License Commission.

Vice-Chair Zamilpa noted his attendance at the Transportation Commission and suggested that the Task Force explore the impact of reimplementation of fees for LA County Metro system and suggested that funding assistance be provided for those affected. Vice-Chair Zamilpa offered to serve as the liaison for the Russian Advisory Board.

Task Force Member Desai informed the Task Force that she was not able to attend the last Planning Commission meeting but was able to read the Minutes. Task Force Member Desai suggested that the Task Force begin to prioritize affordable housing planning in their recommendations.

#### **ACTION: Appoint Vice-Chair Zamilpa as Task Force liaison to the Russian Advisory Board.**

Motion by Chair Wilson, seconded by Task Force Member Desai, and approved by 6 to 0 roll call vote.

#### **11. ITEMS FROM TASK FORCE MEMBERS/SUBCOMMITTEE REPORTS**

None.

#### **12. ADJOURNMENT**

The Social Justice Task Force adjourned at 8:08 PM to its next regular meeting on Tuesday, April 26, 2022, at 6:00 PM, which will be held via teleconference.

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Jasmine Duckworth | Recording Secretary

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Jonathan Wilson | Chair

DRAFT

# ITEM 6

# ATTACHMENTS

# Procurement & Contracts

9/12/2019



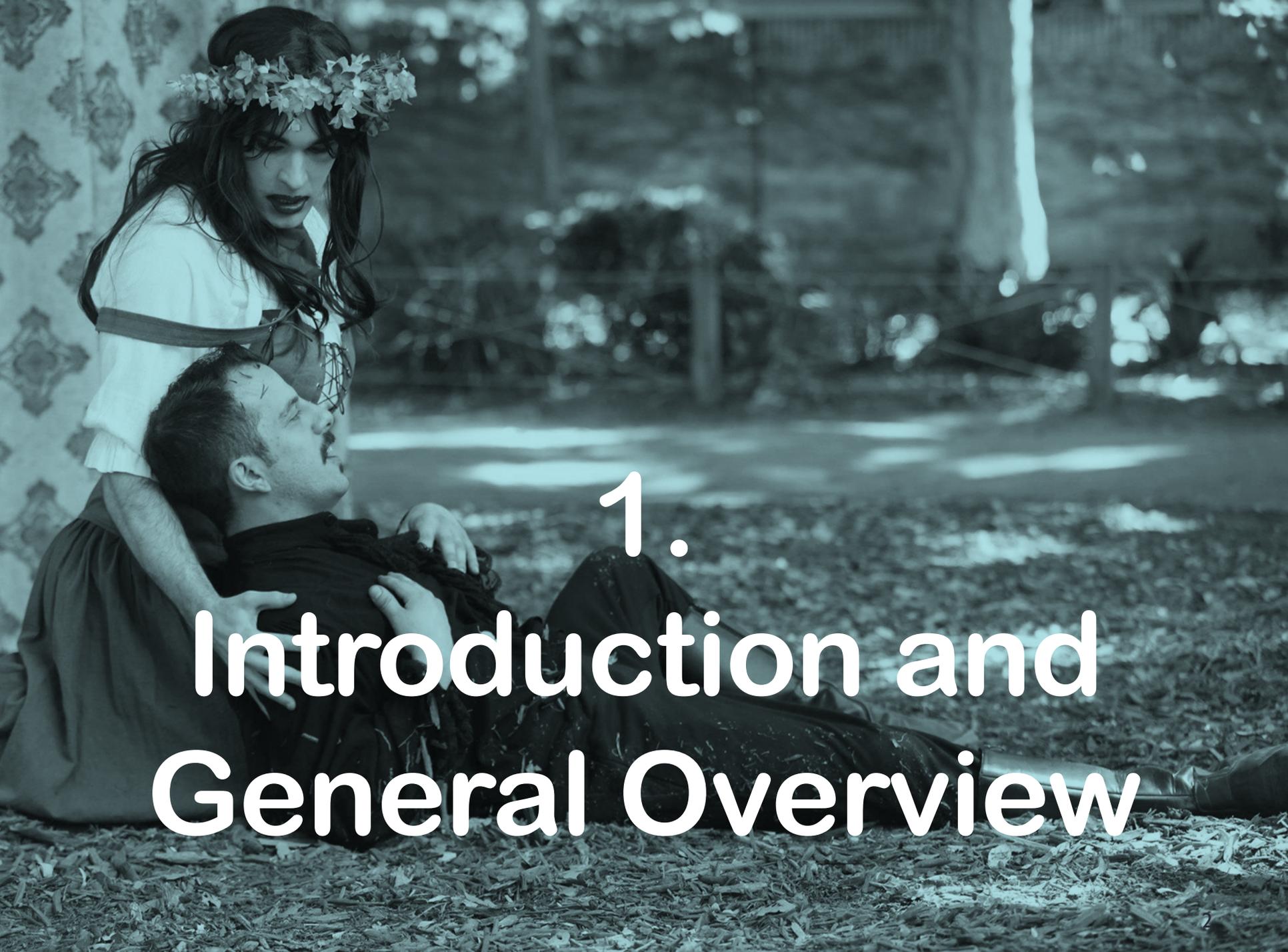
City of West Hollywood  
California 1984

# Presentation Overview

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1. Introduction
2. Procurement, RFPs, & Bidding
3. Contract Process
4. Purchase Orders

Presenters: Aileen Ward  
Beth Rosen  
Christine Safriet  
Tim Thomson



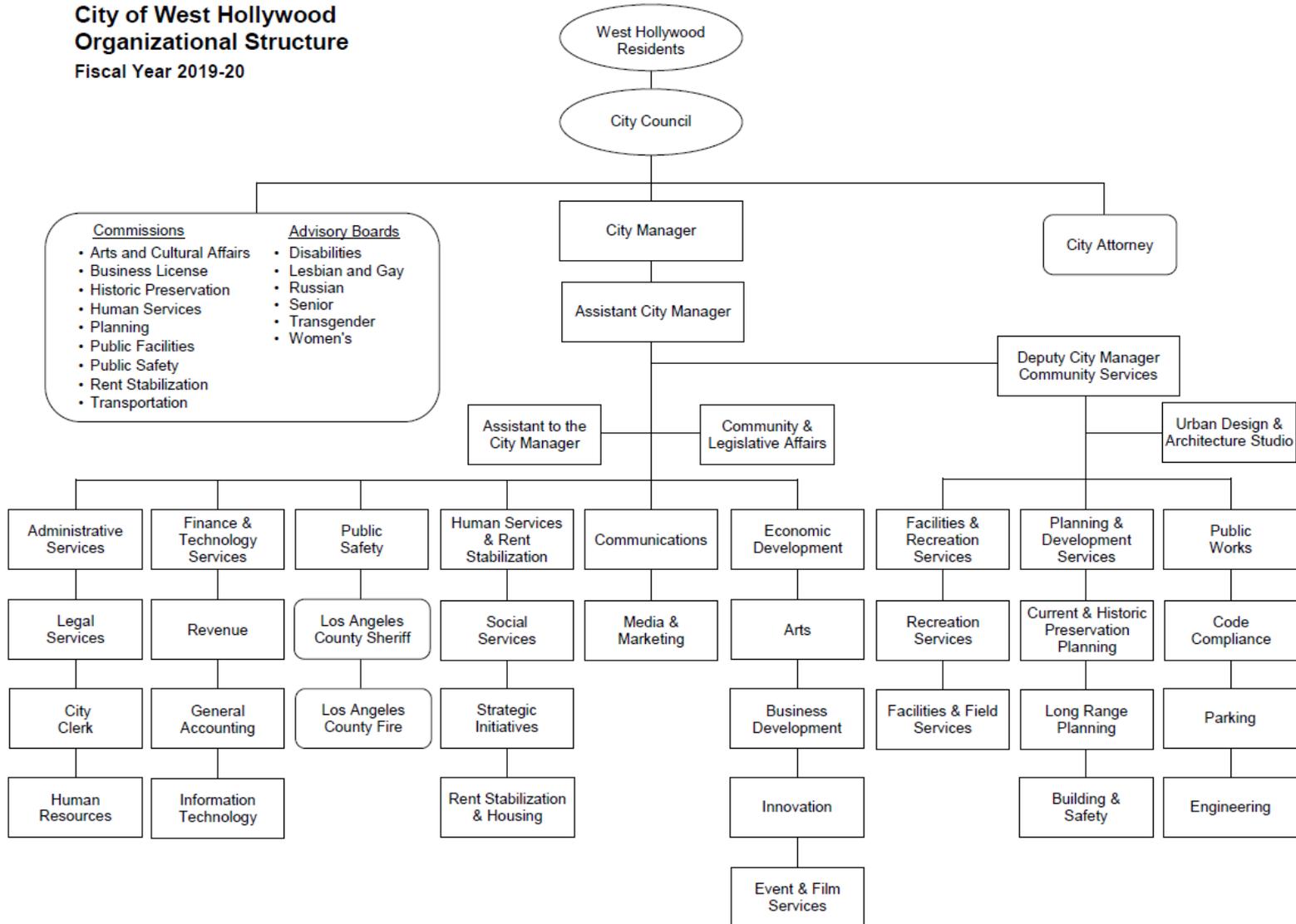
1.

# Introduction and General Overview



# FY20 Budget = \$150M

## City of West Hollywood Organizational Structure Fiscal Year 2019-20



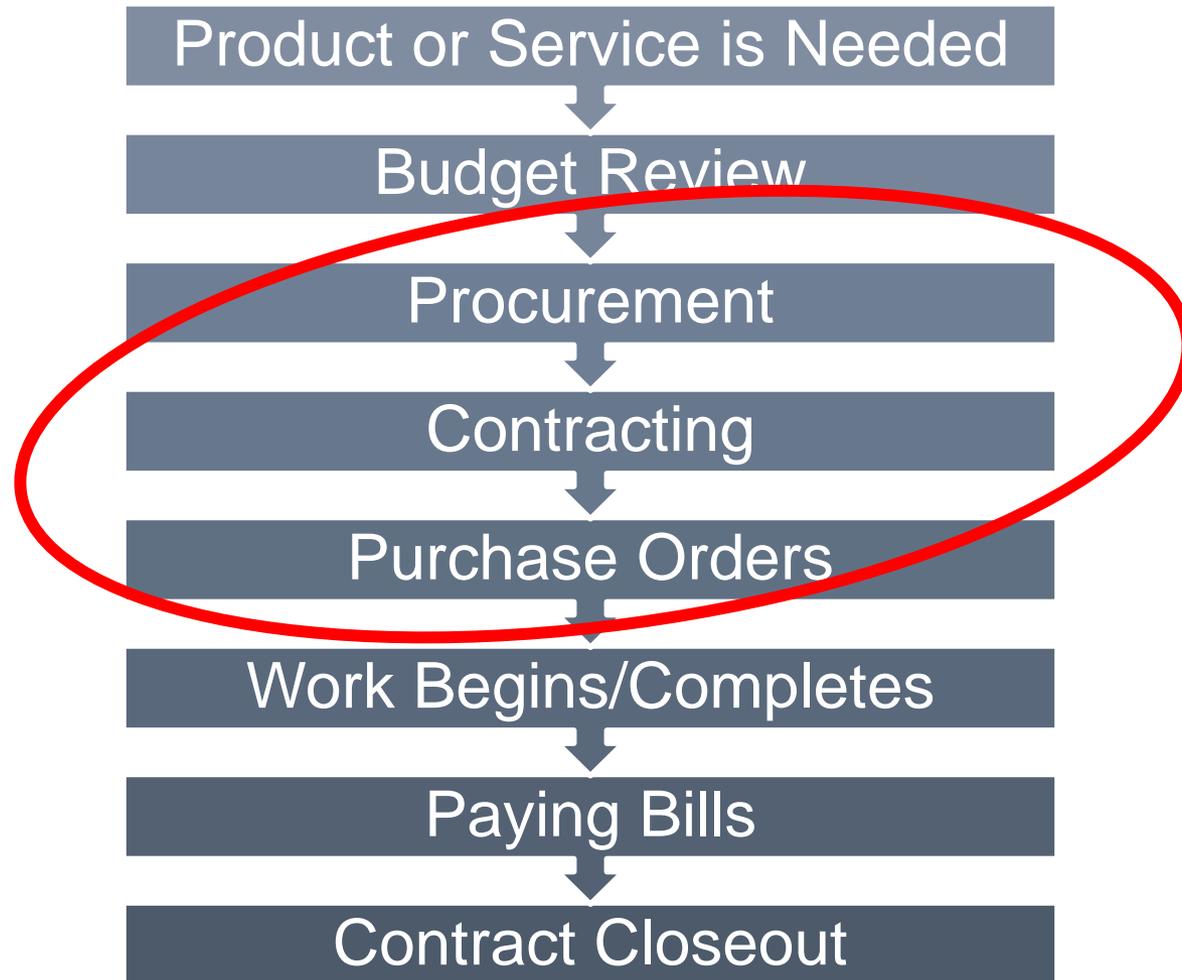
# Contracts Overview

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- 1,000+ Active Contracts
- 1,271 Purchase Orders in FY19
- Los Angeles County Sheriff (\$20M)
- Capital Maintenance Projects (\$6M)
- Social Service Contracts (\$5M)
- Other Contracted Services
  - Construction Contracts
  - Professional & Contract Services (\$15M)
  - Other Goods & Services Contracts (\$2M)

# Contract Workflow

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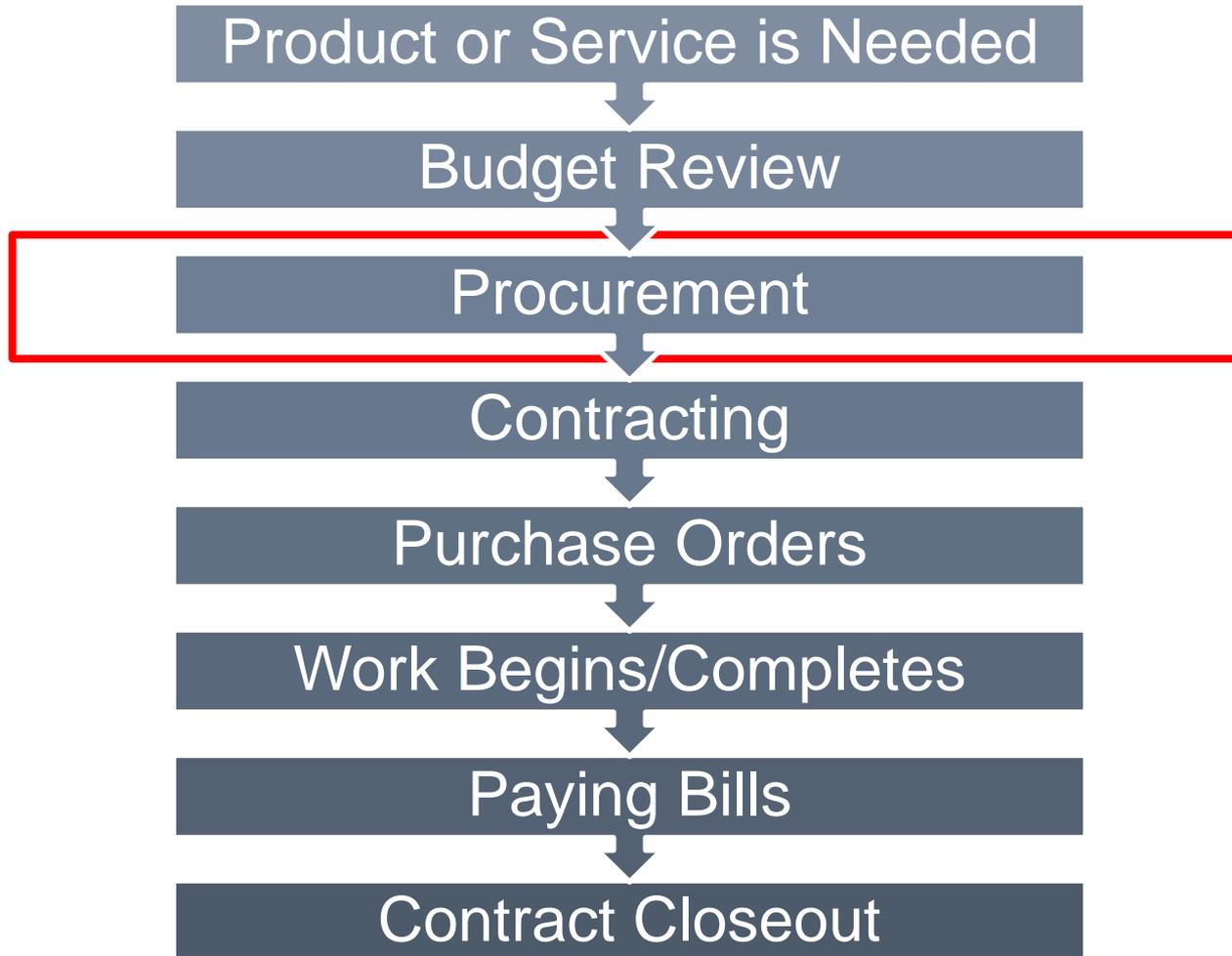


2.

# PROCUREMENT

# Contract Workflow

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# Why do we need bids and quotes?

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Municipal Code Section 3.08.070:

...Purchases of goods & services must be made on the open market after the solicitation of proposals...

# When is a quote required?

- **GOODS:**  
If the cost is substantial (see table>>)
- **SERVICES:**  
Anytime a service is to be performed unless a contract is already in place

Value	Bids
\$2,500 or less	Sound judgement
\$2,501 - \$10K	3 informal quotes
\$10,001 - \$25K	3 written quotes
\$25,001 or more	Formal RFP process

# Government Contracting

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- Informal Quotes
- Request for Qualifications (RFQ)
- Request for Proposals (RFP)
- Formal Bids

# Public Notice of RFP – City Clerk

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- ▼ Election Information

FORM 700 - Statement of Economic Interests

FORM 806 - Agency Report of Public Official Appointments

Lobbyist Registration

Marriage Information

Municipal Code

Ordinance Log

Policy for Tickets and Passes

### ▼ Public Notices

Public Meeting Notices

Mitigated Negative Declaration

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## RFP/RFQ/BID NOTICES

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### Notices of Requests for Proposals, Requests for Qualifications, and Bids

[REQUEST FOR QUALIFICATIONS - ARCHIVIST-CONSULTANT](#) [PDF]

Submittal Deadline - 3-9-16

[REQUEST FOR QUALIFICATIONS - COMMUNITY ENGAGEMENT AND CONTENT DEVELOPMENT FOR AN AIDS MONUMENT](#) [PDF]

Submittal Deadline - 2-22-16

Click here for the [COMPLETE RFQ](#)

Click here for [APPENDIX A](#)

Click here for [APPENDIX B](#)

[REQUEST FOR QUALIFICATIONS - INNOVATION \(TECHNOLOGY AND DESIGN\) SERVICES](#) [PDF]

Submittal Deadline - 1-29-16

Click here for the [COMPLETE RFQ](#)

[REQUEST FOR PROPOSALS - CIVIC INNOVATION ACADEMY](#) [PDF]

Submittal Deadline- 1-29-16

Click here for the [COMPLETE RFP](#)

# Public Notice of RFP – Planet Bids

RFPS are:

1. Always posted to City Clerk webpage

<http://www.weho.org/city-hall/city-clerk/public-notice/rfp-rfq-bid-notice>

2. Often posted to City's PlanetBids Portal

<http://www.weho.org/city-hall/city-departments/public-works/bids>

The screenshot shows the Planet Bids website interface. At the top, there is a navigation bar with links for Home, City Hall, Residents, Business, Visitors, Services, and WeHo TV. A search bar is located on the right. Below the navigation bar, the page title is "PUBLIC WORKS BIDS". The main content area contains a description of the online bid management system and a "PLANET BIDS" logo. A "Bid Opportunities" section features a search form with fields for Keyword, Stage, Bid Type, Category, Department, and Due Date. Below the search form, it indicates "Search returned 40 results". A table of bid opportunities is displayed, with columns for Posted, Category, Project Title, Invitation #, Due Date, Remaining, Stage, and Format. A green arrow points to the "Bidding" stage in the table.

Posted	Category	Project Title	Invitation #	Due Date	Remaining	Stage	Format
01/13/2016	52500, 90648, 95600, 96	Archivist - Consultant	WEHOARTS-1	03/09/2016	49 days	Bidding	Electronic only
10/12/2015	80100, 90600, 90607, 906	City of West Hollywood - Street		02/02/2016	13 days	Bidding	Electronic & Paper
10/12/2015	80100, 90600, 90607, 906	The Sunset Strip Spectacular -		02/02/2016	13 days	Bidding	Electronic & Paper
01/05/2016	20500, 90640, 90735, 91	RFQ Innovation (Technology and		01/29/2016	9 days	Bidding	Paper only
01/05/2016	91800, 91827, 91838, 91	Civic Innovation Academy		01/29/2016	9 days	Bidding	Paper only
12/22/2015	91051, 91200, 91382, 91	Concrete Repair Program East	1	01/26/2016	5 days	Bidding	Electronic only
12/07/2015	90607, 90610, 90640, 906	Norma Triangle Overlay District		01/14/2016		Closed	Electronic & Paper
12/07/2015	90607, 90610, 90640, 906	Norma Triangle Overlay District		01/14/2016		Closed	Electronic & Paper
12/10/2015	35000	Fabrication and Installation of		12/29/2015		Awarded	Electronic only
11/20/2015	90638, 91831, 95826	Request for Proposals	CIP 55-15/16-	12/22/2015		Closed	Electronic only
11/24/2015	90600, 90610, 90657, 906	Citywide Multifamily		12/21/2015		Closed	Electronic & Paper
11/20/2015	20500, 91800, 91829, 91	Business Tax Software		12/14/2015		Closed	Electronic only
11/12/2015	07000, 28000, 28500, 28	City of West Hollywood Electric		12/10/2015		Closed	Electronic only
11/05/2015	96143	Hydrology Investigation and		12/01/2015		Awarded	Electronic only

# Public Notice of RFP – Email

Public can sign up to receive public notices by email

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City Council  
City Departments/Divisions  
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- News
- Public Notices, RFPs/RFQs and Negative Declarations
- Residential Rental Referral List

If you'd like to subscribe, enter your email address below and choose the subscription(s) you'd like to join. It's that easy!

Registration

Registration

#### Email Lists

- City Calendar
- City Council Agenda
- E-Newsletter
- News
- Public Notices, RFPs/RFQs & Negative Declarations
- Residential Rental List

# Proposal Submission & Evaluation

# RFP/Bid Elements

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## RFPs typically include:

- RFP Schedule / Key Dates
- Table of Contents
- Project Description
- Required Deliverables
- Project Schedule
- Submission Requirements
- Evaluation Process
- Sample Agreement

## Contract Requirements:

Specific terms and language  
Insurance provisions  
Indemnity  
Living Wage (for agreements \$25K+)

# RFP Introduction – What is the problem?

## 1. INTRODUCTION

### 1.1. Purpose

The City of West Hollywood is seeking to retain the services of one or more qualified individuals who can serve as contract administrative hearing officers and provide written decisions in appeals of administrative citations and other cases authorized under the City's Rent Stabilization Ordinance. The initial term of the contract shall be for one year (FY 19-20), with two (2) options to extend the contract on an annual basis upon mutual agreement of the City and contractor.

### 1.2. Background

Spurred by a desire for greater local control, residents of West Hollywood joined together to fight the threat to end rent control under Los Angeles County government. As a result West Hollywood was incorporated as a city in 1984. Centrally located, West Hollywood is bordered by Beverly Hills on the west and Hollywood (Los Angeles) on the east. West Hollywood has an estimated population of approximately 37,000 within a 1.9 square mile area. According to the US Census Bureau, 67.13% of West Hollywood residents speak only English, while 32.87% speak other languages. The largest non-English language is "Other Indo-European", which is spoken by 18.69% of the population.

The City operates as a "contract city," using private firms and other governmental agencies to provide some of the traditional municipal services to the community. The City provides general governmental services, planning, public works, rent stabilization and recreation services. The County continues to provide library services and fire services, independent of the City. Law enforcement services are provided by contract with the Los Angeles County Sheriff's Department, and is administered by the City's Public Safety Department.

# Scope of Work – What you need to know

## 1.3. Scope of Services

### 1.3.1. Subject Areas

The City of West Hollywood (“City”) invites proposals from attorneys to provide administrative hearing officer services to hear and adjudicate cases authorized under:

- West Hollywood Municipal Code Title 17 (Rent Stabilization Ordinance);
- West Hollywood Municipal Code Chapter 1.08 (administrative citation appeals); and
- California Vehicle Code Section 22852 (vehicle impound cases).

During calendar years 2017 and 2018, there were an average of five (5) Title 17 and five (5) Chapter 1.08 cases heard each month. An average of ten (10) vehicle impound cases were heard each month in 2017 and eight (8) per month in 2018. Hearings last as short as fifteen minutes, as is usually the case with vehicle impound cases, to several hours with Title 17 cases (and occasionally multiple days, depending on the complexity of the case).

# Scope of Work –

# What do we want you to do?

## 1.3.3 Minimum Qualifications

In order to be considered for the contract described in this RFP the individual making the proposal shall meet the following requirements. Applicants not meeting these minimum requirements will be disqualified and their proposal will not be considered.

- ¶
- → A Juris Doctor degree and a license to practice law in the State of California.
- → Minimum five (5) years of experience as a hearing officer or as an attorney representing clients before administrative decision makers such as hearing officers, city councils, county boards of supervisors, and/or city commissions in the State of California, preferably including rent stabilization law related experience.
- → Be in possession of a City of West Hollywood business tax certificate or be able to obtain one.

## 3.2 Services

Hearing Officer shall conduct on-site administrative hearings pursuant to the aforementioned authorizing statutes for: rent adjustment applications initiated by tenants, landlords or the City; appeals of administrative citations; and motor vehicle post-impound hearings. The responsibilities will include:

- → Scheduling hearings consistent with City Staff availability;
- → Reviewing case documentation;
- → Conducting hearings and hear testimony from both parties regarding the issues;
- → Preparing a written determination making a decision and adopting findings as required by City Code; and
- → Performing all other work necessary for the effective handling of the City's administrative hearings.

¶  
Hearing officers will confirm the absence of conflicts before undertaking any new matters for the City. Hearing officers will inform and seek the consent of the City before representing another client in any matter directly adverse to the City (e.g., transactions, negotiations, proceedings, or other representations involving specific parties).

¶  
All hearings will be conducted in English and with the assistance of foreign language interpreters as provided by applicants/contesting parties. The number of hearings each month varies.

¶  
Hearing Officers shall be required to submit a typed draft of a statement of decision as to each hearing conducted within the statutorily required time following the closing of the hearing record in a format approved by the City for review and approval.

¶  
Hearing officers will provide all labor, clerical support, equipment and materials to perform the services. Hearing preparation could include, but is not limited to, reading the agenda and file materials, knowledge of City municipal codes, rules of evidence and hearing materials. Hearing officers shall be responsible for all travel and telephone expenses. Hearing officer shall provide a detailed invoice for services rendered each month, including the case#, hearing date, time incurred and hourly rate.

¶  
The City will provide hearing rooms, use of copy equipment, documents, materials and equipment necessary for carrying out hearings. The locations and times of said hearings shall be designated by the City, but normally will be conducted Monday through Friday between the hours of 8:00 a.m. and 6:00 p.m. at West Hollywood City Hall located at 8300 Santa Monica Boulevard. City staff may provide limited administrative support for

# How does the city evaluate proposals?

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1. Is the proposal complete and on time?
2. Is the scope of work responsive to the RFP?
3. For services, does the work plan make sense?
4. Are the deliverables clear?
5. Is the proposed schedule or timeline achievable?
6. Is the cost reasonable?
7. What expertise and related experience does the vendor have?
8. What do their references say?
9. Does the vendor have sufficient insurance and financial resources to complete the job?

# Proposal Contents

Cover Letter

Qualifications

Scope

Cost

Exceptions

## A. Cover Letter

- The name, firm name, address, e-mail address and telephone number of the Respondent.
- The subject areas in which the Respondent proposes to serve as a Hearing Officer.
- Ability to perform the contract.
- Knowledge of local government processes.
- Any potential conflicts or other matters (e.g., substantial practice areas, capacity, compensation arrangements, personal or business relationships, etc.) that may limit the Respondent's ability to serve as a Hearing Officer or act in an impartial and fair manner or that would create a conflict of interest. Include any matters in which you have represented persons adverse to the City.
- Signed by individual authorized to bind the proposing firm or Hearing Officer contractually.

## B. Qualifications

- Resume or curriculum vitae, listing education, training, background and experience of the individuals conducting the hearings.
- Evidence of California State Bar membership of the individuals conducting the hearings.
- Two (2) writing samples of administrative hearing decisions and/or briefs filed with an administrative or quasi-judicial body in the State of California.
- Minimum of three (3) professional references.
- List of current agencies that you are providing administrative hearing services to and frequency of or days committed to each agency.
- Certificate of insurance showing evidence that the responder's insurance coverage meets or exceeds the City's Insurance provisions in its Professional Services Contract (Attachment \_\_\_).
- Evidence of financial resources to perform the scope of work proposed.
- Has your organization ever been suspended or debarred or is otherwise excluded from or ineligible for participation in Federal programs under Executive Order 12549, "Debarment and Suspension."

# Proposal Contents

Cover Letter

Qualifications

Scope

Cost

Exceptions

## C. Scope of Work

- Provide a description of proposed services that address the scope of services in section 1.3.
- Provide an explanation of the purpose of informal hearings and the role of the hearing officer in the process.
- Describe your availability. How many days advance notice do you need for scheduling an informal hearing? Also, include any fixed days and times that you are not available.
- Proposed hearing schedule between the hours of 8:00 a.m. and 6:00 p.m.

## D. Cost Proposal

- Compensation proposal, including: (i) hourly rate for hearings billed at quarter hour increments; (ii) daily minimum hours; (iii) proposed minimum charge for no-show applicants/contestants; cancellation rates (including the number of days advanced notice needed prior to charging the cancellation rate); and (iv) initial orientation and subsequent trainings hourly rate.
- Compensation proposal for two annual contract renewal options for FY 20-21 & FY 21-22.

## COST PROPOSAL

1. Provide a total not-to-exceed amount for the scope of services.
2. Will this work be invoiced based on the specific milestones/deliverables outlined in the project work plan?
3. Confirm that travel and other project expenses are included in the not to exceed amount.

## E. Exceptions, RFP, Contract & Insurance

- → Identify any exceptions the vendor takes to the City's RFP, or declare that there are no exceptions taken to the RFP. ¶
- → The City maintains various policies related to contractual service providers. Among these is an anti-discrimination, a living wage, and equal benefits policy. In submitting proposals, indicate whether or not the responder is prepared to comply with City ordinances and policies. ¶
- → Affirm that the respondent has reviewed the City's Professional Services Agreement (Attachment \_\_\_\_\_) and list any proposed changes to the boiler plate contract language. Proposed changes will not have any influence on the evaluation of the proposal, but will speed up the process contracting process. --¶

## CHANGES TO CONTRACT

- → No changes to standard contract are required or requested ¶
- → Section 8.2.2—line 4: Before the second sentence, add: "Except for professional liability, our insurers will not agree to provide a waiver of subrogation on our professional liability policy." ¶

# Evaluation Factors

## 2.1.5. Proposal Evaluation Factors

The City will evaluate Proposals based on qualifications, experience, references, proposed rates, training, experience, writing skills, availability, interview, conflicts and other limitations, as follows

<b>Evaluation Criteria</b>	<b>Points</b>
Experience & Qualifications	40
Cost	20
Scope of Work 1. Responsiveness and thoroughness of proposal. 2. Appropriateness of approach.	20
Availability 1. Availability for scheduling informal hearings. 2. Cancellation policy.	20

# Goal: Highest Quality for Lowest Cost

- City selects the vendor who provides the **highest quality** for the **lowest cost**.
- The City has a local preference option.  
(cost reduction of 4%, not to exceed \$5,000)

## Example

Criteria	Proposal A	Proposal B
Proposed Cost	\$50,000	\$50,000
Vendor Location	Burbank	West Hollywood
Local Preference	\$0	4% = (\$2,000)
Evaluated Cost*	\$50,000	\$48,000

\*Does not impact the actual agreement value; just the evaluation of proposals

# Executed Agreement

---

A Set of Promises...



...that create a formal and legally binding agreement.

- Must be signed by Department Director, City Manager, and Vendor
- City Council may have to approve the agreement
- Must be accompanied by required documents, such as certificates of insurance, endorsements, waivers of subrogation, etc.

# Insurance Requirements

Type of Insurance	Minimum Coverage	Certificate of Insurance	Waiver of Subrogation	Endorsement*
<b>Workers Comp</b>	\$1M	✓	✓	
<b>General Liability</b>	\$1M occurrence \$2M aggregate	✓	✓	✓
<b>Auto Liability</b>	\$300K combined single limit	✓		✓
<b>Others as necessary</b>				

\* Endorsement(s) must include: Primary and non-contributory language, 30-day notice of cancellation

# Insurance Policy Limits

---

## Require Discussion

- Standard Commercial Liability Insurance Limits purchased by a business = \$1,000,000 CSL
- \$1,000,000 CSL is the minimum liability limits acceptable in a standard basic services agreement and the standard liability insurance policy available for purchase by a business
  - Cater City lunch event with a total contract value of \$300 will still require \$1M CSL of liability insurance coverage
  - Printing of 50 handouts at a Council event with a contract value of \$1,500 will still require \$1M CSL of liability insurance coverage
- Increased limits of liability may be required by Risk Management for contracts with extensive scope and liability exposure to the City
- Increased limits *may or may not* be direct reflection of the value of the contract but focus is placed on the liability exposure to the City in case of claim / unexpected event.
  - Vendor hired for \$5,000 to install holiday light fixtures on existing street lamps strung over main City thoroughfare streets may be required to provide \$2M to \$5M CSL of liability
  - Best to take into consideration that our contracts require minimum but are subject to change

# Additional Insurance Coverage Lines

Builder's Risk <sup>ca</sup>	Is a special type of property insurance which indemnifies against damage to buildings while they are under construction and protects insurable interest in materials, fixtures and/or equipment being used in the construction or renovation of a building or structure should those items sustain physical loss or damage from a covered cause <sup>ca</sup>
Cyber Liability <sup>*ca</sup>	Designed to help an organization mitigate risk exposure by offsetting costs involved with recovery after a cyber-related security breach or similar event <sup>ca</sup>
Employee Dishonesty/Crime Coverage <sup>*ca</sup>	Protects the employer from financial loss due to the fraudulent activities of an employee or group of employees. The loss can be the result of the employee's theft of money, securities or other property of the employer. <sup>ca</sup>
Environmental Liability/Pollution <sup>ca</sup>	Fills the insurance coverage gaps created by pollution exclusions in liability and property insurance policies <sup>ca</sup>
Excess/Umbrella Liability <sup>ca</sup>	Refers to liability insurance that is in excess of specified other policies and also potentially primary insurance for losses not covered by the other policies. <sup>ca</sup>
Garagekeepers Coverage <sup>*ca</sup>	Designed for business owners who offer towing services or operate service stations. It protects a customer's vehicle when you are keeping it at a covered location for parking or storing, or to perform service. <sup>ca</sup>
Legal professional Liability <sup>ca</sup>	Designed to offer protection to legal professionals for the array of emerging exposures you face and can help protect your firm against losses resulting from negligence, errors, and omissions in the performance of professional services. <sup>ca</sup>
Liquor Liability <sup>ca</sup>	Protect the businesses against the cost of claims arising from alcohol-related damages or injury <sup>ca</sup>
Medical professional liability Insurance <sup>*ca</sup>	Protects physicians and other licensed health care professionals (e.g., dentist, nurse) from liability associated with wrongful practices resulting in bodily injury, medical <sup>ca</sup>
Participants Liability <sup>ca</sup>	Provides protection to the Named Insured including volunteers and employees for claims of Bodily Injury and Property Damage arising from the inherent risks involved in operating sports events and/or tournaments. <sup>ca</sup>
Property Insurance <sup>ca</sup>	Provides protection against most risks to property, such as fire, theft and some weather damage <sup>ca</sup>
Sexual Abuse/Molestation <sup>ca</sup>	Protects against losses related to lawsuits arising from claims of physical and/or sexual abuse. <sup>ca</sup>

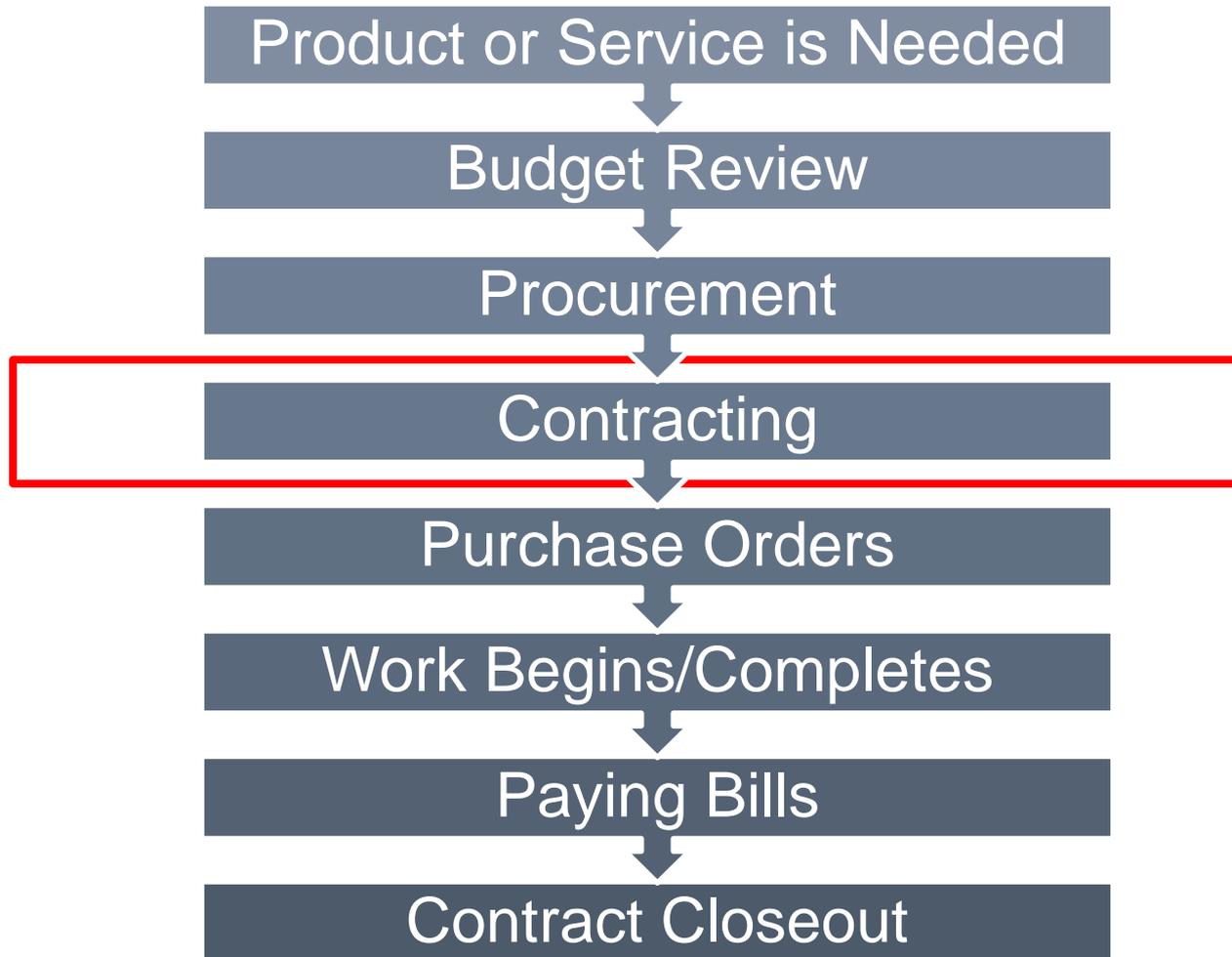


3.

# CONTRACTING

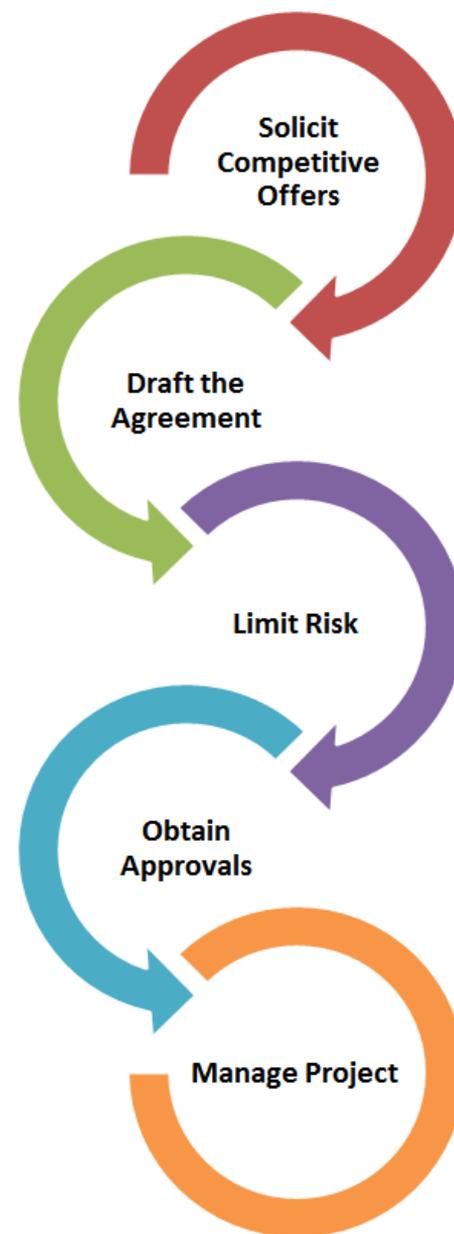
# Contract Workflow

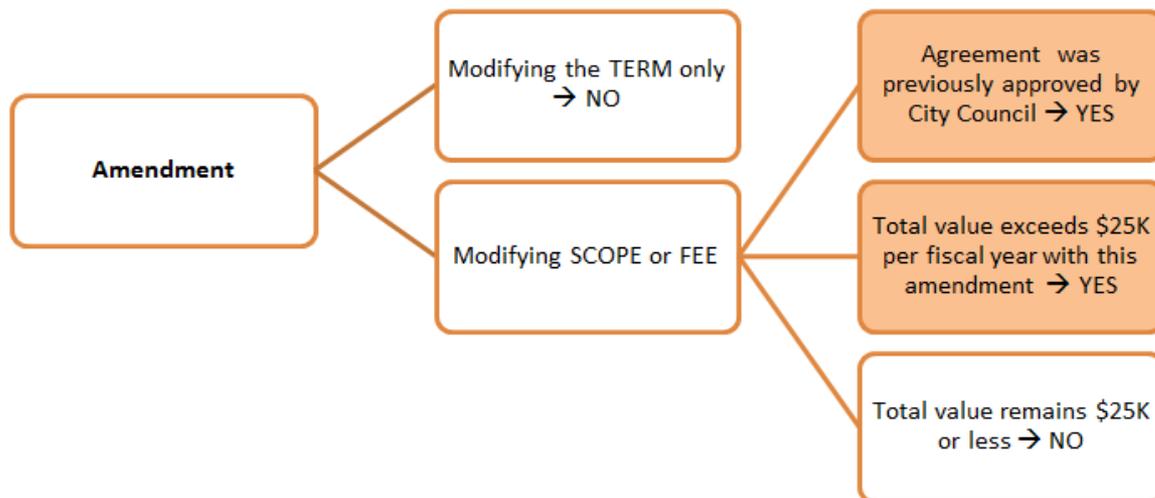
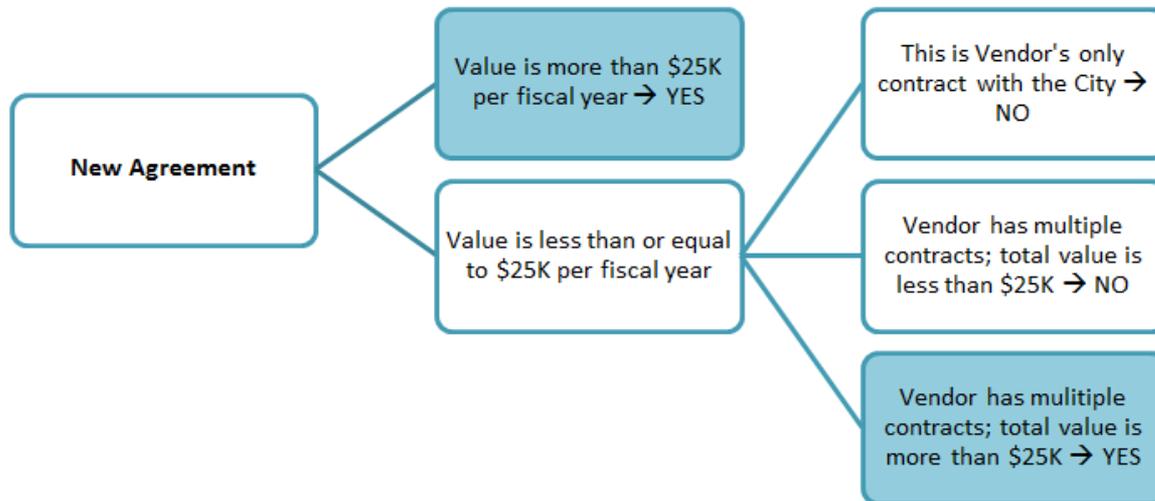
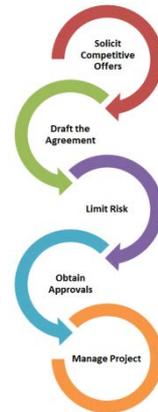
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# Contracting Flow Chart

---





Note: The Employee Info Center can be used to look up vendor information, such as the number and value of active contracts, as well as their insurance status.



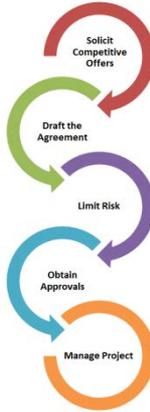
## Draft the Agreement

- Select contract template
- Insert Scope/Timeline/Fee
- Share with vendor
- Create/confirm Vendor # (request W9 for AP)
- Request insurance documents (use one-page summary)



## Limit Risk

- Collect vendor's insurance:
  - Certificate of Insurance / COI
  - Primary Add'l Insured Endorsement
  - Waiver of Subrogation Endorsements



## Quick Launch

- Recycle Bin
- All Site Content

## Contract Templates

(For step by step instructions, please click back to the main "Contracts" page)

### [Contract Authorization Form](#)

This form must be completed and used as a coversheet for all contracts submitted to City Clerk.

### Templates for non-specialized Contractors and Consultants:

1. [Basic Contract \(fees of \\$25,000 or under\)](#)
2. [Basic Contract \(fees over \\$25,000\)](#)
3. [Maintenance Services Contract](#) (any value, typically used by Facilities & Field Services, DPW, Parking)

**\*\* Three quotes are required before contracting for non-specialized contractor and consultant services. \*\***

These are the most commonly used contract templates. The same contract form is now used for both non-specialized contractors and non-specialized consultants.

Non-specialized Contractors provide a general service. Examples of contract services include document scanning, audiovisual support, makeup, etc.

Non-specialized Consultants are "experts called on for technical advice and/or opinions." Examples of non-specialized consultant services include real estate market analysts, IT professionals, human resource specialists, etc.

### Templates for Professional Services:

4. [Contract for Professional Services \(fees of \\$25,000 or under\)](#)
5. [Contract for Professional Services \(fees over \\$25,000\)](#)

These types of contracts have a requirement in addition to the standard terms of the basic City contract template; we require the vendor to provide professional liability insurance.

# Miscellaneous Customized Templates

## Contract Authorization Form

This form must be completed and used as coversheet for all contracts submitted to City Clerk.

## Templates for Miscellaneous Services:

### Agreements with Artists and Performers

#### Arts Grants

- [One/Two/Three Year Grants](#) (updated March 2019)

- Note: For amendment to 2-Year City Arts Grants, please navigate to the "Contract > Amendments" page.

**Bounce House Rental** - Contact the City's Risk Management Officer (Aileen Ward) directly if you are hosting a City event that may include a bounce house. Bounce houses are not allowed at events sponsored or hosted by external organizations.

**Construction / Prevailing Wage / Public Works Contracts** - Review the construction & prevailing wage contract page for more information and templates.

### Co-Sponsorships & Financial Support Agreements

- [Co-Sponsorship Agreement vApr2019.docx](#) - Agreement between the City and Event Organizer where City provides facilities, fee waivers, and possibly direct financial support. Must be initiated by a City Councilmember and must be authorized in advance by City Council action. (updated April 2019)

*Special note:* Co-sponsorship agreements do not need to follow the same Agenda Review timeline as other contracts (though it is great if they can). Submit draft/unsigned co-sponsorship agreements, clearly marked as DRAFT, during the regular agenda review schedule (schedule available [here](#)). Finance/Risk will review and comment. Finance/Risk will accept finalized but



## Scope of Services

Example:

- Task 1: Project Kickoff
  - Describe services
  - Describe estimated hours
  - Itemize Deliverables & Format – Meeting Agenda, Meeting Summary & Action Items, Updated project schedule, etc.
  - Timeframe
- Task 2: Background review
  - Describe services
  - Describe estimated hours
  - Itemize Deliverables & Format – Summary of research method, Key Findings, Next Steps, Etc.
  - Timeframe
- Task 3: Community engagement
  - Task 2A: Surveys
    - Describe services
    - Describe estimated hours
    - Itemize Deliverables & Format– Agendas, Minutes, Summary of Key Findings, Etc.
    - Timeframe
  - Task 2B: Popups
- Task 4: Market & Financial analysis
  - Describe services
  - Describe estimated hours
  - Itemize Deliverables & Format
  - Timeframe
- Task 5: Reporting
  - Task 5A: Draft Report
    - Timeframe
    - Format
    - Number of Revisions
  - Task 5B: Final Report
- Meetings
  - If not included in specific tasks, describe any additional meetings or presentations – number of meetings, intended audience, other details.



## Time of Performance / Schedule

Example:

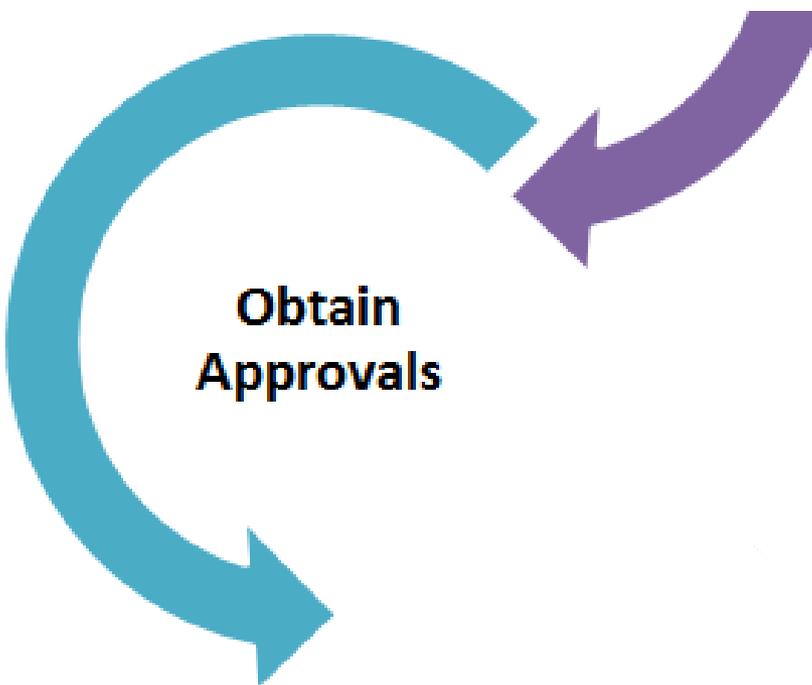
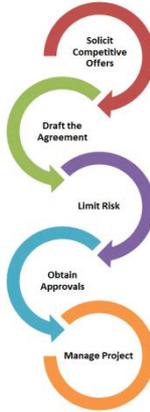
All elements and deliverables will be completed within four months of receiving a notice to proceed from the City.

- Anticipated date of Notice to Proceed
- Kickoff Date
- Task windows –
  - e.g., Task 1: 3 weeks, from March 1 to March 21
- Deliverable dates
- Include commission and council meeting dates, if presentations or reports are required

## Special Payment Terms

Example:

- By Task Completion:
  - Task 1: \$1000
  - Task 2: \$4500
  - Task 3: \$2000
  - Total: \$7500
- By Hour
  - \$150/hour up to a maximum of 50 Hours
  - Total Fee: \$7500



## Obtain Approvals

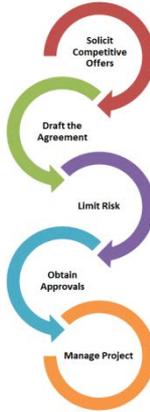
- Contract Package =
  - Contract authorization cover page
  - 2 signed originals from vendor
  - Insurance documents
- Risk review/signoff
- Finance review/signoff
- \*\*Prepare staff report & attend Council mtg [if required]
- City Manager executes approved agreement

Contract#

## CONTRACT AUTHORIZATION FORM

COMPLETED BY DIVISION															
<b>GEN INFO</b>	VENDOR NUMBER: 3#####	VENDOR NAME: Vendor Name													
	CITY STAFF CONTACT PERSON (enter the name of the person to whom we should return the staff copy):	Name of City Staff Contact													
<b>DEFAULTS</b>	DIVISION#/DIVISION NAME:	Division#	Division Name												
<b>MAIN</b>	TITLE/SUMMARY DESCRIPTION OF CONTRACT: (BRIEF, 40 CHARACTERS OR LESS) Title/Summary of Contract			<b>RETAINAGE</b>	<input type="checkbox"/> Yes										
<b>CONTRACT DESCRIPTION:</b> <i>Enter a detailed description of contract.</i>		Contract Description													
<b>START DATE:</b> Select Date	<b>EXPIRATION DATE:</b> Select Date	<b>COUNCIL MEETING DATE (OVER \$25,000):</b> Select Date	<b>CONTRACT AMOUNT</b> Contract Total Amount	<b>ANNUAL AMOUNT</b> Contract Annual Amount											
<b>PROCUREMENT PROCESS:</b> <i>List the three most competitive bids/proposals or provide detailed explanation why bids/proposals were not obtained</i>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Name of Bidder/Proposer</th> <th>Amount of Bid/Proposal</th> </tr> </thead> <tbody> <tr> <td>Bidder/Proposer #1</td> <td>Amount #1</td> </tr> <tr> <td>Bidder/Proposer #2</td> <td>Amount #2</td> </tr> <tr> <td>Bidder/Proposer #3</td> <td>Amount #2</td> </tr> <tr> <td>BID/RFP Title</td> <td>Select Date</td> </tr> </tbody> </table> <p><i>If three bids/proposals were not obtained, provide a detailed explanation why:</i> Enter text here.</p>				Name of Bidder/Proposer	Amount of Bid/Proposal	Bidder/Proposer #1	Amount #1	Bidder/Proposer #2	Amount #2	Bidder/Proposer #3	Amount #2	BID/RFP Title	Select Date
Name of Bidder/Proposer	Amount of Bid/Proposal														
Bidder/Proposer #1	Amount #1														
Bidder/Proposer #2	Amount #2														
Bidder/Proposer #3	Amount #2														
BID/RFP Title	Select Date														
<b>CONTRACT TYPE:</b> <b>TEMPLATE TYPE:</b> (select one of each)		profsvcs: CONTRACTED PROFESSIONAL SERVICES													
<b>CONTRACT TEMPLATE CHANGES:</b>		<input type="checkbox"/> Check here if contract includes approved changes to the contract template. Please attach back up of authorization		<b>CONTRACT REVIEW</b>											
<b>INSURANCE CHANGES:</b>		<input type="checkbox"/> Check here if contract includes approved changes to the insurance (including waivers, exemptions, or changes to coverage). Please attach back up of authorization		<b>INSURANCE REVIEW</b>											
<b>INSURANCE POLICY TYPE</b>		<b>EFFECTIVE DATE</b>	<b>EXPIRATION DATE</b>	<b>POLICY AMOUNT</b>	<b>ENDORSEMENTS</b>										
General Liability	a				AI <input type="checkbox"/> PNC <input type="checkbox"/> WOS <input type="checkbox"/>										
Automobile	a														
Workers Comp	a				WOS <input type="checkbox"/> EXEMPT <input type="checkbox"/>										
Professional Liability	a														
Other	a														
	a														
<b>MANAGER REVIEW/APPROVAL:</b>		_____		<b>APPROVAL DATE:</b>	_____										
<b>DIRECTOR REVIEW/APPROVAL:</b>		_____		<b>APPROVAL DATE:</b>	_____										
<b>CITY CLERK REVIEW/APPROVAL:</b>		_____		<b>APPROVAL DATE:</b>	_____										





Finance Guide to the Staff Report

Type of Item	Subject & Statement	Recommendations	Background Analysis	Fiscal Impact	Attachments				
<p>Agreement for Services (new contract)</p>	<p>Subject</p> <ul style="list-style-type: none"> <li>AGREEMENT FOR SERVICES WITH ____</li> </ul> <p>Statement on the Subject</p> <ul style="list-style-type: none"> <li>The City Council will consider approval of an agreement for services with ____ to perform ____ [describe services].</li> </ul>	<p>Recommendations include:</p> <ol style="list-style-type: none"> <li>Approval of the agreement,</li> <li>Contingencies (if included),</li> <li>Funding (if necessary), and</li> <li>Authority to sign.</li> </ol> <ul style="list-style-type: none"> <li>Approve an agreement for services with ____ in the amount of \$____ for ____.</li> <li>Authorize the City Manager or designee to execute documents incident to the agreement.</li> </ul> <p><i>If there is a contingency:</i></p> <ul style="list-style-type: none"> <li>Authorize the [Division] Manager to approve change orders to the agreement for services in an amount not to exceed ____% (\$____) of the total agreement amount.</li> </ul> <p><i>If there is a request for new funding from unallocated reserves:</i></p> <ul style="list-style-type: none"> <li>See section on Requests for New Funds.</li> </ul>	<p>Include a history of the item, the process used to select the vendor, a summary of the scope of services, the agreement term/length, the number of potential renewals (if spelled out in the agreement), and any other relevant items.</p>	<p>Examples</p> <ul style="list-style-type: none"> <li>None at this time. Staff will incorporate activities related to this item into currently budgeted work plans.</li> <li>None. The proposed expenditure for the agreement, \$____, is budgeted for fiscal year ____ in account ____.</li> </ul> <p>Complete and insert the following table below your text:</p> <table border="1" data-bbox="1155 701 1501 776"> <thead> <tr> <th>AMOUNT</th> <th>DESCRIPTION</th> </tr> </thead> <tbody> <tr> <td>\$____</td> <td>Funding for this item is already budgeted.</td> </tr> </tbody> </table>	AMOUNT	DESCRIPTION	\$____	Funding for this item is already budgeted.	<ul style="list-style-type: none"> <li>The vendor-executed Agreement for Services must be attached to the final staff report.</li> <li>(An unexecuted copy may be submitted with the draft staff report.)</li> </ul> <p>The complete agreement package including the contract authorization form, vendor W9 (if required), executed agreements, and insurance documents must be approved by Finance and submitted to City Clerk prior to the Final Agenda submission deadline.</p>
AMOUNT	DESCRIPTION								
\$____	Funding for this item is already budgeted.								

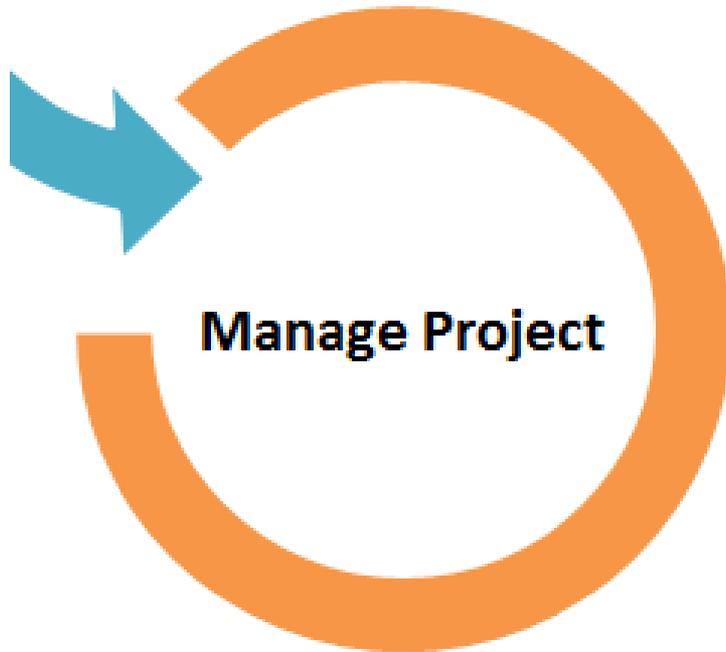


### 2019 Agenda Preparation Schedule

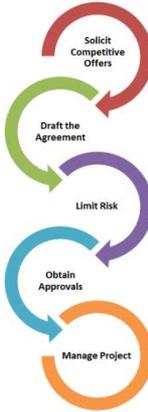
**\*\*Please note, highlighted dates are a change from the "norm" due to proximity to holidays.\*\***

<b>City Council Meeting</b>	<b>Notice of Public Hearing Due to Clerk</b>	<b>*Contracts due to Finance for Review</b>	<b>Drafts Due at 3 PM</b>	<b>Agenda Review Meeting at 10 AM</b>	<b>Finals Due at 11 AM</b>
September 23	September 5	September 3	September 6 (Fri)	September 11	September 16
October 7	September 19	September 17	September 24	September 25	September 30
October 21	October 3	October 1	October 8	October 9	October 14
November 4	October 17	October 15	October 22	October 23	October 28
November 18	October 31	October 25 (Fri)	November 1 (Fri)	November 6	November 8 (Fri)
December 2	November 14	November 12	November 19	November 20	November 25
December 16	November 27 (Wed)	November 26	December 3	December 4	December 9

If you are preparing a Staff Report that includes a Contract, please submit your contract package (including authorization form & insurance) to Finance (Christine Safriet/Tim Thomson) for review before submitting your Draft Staff Report to Agenda Review.



- Authorize vendor to begin work
- Open Purchase Order to encumber funds
- Supervise vendor & work product
- Submit invoices
- Amend agreement if necessary
- Project close out



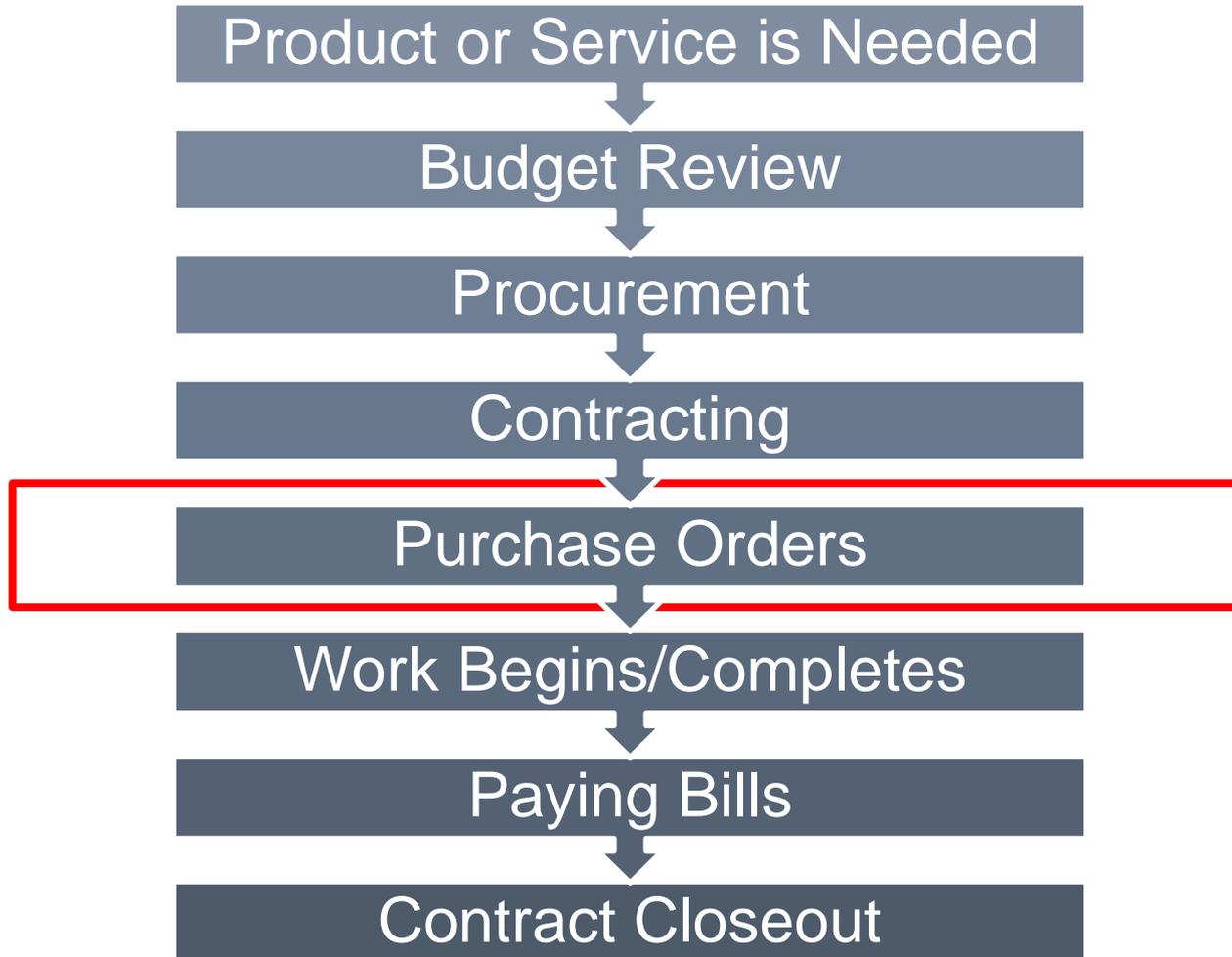


4.

# PURCHASE ORDERS

# Contract Workflow

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# Purpose of a Purchase Order

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When the Purchase Order is printed, a portion of the budget appropriation is reserved or encumbered in the amount of the Purchase Order. When the invoice is paid, the encumbrance will automatically be reduced or liquidated and the actual expenses will be recorded.

The "**Request for Purchase Order**" is a report is designed to document:

- bid information,
- purchase approvals,
- budget compliance, and
- contract and insurance compliance (when applicable).

A complete and accurate "*Request for Purchase Order*" report contains all the information necessary to allow a Purchase Order to be generated.

A completed W-9 form from the vendor is needed prior to the setup of a vendor and the issuance of a Purchase Order. The Substitute W-9 form can be found in Finance/Forms on the intranet. The completed form should be submitted to Accounts Payable.

# When is a Purchase Order Required

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Purchased Orders are required for ALL services regardless of the amount. Purchase Orders are needed for the purchase of goods \$2,500 or more. There are some *exceptions* to this basic rule, each of which is discussed, in greater detail in the following sections.

## 1. Approvals Required

The Requestor is responsible for obtaining the following approvals on the "*Request for Purchase Order*" report:

- Division Manager(s) approval(s)
- If the amount is more than \$5,000, Department Director(s) approval(s).
- If the amount is more than \$25,000, City Council approval is required

Note that grant expenditures may be subject to additional and stricter rules. The Requestor should review grant documents for such rules prior to preparing a "*Request for Purchase Order*" form

# Requesting a Purchase Order (RFPO)

## City of West Hollywood - Requisition Request

Group #: mpashayi

Fiscal Year: 2020

### Vendor Information

**Vendor No:** 306731  
**Vendor Name:** KEYSER MARSTON ASSOCIATES INC  
**Contact:**  
**Phone:** (415) 398-3050  
**W9 Status:** YES  
**Vendor Address:** 1299 FOURTH ST STE 408  
SAN RAFAEL, CA 94901

### Requisition Details

**Contract Number:** 009494 ECONOMIC ANALYSIS AND CONSULTING FOR RSH DIVISIO **Contract Status:** A  
**Contract Buyer:** PETER NOONAN **Contract Division:** RENT STABILIZATION & HOUSING

**Requisition Number:** 05-004087 **Req. Date:** 08/14/2019 **Queue:** rq

**Description:** RSH NEW DEVELOPMENT PROJECT ANALYSIS

**Requested for:** PASHAYI, MICHELE

**Department:** 62 RENT STABILIZATION & HOUSING

**Instructions:**

**Ship To:** s62 RENT STABILIZATION & HOUSING  
CITY OF WEST HOLLYWOOD  
8300 SANTA MONICA BLVD  
WEST HOLLYWOOD, CA 90069

Item #	Type	Qty	Unit Cost	Ext. Price	Asset	Tax	Acct #	Account Description	%	AMT
1	s			13,500.00	N		100-3-05-62-531004	Professional Services	100	13,500.00

**Item Description:** RSH analysis:~  
Task 1- Comparative Pro Forma Analyses  
@ \$10,000.~  
Task 2- Summary Memorandum @ \$3,500.

Is this a Fixed Asset? : Does this [s] item have an estimated life of two or more years?

# RFPO (continued)

Total:	Goods	Services	Freight	Tax	RFPO
	\$0.00	\$13,500.00	\$0.00	0.00	\$13,500.00

## Bid Information

Bids, if required, are on file with contract 009494

## Contract Status

Contract #	Contract Short Description	Contract Expire Date	Original Amount	Total Amount	Expenditures	Balance
009494	ECONOMIC ANALYSIS AND CONSULTING FOR RSHD	06/30/2021	50,000.00	50,000.00	0.00	50,000.00
Economic analysis and consulting for Rents Stabilization and Housing Division as needed. FY 10-20 \$25,000. FY 20-21 \$25,000.						

Insurance Expire Date	Insurance Type
1 12/01/2019	GENERAL LIABILITY
2 12/01/2019	AUTOMOBILE
3 07/01/2020	WORKERS COMP
28 12/01/2019	PROFESSIONAL LIABILITY

## Account Status

9/12/2019 6:43:21AM

#	Acct Number	Acct Title	Budget	Encumbrances	YTD Expenditures	Current Balance
1	100-3-05-62-531004	Professional Services	\$ 64,500.00	\$ 43,000.00	\$ 0.00	21,500.00

Printed on: 09/12/2019

Page 1 of 2

# RFPO – (continued)

**Approvals**

This request is approved as it complies with the City of West Hollywood's Finance Policies and municipal code requiring that purchases of goods and service be made on the open market after solicitation of proposals from potential vendors.

**Requestor** PASHAYI, MICHELE \_\_\_\_\_

**Division Manager** \_\_\_\_\_ 

**Department Director (if over \$5000)** \_\_\_\_\_ 

Director Approval Required

**IT manager (if IT accounts)** \_\_\_\_\_

**Finance** \_\_\_\_\_

**FINANCE USE ONLY**

**Reviewed:** \_\_\_\_\_ **Approved:** \_\_\_\_\_ **Posted:** \_\_\_\_\_



# Purchase Order – accessible AP & GL

poaccvnn  
09/12/2019 7:28:39AM

**PO Accounting Report by Vendor Name**  
CITY OF WEST HOLLYWOOD

Page: 1

Vendor #: 306731 Name : KEYSER MARSTON ASSOCIATES INC

PO #	Date	Ln#	Description	Account #	Original Amt	Amount Owing	Status
2020-0321	09/11/2019	1	RSH analysis:~	E 100-3-05-62-531004	13,500.00	13,500.00	
<b>PO Totals</b>					<b>13,500.00</b>	<b>13,500.00</b>	
<b>Vendor Totals</b>					<b>13,500.00</b>	<b>13,500.00</b>	
<b>Grand Totals</b>					<b>13,500.00</b>	<b>13,500.00</b>	

The screenshot shows the 'GL Accounts' application window. The main window title is 'GL Accounts'. The menu bar includes File, Edit, Record, Navigate, Form, Reports, Format, Tab, and Help. The toolbar contains various icons for navigation and editing. The main content area has tabs for Main, Activity, Detail, History, Summaries, Reporting, Budget Preparation, and Comments. The 'Detail' tab is active, showing a budget report for account # 100-3-05-62-531004 and fiscal year 2020. The report title is 'Professional Services' and the beginning balance is 0.00. The report table has the following data:

Period	Total Budget	Encumbrances	Expenditures	Balance
0	39,999.81	39,999.81	0.00	0.00
1	24,500.19	0.00	0.00	24,500.19
2	0.00	10,499.81	0.00	35,000.00
3	0.00	13,500.00	0.00	21,500.00
<b>Total Budget</b>		<b>Total Encumbrances</b>	<b>Total Expenditures</b>	<b>Ending Balance</b>
64,500.00		43,000.00	0.00	21,500.00

At the bottom of the window, it says 'GoldStandard (server) brosen View 1 of 1'.

# Unspent PO Funds in Encumbrances

expstat.rpt  
09/12/2019 7:37AM  
Periods: 0 through 16

## Expenditure Status Report

Page: 1

CITY OF WEST HOLLYWOOD  
7/1/2019 through 6/30/2020

100 General Fund  
05 Human Services & Rent Stabilization Dept  
62 Rent Stabilization and Housing

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
100-05-62-530000 Contracted Services						
100-05-62-531000 Administrative						
100-3-05-62-531004 Professional Services	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Total Administrative</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Total Contracted Services</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Total Rent Stabilization and Housing</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Total Human Services &amp; Rent Stabilization Dept</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Total General Fund</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67
<b>Grand Total</b>	64,500.00	0.00	0.00	43,000.00	21,500.00	66.67

Thank you



**SUBJECT: SUPPORT AND INCENTIVES FOR BIPOC, WOMEN-OWNED, LGBTQ-OWNED, AND CITY RESIDENT SMALL BUSINESSES**

**INITIATED BY: CITY MANAGER'S DEPARTMENT**  
(Janet Jimenez, Assistant to the City Manager)  
(Paolo Kespradit, Management Analyst)  
(Tara Worden, Business Development Analyst)

---

**STATEMENT ON THE SUBJECT:**

The Social Justice Task Force will revisit a work plan to support and incentivize for BIPOC, Women-Owned, LGBTQ-Owned, and City Resident Small Businesses.

**RECOMMENDATIONS:**

Receive and file.

**BACKGROUND / ANALYSIS:**

At its January 19, 2021 meeting, the City Council directed staff to study possible support or incentives for small businesses owned and operated by Black, Indigenous, and People of Color (BIPOC), Women, LGBTQ people, and West Hollywood residents.

Historically, BIPOC, Women-Owned, and LGBTQ-Owned entrepreneurs have been underrepresented and underserved; and are disproportionately affected by the pandemic-linked economic downturn. These marginalized communities face economic, market, sociocultural, and instructional barriers causing these entrepreneurs difficulty in gaining access to capital and support.

Staff conducted research from other cities to prepare the list of recommended initiatives to support businesses. Additionally, staff has conducted preliminary outreach to the West Hollywood Chamber of Commerce and Los Angeles LGBTQ Chamber of Commerce. Staff will also solicit feedback from the Lesbian and Gay Advisory Board and Social Justice Taskforce.

The Women's Advisory Board is requested to provide feedback regarding various support and incentives for small businesses owned and operated by Black, Indigenous, and People of Color (BIPOC), Women, LGBTQ people, and West Hollywood residents before the City Council receives a report for their approval this fall/winter. The work plan is divided into three phases (short-term, medium-term, long-term) with time frames outlined in each term. Items in the medium- and long-term list require additional policy discussions and support from various city departments and/or other stakeholders.

**Short Term (1-6 months)**

- **Creation of a dedicated City webpage:** this webpage would provide entrepreneurs a one-stop-shop to access various private, local, state, county, and federal resources including access to grants, accelerators, and assistance.
- **Creating a certification process for BIPOC-, Women-, City Resident-, LGBTQ-Owned Small Businesses:** the certification program is the foundation to verify qualified businesses. Businesses may be required to provide further documentation to become a certified business and receive support as outlined in the workplan. The city may engage in additional services from other non-profit organizations to verify a business's ownership.
- **Conduct needs assessment:** outreach to local businesses is recommended to provide staff a baseline assessment of current conditions including barriers to expanding in West Hollywood and potential increases in business services to assist current businesses.
- **Amending City's Business Tax Certificate:** to provide information such as ownership demographics to provide data on the business community's composition.
- **Conduct a Disparity Study:** to determine if inequities exist in public procurement and contracting by assessing, quantifying, and evaluating the prevalence, significance and scope of discrimination, if any, against specific businesses.

#### Medium Term (18-24 months)

- **Partner with West Hollywood Chamber of Commerce on 501(c)3 Foundation:** the West Hollywood Chamber of Commerce is creating a separate foundation to provide services to BIPOC entrepreneurs. The City's partnership could include collaboration on services and events to support this community.
- **Exempt from Business License Tax Fees for Year 2:** the City currently provides a reduced tax rate for businesses in their first two years of business operations of the City including exemption from Business Tax in Year 1 and 50% Business Tax in Year 2. This proposal would provide businesses a Year 2 exemption with a full 100% payment in Year 3.
- **Payment installment plans for Planning Department permits:** these could include a minor conditional use permit, major conditional use permit, or other substantial permit fees as required by the City.
- **Conduct mentoring, webinars, workshops to assist in opening businesses:** the City would explore partnerships with other agencies that provide services to businesses such as the Small Business Majority, LA LGBTQ Chamber of Commerce, and Los Angeles Economic Development Corporation.
- **Working with the City's financial institution to explore funding and/or low-cost loans:** this could include exploring options with the City's current financial

institution, Bank of the West, to provide streamline and specific financial capital options to businesses in the City.

- **Rewards program to support businesses:** this could provide incentives, such as discounts, for consumers to shop at locally owned businesses.
- **Develop a supplier diversity program:** to create procurement opportunities for business to become suppliers of goods and services to the City.

#### Long Term (36-48 months)

- **Set aside space for businesses in new private developments:** this can be done during development agreements and public benefit process.
- **Prioritizing businesses in City-owned vacant storefronts:** the City could provide businesses with reduced commercial rent cost associated with opening a brick-and-mortar business at a currently vacant City-owned property.

#### Consistent with other Council Initiated Items

- October 19, 2020 – Small Business Initiative Follow-Up
- September 20, 2021 – Small Business Initiative to Create Affordable Commercial Spaces in New Commercial and Mixed-Use Projects

#### **ATTACHMENTS:**

Attachment A – Agenda Item 2.T.: January 19, 2021 City Council Meeting

**SUBJECT: SUPPORT AND INCENTIVES FOR BIPOC, WOMEN-OWNED, LGBTQ-OWNED, AND CITY RESIDENT SMALL BUSINESSES**

**INITIATED BY: COUNCILMEMBER JOHN M. ERICKSON  
COUNCILMEMBER SEPI SHYNE**

**PREPARED BY: COMMUNITY & LEGISLATIVE AFFAIRS DIVISION**  
(John Leonard, Manager)  
(Andi Lovano, Supervisor)

---

**STATEMENT ON THE SUBJECT:**

The City Council will consider directing staff to study possible support or incentives for small businesses owned and operated by Black, Indigenous, and People of Color (BIPOC), women, LGBTQ people, and West Hollywood residents.

**RECOMMENDATIONS:**

- 1) Direct staff to work with the Chamber of Commerce to identify ways in which the City can incentivize and support BIPOC, women, LGBTQ people, and West Hollywood residents to maintain and open businesses in West Hollywood.
- 2) Report back to the City Council on recommendations for how to support these types of minority-owned businesses in the City.

**BACKGROUND / ANALYSIS:**

The City of West Hollywood is committed to maintaining its retail diversity, civic viability, and cultural identity. The City is home to a diverse group of high-end and boutique retail stores, neighborhood-serving small businesses, and independently-owned businesses. Many businesses in the City cater to the specific needs of their customer base, including the LGBT community or Russian-speaking community. Local, community-oriented businesses provide products of particular interest or meet a specific need. Together, these types of businesses contribute to the high quality of life in the City.

As minority groups and women constitute increasingly large shares of the workforce, there is concern that their rates of small business ownership have not kept pace. Black, Indigenous, and People of Color (BIPOC), women, and LGBTQ people are substantially less likely to run their own business than are white, non-Hispanic men. All small businesses face many challenges in opening and remaining successful, but there can be additional hurdles to overcome for minority-owned businesses, including accessing

capital and funding, building social capital, finding the right advisors and mentors, and confronting biases, discrimination, racism, and sexism.

Many government agencies and organizations offer grants, funding, and low-cost loans that are intended to help “minority-owned businesses” and women-owned businesses. The general definition of a minority-owned business in this context is a for-profit small business that is at least 51% owned by African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women. There are federal programs that require minority and women-owned businesses to receive a certain percentage of contracted funding. Many cities, counties, and states give a preference to local businesses in their procurement decisions as a means of supporting and growing their local economies. The Minority Business Development Agency (MBDA), an agency of the U.S. Department of Commerce that “promotes the growth of minority-owned businesses” offers various targeted grants and loans, such as the “Enterprising Women of Color Grant Competition,” and minority-owned businesses can access MBDA Business Centers that are located around the country.

Additionally, giving incentives to residents to open local businesses has economic and environmental benefits. Businesses owned by local residents creates a more community feel for our businesses and helps ensure small businesses are tailored to our City’s unique needs and culture. It also reduces the environmental impacts from commuting, since the residents who own businesses in West Hollywood would then live and work in our city.

This item provides direction to staff to study how the City of West Hollywood can develop local incentives for small businesses operated and owned by Black, Indigenous, People of Color (BIPOC), women, members of the LGBTQ community, and West Hollywood residents. This includes working with the Chamber of Commerce to identify ways in which the City can incentivize BIPOC, women, LGBTQ people, and West Hollywood residents to open business in West Hollywood.

This is an issue the West Hollywood Chamber of Commerce has been working on per the direction of their Board of Directors. They have identified that access to capital is one of the biggest barriers to entry for minority-owned businesses entering into the West Hollywood market. They have researched some intervention options, such as starting a 501(c)(3) foundation that would provide startup capital via a grant program. The City will continue to work with the Chamber to explore this and other potential recommendations.

At its meeting on December 7, 2020, the City Council authorized the creation of a Social Justice Task Force to advise on social and racial equity issues in the community and to provide policy recommendations to the City Council to address systemic racism in the City of West Hollywood. In addition, at its meeting on December 21, 2020, the City Council

gave direction to create a Business Recovery Task Force. The Task Force will be charged with bringing various stakeholders to the table to provide policy recommendations to support the business community and will create an Economic Blueprint for West Hollywood focusing on small business success, business diversification, and business recovery. If these Task Forces are created within an appropriate timeframe, they may be appropriate bodies to provide feedback and expertise for the proposed recommendations developed from this staff report. Other existing advisory boards such as the Women's Advisory Board, Lesbian and Gay Advisory Board, Disabilities Advisory Board and Transgender Advisory Board, may also be able to provide community input.

**CONFORMANCE WITH VISION 2020 AND THE GOALS OF THE WEST HOLLYWOOD GENERAL PLAN:**

This item is consistent with the Primary Strategic Goal(s) (PSG) and/or Ongoing Strategic Program(s) (OSP) of:

- OSP-3: Promote Economic Development while Maintaining Business Vitality & Diversity.
- OSP-1: Adaptability to Future Change.

In addition, this item is compliant with the following goal(s) of the West Hollywood General Plan:

- ED-1: Maintain a diverse and resilient economy.
- ED-6: Provide citywide access to neighborhood-serving retail and services.

**EVALUATION PROCESSES:**

N/A

**ENVIRONMENTAL SUSTAINABILITY AND HEALTH:**

N/A

**COMMUNITY ENGAGEMENT:**

N/A

**OFFICE OF PRIMARY RESPONSIBILITY:**

CITY MANAGER'S DEPARTMENT

**FISCAL IMPACT:**

None at this time.

# ITEM 7

# ATTACHMENTS

SUBJECT:           **NEEDS ASSESSMENT FOCUSING ON THE SOCIAL SERVICE  
NEEDS OF COMMUNITY MEMBERS OF COLOR**

INITIATED BY:     DEPARTMENT OF HUMAN SERVICES & RENT STABILIZATION  
(David Giugni, Social Services Manager)  
(Katie Egan, Social Services Program Administrator)  
(Francisco Gomez, Transportation Program Administrator)  
(Douglas Nguyen, Transportation Program Administrator)  
(DeeAna Saunders, Social Services Specialist)  
(Rebecca Lubin, Social Services Intern)

---

**STATEMENT ON THE SUBJECT:**

The Social Justice Task Force will receive a presentation from Maroon Society detailing the final report for the Needs Assessment Focusing on the Social Services Needs of Community Members of Color.

**RECOMMENDATION:**

Receive and discuss.

**BACKGROUND / ANALYSIS:**

On October 19, 2020, City Council directed staff to perform an analysis of the social services needs of people of color in West Hollywood. In February 2021, City staff presented a report summarizing service utilization by people of color during the 2019-2020 contract year to the Human Services Commission. In August 2021, City staff expanded on the February report to include a 10-year retrospective analysis of service utilization by non-white community members from contract year 2010-2011 through contract year 2019-2020.

While both previous staff reports provided insight into social services utilization by people of color, quantitative data alone could not clearly address City Council's directives to identify unmet needs within the West Hollywood community. As a result, City Council approved a Request for Qualifications (RFQ) for consulting services to conduct a needs assessment focused on community members of color at its August 16, 2021 meeting. On November 3<sup>rd</sup>, 2021, City Council approved an agreement for services with Maroon Society to conduct a needs assessment focused on the social services needs of community members of color.

The City of West Hollywood has periodically conducted community studies to guide Social Services funding priorities. Previous studies have provided insight on community demographics; community needs for social services, including transportation and housing; and community feedback on living in West Hollywood. The City's past studies

employed a variety of data collection methods, including surveying residents; conducting stakeholder interviews; and facilitating focus groups, pop-up workshops, and community forums. The most recent study was completed in 2019. Past studies have focused on the following target populations: gay men, seniors, families with children, households affected by HIV/AIDS, women, people living with disabilities, and immigrants from countries of the former Soviet Union. The unique needs of community members of color, however, have not been analyzed in previous community studies.

### Needs Assessment Goals and Methods

The broad goals of the assessment are to: (1) measure interest and utilization of City funded social services among community members of color; (2) identify unmet social service needs of community members of color; (3) determine the extent to which community members of color have equal access to current City-funded social services; and (4) propose solutions to overcome barriers to accessing services.

The needs assessment was completed over four phases between November 2021 and March 2022. These phases included:

1. Analysis of social services utilization by community members of color;
2. Interviews of social services agencies (N=6);
3. Focus groups with community members of color (N=5; 2 interviews in Spanish); and
4. A community survey (N=530).

### Needs Assessment Findings

#### *Service Utilization*

The needs assessment found that community members of color indicated a higher need for resources and have slightly greater interest in social services than White community members, yet they tended to use City funded social services at a lower rate than their White counterparts.

#### *Interest and Need for Social Services*

Community members of color reported the greatest interest in rental assistance, mental healthcare, food and nutrition, healthcare, and employment services. Community members of color report a greater need for “help with life necessities” than White community members. However, they have lower awareness about City-funded social services, which presents the largest barrier to service access.

#### *Unmet Need for Social Services*

Community members of color made recommendations for new service categories. However, they made a stronger request for the City and contracted agencies to increase awareness about existing services so more people in need can take advantage of available services.

#### *Barriers to Current City-Funded Social Services*

The needs assessment found that people of color experience internal and external barriers to services. The internal barriers include: (1) perceived stigma that the provider will reject the person because of their identity or circumstances, (2) misunderstanding about costs for free services, and (3) lack of home Internet to seek out and receive services. External barriers to accessing services include: (1) ineffective communication

strategies to raise awareness among people of color about available services, (2) inconsistent levels of clarity about eligibility criteria and the application process, and (3) long wait times for agencies to review and approve service requests.

### Recommendations to Increase Access to Social Services

In support of West Hollywood's vision for racial equity, Maroon Society presents six recommendations for consideration based on the findings in the needs assessment. It is anticipated that implementing these recommendations will yield a greater level of access to, and utilization of, West Hollywood funded social services by community members of color. Maroon Society recommends the City implement following:

1. **Develop an awareness campaign targeting people of color working in West Hollywood.** The City and its nonprofit partners should coordinate an outreach campaign to educate workers about the availability of services. The campaign should include a combination of online and in-person outreach. It should include people of color conducting the outreach and be done with the coordination of City staff.
2. **Expand food & nutrition programming to include non-resident community members.** This expansion would directly benefit community members of color who report the highest need for food and nutrition services, including those who work but do not live in the City and people experiencing homelessness. It is strongly recommended that the service providers have people of color on staff and the cultural competency needed to serve members of the community experiencing homelessness.
3. **Develop a racial equity-based service utilization strategy.** The City should collaborate with contracted service providers and consultants to develop a racial equity based service utilization strategy. The strategy should: (1) include a population estimate of West Hollywood community members, inclusive of non-residents; (2) be informed by the Government Alliance on Race and Equity (GARE) principles; and (3) incorporate insights from the needs assessment about service category interests and barriers to service.
4. **Evaluate progress toward equity-based service utilization goals with an evaluation plan.** The City should develop, or hire a consultant to develop, an evaluation plan to measure progress toward any racial equity strategy it may develop. The evaluation should clearly define evaluation goals, metrics, data sources used to evaluate progress, and a schedule for reporting results to the City, social services agencies, the Human Services Commission, City Council, and other relevant City stakeholders.
5. **Create a centralized information portal about contracted social services for community members to quickly identify available services and qualification criteria.** In the short term, the City should create a centralized information portal on their website that offers clear descriptions of City funded services, qualification criteria, application requirements, and wait time before service delivery. Effort should be taken to distinguish City-funded services from related community partner services. In the long-term, the City should have a

program that allows a person to find out what services they qualify for by responding to a series of automated questions.

6. **Standardize provider capacity to communicate about services offered.** To the extent possible, the City should provide standards for what information a community member should expect to receive when visiting a provider's website. At minimum, the provider should clearly describe the service offered, criteria required to apply, estimated time to receive a response, and time to schedule the service. Additionally, providers should offer an operational telephone number, and indicate hours in which calls will be received, and a general timeframe for responding to community member inquiries.

#### The 2022-2025 Social Services Request for Proposal (RFP)

Funding priorities and target populations highlighted in the 2022 RFP are informed by the 2019 West Hollywood Community Study, the Aging in Place/Aging in Community Initiative, the HIV Zero Initiative, the West Hollywood Five-Year Plan to Address Homelessness, and through the findings of the **Needs Assessment Focusing on the Social Service Needs of Community Members of Color**.

Social Services staff is updating the RFP document in preparation for the scheduled May 4, 2022, release. The six recommendations listed above will be referenced in the RFP along with a link to the full Needs Assessment report. Priority will be given to proposals that include programming and services responding to the recommendations.

#### **OFFICE OF PRIMARY RESPONSIBILITY:**

Social Services Division

#### **ATTACHMENTS:**

Attachment A: Needs Assessment Focusing on the Social Services Needs of Community Members of Color - Final Report

Report April 2022

CITY OF WEST HOLLYWOOD

# NEEDS ASSESSMENT

Focusing on

# Community Members of Color

**DRAFT REPORT**



City of West Hollywood  
California 1984

# Acknowledgements

This report was funded by the City of West Hollywood and overseen by the City of West Hollywood Human Services & Rent Stabilization Department. The Social Services Division's Government Alliance on Race Equity (G.A.R.E.) team worked closely with Maroon Society to coordinate all aspects of the Needs Assessment. This research was conducted with the generous support of local stakeholders. The research team and City of West Hollywood Human Services & Rent Stabilization Department would like to thank the following organizations for their participation:

**Bet Tzedek Legal Services**

**Saban Community Clinic**

**Jewish Family Services**

**West Hollywood Chamber of Commerce**

**JVS SoCal**

**West Hollywood Social Justice Taskforce**

**Men's Health Foundation**

**West Hollywood Human Services Commission**

**Step Up on Second**

**City of West Hollywood City Council**

The Maroon Society research team included the following individuals:

Aaron Celious, Ph.D.

R. Khari Brown, Ph.D.

Patricia E. Ortega

Brandon Harrison



MAROON SOCIETY

Questions may be directed to:

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Social Services Division  
(323) 848-6510

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(310) 694-8075

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# Executive Summary

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Between October 2018 and March 2020, 15,675 individuals received City of West Hollywood funded social services. Among them, 23% identified as people of color. The City and Social Services division would like to know if this service utilization rate by community members of color is high, low, or proportionate to their size of the overall West Hollywood community. In other words, are community members of color receiving an equitable share of available City-funded social services; and, if not, what barriers do they face? The needs assessment focusing on community members of color answers these questions but there are limitations. Interviews and surveys with community members of color indicate they underutilize social services and experience barriers to accessing services. However, the underutilization rate is unknown because the overall size and racial composition of the West Hollywood community has never been counted. West Hollywood defines community members as anyone who lives, works, owns property, attends school, or spends a significant amount of time homeless in the City. There is an official count of residents and an annual count of people experiencing homelessness in the City, but there is no count of people who work, own property or attend school. This makes it impossible to accurately determine the overall population of West Hollywood community members, and the proportion that identify as people of color.

This needs assessment endeavored to accomplish four goals: (1) measure interest and utilization of City funded social services among community members of color, (2) identify unmet social service needs of community members of color, (3) determine the extent to which community members of color have equal access to current City-funded social services, and (4) propose solutions to overcome barriers people of color experience accessing services.

## **Service Utilization**

The needs assessment found that community members of color have slightly greater interest in social services than White community members; yet, their utilization of social services is proportionately less than White community members when looking at service utilization based on their size in the population (28.7% of residents are people of color and only 23% of social services were used by people of color).

## **Interest and Need for Social Services**

Community members of color reported the greatest interest in rental assistance, mental healthcare, food and nutrition, healthcare, and employment services. Community members of color report a greater need for “help with life necessities” than their white counterparts. However, they have lower awareness about City-funded social services, which presents their largest barrier to service access.

## **Unmet Need for Social Services**

Community members of color made recommendations for new service categories. However, they made a stronger request for the City and contracted agencies to increase awareness about existing services so more people in need can take advantage of available services.

## **Barriers to current City-funded social services**

People of color experience internal and external barriers to services. The internal barriers include: (1) stigma that the provider will reject the person because of their identity or circumstances, (2) misunderstanding about costs for free services, and (3) lack of home Internet to seek out and receive services. External barriers to accessing services include (1) ineffective

communication strategies to raise awareness among people of color about available services, (2) inconsistent levels of clarity about eligibility criteria and the application process, and (3) long wait times for agencies to review and approve service requests.

## **Recommended Solutions to Increase Access to Social Services**

In support of West Hollywood's vision for racial equity, the needs assessment presents six recommendations for consideration. It is anticipated that implementing these recommendations will yield a greater level of access to, and utilization of, West Hollywood funded social services by community members of color. The needs assessment research team recommends the City implement following:

- 1. Develop an Awareness Campaign Targeting People of Color Working in West Hollywood;**
- 2. Expand the Food & Nutrition Program to Include Non-Resident Community Members;**
- 3. Develop a Racial Equity Based Service Utilization Strategy;**
- 4. Evaluate Progress Toward Equity Based Service Utilization Goals with an Evaluation Plan;**
- 5. Create a Centralized Information Portal about Contracted Social Services for community members to quickly identify available services and qualification criteria; and,**
- 6. Standardize Provider Capacity to Communicate About Services Offered**

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# Introduction

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In 2020, thousands of anti-racism demonstrations swept across the United States and around the globe. Many Americans held a belief that the nation had achieved racial equality.<sup>1</sup> However, the massive outcry for racial justice suggested a more complicated path toward racial equality lay ahead. Government leaders were inspired to critically examine how much race factors in to a person's quality of life. Compared to Whites, Blacks and Latinx experience worse outcomes in health,<sup>2</sup> education,<sup>3</sup> income,<sup>4</sup> and physical violence.<sup>5,6</sup> Recognition of these disparities prompted government leaders to consider the possibility that structural racism exists; and, that government policies and procedures can fortify racial inequity or dismantle it.

## Racial Equity Gaps in Los Angeles County

Evidence of structural racism can be found in the way institutions operate and the disparate outcomes experienced by people engaging these institutions. Healthcare, education, housing, and the criminal justice system are American institutions that heavily dictate the quality of a person's life. These same institutions have a long, enduring record of benefiting White Americans while hindering racial minorities,<sup>2,3,7,8</sup>. In 2020, West Hollywood City Council proclaimed, "in LA County, a person's race and ethnicity, gender, sexual orientation, socioeconomic status, and neighborhood help determine how long they live, their risk for disease, mental health status, and access to care."<sup>9</sup> Compared to Whites, most racial and ethnic minorities in Los Angeles County earn less money to pay for life necessities,<sup>10</sup> are more likely to be unemployed,<sup>11</sup> report higher rates of food insecurity,<sup>12</sup> and, for Blacks, they are 4.4 times more likely to be homeless.<sup>13</sup>

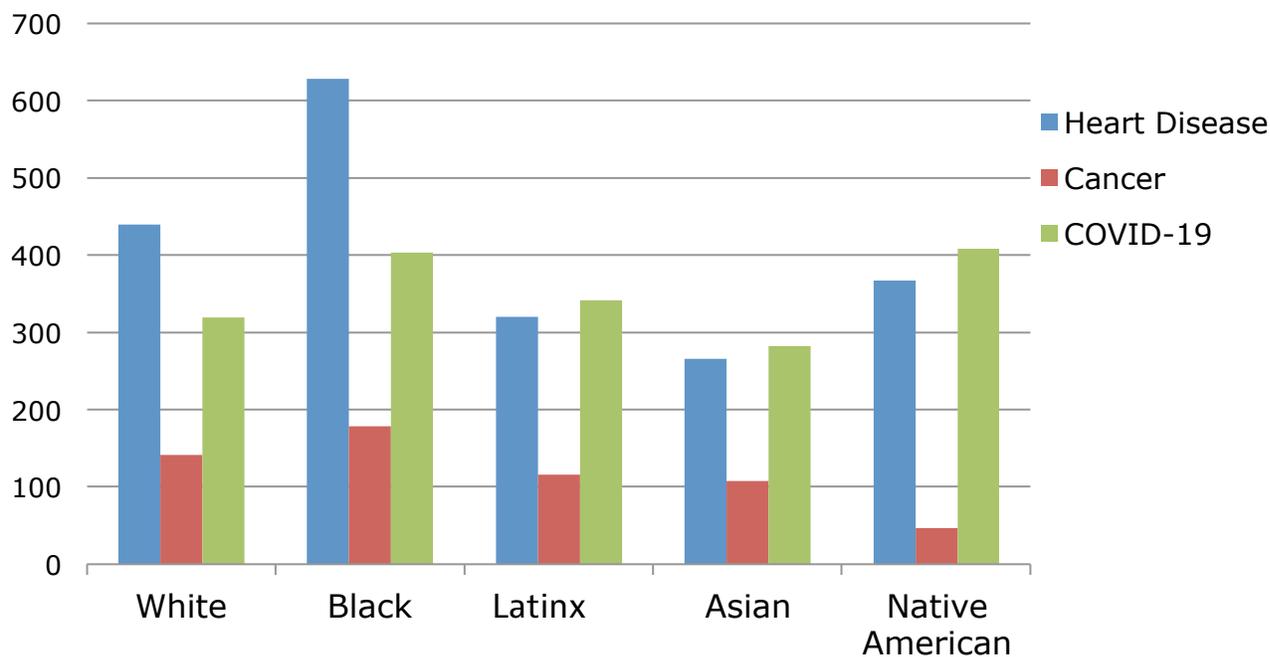
## Health Disparities

The racial divide is prominent in health outcomes.<sup>a</sup> Racial and ethnic minorities in LA County are less likely to have health insurance,<sup>14</sup> and experience poorer health outcomes than Whites.<sup>15, 16,17</sup> Over the past two years, the top three causes of death in

America were heart disease,<sup>15</sup> cancer,<sup>16</sup> and COVID-19.<sup>17</sup> In Los Angeles County, Black Angelenos had the highest mortality rate among two of these causes of death,<sup>15, 17</sup> and the second highest rate of COVID-19 deaths. Figure 1 illustrates death rates in Los Angeles County for heart disease, cancer and COVID-19 by race and ethnicity. This highlights the disproportionate number of Blacks, Latinx and Native Americans who died from COVID-19 compared to Whites and Asians.

The COVID-19 pandemic underscored the life-threatening intersection between socio-economic disparity and health disparity in LA County. Racial minorities experienced the worst health consequences from COVID-19 because they often lacked the financial cushion to shelter-in-place without working. When they did shelter in place, they were more likely to live in a household with more people<sup>18</sup> and those who continued to work were more likely to work in jobs interacting with the public, rather than working virtually.<sup>19</sup> These increased risks of COVID-19 exposure coupled by health access barriers resulted in more dire outcomes for people of color infected with COVID-19. Racial and ethnic minorities experienced disproportionately higher rates of diagnosis, hospitalizations and deaths compared to Whites.<sup>20</sup>

**Figure 1: Death Rates by Race/Ethnicity for Heart Disease, Cancer & COVID-19 in Los Angeles County**



## Needs Assessment Goals

This Needs Assessment explores the extent to which community members of color experience gaps in, and barriers to, accessing West Hollywood funded Social Services.

The goals include:

- (1) Measure interest and utilization of City funded social services,
- (2) Identify unmet social services needs of community members of color,
- (3) Determine the extent to which community members of color have equal access to current City-funded social services, and
- (4) Propose solutions to overcome barriers experienced when accessing services.

## West Hollywood Social Services

Each year, the City of West Hollywood ("City") spends approximately \$5 million issuing grants to non-profit agencies to provide services that help community members meet life necessities. The social services currently funded are listed in Figure 2.

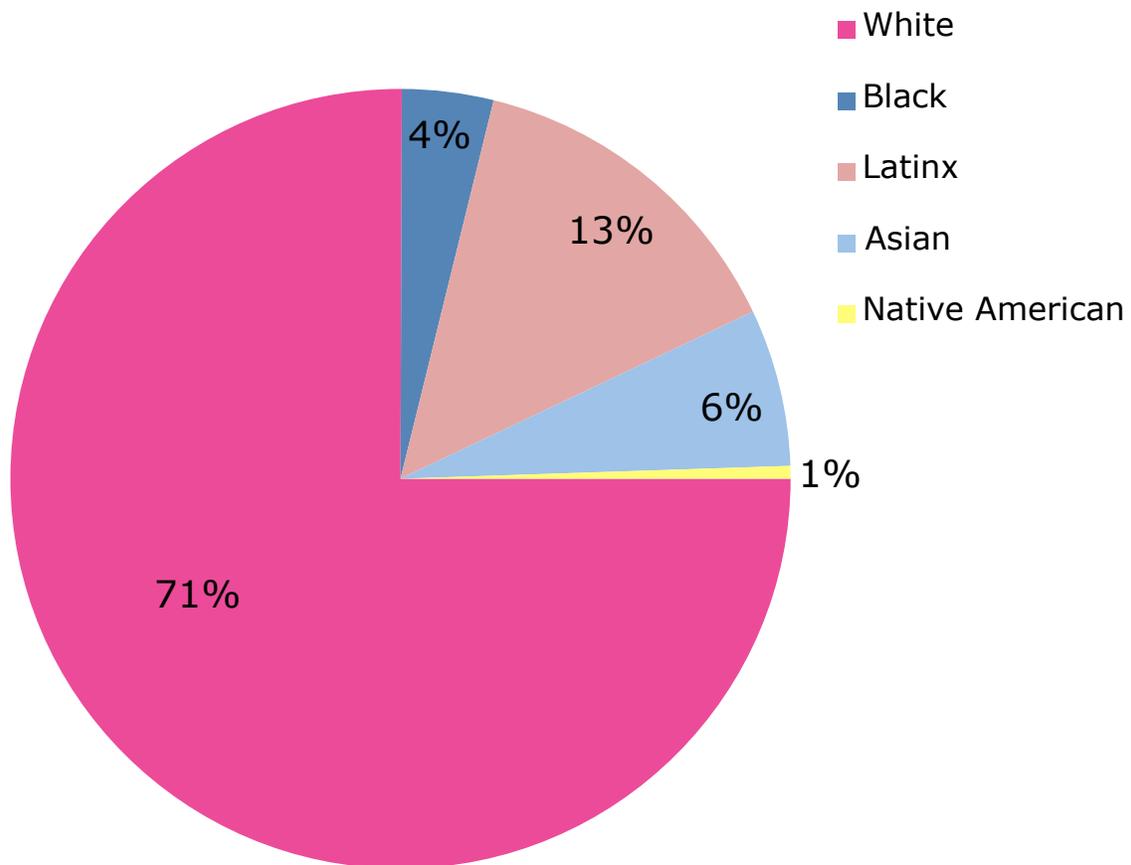
**Figure 2: Social Services Offered by West Hollywood Contracted Agencies**



## West Hollywood Community Membership

People who live, work, own property, attend school or spend a significant amount of time unhoused in West Hollywood qualify for these free social services. According to the 2020 US Census, 35,757 people live in West Hollywood – 71.3% identify as White non-Hispanic.<sup>21</sup> The remaining 28.7% are categorized as people of color throughout this report. This includes Blacks, Latinx, Asians and Native Americans.<sup>b</sup>

Figure 3: Race/Ethnicity of West Hollywood Residents

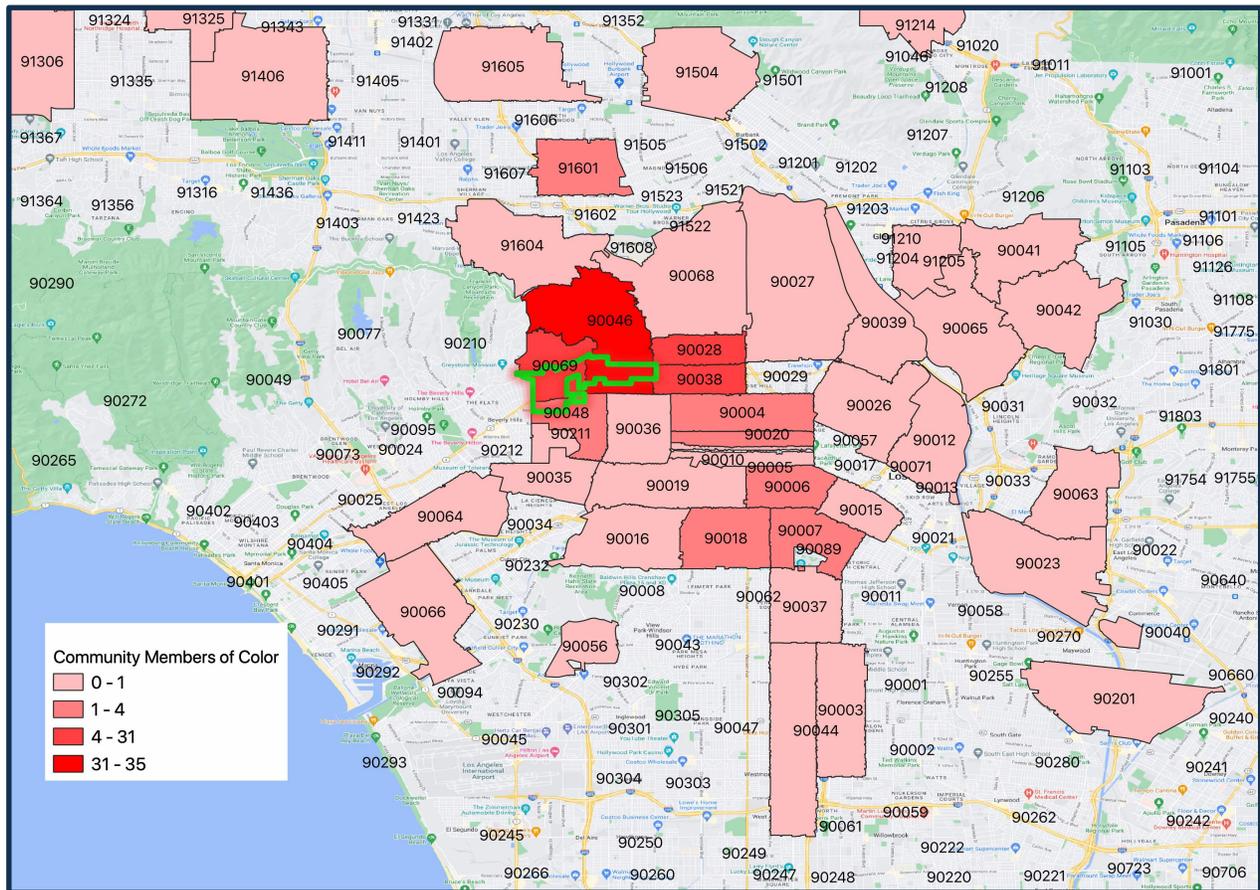


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<sup>b</sup> Hawaiian Pacific Islanders comprise 0.1% of residents.

Community members of color, and particularly those who work in the City, reside far beyond the boundaries of West Hollywood. Figure 4 represents zip codes in LA County where surveyed West Hollywood community members of color live. The footprint spans from Winnetka in the Northwest to Bell in the Southeast, and all areas in-between shaded in the map. Darker shaded areas have higher numbers of community members of color.

Figure 4: Residential Zip Codes of Community Members of Color



# Methods

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The Needs Assessment was completed over four phases between November 2021 and March 2022. These phases included:

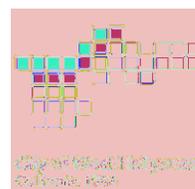
- (1) Analysis of social services utilization by community members of color;
- (2) Interviews of social services agencies (N=6);
- (3) Focus groups with community members of color (N=5; 2 interviews in Spanish); and
- (4) A community survey (N=530).

## Recruitment

Interviews with social services providers were designed to identify best practices in recruitment and service delivery. Agencies with higher and lower utilization by community members of color were interviewed. High and low utilization was determined by assessing the proportion of community members of color served by contracted agencies (See Table 4, page 42). City staff made introductions to the six (6) contracted service providers to participate in a 45-minute online video interview.

**Focus group participants were recruited by virtual and in-person outreach.** Virtual outreach was conducted through Zoom meetings held by West Hollywood Boards, Commissions, and community groups. In-person outreach included intercepting people in high foot traffic areas, businesses, transit, and parks throughout West Hollywood. Maroon Society staff shared fliers with community members, as shown in Figure 5, and made announcements to businesses, requesting they explain the project to staff and post the Needs Assessment flier in break rooms. The outreach materials were provided in English and Spanish.

Figure 5: Focus Group Flier



West Hollywood  
is conducting a

**Needs Assessment**

**\$100 to Participate in an  
Online Focus Group**

<https://survey.alchemer.com/s3/6680334/Needs-Assessment>



Recruitment was difficult even though focus group participants were offered \$100, told that focus groups would be conducted virtually, and held at various times of day (morning, afternoon, and evening) and days of the week (weekday and weekend). The intention was to make groups as accessible as possible to as many people as possible, especially those with less flexible work and home life commitments. The barriers to conducting a monolingual Spanish speaking focus group were insurmountable. The primary barrier was participant availability. Several monolingual Spanish speaking community members recruited worked multiple jobs, in different areas of the County, with weekly schedules that changed with very little notice from their employers. These factors narrowed their availability to participate in a focus group. In response, the research team pivoted and scheduled five Spanish language interviews. Of the five that were scheduled, two interviews were completed, which is a testament to how challenging it is to reach these community members. The other three interviewees were rescheduled twice, offered the financial equivalent of multiple hours of work (\$50) for a 45-minute conversation, but were not able to participate.

## Focus Group and Survey Administration

Five focus groups and two Spanish language interviews were conducted with community members of color. One of the focus groups was comprised of people of color who serve on West Hollywood Boards. Focus Groups were conducted in January 2022, at the height of the COVID-19 outbreak due to the Omicron variant. As a result, focus groups were conducted entirely over Zoom to adhere to social distancing protocols. Focus Groups lasted approximately 90 minutes. Focus groups and interviews were audio recorded and transcribed for purposes of analysis.

Multiple members of the research team participated in each focus group, sharing in the process of asking questions and introducing exercises. All members of the research team are people of color. Having the conversation conducted by people of color with community members of color created space for participants to candidly share their opinions about race and the role it plays in their lives. One participant said:

*"Seeing other people of color definitely makes me feel a little more comfortable with expressing myself. And, maybe it's just because it's somebody that has some cultural history that's going to understand a little more than just a random, I hate to say, a random White person."*

**Surveys were administered** via the Internet and in-person. The survey was intentionally inclusive of all racial and ethnic groups, including White community

members, to determine if differences emerge between racial groups. This includes, but is not limited to, differences in awareness about West Hollywood social services, need for services, and interest in services. The survey was launched with a press release developed in collaboration with the City of West Hollywood’s Communications Department staff. The press release was widely circulated to news outlets, community stakeholders, and on social media platforms. The press release described the Needs Assessment and provided a link to the survey in both English and Spanish (See Appendix, page 32).

**Internet based outreach** included emailing a condensed and full version of the press release and survey link to contracted social service agencies, the West Hollywood Chamber of Commerce, and community groups. These organizations then distributed the survey announcement and link to their membership. City staff helped distribute the survey to Boards and Commissions, community groups, and local unions. The research team made twelve five-minute presentations at Zoom meetings held by West Hollywood community groups. Special effort was made to target and include older adults, people living with disabilities, and transgender community members. This effort resulted in high participation levels by older adults and community members who identify as transgender and non-binary.

**In-person outreach** was conducted across the City with a focus on including people who work in the City as well as those who experience homelessness in West Hollywood. Extra effort was made to include them to ensure the results fully represent the totality of West Hollywood community members. Research staff distributed approximately 500 fliers in English and Spanish directly to individuals on sidewalks, parks, the City’s entertainment trolley service (The Pickup), and 60 business establishments. An example of the flier in Spanish is found in Figure 6.

Figure 6: Spanish Language Survey Flier





# Results

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The Needs Assessment was designed to determine if, and to what extent, community members of color have unmet social services needs and/or experience barriers accessing social services in West Hollywood. All quotes presented in this report came from focus group participants; and, all statistics reported are from the needs assessment surveys, unless otherwise specified. The results are organized into the following sections:

## **1. Need Help with Life Necessities**

## **2. Awareness about WeHo Social Services**

## **3. Interest in West Hollywood Social Services**

## **4. Proposed New Services**

## **5. Barriers to Accessing Social Services**

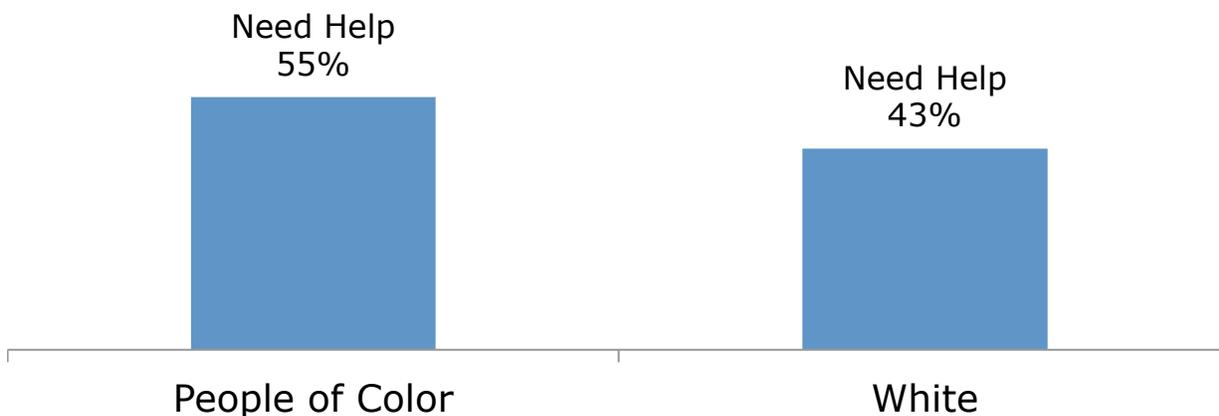
## Help Needed with Life Necessities

Community members of color, especially those working but not living in the City, reported lower incomes and a higher need for help with life necessities than White community members. Nearly 58% of community members of color who Work/But Do Not Live in the City have a household income under \$35,000 (See Table 2 , 39). By comparison, only 6% of White community members who Work/But Do Not Live in the City have a household income under \$35,000. This suggests the need for help is driven primarily by earned income. One participant discussed the challenge of meeting monthly bills on her salary:

*“I feel like my pay rate is decent. But the standard cost of living and inflation and everything is going up, up up. I’m starting to fall into lower income, like, rapidly. Anybody who’s working 40 hours a week, and like, if I want to go to the dentist, I’m like, “Ha! Yeah, Right.” I haven’t had my eyes checked in forever. If I’m being open and honest, I make \$17.50 an hour, which is not bad. But the ratio is starting to just be so skewed that I’m going to have to be taking advantage of every service I can get my hands on.”*

This community member’s experience was reinforced by survey results. Participants were asked, “In the past 3 years, have you needed help with life necessities?” As Figure 8 illustrates, people of color were more likely to say, “Yes. I needed help.”

**Figure 8: Need Help with Life Necessities in the Past 3 Years**



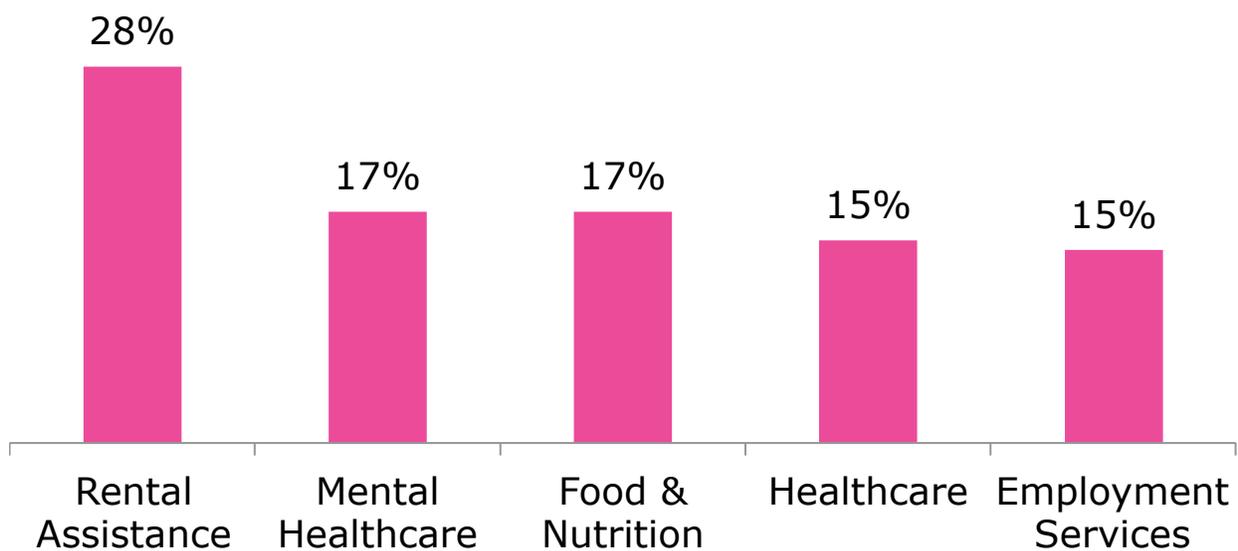
The most frequently mentioned areas of need for West Hollywood community members of color included rental assistance, mental health, food and nutrition, healthcare, and employment services (Figure 9). A mother in the focus groups discussed the challenges raising small children, working, paying for childcare and rent:

*“I will look into the housing and the pathways program. I hope they do help me because, I mean, childcare is really expensive right now. It's like, my babysitter wants \$20 an hour. I make \$14 an hour, \$15 an hour, you know? That's why I work around my husband's schedule. When my husband's at work, I'm at home. When I'm at work, he's at home.”*

Several community members of color spoke with great concern about the widening wage gap, and the unquestionable need for government intervention via social safety net programs. A participant discussed it as follows:

*“We are moving in a direction where there has to be more social safety nets. Because, obviously, like, the class disparity is strengthening. There's a giant wage gap. Things are getting too expensive. The cost of living is rising. Like, there is going to be a giant shift where people are going to be seeking this. So it's great that West Hollywood is getting ahead of the curve.”*

**Figure 9: Top 5 Social Service Interests for Community Members of Color**



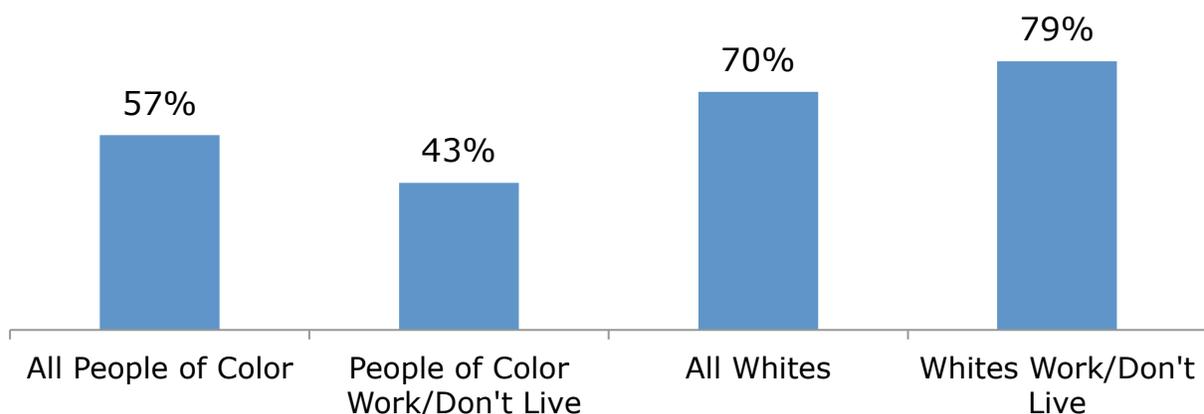
## Awareness About WeHo Social Services

The greatest barrier to social service utilization for community members of color is low awareness. This became evident in both focus groups and surveys. Participants were asked, **“Are you aware that the City of West Hollywood contracts with non-profit organizations to provide social services to community members?”** A focus group participant who worked but did not live in West Hollywood explained:

*“I’ve worked in the City eight years, and I had no idea. I’ve never heard of social services being offered by the City. And I’ve known through all these years, a lot of people that could have benefited from them.”*

In the needs assessment survey, compared to Whites, community members of color reported (1) lower awareness about the concept of social services, (2) less awareness that West Hollywood funds social services, and (3) less clarity about who may qualify to receive services. Figure 10 shows the awareness gap among people who work but do not live in the City (i.e., “Work/Don’t Live in WeHo). Only 43% percent of these community members were aware the City funds social services, compared to 79% of White community members who work but do not live in the City. This 36% point gap suggests that information distribution is not consistently reaching all community members of color, and especially those who work but reside outside the City’s limits.

**Figure 10: Awareness that West Hollywood Funds Social Services**



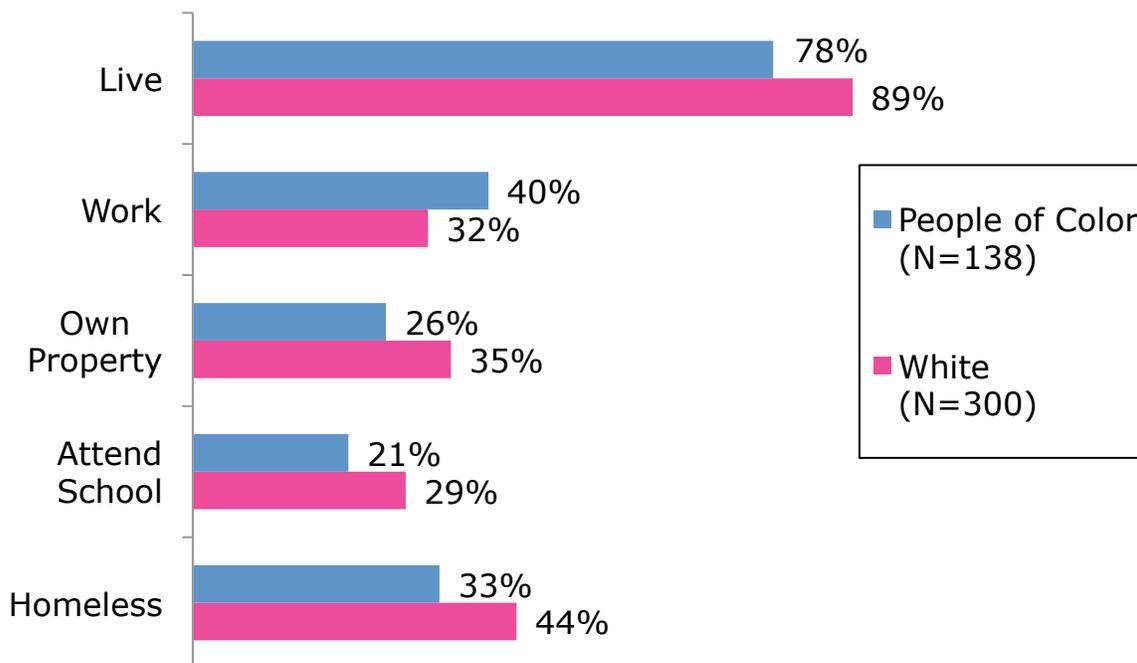
### Uncertainty About Who Qualifies for Social Services

In addition to knowledge gaps about social services funded by the City, community members of color expressed less awareness about who qualifies for services. A focus group participant said, *“I was reading that it’s mostly for residents of West Hollywood. I don’t think it applies necessarily to people who work there.”*

While recruiting for focus groups and surveys, outreach staff would say, *“The City of West Hollywood wants to hear from community members about their perceptions of social services.”* Frequently, community members of color would say, *“I’m not a community member. I just work here.”*

Survey participants were asked to complete this sentence, **“People that \_\_\_\_\_ in West Hollywood qualify to receive social services.”** Rather than having consistent levels of knowledge with their White counterparts, Community members of color report 8%-11% less awareness than White community members about who qualifies for services. The problem with this knowledge gap is that it can discourage people from inquiring about services they may qualify to receive.

Figure 11: Belief about who qualifies for City Contracted Services



## Interest in West Hollywood Social Services

Community members of color in the survey expressed interest in the current list of social services offered. Many focus group participants were pleasantly surprised they could receive services like mental health, dental, and rental assistance from a City funded program. One participant discussed finding a dental program funded by the City:

*"I've been having an issue with a dental problem, and my insurance doesn't cover a lot of it. I just found out today that Saban Clinic can help with that. So, that made me incredibly happy."*

A second focus group participant expressed interest in receiving therapy:

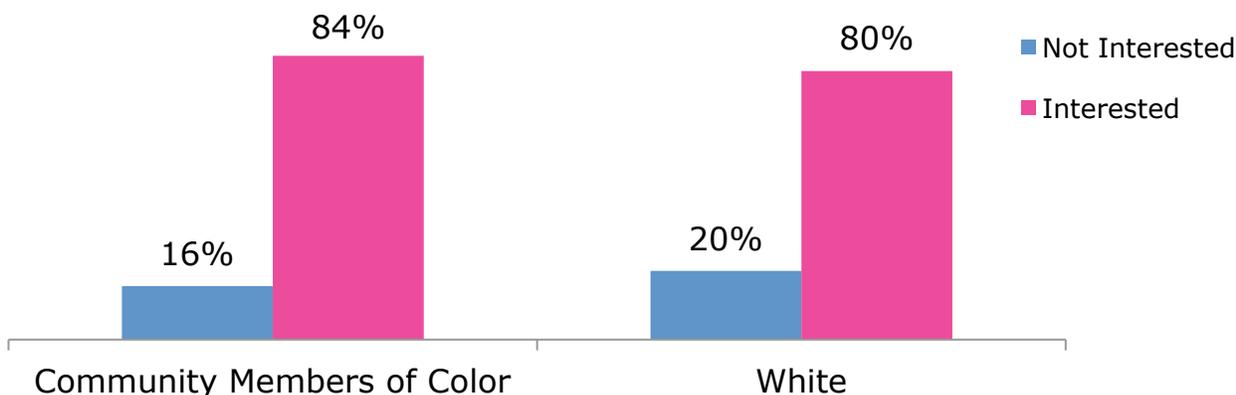
*I've always wanted to see a therapist, but I always thought it was like, too expensive. So, I wasn't sure. I wasn't aware that I could have access to that for free."*

Another focus group member was happy to learn the City funded numerous services:

*"To know that West Hollywood is doing what they can for people who have addictions and mental disorders, and any kind of health-related issues, or people who aren't able to work full time – it was nice to see that there was quite a good list. From what I'm seeing so far, I'm pleasantly surprised."*

Figure 12 shows cumulative interest levels between community members of color and Whites were relatively equal. Eighty-four percent (84%) of community members of color and 80% of Whites expressed interest in West Hollywood funded social services.

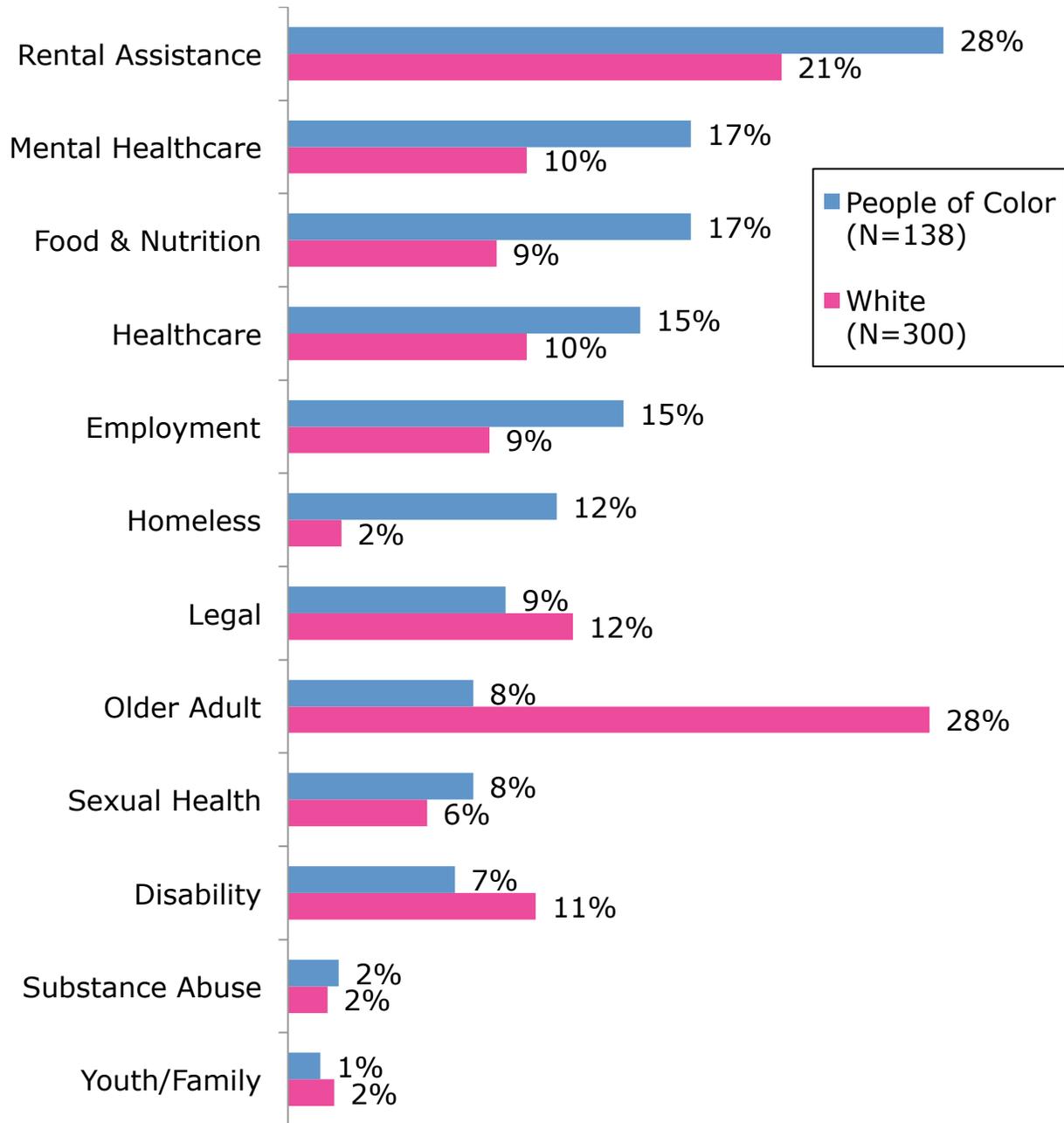
**Figure 12: Cumulative Interest in West Hollywood Contracted Social Services**



### Interest in Currently Available Social Services

Survey participants were asked, “Which of these services, available in West Hollywood, might you like to receive?” Community members of color expressed greater interest in rental assistance, mental healthcare, food and nutrition, healthcare, employment, and homeless services than Whites.

Figure 13: Social Services of Interest: People of Color and Whites



## Proposed New Services

West Hollywood community members of color proposed twelve new service categories. As can be seen in Figure 14, proposed services revolve around financial support for housing, parking, healthy eating, and physical fitness. Some of the service categories fall outside of the scope of West Hollywood’s Social Services Division.

Figure 14: Proposed New Social Services



### **A Desire for Increased Community Outreach & a Guaranteed Income Program**

Community members of color, especially those who work but do not live in the City, proposed that West Hollywood develop a program focused on community education about social services, especially targeting employees. Participants in different groups said:

*"I wish that the City would do more advertising [for] those sort[s] of services, especially in the workplace, for people who need it."*

*"I think you need to have more people out there in the field to let people know. It's one thing to see a flier but when you have somebody that you can talk to that's how I found out about this."*

*"Having more people actually making you aware, I feel like that would make you less hesitant to actually go, or less ashamed. I feel like that's the main thing making you feel like, "Oh, yeah, you can get it. It's for everybody not just for low income." So you don't feel like oh, I don't know, like a freeloader."*

*"I would like to see them do something for men of color. You know, make us aware that social services are there."*

Conversations about new services ultimately resulted in discussions about guaranteed basic income, and other financial supplements to pay for life necessities.

*"To get like essentials, like vegetables and proteins and whatnot. We're all going to need universal basic food and food vouchers and food programs, because it's just getting, it's getting too out of hand."*

*"One thing that I think would be incredibly helpful would be [a supplement] for people who have jobs, who have insurance, but where insurance doesn't actually cover a lot of the medical bills that they have. And, having those kinds of services would be amazing like, a supplement would be great."*

## Barriers to Accessing Social Services

Based on feedback provided in focus groups and surveys, lack of awareness is the primary barrier to social services access for most community members of color. However, for community members of color who are aware of West Hollywood funded social services, the barriers fall in two categories – individual barriers and service barriers. Individual barriers include (1) stigma that the provider will reject the person because of their identity or circumstances, (2) misunderstanding about costs for free services, and (3) lack of home Internet to seek out and receive services.

A formerly unhoused community member of color described how stigma prevented her from accessing available services. She explained:

*“I mean, just being turned away, just being looked at where you don't want to really go in or talk to anyone because, ‘Screw it.’ Like, you already look and feel like trash.”*

Moderator

*Is that based on the way they were looking at you or their responses to you when you said, “Hey, I'm here for service?”*

*“All of the above. I mean, to be honest, I was on drugs. So, I can kinda understand. But like, now that I'm sober it's like, damn, [if] they were looking at me wrong, with any sense of attitude, I usually just took off.”*

Given that people who need social services often lack disposable income, effort to clearly communicate free service is critical. One older adult participant stated:

*It's interesting, because there's nothing that says anything about costs on the website. They describe the services, and it's like, well, I don't know if I'm going to pay anything or not.*

Many community members, especially monolingual Spanish speakers, brought up lack of Internet as a major barrier to service access:

*“If you don't have a phone, and you don't have access to Internet, you can't access any of these services.”*

Service barriers include: (1) lack of communication strategy to raise awareness among community members of color about available services, (2) clear communication about the service qualifications and time to wait for approval and delivery of services, and (3) capacity to process applications and offer services in a reasonable timeframe. One of the focus group exercises asked participants to read the City directory of social services and walk through the steps to initiate a service that interested them. Several community members of color expressed frustration figuring out if they qualified to receive the services offered. A focus group participant shared the following:

*"I had seen that the rental assistance was specifically for people who had HIV or AIDS. And, it wasn't very clear if anybody else can apply for rental assistance."*

Participants expressed concern and uncertainty waiting to find out if they qualified for services after submitting application materials:

*"I would have liked an email after applying. Maybe to speak with someone for more information if you had questions because they just sent an email saying, 'you have to wait seven days.' I would have liked to see the requirements – not to wait, and then see if I'm accepted."*

Language barriers were also expressed by a participant discussing West Hollywood contracted social service provider webpages and the "about" section within them:

*"I'm second generation Mexican American. And, I think it's about language. Some of the complexity in the "about section" of these websites can really deter a lot of people that actually need the help."*

Participants described waiting lists and lack of available services as barriers:

*"As far as the mental health services, I've attempted twice to get it and I haven't gotten it. So, I think it's just like communicating what I would have to do on my part to receive those services."*

A participant from a different focus group expressed a similar barrier to service:

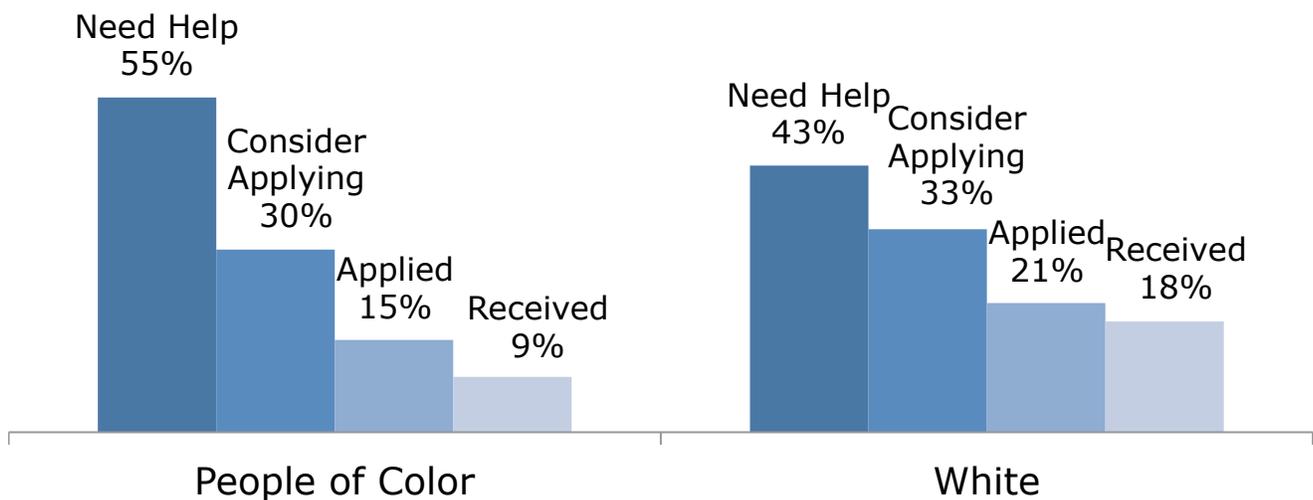
*“West Hollywood has done more than any other city, and I'm grateful for that. But unfortunately, during the pandemic, there's just a lot of people on waiting lists for anything and everything.”*

West Hollywood has a decades long commitment to provide HIV prevention and treatment services. However, a transgender man expressed inexplicable challenges receiving PrEP HIV prevention services from multiple service providers:

*“My experience was trying to access PrEP throughout the City and going to different clinics. I went to Men's Health. I went to Planned Parenthood. I went to several different clinics to access PrEP, and I had to go to three different clinics before one of them would issue me a prescription for PrEP, citing that because I was born as a, you know, female and identified as a Trans Man that I wasn't qualified for PrEP.”*

Figure 15 shows the gap between people who need service and those who receive service. For community members of color, nearly half of those who stated “needing help” actually “consider applying” for services. Half of those who “consider applying” “applied;” and, just over half of those who “applied” for services “received” them. The gap for Whites is much smaller, especially the categories of “applied” for services and “received” services.

**Figure 15: Gap Between Services Needed and Services Received**



# Challenges, Opportunities & Recommendations

The following lists opportunities available to the City of West Hollywood to increase access to City funded social services by community members of color. The recommendations incorporate insight gained from all qualitative and quantitative methods used to conduct the needs assessment.

The **six recommendations** are proposed for consideration from the City of West Hollywood Social Services Division, Human Services Commission, Social Justice Task Force, and City Council.

## Recommendation #1

# Develop an Awareness Campaign Targeting People of Color Working in WeHo

## PROBLEM

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People of color have lower awareness about social services funded by the City than their White counterparts. The awareness gap between community members of color and Whites jumps to 25% among those who work but do not live in the City. These workers express a desire for services; however, they have low awareness that the services exist and limited resources to navigate the system to explore options and qualification criteria. The most heavily requested services among community members of color are mental health, food and nutrition, healthcare, rental assistance, and employment services.

## RECOMMENDATION

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The City and its nonprofit partners should coordinate an outreach campaign educating workers about the availability of these five highly desired services. The campaign should include a combination of online and in-person outreach. It should include people of color conducting the outreach and be done with the coordination of West Hollywood.

## Recommendation #2

# Expand Food & Nutrition Program for Non-Resident Community Members

## **PROBLEM**

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The needs assessment found nearly half of all people working in the City are people of color; and, 65% of these community members live outside of the City boundaries. These community members of color are much more likely than West Hollywood residents to live in low income households, and to report an interest in food and nutrition support (28% vs. 10% among WeHo residents). However, the City's current food and nutrition programs are limited to West Hollywood residents.

## **RECOMMENDATION**

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The City should consider expanding its Food and Nutrition services to include non-resident community members. This expansion would directly benefit community members of color who report the highest need for Food and Nutrition services. This would include those who work but do not live in the City and people experiencing homelessness. It is strongly recommended that the service providers have people of color on staff and cultural competency to serve members of the community experiencing homelessness.

## Recommendation #3

# Develop a Racial Equity Based Service Utilization Strategy

## PROBLEM

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Despite a greater need for help with life necessities, and a stronger interest in West Hollywood contracted social services compared to White community members, community members of color underutilize City funded social services at a rate that is currently unknown. Community members of color utilized 23% of West Hollywood contracted social services between 2018-2020. This utilization rate is less than the 28.7% of people of color who live in West Hollywood. However, this 5.7% underutilization rate (28.7-23%) is incomplete because it is based only on the number of residents of color when it should be based on the total number of community members of color. The total number of community members would include people who live, work, own property, attend school, and experience homelessness in the City.

## RECOMMENDATION

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The City should collaborate with contracted service providers and consultants to develop a racial equity based service utilization strategy. The strategy should include (1) a population estimate of West Hollywood community members, inclusive of non-residents, (2) be informed by the Government Alliance on Race and Equity principles, and (3) incorporate insights from the needs assessment about service category interests and barriers to service.

## Recommendation #4

# Evaluate Progress on Service Utilization Strategy with an Evaluation Plan

## **PROBLEM**

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Implementing a racial equity based strategy for social service utilization requires multiple-phases following development of the strategy: (1) engagement and collaboration with social services agencies to refine the strategy, (2) education about the new goals and data requirements, and (3) evaluation of the strategy. These steps are necessary to ensure community members of color are able to benefit from the City's efforts to promote racial equity.

## **RECOMMENDATION**

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The City should develop, or hire a consultant to develop, an evaluation plan to measure progress toward any racial equity strategy it may develop. The evaluation should clearly define evaluation goals, metrics, data sources used to evaluate progress, and a schedule for reporting results to the City, social services agencies, the Human Services Commission, City Council, and other relevant City stakeholders.

## Recommendation #5

# Create a Centralized Information Portal about Contracted Social Services

## **PROBLEM**

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The City's social services webpage has volumes of information about social services – services funded by the City, and other available social services. The variety of links to service provider websites, information bulletins, reports and videos on the website are informative. However, for community members with limited time, computer skills, and English reading comprehension, the process of locating services, identifying if they qualify to receive services, and all the steps needed to apply for services can be daunting. Additionally, websites from contracted providers have inconsistent levels of information about services. This can have the unintended consequence of preventing community members from applying for services simply for lack of comprehension.

## **RECOMMENDATION**

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In the short term, the City should create a centralized information portal on their website that offers clear descriptions of City funded services, qualification criteria, application requirements, and wait time before service delivery. Effort should be taken to distinguish City-funded services from related community partner services. In the long-term, the City should have a program that allows a person to find out what services they qualify for by responding to a series of automated questions.

## Recommendation #6

# Standardize Provider Capacity to Communicate About Services Offered

## **PROBLEM**

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Contracted social services providers have varying levels of capacity to communicate with the public and process applications for service. Some agencies provide websites with detailed information and automated steps to apply for services; yet, others have limited, often confusing, and incomplete information about services offered, qualification criteria, and time required to receive services.

## **RECOMMENDATION**

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To the extent possible, the City should provide standards for what information a community member should expect to receive when visiting a provider's website. At minimum, the provider should clearly describe the service offered, criteria required to apply, estimated time to receive a response, and time to schedule the service. Additionally, providers should offer an operational telephone number, and indicate hours in which calls will be received, and a general timeframe for responding to community member inquiries.

# Conclusion

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In 2020, West Hollywood City Council directed staff to conduct a study exploring the extent to which community members of color experience barriers to City-funded social services. As part of its continuous effort to refine social services and ensure all community members, regardless of race and ethnic identity, have access to social services, West Hollywood contracted with Maroon Society to conduct a needs assessment focused on community members of color. The broad goals of the assessment were to (1) measure interest and utilization of City funded social services among community members of color, (2) identify unmet social service needs of community members of color, (3) determine the extent to which community members of color have equal access to current City-funded social services, and (4) propose solutions to overcome barriers to accessing services.

The analysis uncovered individual barriers to social service access as well as barriers related to service provision. Individual barriers include (1) stigma that providers will reject the person because of their identity or circumstances, (2) misunderstanding about costs for free services, and (3) lack of home Internet to seek out and receive services. Service barriers were: (1) lack of communication strategy to raise awareness among people of color about available services, (2) inconsistent communication about social services provided, and (3) agency capacity to review and approve the community member's service request in a timely manner.

In addition to the findings above, the study also found a disproportionate need for help with life necessities expressed by community members of color, specifically those who work but do not live in the City. The analysis found community members of color are most interested in rental assistance, mental healthcare, food and nutrition, healthcare, and employment services.

The research team was able to identify a service utilization gap for community members of color. However, lack information about the size and racial composition of West Hollywood community members made it impossible to accurately quantify how much of a service utilization gap exists for community members of color.

West Hollywood intends to create a pathway for equitable social service access and utilization by community members of color. The research team believes that by implementing the 6 recommendations, listed below, West Hollywood will be able to deliver on their ambition for racial equity in the delivery of social services. The six recommendations to achieve this goal are as follows:

- 1. Develop Awareness Campaign Targeting People of Color Working in WeHo**
- 2. Introduce Food & Nutrition Program for Community Members of Color**
- 3. Set Equitable Service Utilization Goals for Community Members of Color**
- 4. Evaluate Progress Toward Equity Based Service Utilization Goals**
- 5. Create a Centralized Information Portal about Contracted Social Services**
- 6. Standardize Provider Capacity to Communicate about Services Offered**

# Appendix

# Needs Assessment Press Release

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# City of West Hollywood

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8300 Santa Monica Blvd.  
West Hollywood, CA  
90069-6216  
(323) 848-6400

Contact

**Sheri A. Lunn**  
Public Information Officer  
(323) 848-6391  
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FOR IMMEDIATE RELEASE

## **City of West Hollywood Encourages Community Members to Participate in a Short Survey about Social Services**

*Needs Assessment Survey Seeks Feedback from a Diverse Range of Community Members in Order to Assess and Most Effectively Meet Community's Social Services Needs and Expand Accessibility*

*2022 Social Services Community Needs Assessment Survey Takes Three Minutes to Complete and is Available in English at <https://w.eho.city/needsEng> or Spanish at <https://w.eho.city/needsSpan>*

**WEST HOLLYWOOD, February 22, 2022** – The City of West Hollywood has a deep and decades-long commitment to providing social services and resources to community members in-need and to improve quality of life. Each year, the City of West Hollywood invests approximately \$5 million to fund social services through contracts with local nonprofit organizations to support programs that impact thousands of people.

As part of a continuous effort to improve social services and expand accessibility, the City is encouraging community members to participate in its 2022 Social Services Community Needs Assessment Survey. The survey is conducted in partnership with Maroon Society, which aims to advance the public good and provides qualitative and quantitative research expertise.

Community members who live, work, own property, attend school, or spend a significant amount of time unhoused in West Hollywood qualify for the City's Social Services programs and these community members are encouraged to take the three-minute survey, which is available in [English](#) by visiting [w.eho.city/needsEng](https://w.eho.city/needsEng). The survey is also available in [Spanish](#) at <https://w.eho.city/needsSpan>.

The survey is currently open; the final day to participate in the survey is Sunday, March 13, 2022.

Survey responses are being collected from a diverse range of community members and input from a large cross-section of participants will help inform critical feedback that helps the City to assess and most effectively meet the community's most up-to-date social services needs. By participating in the Needs Assessment Survey, community members will help shape the next three years of social services programs in the City of West Hollywood.

During its 37-year history, the City of West Hollywood has provided millions of dollars in grants to fund programs that include services for older adults; people living with HIV and AIDS; members of the LGBTQ community; families with children; people with disabilities; alcohol and drug use recovery programs; support programs for Russian-speaking and other immigrants; services for people who are experiencing homelessness; food programs; and health care services for people who are uninsured.

In the last year alone, the City's Social Services programs administered by partner nonprofit organizations have been addressing the most critical issues of the moment including homelessness, food insecurity, substance use, and HIV/STI prevention and support, and have provided more than 150,000 meals to older adults and other vulnerable community members who would otherwise go hungry; have placed 50 people experiencing homelessness in stable housing; and have helped many people who were jobless to prepare for the job market.

The City of West Hollywood periodically conducts community studies to guide Social Services priorities. Previous studies have provided insight on community demographics; community needs for social services, including transportation and housing; and feedback on living in West Hollywood.

For more information about the City of West Hollywood's Social Services programs, please visit [www.weho.org/wehocares](http://www.weho.org/wehocares). Additional information and background about the 2022 Social Services Community Needs Assessment Survey is posted in this website area.

For additional information about the 2022 Social Services Community Needs Assessment Survey, please contact Katie Egan, City of West Hollywood

Social Services Program Administrator, at (323) 848-6868 or at [kegan@weho.org](mailto:kegan@weho.org). For specific inquiries to Maroon Society, please contact Patricia Ortega at [assessment@maroonsociety.com](mailto:assessment@maroonsociety.com) or at (310) 694-8075. For people who are Deaf or hard of hearing, please call TTY (323) 848-6496.

The City of West Hollywood remains in a declared local emergency in response to the coronavirus (COVID-19) outbreak. West Hollywood City Hall is open for in-person transactions by appointment. Visitors to City Hall and City facilities are required to adhere to vaccine verification requirements. Click [here](#) for details. To make an appointment, visit [www.weho.org/appointments](http://www.weho.org/appointments). City Hall services remain accessible by phone at (323) 848-6400 and via the City's website at [www.weho.org](http://www.weho.org). City of West Hollywood coronavirus information is available at [www.weho.org/coronavirus](http://www.weho.org/coronavirus).

For up-to-date news and events, follow the City of West Hollywood on social media @WeHoCity, sign up for news updates at [www.weho.org/email](http://www.weho.org/email), and visit the City's calendar of meetings and events at [www.weho.org/calendar](http://www.weho.org/calendar).

For reporters and members of the media seeking additional information about the City of West Hollywood, please contact the City of West Hollywood's Public Information Officer, Sheri A. Lunn, at (323) 848-6391 or [slunn@weho.org](mailto:slunn@weho.org).

###

# Focus Group Guide

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# West Hollywood Needs Assessment: Focus Group Guide – Final Draft January 20, 2022

## INTRODUCTION

(5 min)

We're here to talk about Social Services funded by the City of West Hollywood:

- Your experiences and perceptions,
- Challenges receiving them, if any, and
- Thoughts on how to increase access to services and create new services.

**GROUND RULES:** (1) no right or wrong answers, (2) We are consultants for the City, not employees (3) it's okay to disagree, (4) try not to cut people off, (5) video recording to capture exactly what you say, it's confidential (e.g., won't post on the internet).

**GROUP INTRODUCTION:** (1) your name, (2) how you are affiliated with West Hollywood (live, work, school, etc.)

## AWARENESS & PERCEPTIONS OF SOCIAL SERVICES

(10 min)

1. What comes to mind when you think of Social Services?
  - Who are they for?
  - What are some examples?
    - **NOTE:** LIST EXAMPLES IF few are provided by group
2. How many of you think the City of West Hollywood funds social services programs?
  - Why/why not?
3. For what groups do you think the City makes social services available?
  - Why/why not?

## INFORM PARTICIPANTS the City provide social services through contracts with local nonprofit agencies.

4. Who here has received social services through programs funded by the City West Hollywood in the past? This may include working with a case manager or nonprofit to assist with any services from rental assistance to legal aid.  
(ASK SAME QUESTION OF SOCIAL SERVICES RECIPIENTS OUTSIDE OF WEHO)
  - What services were received?
  - How long ago and for what length of time?
  - What did you appreciate about those services?
  - Can you tell me what steps you took to initiate services?
  - What made it challenging to receive those services?
  - What made you continue or stop receiving those services?

# West Hollywood Needs Assessment: Focus Group Guide – Final Draft

## January 20, 2022

### INTEREST IN SOCIAL SERVICES

(10 min)

→ PROVIDE A LIST OF SOCIAL SERVICES IN A SURVEY LINK

**Instructions:** Review the social services and select 1-3 that interest you.

5. Tell me about the social services that interest you and why?
  - How might receiving them impact your quality of life?
6. What type of services do you believe this organization would offer you?
  - Exactly as described or something else?
7. How much, if anything, do you think it would cost for these services?
  - What do you think you would have to do to initiate services?

**-- 5 MINUTE BATHROOM BREAK --**

### JOURNAL EXERCISE REPORT BACK

(15 min)

**Instructions:** You were asked to select a social service before the group. We'd like to hear what service you selected and what you learned about the service.

8. What service did you select?
9. Why did you select that service?
10. What steps did you take to learn about enrolling for the services?
  - Call
  - Search the Internet
  - Read about service on website
  - Read description in West Hollywood social services brochure.
11. How easy or difficult was it to get information about the service, and why?
  - Information confusing
  - Difficult to get in touch with a person, etc.
  - Technical difficulties
12. Do you qualify for the service you selected?
  - If yes, how do you qualify
  - If no, why don't you qualify?

# West Hollywood Needs Assessment: Focus Group Guide – Final Draft

## January 20, 2022

### SOCIAL SERVICES MESSAGING

(10 MIN)

13. Who here has seen ads or messages about West Hollywood social services?

- Can you recall where you saw the advertisement (website, billboard, brochure)?
- Can you recall the message?

14. Have any on you visited the City's website or social media pages re: social services?

### EXERCISE:

(1) Visit City of West Hollywood website.

(2) Find social services.

(3) Learn about 1 social service currently available.

[SAME FOR SPANISH LANGUAGE GROUP]

15. Based on the exercise, how easy or difficult was it to navigate the webpage?

- Find information?
- Understand what steps to take to enroll?

### IDEAL SOCIAL SERVICES AWARENESS & DELIVERY

(10 min)

**Instructions:** We're going to discuss what you consider the Ideal scenario for raising awareness about social services, enrolling you, and delivering services

16. What are the best ways the City and nonprofits to **raise awareness** about services?

- In-person outreach (where, when, & how)
- Social media
- City website
- Flyers, etc.?

17. What could make the process of **enrolling in social services** easier?

- Clearly describe all information and documents needed in website and pamphlets
- Have enrollment person ask qualifying questions 1<sup>st</sup> to save time if not qualified
- Have a streamlined process for enrollment with fewer documents?
- Use DocuSign type software for application?

18. What could make **delivery of social services** better?

- Hours of operation
- Friendliness of staff
- Location of services

# West Hollywood Needs Assessment: Focus Group Guide – Final Draft January 20, 2022

## **NEW SOCIAL SERVICES**

**(10 min)**

**Instructions: Take 3 minutes to think about social services not currently offered in the City of West Hollywood that you'd like to offered.**

**ALLOW PARTICIPANTS TO ENTER WRITTEN RESPONSES IN A SURVEY LINK**

19. What social services would you like to see the City introduce?

- Who would they be for?
- How often would they be provided?
- Location of service delivery?
- How could a service like that improve your life or the lives of people you know?

## **IMPORTANCE OF RACE/ETHNICITY OF SERVICE PROVIDERS**

**(5 min)**

20. How much does the race/ethnicity of the people providing social services impact your decision to seek social services?

- How and in what ways?

## **CLOSING COMMENTS / THANK YOU FOR PARTICIPATING**

**(5 min)**

21. What is the most important thing West Hollywood can do to make you consider accessing social services?

22. Any final recommendations, comments or questions?

# Needs Assessment Survey

(Intentionally left blank)

## Needs Assessment Survey – Final Draft

February 14, 2022

**West Hollywood Affiliation (\*bold items are NOT shown to participants)**

**Thank you for helping West Hollywood. Your participation in the survey is completely confidential!**

1. Please complete this sentence...I \_\_\_\_\_ in West Hollywood

(SELECT ALL THAT APPLY)      **[SHOW MAP OF CITY BOUNDARIES]**

- Live
- Work
- Own Property
- Attend School
- Spend a significant amount of time unhoused or experiencing homelessness
- None of the Above → **THANK AND END SURVEY.**

### **Social Awareness**

2. Did you know that...Social Services are public services intended to help people meet everyday needs, including: housing, food, employment, healthcare, transportation, etc.

- Yes
- No

3. Are you aware that the City of West Hollywood contracts with non-profit organizations to provide social services to community members?

- Yes
- No

4. Which of the following services do you think the City of West Hollywood contracts for?  
(PLEASE SELECT ALL THAT APPLY)

- Disability Services
- Employment Services
- Food Assistance
- Health Care
- Homeless Services
- Legal Services
- Mental Health Services
- Rental Assistance
- Reproductive Health
- Older Adult Services
- Sexual Health Services (including STD Testing & Prevention)
- Substance Use Services
- Youth and Family Services
- Other \_\_\_\_\_
- All of the above

## Needs Assessment Survey – Final Draft

February 14, 2022

5. Complete this sentence...

People that \_\_\_\_\_ in West Hollywood qualify to receive social services.

(PLEASE SELECT ALL THAT APPLY)

- Live
- Work
- Own Property
- Attend School
- Spend a significant amount of time unhoused
- I don't know

### Social Services Use/Non-Use

6. In the past 3 years, **have you needed help** with life necessities (e.g., food, healthcare, housing, transportation, substance use services, etc.)?

- Yes
- No

7. Have you ever **considered requesting** Social Services from the City of West Hollywood to help with life necessities?

- Yes
- No → **SKIP TO Q.17**

8. What steps did you take to apply, or sign up, for the services you needed?

(PLEASE SELECT ALL THAT APPLY)

- None – I did not take any steps to receive services → **SKIP TO Q.12**
- Telephone call to a social service agency
- Telephone call to the City of West Hollywood
- Visited West Hollywood City Hall or another City of West Hollywood office
- Visited a social services agency office
- Browsed City of West Hollywood webpage
- Browsed social services agency webpage
- Searched the Internet
- Other \_\_\_\_\_

9. Did you complete an application or sign up for the service you needed?

- Yes
- No → **SKIP TO Q.12**

10. Did you receive the **services** you needed ?

- Yes → **SKIP TO Q.14**
- No

**Needs Assessment Survey – Final Draft**

**February 14, 2022**

11. What prevented you from **receiving the services** you needed?

(PLEASE SELECT ALL THAT APPLY)

**[SORT LIST, RANDOMIZE ORDER; EXCEPT LAST 2 OPTIONS]**

- Time waiting for services was too long
- The provider agency told me I didn't qualify for the service
- People at the provider agency were rude
- I didn't feel comfortable receiving service from the provider agency
- No one at the provider agency spoke my language (Spanish survey, only)
- Never heard back from the provider agency
- I no longer needed the service
- Other\_\_\_\_\_

**[ASK Q.12 ONLY IF "NO" @Q.9, OTHERWISE SKIP TO Q.13]**

12. What prevented you from **applying for the services** you needed?

(PLEASE SELECT ALL THAT APPLY)

**[SORT LIST, RANDOMIZE ORDER, EXCEPT FOR LAST 3 OPTIONS]**

- Time waiting for services would be too long
- The provider agency told me I don't qualify for the service
- People at the provider agency were rude
- I didn't feel comfortable receiving service from the provider agency
- No one at the provider agency spoke my language (Spanish survey, only)
- I no longer needed the service
- I was only somewhat interested in the service
- Other\_\_\_\_\_

**[SKIP Q. 13 IF "NO LONGER NEEDED SERVICE," IN Q.11 OR Q.12, OR "WAS ONLY SOMEWHAT INTERESTED IN THE SERVICE" IN Q.12]**

13. On a scale from 1 to 4, where "1" is Not at All Likely and "4" is Very Likely, How LIKELY is it that the provider agency treated you how they did because of any of your personal traits listed below?

	Not at All Likely			Very Likely
Age	1	2	3	4
Gender Identity	1	2	3	4
Race/Ethnicity	1	2	3	4
Sexual Identity	1	2	3	4

**Needs Assessment Survey – Final Draft**

**February 14, 2022**

**[ASK Q.14 ONLY IF “YES” @ Q.10, OTHERWISE SKIP TO Q.16]**

14. Which Social Services **did you receive?**

(PLEASE SELECT ALL THAT APPLY)

- Disability Services
- Employment Services
- Food Assistance
- Health Care
- Homeless Services
- Legal Services
- Mental Health Services
- Older Adult Services
- Rental Assistance
- Reproductive Health
- Sexual Health Services (including STD Testing & Prevention)
- Substance Use Services
- Youth and Family Services
- Other\_\_\_\_\_

15. What was the name of the social service agency that provided you services\_\_\_\_\_?

16. How did you become aware of the social service(s) you considered requesting from the City of West Hollywood?

(PLEASE SELECT ALL THAT APPLY)

- Flier or leaflet
- An outreach worker told me about it
- City of West Hollywood website
- City of West Hollywood’s social media (Facebook, Twitter, etc.)
- Friend or family member
- Radio
- Television
- Billboard
- Other\_\_\_\_\_
- Don’t remember

## Needs Assessment Survey – Final Draft

February 14, 2022

### Social Services Interest

17. Which of these services, available in West Hollywood, might you like to receive?

(PLEASE SELECT TOP 2)

- Disability Services
- Employment Services
- Food Assistance
- Health Care
- Homeless Services
- Legal Services
- Mental Health Services
- Rental Assistance
- Reproductive Health
- Older Adult Services
- Sexual Health Services (including STD Testing & Prevention)
- Substance Use Services
- Youth and Family Services
- Other \_\_\_\_\_
- None of the above → **SKIP TO Q.20**

18. If you were to apply for a social service in West Hollywood, how would prefer to apply?

- Online (Internet) → **SKIP TO Q.20**
- In-person
- On the phone
- By mail

19. Which of the following best describes why you prefer applying for services in-person, on the phone, or by mail?

(PLEASE SELECT THE MOST IMPORTANT REASON)

- I don't know how to use computers very well
- I prefer signing up with assistance from another person
- I don't trust things done on the internet
- I may have questions during the application process
- Other \_\_\_\_\_

**Needs Assessment Survey – Final Draft**

**February 14, 2022**

20. If West Hollywood could financially support 1 additional social service, what should it be \_\_\_\_\_?

21. On a scale from 1 to 4, where "1" is Not at All Likely and "4" is Very Likely, How LIKELY is it that any of the following would prevent you from **Applying** for services?

	Not at All Likely to Prevent			Very Likely to Prevent
<b>TIME &amp; COMFORT</b>				
Waiting 1 week or more to get a response from the agency about application status	1	2	3	4
Waiting 2 weeks or more to receive service	1	2	3	4
Embarrassed to ask for help	1	2	3	4
<b>STAFF COMPOSITION</b>				
Lack of LGBTQI people on staff at Agency	1	2	3	4
Lack of People of Color on staff at Agency	1	2	3	4
Lack of Older Adults on staff at Agency	1	2	3	4
<b>ACCESS TO RESOURCES</b>				
Co-pay in any amount for services	1	2	3	4
High speed Internet needed to receive services	1	2	3	4
Transportation needed to receive services	1	2	3	4
<b>DOCUMENTS &amp; PROOF</b>				
Photo ID needed to sign up	1	2	3	4
Proof of residency needed to sign up	1	2	3	4
Proof of income needed to sign up	1	2	3	4

**Needs Assessment Survey – Final Draft**

**February 14, 2022**

**Gender**

22. How do you describe your gender identity?

- Male
- Female
- Trans-Female
- Trans-Male
- Non-binary
- Another Gender Identity\_\_\_\_\_

**Race/Ethnicity**

23. Select the race/ethnic group(s) that best describe(s) you?

(SELECT ALL THAT APPLY)

- White
- Black
- Hispanic/Latinx
- Asian/Pacific Islander
- Native American
- Other\_\_\_\_\_

**Age**

24. What age group best describes you?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75-84
- 85 or older

**Sexual ID**

25. What best describes your sexual identity?

- Bisexual
- Gay
- Lesbian
- Queer
- Straight
- Sexually fluid
- Another Sexual Identity: \_\_\_\_\_

**Needs Assessment Survey – Final Draft**

**February 14, 2022**

**[SKIP Q. 26 & Q.27 IF ANSWERED "EXPERIENCING HOMELESSNESS" IN Q.1]**

26. What is your home zip code \_\_\_\_\_?

27. How many people currently reside in your household? \_\_\_\_\_

28. What is your estimated annual household income?  
(combined income between all people working in a year)

- Less than \$25,000
- \$25,000 – \$34,999
- \$35,000 – \$49,999
- \$50,000 – \$74,999
- 75,000 – \$99,999
- \$100,000- \$149,999
- \$150,000 or more
- Decline to answer

29. How many years of education have you completed?

- Less than high school
- Some high school
- Graduated high school, received a GED, or equivalent
- Some college, no degree
- 2-year college degree (Associate's)
- 4-year college degree (Bachelor's)
- Masters, professional, or doctorate degree

30. Please provide your contact information so we can enroll you in the \$25 gift card sweepstake.

**We will NOT share your information with anyone else.**

- First Name:
- Last Name:
- Email Address:
- Phone Number:
- OR...*Not interested in sweepstake*

**19. Thank you for your participation.**

*All people who live, work, attend school, spend a significant amount of time unhoused, or own property in West Hollywood qualify for social services. To learn more about social services in West Hollywood, please click the link.*

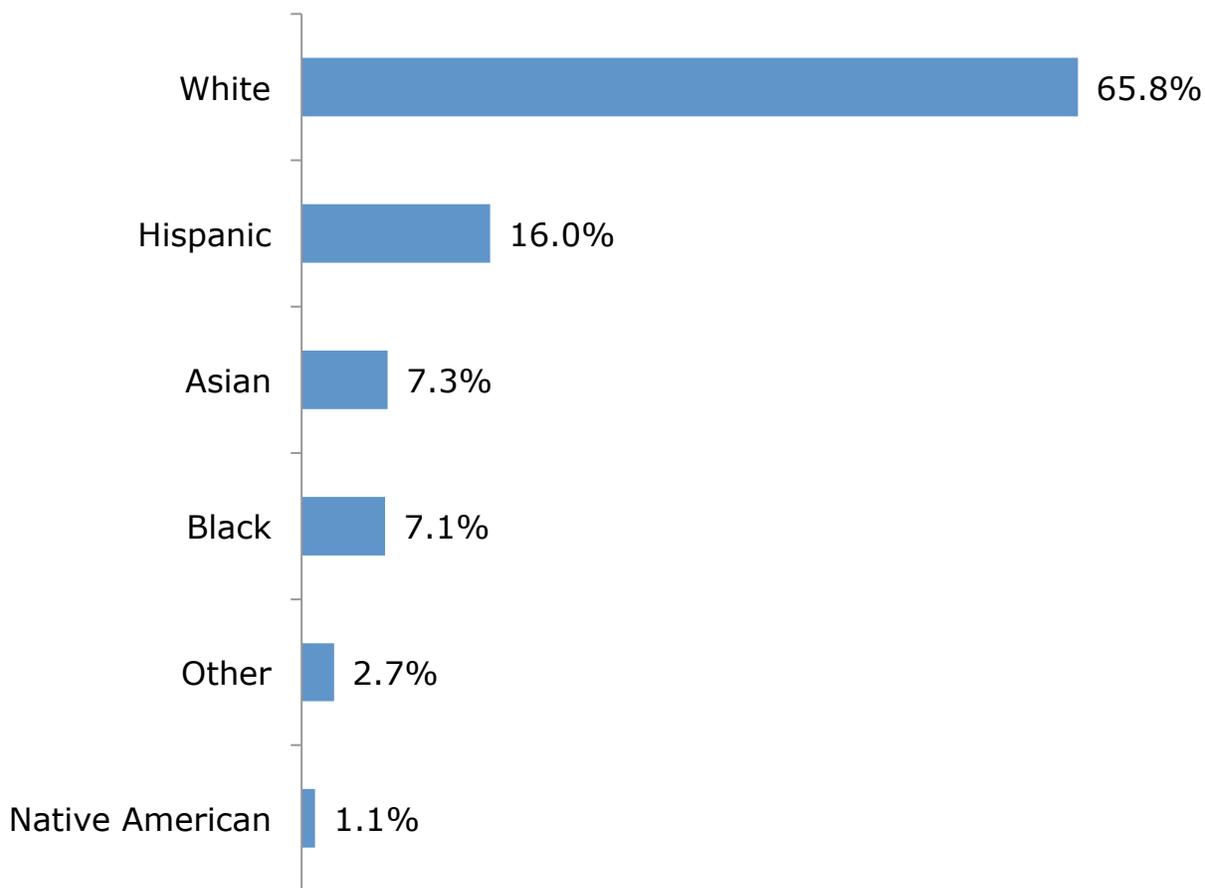
<https://www.weho.org/home/showpublisheddocument/49489/637527998257370000>

# Demographic Profile of Survey Participants

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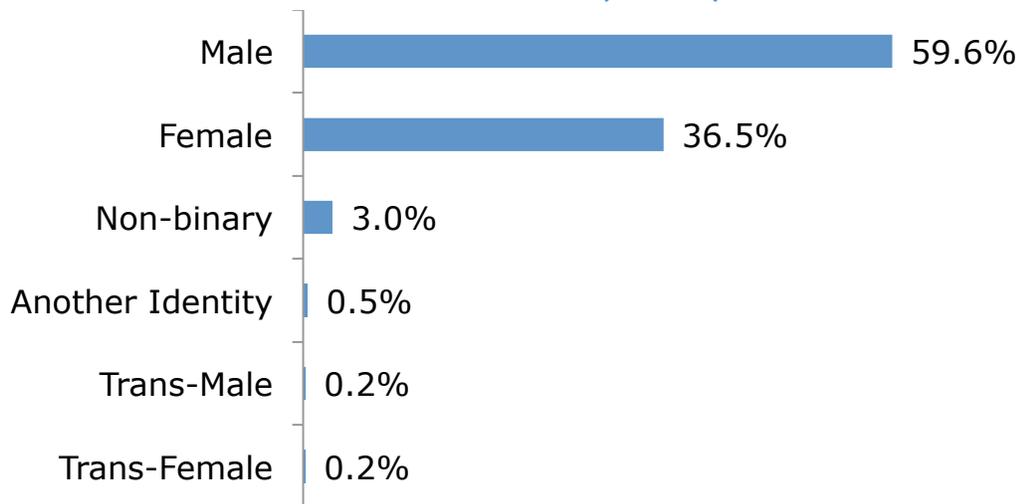
Five hundred and thirty (N=530) surveys were administered among West Hollywood community members. Four hundred and thirty-eight (N=438) provided information about race/ethnicity. This samples size is sufficient to conduct analysis at the 95% statistical confidence level. The racial composition of West Hollywood residents as of the 2020 US Census is as follows: White 79.9%, Latinx 10.3%, Asian 5.9%, Black 3.6%, and Native American 0.3%. This guided the survey administration goals for sampling. As can be seen in Figure 16, the survey oversampled community members of color in order to have a sample size sufficient to conduct analysis between racial groups, as well in aggregate (i.e., people of color vs. White community members).

**Figure 16: Racial/Ethnic Composition of Participants  
(N=438)**



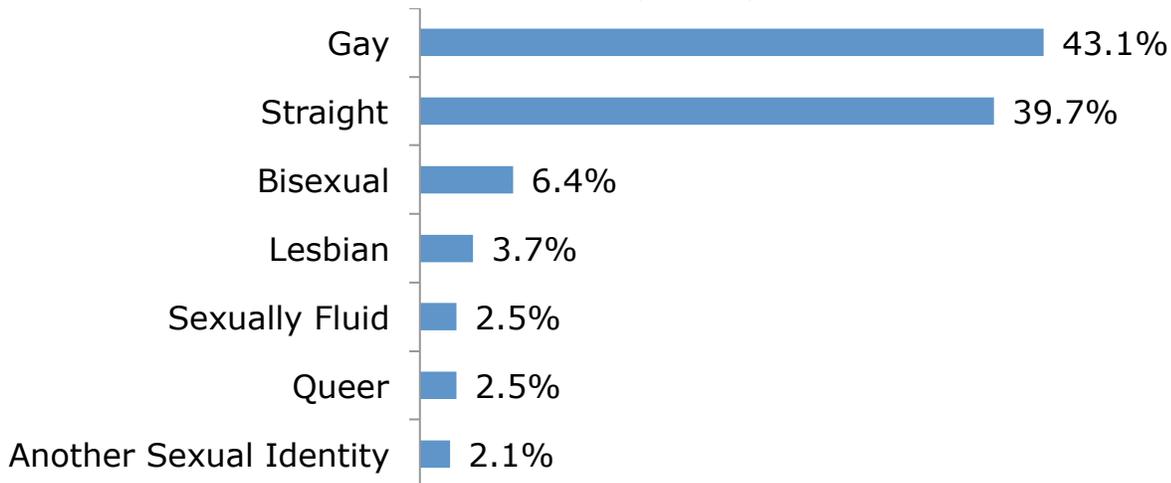
The **gender composition** of participants skews slightly more male than US Census data (59.6% vs. 55%). However, the research team is confident that this gender distribution is representative of West Hollywood community members as a whole. When taking into consideration people who work and spend time homeless, the proportion of community members who identify as male is likely above 60%.

**Figure 17: Gender Composition of Survey Participants (N=438)**



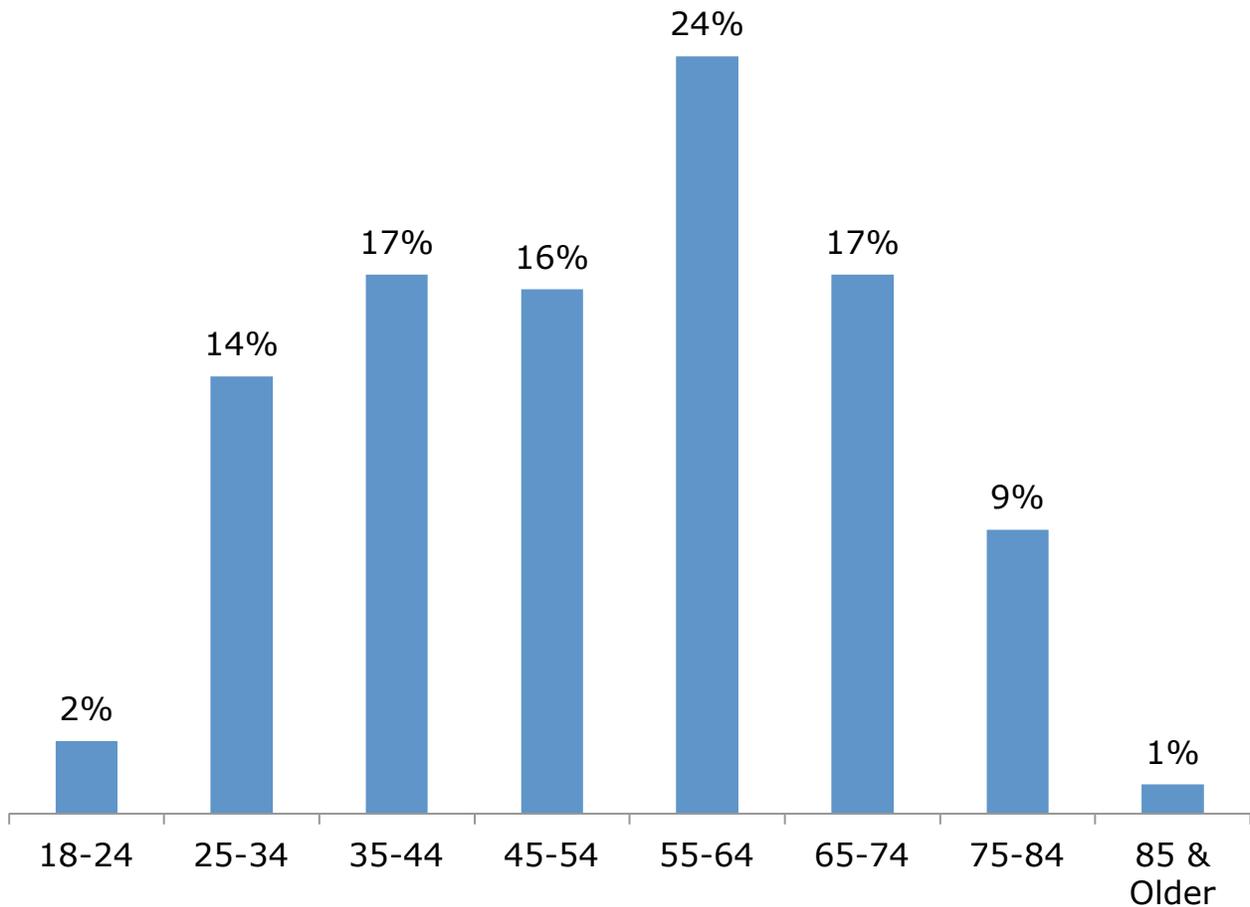
The **sexual identities** of survey participants are consistent with previous surveys. LGBTQI community members are well represented in all classifications that make a person eligible for membership (e.g., live, work, own property, attend school, spend time unhoused in the City).

**Figure 18: Sexual Identities of Survey Participants (N=438)**



**The age of community members** skews older than those living in the City. According to the 2020 US Census, 15.8% of residents are over 65 years of age. Twenty-seven percent (27%) of our sample is over 65 years old. Special care is taken to ensure that age does not skew the results of the analysis throughout the report.

**Figure 19: Age of Survey Participants  
(N=438)**



The household income and age of survey participants are consistent with Census data. According to the 2020 Census, median household income of West Hollywood residents is \$71,692; and, 60% of residents have a bachelor’s degree or higher.<sup>22</sup> Table 1 shows the median income is between \$35,000-\$49,999.

**Table 1: Household Income of Participants**

Household Income	Frequency	Percent
Less than \$25,000	107	25.1
\$25,000-\$34,999	46	10.8
\$35,000-\$49,999	40	9.4
\$50,000-\$74,999	55	12.9
\$75,000-\$99,999	31	7.3
\$100,000-\$149,999	38	8.9
\$150,000 or more	52	12.2
Decline to Answer	58	13.6
<b>Total</b>	<b>427</b>	<b>100.0</b>

Table 2 shows household income differences among people of color and White community members who work but do not live compared to those who live in the City.

**Table 2: Household Income – Those who Work/Not Live in WeHo vs. Live in WeHo**

Household Income	All Live in WeHo	POC Live in WeHo	All Work/Not Live in WeHo	POC Work/Not Live in WeHo	Total
Less than \$25,000	83	19	17	17	100
	24.8%	28.8%	22.1%	28.8%	24.3%
\$25,000-\$34,999	27	4	18	17	45
	8.1%	6.1%	23.4%	28.8%	10.9%
\$35,000-\$49,999	31	7	9	7	40
	9.3%	10.6%	11.7%	11.9%	9.7%
\$50,000-\$74,999	40	5	13	10	53
	11.9%	7.6%	16.9%	16.9%	12.9%
\$75,000-\$99,999	25	4	6	5	31
	7.5%	6.1%	7.8%	8.5%	7.5%
\$100,000-\$149,999	35	8	3	1	38
	10.4%	12.1%	3.9%	1.7%	9.2%
\$150,000 or more	46	9	5	0	51
	13.7%	13.6%	6.5%	0%	12.4%
Decline to Answer	48	10	6	2	54
	14.3%	15.2%	7.8%	3.4%	13.1%
	<b>335</b>	<b>66</b>	<b>77</b>	<b>59</b>	<b>412</b>

Table 3 indicates that 60.4% of participants have a bachelor’s degree or higher.

**Table 3: Education level of Participants**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Less than High School	8	1.9
Some High School	100	23.3
High School Graduate or Equivalent	31	7.2
Some College	5	1.2
2 Year College Degree	26	6.0
4 Year College Degree	151	35.1
Master, professional or doctorate degree	109	25.3
Total	430	100.0

# Service Interests and Utilization by Race/Ethnicity

(Intentionally left blank)

**Table 4: Utilization of Social Services and Interest in Social Services by Race**

Social Services	Mental Health & Healthcare	Rental/ Financial	Food/ Nutrition	Older Adult/ Disability	Legal	Employment	Sexual Health	Homeless	Substance Abuse	Youth & Family	Trans-gender	Total Use
<b>White</b>												
Use (N)	746	216	2092	2851	572	150	3319	387	92	26	21	10,472
Use (%)	63.3%	58.4%	85.9%	91.3%	81.5%	62.8%	54.2%	39.0%	28.8%	48.1%	15.6%	66.8%
Interest (%)	20.8%	21.2%	9.40%	38.5%	12.5%	8.7%	8.0%	2.40%	1.7%	1.7%		
<b>Black/African American</b>												
Use (N)	81	21	102	86	19	38	424	338	32	2	46	1,189
Use (%)	6.9%	5.7%	4.2%	2.8%	2.7%	15.9%	6.9%	34.1%	10.0%	3.7%	34.1%	7.6%
Interest (%)	35.5%	19.4%	6.50%	25.8%	9.7%	9.7%	3.2%	16.10%	0.0%	0.0%		
<b>Latinx</b>												
Use (N)	166	58	168	96	26	35	1060	136	51	21	38	1,855
Use (%)	14.1%	15.7%	6.9%	3.1%	3.7%	14.6%	17.3%	13.7%	16.0%	38.9%	28.1%	11.8%
Interest (%)	30.0%	35.7%	24.30%	12.9%	5.7%	17.1%	15.7%	11.40%	2.9%	1.4%		
<b>Asian</b>												
Use (N)	70	2	50	31	2	9	273	15	7	5	6	470
Use (%)	5.9%	0.5%	2.1%	1.0%	0.3%	3.8%	4.5%	1.5%	2.2%	9.3%	4.4%	3.0%
Interest (%)	37.5%	25.0%	12.50%	12.5%	18.8%	12.5%	9.4%	3.10%	0.0%	3.1%		
<b>Native American</b>												
Use (N)	6	0	2	8	1	0	81	19	1	0	3	121
Use (%)	0.5%	0.0%	0.1%	0.3%	0.1%	0.0%	1.3%	1.9%	0.3%	0.0%	2.2%	0.8%
Interest (%)	20.0%	0.0%	20.00%	0.0%	0.0%	20.0%	0.0%	40.00%	20.0%	0.0%		
<b>Other Identity</b>												
Use (N)	110	73	21	50	82	7	971	97	136	0	21	1,568
Use (%)	9.3%	19.7%	0.9%	1.6%	11.7%	2.9%	15.8%	9.8%	42.6%	0%	15.6%	
Interest (%)	16.7%	25.0%	0.00%	33.3%	8.3%	8.3%	8.3%	0.00%	0.0%	8.3%		
<b>Total</b>	<b>1179</b>	<b>370</b>	<b>2435</b>	<b>3122</b>	<b>702</b>	<b>239</b>	<b>6128</b>	<b>992</b>	<b>319</b>	<b>54</b>	<b>135</b>	<b>15,675</b>

## End Notes

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<sup>13</sup> Los Angeles Homeless Services Authority (September 3, 2020)). 2020 greater Los Angeles homeless count results. Accessed March 30, 2022 from: <https://www.lahsa.org/news?article=726-2020-greater-los-angeles-homeless-count-results>

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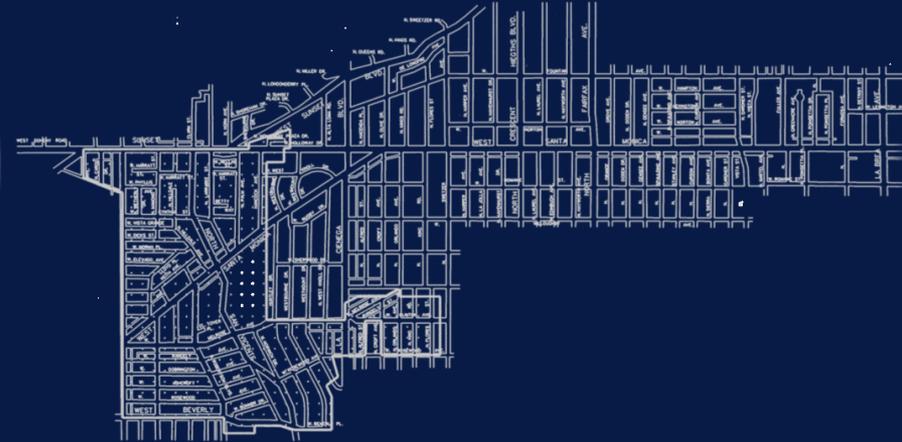
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# Needs Assessment Focusing on Community Members of Color

Social Justice Task Force

April 26, 2022



Income

Education

Health

# Quality of Life

Employment

Housing

Safety

**How much does a  
person's race and  
ethnicity determine  
their quality of life?**

**A lot...**

**a little...**

**it depends...**

# Overall Race Matters

- Income
- Employment
- Education
- Food security
- Housing stability
- Health

# Needs Assessment

# Objectives

Conduct a Needs Assessment focusing on community members of color to:

- (1) Measure interest and utilization of West Hollywood funded social services;
- (2) Identify unmet social service needs;
- (3) Explore possible access barriers; and
- (4) Propose solutions to barriers.

# Methods

Social Services Utilization by People of Color;

Interviews of Social Services Agencies;

Focus Groups & Interviews with People of Color

Community Survey with all of West Hollywood

# Recommendations

## Recommendation #1

# Develop an Awareness Campaign for People of Color Working in West Hollywood

## PROBLEM

People of color have lower awareness about social services funded by the City of West Hollywood than their White counterparts. The gap is especially large for those who work but do not live in the City. They report lower incomes and a higher need for help with life necessities.

## RECOMMENDATION

The City and its nonprofit partners should coordinate an outreach campaign to educate workers about social services. The campaign should include people of color to participate in the outreach.

## Recommendation #2

# Expand Food & Nutrition Programming for Non-Resident Community Members

## PROBLEM

Community members of color who work but do not live in West Hollywood are much more likely to live in low-income households, and to report an interest in food and nutrition support (28% vs. 10% West Hollywood residents). In addition, the City's homeless population is disproportionately Black and Latinx. However, many of the City's current food and nutrition programs are limited to West Hollywood residents.

## RECOMMENDATION

The City should consider expanding its food and nutrition services to include non-resident community members. It is strongly recommended that the service providers have people of color on staff and the cultural competency needed to serve members of the community experiencing homelessness.

## Recommendation #3

# Develop a Racial Equity Based Service Utilization Strategy

## PROBLEM

Community members of color use City funded social services at a lower rate than their White counterparts. At minimum, the underutilization rate is 5.7%.

However, this estimate is incomplete because it is based only on the number of residents of color when it should be based on the total number of community members of color.

## RECOMMENDATION

The City should develop a racial equity based service utilization strategy. It should (1) include a population estimate of West Hollywood community members, inclusive of non-residents, (2) be informed by the Government Alliance on Race and Equity principles, and (3) incorporate insights from the needs assessment about service category interests and barriers to service.

## Recommendation #4

# Evaluate Progress on Service Utilization Strategy with an Evaluation Plan

## PROBLEM

Implementing a racial equity based strategy for social service utilization requires multiple phases: (1) engagement and collaboration with social services agencies to refine the strategy, (2) education about the new goals and data requirements, and (3) evaluation of the strategy.

## RECOMMENDATION

The City should develop an evaluation plan to measure progress toward any racial equity strategy it develops. The evaluation should clearly define evaluation goals, metrics, data sources used to evaluate progress, and a schedule for reporting results to the City, Human Services Commission, City Council, and relevant City stakeholders.

## Recommendation #5

# Create a Centralized Information Portal about Contracted Social Services

## PROBLEM

The City's social services webpage has valuable information about City funded services. However, for community members with limited time, computer skills, and English reading comprehension, the process of locating services, identifying if they qualify to receive services, and all the steps needed to apply for services can be daunting.

## RECOMMENDATION

The City should create an information portal on their website that offers clear descriptions of City funded services, qualification criteria, and application requirements. In the long-term, the City should have an application that allows a person to find out what services they qualify for by responding to a series of automated questions.

## Recommendation #6

# Standardize Provider Capacity to Communicate About Services Offered

## PROBLEM

Contracted social services providers have varying levels of capacity to communicate with the public and process applications for service. Some agencies provide websites with detailed information and automated steps to apply for services; yet, others have limited, often confusing, and incomplete information about services offered.

## RECOMMENDATION

The City should standardize information available to community members from contracted provider websites. Providers should clearly describe the service offered, criteria required to apply, estimated time to receive a response, and time to schedule the service. Additionally, providers should offer an operational telephone number, and indicate hours in which calls will be received, and time to receive a response.

# Discussion

# ITEM 8

# ATTACHMENT