

CITY OF WEST HOLLYWOOD COMMUNITY SAFETY AND WELL-BEING STRATEGY

UPDATED REPORT

DECEMBER 2022



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CONTRIBUTORS

Over 70 individuals from various stakeholder groups were engaged to inform the development of the City of West Hollywood’s Initial Community Safety and Well-Being Strategy. In addition to these stakeholders, approximately 300 community members provided input on the Initial Community Safety and Well-Being Strategy through different engagement channels. Their input has been incorporated into this document. A more detailed overview of the stakeholder and community engagement process can be found in **Appendix A** and **Appendix B** of this document.

City Council

- Mayor Lauren Meister
- Mayor Pro Tempore Sepi Shyne
- Councilmember John D’Amico
- Councilmember John M. Erickson
- Councilmember Lindsey P. Horvath

City Staff from the following Departments and Divisions

- City Manager’s Department
- Communications Department
- Human Services & Rent Stabilization Department
 - Strategic Initiatives
 - Social Services
 - Rent Stabilization
- Community Safety Department

Representatives from the following Community Safety Partners

- Los Angeles County Sheriff’s Department
- Block by Block
- Resident Associations – Neighborhood Watch
 - ✓ Norma Triangle
 - ✓ Plummer Park Neighborhood Watch
 - ✓ Ogden/Orange Grove Dr. Owls
 - ✓ WeHo West Resident Association
 - ✓ WeHo Heights Neighborhood Association
 - ✓ WeHo North Neighborhood Association
 - ✓ Harper/Sweetzer Neighborhood Watch

Business Community Representatives

- Andaz Hotel
- Calma
- Marco Pelosi Hair
- Pink Dot

Social Services Representatives

- Ascencia
- Jewish Family Service LA
- Los Angeles LGBT Center
- National Council of Jewish Women Los Angeles
- Trans Can Work
- TransLatin@ Coalition

Appointed Officials from the following Advisory Boards and Commissions

- Arts and Cultural Affairs Commission
- Business License Commission
- Disabilities Advisory Board
- Historic Preservation Commission
- Human Services Commission
- LGBTQ+ Advisory Board
- Planning Commission
- Public Facilities Commission
- Public Safety Commission
- Rent Stabilization Commission
- Russian-Speaking Advisory Board
- Senior Advisory Board
- Social Justice Task Force
- Transgender Advisory Board
- Transportation Commission
- Women's Advisory Board

EXECUTIVE SUMMARY

The West Hollywood Community Safety and Well-Being Strategy will act as a guide for key stakeholders to come together to decisively address community needs around the most prevalent risks and strategic opportunities within the City. The Strategy is intended to be a living document, driven by key partners, stakeholders, service providers, and local government partners, that continuously adapts to reflect the changing public safety, health, and well-being needs of West Hollywood community members. The Strategy identifies eleven Strategic Priorities and related initiatives to frame the careful planning and promotion of desired safety and well-being outcomes in the community and support meaningful implementation.

Existing community safety and well-being risks in the City are complex, multifaceted, and often interconnected. The City of West Hollywood and its community partners have made significant efforts to alleviate these challenges over the years. Yet, the City and community members recognize that there is still much work to be done.

This Community Safety and Well-Being Strategy was developed through extensive consultation with community members and stakeholders with the overarching goal of addressing community safety and well-being issues in a more holistic, proactive, and collaborative way. Findings from this consultation were supplemented with an analysis of available data and leading practice research.

The Strategy identifies eleven Strategic Priorities for the City. Each Strategic Priority includes several interrelated initiatives. Combined, these represent the primary focus areas for ongoing and future service delivery to the community. The City is developing a comprehensive implementation plan which includes details such as the who, when, and how for each initiative.

The Community Safety and Well-Being Strategy will bring together the City and neighboring government partners, local law enforcement, community social services providers, and other key civic groups to establish infrastructure (e.g., systems and processes) to support the collective identification of complex public safety and social risks, as well as the ongoing development and implementation of strategies to reduce those risks.







In addition, the Community Safety and Well-Being Strategy will enable several benefits through:

Good Governance	Data Stewardship	Consistent Community Consultation
<ul style="list-style-type: none">• Drive greater alignment, collaboration, and trust among decision-makers and stakeholders.• Guide long-term social development and prevention and short-term acute risk planning simultaneously.• Strengthen the community's relationship with local law enforcement.	<ul style="list-style-type: none">• Support data collection and analysis to identify how, when, and where to target services most effectively.• Enable integrated, forward-looking, and proactive decision-making and planning.• Decrease costs and improve outcomes for the community in the long-term.	<ul style="list-style-type: none">• Enhance awareness of the City's history of, and current dedication to, safety and well-being.• Guide stakeholders in coming together to address safety and well-being needs decisively.• Continuously reflect the changing needs of West Hollywood's community members.

Community Safety and Well-Being Strategic Priorities

The eleven Strategic Priorities and supporting strategic initiatives identified below emerged from the analysis of various core safety and well-being needs of constituents, risks to their safety and well-being, and services currently being provided in and by the City. In some cases, there are already robust safety and well-being work plans underway to address specific topic areas. Strategic Priorities below have not been prioritized or ranked (this task will be undertaken during the implementation phase of the Strategy). Thus, priorities have been listed in alphabetical order throughout the document.

Priority Area	Strategic Initiatives
Issue-Based Priorities	
 Crime	<p>Increase focus on preventative and situation-based measures to address crime and curb reliance on enforcement-led incident response.</p> <ol style="list-style-type: none"> 1. Expand community policing efforts and initiatives to build greater trust with community members. 2. Leverage technology to help deter and collect information on crime and incident response issues. 3. Develop crime response procedures that reflect the current needs and concerns of community members.
 Emergency Preparedness	<p>Protect community members from natural and human-made emergencies through robust emergency planning and mitigation initiatives.</p> <ol style="list-style-type: none"> 4. Enhance emergency mitigation efforts in response to the recent increase in frequency and intensity of both natural and human-made emergency incidents.
 Homelessness	<p>Provide integrated individualized supports to unhoused community members with complex needs; emphasize and center the dignity and humanity of unhoused individuals in all supports and programs; work to ensure that appropriate shelter is provided and that public spaces are available for all constituents to use as intended.</p> <ol style="list-style-type: none"> 5. Support appropriate and safe responses to those experiencing homelessness. 6. Develop additional interim housing, permanent housing, and day center facilities to connect unhoused individuals to wraparound services/case management support. 7. Enhance collaboration with non-profits, neighboring cities, local social service providers, and the County to secure more beds, housing units, and funding.
 Housing Insecurity	<p>Keep individuals at risk of losing their housing housed and healthy by focusing on services and interventions related to income/rental support, housing affordability, access to affordable housing, food insecurity, transit, and other upstream community development supports.</p> <ol style="list-style-type: none"> 8. Continue to expand access to affordable housing in West Hollywood. 9. Raise awareness of protections for individuals living in affordable housing dwellings (i.e., renters).
 Mental Health & Substance Use	<p>Respond to the acute mental health and substance use challenges of both housed and unhoused individuals by maintaining seamless access to comprehensive service offerings (counseling, psychiatry assessments, safe shelter, substance use treatment, etc.).</p> <ol style="list-style-type: none"> 10. Identify additional opportunities for '24/7' crisis response and service provision. 11. Continue to educate and protect community members from the life-threatening dangers associated with illicit drug use (e.g., methamphetamine, cocaine, fentanyl).

	<p>12. Create more private physical spaces (e.g., access centers or ‘community hubs’) where housed and unhoused individuals can access wraparound support services to confidentially address complex needs.</p>
 <p>Pedestrian & Cyclist Safety</p>	<p>Create safe and convenient mobility options for pedestrians and cyclists of all ages and abilities through enhancements to infrastructure, education, and enforcement.</p> <p>13. Explore enhancements to existing streetscape infrastructure in West Hollywood that can reduce risks to pedestrian and cyclist safety.</p> <p>14. Prioritize the use of quick-build materials to improve safety in areas where physical enhancements are not currently underway or planned.</p> <p>15. Continue educational campaigns related to pedestrian and cyclist safety.</p>
 <p>Poverty & Food Insecurity</p>	<p>Provide targeted supports for individuals experiencing poverty and food insecurity to combat the effects of stagnating wages, fixed incomes, and the increased cost of living.</p> <p>16. Enhance targeted income supports for individuals in the community who disproportionately experience poverty and food insecurity.</p>
 <p>Older Adult Care & Isolation</p>	<p>Support community members with wraparound services tailored to the needs of older adults (e.g., health care, food delivery, transportation, and socialization, etc.).</p> <p>17. Bridge the ‘digital divide’ by improving technological literacy for older adults and increasing their access to technology and other virtual resources.</p> <p>18. Continue to expand access to affordable housing and income supports for older community members.</p> <p>19. Create seamless access to comprehensive wraparound supports for older adults living in West Hollywood where and when they need them.</p>
System Integration Priorities	
 <p>Local Law Enforcement Trust, Transparency, and Accountability</p>	<p>Define what the desired future state of law enforcement looks like (i.e., setting clear expectations), and what models best support that vision. Improve trust between local law enforcement and priority populations (e.g., BIPOC and LGBTQ+).</p> <p>20. Improve trust between local law enforcement and priority populations based on their unique needs and experiences.</p> <p>21. Continue to invest in and provide ongoing training for local law enforcement personnel to continually advance their understanding of the different communities they serve.</p> <p>22. Increase interaction between community members, local businesses, and local law enforcement personnel (e.g., deputies).</p> <p>23. Investigate what alternative models of policing might look like for the City (e.g., an independent West Hollywood Police Department or sharing the service with neighboring municipalities.)</p>
 <p>System Capacity and Innovation</p>	<p>Harness data to bolster system efficiency – do more with existing resources and make informed decisions about where to provide funding for the greatest impact.</p> <p>24. Establish a formal ‘data table’ with select partners to facilitate the creation of best practices for data collection, sharing, analysis, and storage.</p>
 <p>System Connectivity</p>	<p>Update existing, and create new, mechanisms to foster public awareness of City-led safety and well-being initiatives; improve digital, physical, and cultural accessibility for a range of groups (e.g., those who are marginalized, older, immigrant, or with disabilities); increase communication, collaboration, and cooperation between the City’s stakeholder groups as well as with neighboring municipalities and the County.</p> <p>25. Promote further knowledge mobilization activities across sectors to better identify community issues and gaps.</p>

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- 26. **Enhance community access to information** related to the various services directly provided or funded by the City.
 - 27. **Create formal opportunities** for City staff, community members, and organizations to meet and **mobilize collaborative action** on common goals.

INTRODUCTION

What is the Purpose of this Strategy?

The City of West Hollywood is a creative, progressive municipality that takes a proactive approach to public safety. Since its incorporation in 1984, the City has invested in a wide range of initiatives and relationships to ensure the health, safety, and well-being of the community. For this reason, it can be said that the City applies a community safety and well-being lens to public safety. This approach expands the focus beyond crime prevention or routine policing to include well-being and broader issues of community safety and security as a public good.

The purpose of this Community Safety and Well-Being Strategy is to work collectively towards a community where everyone is safe, has a sense of belonging, and can meet their needs for education, health care, food, housing, income, and social and cultural expression.

The benefits associated with formal community safety and well-being positively impact not only community members, but all groups whose work focuses on ensuring that community members feel safe and healthy. This includes local law enforcement, neighborhood watch and resident association groups, civilian security teams, local government, social services agencies, businesses, etc. By identifying and building systems to support governance and information-sharing between sectors, organizations, and services, the Community Safety and Well-Being Strategy establishes a foundation to support ongoing initiatives and priorities well past the scope of the specific goals and initiatives presented in this document.

It is not the intent of this report to duplicate the work of existing initiatives. Rather, it is to catalogue what work is being done, spotlight where additional action is required, and create space that actively brings these activities together into a coherent whole.

How Was the Strategy Developed?

The approach to developing this Strategy took place over two distinct phases:

- I. **Strategy Development and Draft Strategic Priorities (March – August 2022):** This phase focused on harnessing the knowledge and expertise of a broad range of community representatives, including City Council; Commission, Advisory Board, and Task Force members; City staff; business community representatives; local law enforcement; public safety partners; neighborhood groups and resident associations; and social services providers. Stakeholders were engaged regarding how to enhance service delivery and coordination within West Hollywood. An in-depth current state assessment and gap analysis was conducted to: confirm contextual details about West Hollywood and broader regional dynamics related to community safety and well-being; map the City’s current community safety and well-being ecosystem; present a summary of stakeholder perspectives on current strengths, as well as risks and opportunities for improvement; define a preliminary future state vision informed by stakeholder engagement and; identify actions to bridge the gap between the current and future states. Based on this analysis, a set of draft Strategic Priorities was developed and validated with stakeholders. See Appendix A for a full list of groups and organizations engaged.
- II. **Community Engagement & Implementation Planning (September 2022 – December 2022):** This phase focuses on greater public consultation and more detailed implementation planning. The Community Safety and Well-Being Strategy’s draft Strategic Priorities and initiatives were presented to community members for feedback during several engagement activities. See Appendix B for additional details regarding community engagement events. Strategic initiatives are currently being refined with the City staff responsible for operationalizing activities.

What Does A Safe and Healthy Community Look Like?

Throughout this process, stakeholders began defining a vision for the future state of community safety and well-being in the City of West Hollywood. These have been distilled into a set of three ‘overarching guidelines’ that form the basis of this strategic planning process. These guidelines are cross-cutting and were applied to all Strategic Priorities and supporting initiatives where applicable. They should serve as a guide to the development of community safety and well-being priorities and initiatives in the future.

Integrated and Holistic	Data-Driven and Forward-Looking	Accessible, Inclusive, and Responsive
Build upon multi-disciplinary collaboration and cooperation: Building on the existing foundation of cross-sectoral/cross-departmental initiatives, there is a desire for more formal and structured processes that promote collaboration across departments, residents, sectors, and City contractors, and between the City and its neighbors, the County, and State.	Make better use of cross-sectoral data: Data sharing and analysis across departments, providers, municipalities, and between the City and LA County will support a clearer understanding of the effectiveness of existing interventions and contracts, better inform decision making, and assist with integrating investments. Shift away from incident response toward community development:	Be more responsive: The ecosystem will be flexible to urgent needs both in terms of physical infrastructure (shelters, beds, housing stock) and process infrastructure (connectivity across services). This means that community members get help when they need it and that services are connected across agencies to address the different needs of the recipient, as opposed to waiting for

Expand focus and allocation of resources to address all determinants of wellness: While maintaining its emphasis on the needs of unhoused persons, the City and its delivery partners should broaden this focus and allocation of resources to address all components of a safe and healthy community (e.g., mental health, substance use and addiction, income and employment, food access, older adult care, and transit supports, among others.¹)

Focus on improved collaboration with local law enforcement, community development (e.g., poverty reduction, housing insecurity), and situational measures that target specific issues (e.g., testing tabs for spiked drinks).

Follow new and promising interventions: How can the City and its delivery partners make better use of data? What are alternatives to incarceration that reduce recidivism?

services to open or shelter beds to become available.

Be more accessible and inclusive: Additional tools and spaces are required to ensure that community members are aware of what services are available to them, how and where they can access them, and that overall services and physical spaces provide equal access and resources for people who might otherwise be excluded or marginalized.

What is a Community Safety & Well-Being Strategy?

The City of West Hollywood has, since Cityhood, invested in a wide range of community safety and well-being initiatives and contracts, including Rent Stabilization and quality of life programs, along with contract services provided by the Los Angeles County Sheriff's Department, the Los Angeles County Fire Department, Emergency Medical Services Personnel, local social services agencies, and civilian security organizations. For this reason, it can be said that the City already applies a community safety and well-being lens to public safety. Recognizing the benefit of this expanded view, West Hollywood is well positioned to bring all of this work under one integrated strategy.

The Community Safety and Well-Being Strategic Framework is a recently established methodology that emphasizes the use of analysis to support the shift away from incident response and towards preventative, social development-oriented interventions (see overview on page 10).

This framework guides the development of a strategy that:

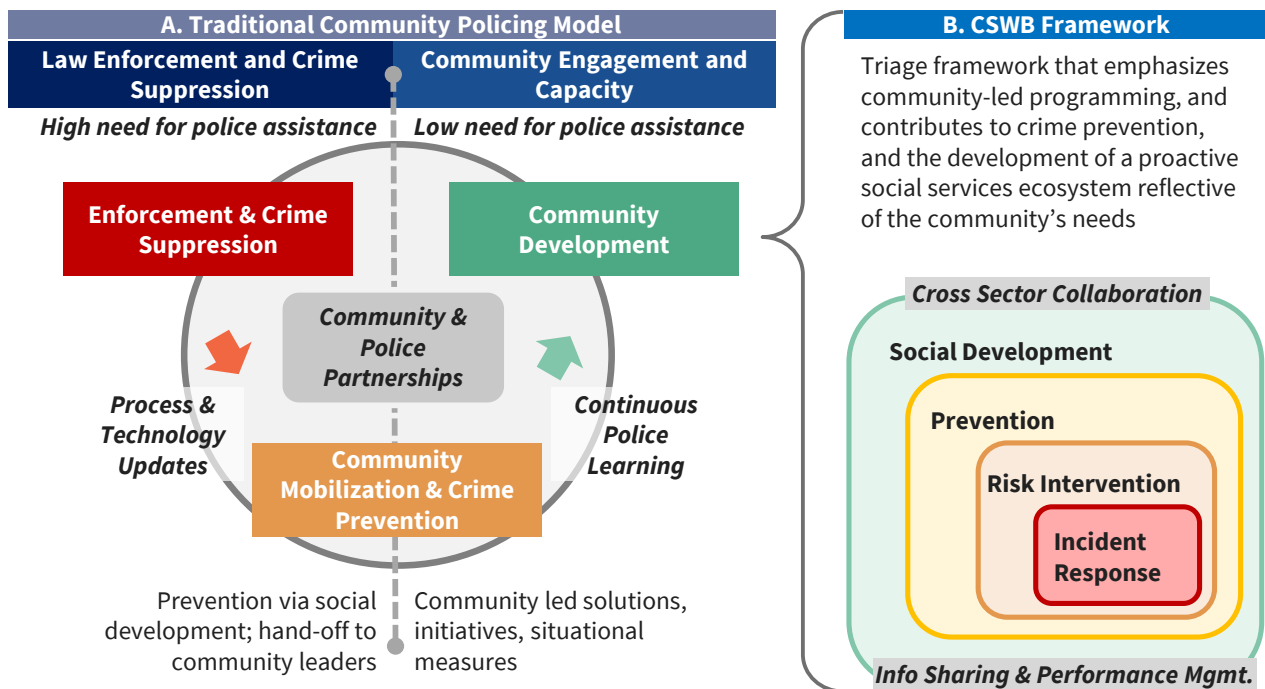
- Creates an ecosystem that brings the community together to create innovative solutions to intersectional community safety and well-being challenges.
- Sets the community's priorities for action based on a process that identifies safety and well-being risks, documents the work that is currently underway (i.e., existing services and initiatives), and outlines where service gaps may still exist.
- Documents a cohesive approach, allowing all future initiatives and activities to be informed by the existing Strategy.

¹ This means taking a more holistic and person-centered approach to providing social services and supporting community safety, using some combination of indicators linked to the over [twelve determinants of wellness](#).

The Community Safety and Well-Being Strategic Framework

Considered an evolution of the Community Policing Approach, the Community Safety and Well-Being Framework provides a modernized and more nuanced toolkit for community leaders to shift from an enforcement and crime suppression focus to an approach that is community development oriented.

This does not eliminate the need for enforcement entirely, but subtly mitigates it by providing a triage process that emphasizes crime prevention and the development of a proactive social services ecosystem that is reflective of the community's needs.



The diagram above illustrates the components, approach, and focus of the Community Policing Model and Community Safety and Well-Being Framework. By deemphasizing incident response, the Framework demonstrates the importance of shifting towards preventative, social development-oriented interventions for several reasons.

- Firstly, incident response is inherently reactionary, meaning that the conditions resulting in an incident are rarely addressed through this single action.
- Secondly, reliance solely on incident response can be inefficient and ineffective – it does not set the conditions to mitigate future occurrences of the same or similar incident.
- Lastly, the implicit relationship between incident response and police services limits the extent to which interventions can effectively support communities as they experience broad-based social challenges.

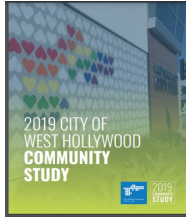
The Framework Continued...

While local law enforcement services are crucial for maintaining the safety of a community, they are not always able to effectively respond to a high variety of incidents equally. Incident response remains an important component of community safety and well-being, but it is a tool that should be mobilized as a last recourse.

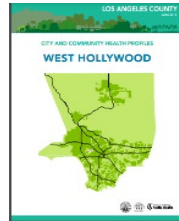
Traditional Community Policing Model	CSWB Framework
<p>Types of Officer Activities:</p> <ul style="list-style-type: none"> • Enforcement & Crime Suppression – Focuses on crime monitoring and analysis to inform activities aimed at crime reduction and enforcement measures. Enforcement is an integral component of Community Policing when there are threats to safety and security. • Community Mobilization and Crime Prevention – Focuses on mobilizing partners and community members to engage in safety and community building initiatives. • Community Development – Focuses on addressing the precursors to crime such as poverty, substandard housing, mental health, substance use and addiction, and domestic violence and abuse. <p>Critical Enablers:</p> <ul style="list-style-type: none"> • Process and Technology Updates – Continuous change management to revise police service structures, human resources and administration processes, operational policies, and technology enhancements. • Continuous Police Learning – Development of a system to ensure continuous learning for all service members as the external environment and operational contexts evolve over time. 	<ul style="list-style-type: none"> • Social Development – Promoting and maintaining community safety and well-being. Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness. • Prevention – Proactively reducing identified risks. Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated. • Risk Intervention – Mitigating situations of elevated risk. Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required. • Incident Response – Critical and non-critical incident response. Requires intervention by first responders such as police, paramedics, and other emergency-driven service providers. • Cross Sector Collaboration – Whereas officers drive Community Policing, the Community Safety and Well-Being Framework begins with the coordination of perspectives and actors from across sectors and issue areas. • Information Sharing and Performance Measurement – In order for local plans to be successful in making communities safer and healthier, municipalities and their partners need to refocus existing efforts and resources in a more strategic and impactful way to enhance information sharing and performance measurement.

Sources

Several sources were referenced related to the demographic, national, regional, and local factors which affect community safety and well-being in West Hollywood. The *2019 Community Study* was consulted to identify the City's key sources of accurate and reliable data.



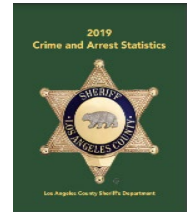
2019 City of West Hollywood Community Study



2018 LA County City and Community Health Profile for West Hollywood



2015 and 2018 Los Angeles County Health Survey



Annual Los Angeles County Sheriff's Department Data



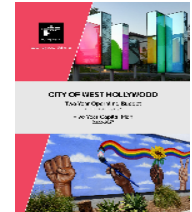
2021 FM3 Community Safety & Public Opinion Survey



Los Angeles Homeless Services Authority



United States Census Bureau

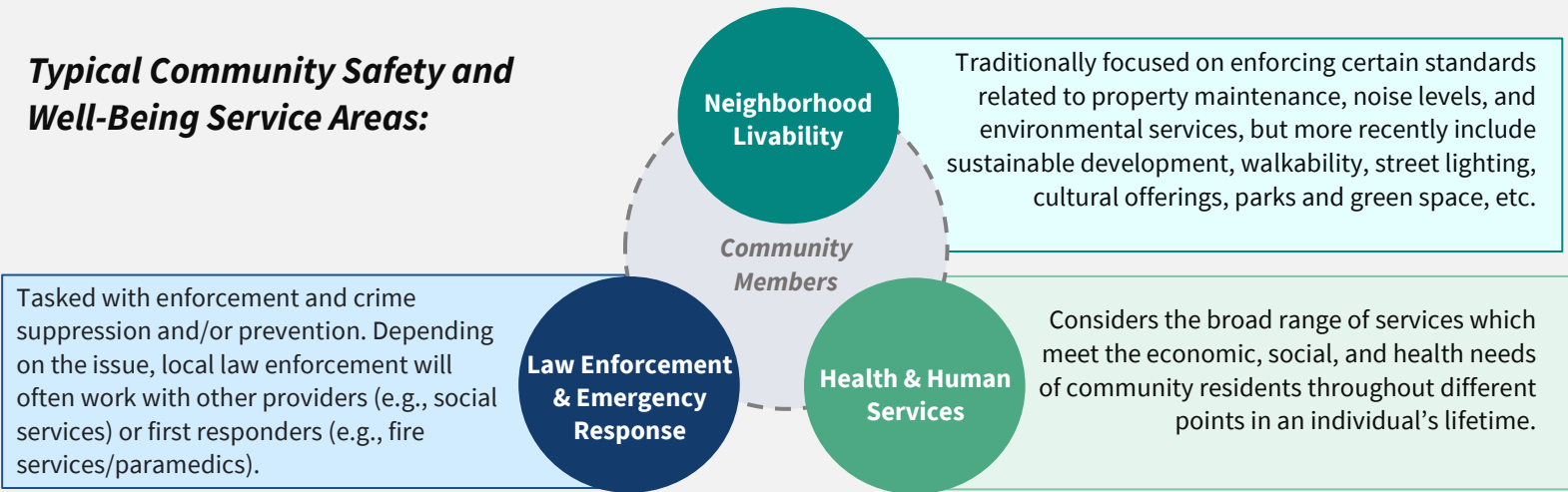


FY23 & FY24 Operating Budget & Capital Work Plan

CURRENT COMMUNITY CONTEXT

Municipalities are often structured in different ways, but to support a safe, healthy, and thriving community, the following elements should be present:

Typical Community Safety and Well-Being Service Areas:



The City of West Hollywood offers a robust set of services, initiatives, and resources that contribute to the community's safety and well-being. See Appendix C for a full inventory of the City's services and initiatives.

Law Enforcement and Emergency Response		Health and Human Services	
Neighborhood Liveability			
Communications provides critical services across departments to support resident awareness			
Community Safety	Public Works	Community Services	Human Services and Rent Stabilization
Public Safety Contracts <ul style="list-style-type: none"> Local Sheriff's Station <ul style="list-style-type: none"> COPPS Team Mental Evaluation Team Entertainment Policing Team Regular Patrol Services LA County Fire Dept. <ul style="list-style-type: none"> Community Emergency Response 	Engineering <ul style="list-style-type: none"> Crosswalk Safety Roadway lighting Neighborhood traffic management Facilities <ul style="list-style-type: none"> Graffiti removal Sidewalk repair Parking Services <ul style="list-style-type: none"> Parking Enforcement Citation Services 	Recreation Services <ul style="list-style-type: none"> Park and Recreational Programming Special Events Community Education Legislative Action 	Social Services <ul style="list-style-type: none"> Agency Contract Management (\$6.4M) Rental Assistance Rent Stabilization <ul style="list-style-type: none"> Tenant Protection Resources Affordable Housing Dev. Affordable Housing Program management Strategic Initiatives <ul style="list-style-type: none"> Aging in Place West Hollywood Care Team Guaranteed Income Pilot Homeless Initiative
Neighborhood & Business Safety Division <ul style="list-style-type: none"> Civilian Security Services (Block-by-Block Ambassadors, Security Guards) Code Compliance Animal Care and Control Services 		Emergency Management and Preparedness <ul style="list-style-type: none"> Emergency Plan Hazard Mitigation Plan 	
Commissions: Arts and Cultural Affairs • Business License • Historic Preservation • Human Services • Planning • Public Facilities • Public Safety • Rent Stabilization		Advisory Boards: Disabilities • Lesbian and Gay • Russian • Senior • Transgender • Women's	
Task Forces: Social Justice			

West Hollywood Historical Context

Since its municipal incorporation nearly four decades ago, the City of West Hollywood has maintained a vibrant cultural environment that attracts and supports a significant population of LGBTQ+ community members. The City is committed to ensuring the well-being of its residents, including a substantial population of older adults, renters, and individuals from regions of the former Soviet Union. The City adheres closely to its core values to promote and provide a safe and welcoming environment.

Core Values Related to Community Safety and Well-Being in West Hollywood

Respect and Support for People	Quality of Residential Life	Public Safety
<ul style="list-style-type: none"> The City has allocated tens of millions of dollars to a wide range of community programs and services including food and shelter; HIV and AIDS services; legal services; mental health services; and homeless services, since 1985. The City conducts regular community studies to better understand resident needs to inform social services funding. The City provides approximately \$6.4M of annual funding (which increases annually) for social services agencies to address issues such as food and shelter, job placement, etc. 	<ul style="list-style-type: none"> The City's Neighborhood & Business Safety Division oversees several aspects related to maintaining neighborhood livability standards and provides extensive coverage of Municipal Code enforcement through deploying dedicated Code Enforcement Officers. The City carries out educational and informational initiatives to maintain the City's unique built design and quality of life. 	<ul style="list-style-type: none"> The City's contract with the Los Angeles County Sheriff's Department (LASD) and associated West Hollywood-LASD partnership initiatives (e.g., Community Impact Team, Mental Evaluation Team). West Hollywood is committed to strengthening the community's sense of safety through the use of contracted unarmed, civilian patrols (i.e., Block by Block security ambassadors). The City has taken enhanced security measures for major special events (e.g., Pride, Halloween Carnival, etc.).

West Hollywood Demographic Snapshot

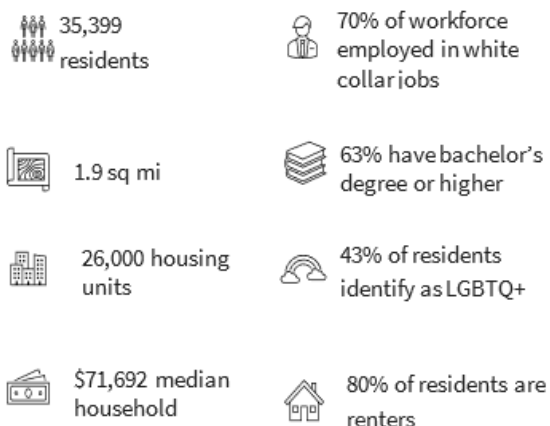
Home to a significant LGBTQ+ community,² West Hollywood is a dense City with a predominantly white population and high proportion of working adults. Residents are educated, tend to work white collar jobs, and are far more likely to rent rather than own their homes. West Hollywood's per capita income (\$69,589) – which is \$33,904 higher than Los Angeles County – indicates that many affluent individuals live in West Hollywood. At the same time, 22% of City residents reported living on a fixed income in 2018 and 11.6% of West Hollywood adult residents live in poverty. As will be expanded upon below, older adults in West Hollywood disproportionately live in poverty.^{3,4}

² West Hollywood's Demographic Snapshot was informed by the City of West Hollywood [Community Profile](#), the [City of West Hollywood FY2023-24 Operating Budget & Capital Work Plan](#), the [2019 City of West Hollywood Community Study](#), and the [City of West Hollywood Needs Assessment: Focusing on Community Members of Color](#). West Hollywood's Demographic Snapshot was informed by the City of West Hollywood [Community Profile](#), the [City of West Hollywood FY2023-24 Operating Budget & Capital Work Plan](#), the [2019 City of West Hollywood Study](#), and the [City of West Hollywood Needs Assessment: Focusing on Community Members of Color](#).

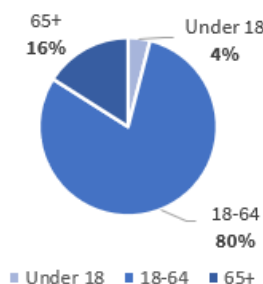
³ United States Census Bureau. *Quick Facts: West Hollywood City, California*. <https://www.census.gov/quickfacts/westhollywoodcitycalifornia>; United States Census Bureau. *Quick Facts: Los Angeles County, California*.

⁴ City of West Hollywood. *2019 City of West Hollywood Community Study* (2019). p. 16. <https://www.weho.org/services/social-services/community-study>.

Demographic Snapshot of the City:



Resident Age



Racial Identity

White (non-Hispanic)	74%
Hispanic / Latino (any race)	12%
Asian or Pacific Islander (non-Hispanic)	5%
Black or African American (non-Hispanic)	4%
American Indian or Alaska Native, Some Other Race, or Multiracial (non-Hispanic)	4%

West Hollywood has a small footprint and population, but it is important to note that the City experiences a doubling of its population routinely – during the day from the workforce and in the evenings from activities in the entertainment districts. West Hollywood includes those who work in the City under the definition of “Community Member” and in some cases provides services to these individuals.

National Factors Impacting CSWB in West Hollywood

An effective Community Safety and Well-Being Strategy recognizes the role and interconnectedness of national, regional, and local factors which influence a community’s sense of safety and well-being. The City of West Hollywood’s community safety and well-being ecosystem has been impacted by recent significant national events, most notably the COVID-19 pandemic and the social justice movements across the United States that mobilized in response to the murder of George Floyd, putting further pressure on community-law enforcement relationships.

Lasting Effects of COVID-19

The COVID-19 pandemic fundamentally impacted people’s lives and livelihoods worldwide and resulted in a significant number of deaths. Since the onset of the pandemic in 2020 to the end of June 2022, there were 82.5 million cases of COVID-19 and over one million deaths in the United States.⁵ COVID-19 illuminated and exacerbated many citizen issues and concerns, namely eroding government trust and vulnerable supply chains, as well as heightened uncertainty related to housing, employment, and safety.

⁵ Centers for Disease Control and Prevention. *COVID Data Tracker*. <https://covid.cdc.gov/covid-data-tracker/#datatracker-home>.

The Effects of National Social Justice Movements

Beginning in 2020, there was an upswell of social justice marches in response to the murder of George Floyd and several other unjust deaths of Black individuals at the hands of law enforcement. In response to these incidents, there were protests in over 2,000 cities in all 50 states with an estimated 15 to 26 million participants. In Los Angeles County, tens of thousands of protestors took to the streets, including within the boundaries of West Hollywood. The City of West Hollywood's Social Justice Task Force was created in December 2020 to advise on social and racial equity issues and provide policy recommendations to the West Hollywood City Council.⁶

Regional Factors

West Hollywood is not insulated from a variety of regional conditions, including housing insecurity, homelessness, mental health and well-being, and substance use, among others. These wide-reaching issues impact local community safety and well-being outcomes, as well as the effectiveness of local interventions and initiatives. It is useful to observe these broader regional trends, not only to compare them with the City of West Hollywood, but to better understand complex interconnected local safety and well-being issues and longstanding regional issues that no single municipality or institution can effectively solve on their own.

As a municipality with a 1.9 square mile footprint and population that is 0.35%⁷ of Los Angeles County's total population, it is critical to recognize the City's limited capacity to respond to these pervasive issues and therefore the need to be strategic and intentional in developing interventions. Broadly speaking, West Hollywood can consider the role of several key regional factors that are intrinsically tied to perceived and observed community safety and well-being trends within the City, namely mental health and well-being, crime, housing insecurity and homelessness, and economic security and employment.

Health & Well-Being

West Hollywood routinely measures the health status of community members. Most recently, the 2019 *Community Study* reported on several trends related to both physical and mental health. In general, West Hollywood is physically healthier compared to Los Angeles County averages. The City's life expectancy at birth is 2.8 years higher than Los Angeles County, and 48% of West Hollywood residents (age 18 years and older) meet recommended guidelines for physical activity, compared to 34% for Los Angeles County.⁸

Mental health is also a vital part of living a healthy life and refers to an individual's emotional, psychological, and social well-being. According to 2018 data from AskCHIS, a data source that draws upon responses of more than 20,000 Californians interviewed each year by the California Health Interview Survey (CHIS), 32% of adults in West Hollywood required mental health support, a rate 13% higher than the County average. AskCHIS also found that 12% of West Hollywood adults reported serious psychological distress, a rate 2%

⁶ City of West Hollywood. *Social Justice Task Force* <https://www.weho.org/city-government/boards-commissions/committees-and-task-forces/social-justice-task-force>.

⁷ City of West Hollywood. *FY2021-22 Operating Budget & Capital Work Plan*. p. 76. <https://www.weho.org/home/showpublisheddocument/51954/637788679681230000>.

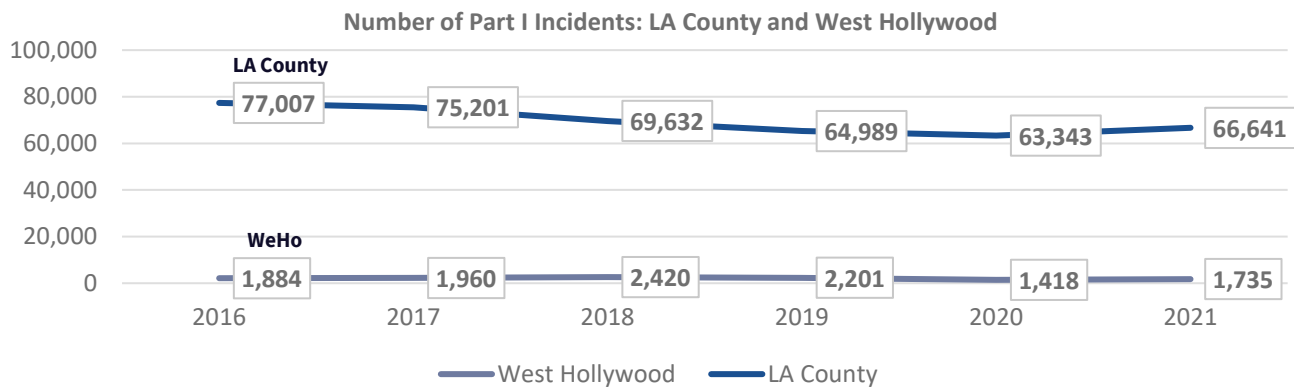
⁸ Los Angeles County. *City and Community Health Profiles: West Hollywood*. (June 2018). p. 3. <http://publichealth.lacounty.gov/ohae/docs/cchp/pdf/2018/WestHollywood.pdf>.

higher than the County.⁹ Further, concerns related to mental health and well-being in West Hollywood also emerged in the City’s *2019 Community Study*; in particular, residents emphasized the importance of local mental health service providers being sensitive to the issues of vulnerable populations, including LGBTQ+ people, older adults, and people experiencing homelessness.¹⁰

Crime

West Hollywood has a long-standing contractual relationship with the Los Angeles County Sheriff’s Department to provide local law enforcement services to the community. The City currently contracts for approximately 60 sworn Los Angeles County Sheriff’s Department personnel who provide a wide range of services. The core functions of the Department in West Hollywood are related incident response and patrolling and the work of Specialized Units, including the Mental Evaluation Team (MET) and two Community Impact Team units, the Community Oriented Policing and Problem Solving (COPPS) Team and the Entertainment Policing Team (EPT).

The Los Angeles County Sheriff’s Department regularly publishes Part I crime data for the entire department and all local stations. Part I crime refers to the ten types of serious crimes that occur on a regular basis and is generally referred to as the “Crime Index.”¹¹ Based on a review of pre-pandemic Part I crime data from 2016 to 2019, this type of serious crime fluctuated modestly in West Hollywood while incrementally decreasing across Los Angeles County. Beginning in 2020, West Hollywood and Los Angeles County witnessed a significant decrease in reported Part I crime. However, both West Hollywood and Los Angeles County observed noticeable increases in Part I crime in 2021, a trend which is continuing into 2022.



To explain the 2020 to 2021 increase in Part I crime for both West Hollywood and Los Angeles County, some have cited changing social and economic patterns caused by COVID-related closures of retail businesses, workplaces, restaurants and bars, and entertainment venues. Although the City experienced an uptick in Part I crime from 2020 to 2021 (an increase of 22% or 317 reported incidents), the number of Part I crimes recorded in 2021 was lower than in any year from 2016 to 2019. Analyzing pre-pandemic and pandemic years

⁹ AskCHIS Neighborhood Edition 2018. <https://askchisne.ucla.edu/ask/layouts/ne/dashboard.aspx#/>.

¹⁰ City of West Hollywood. *2019 City of West Hollywood Community Study* (2019). p. 62.

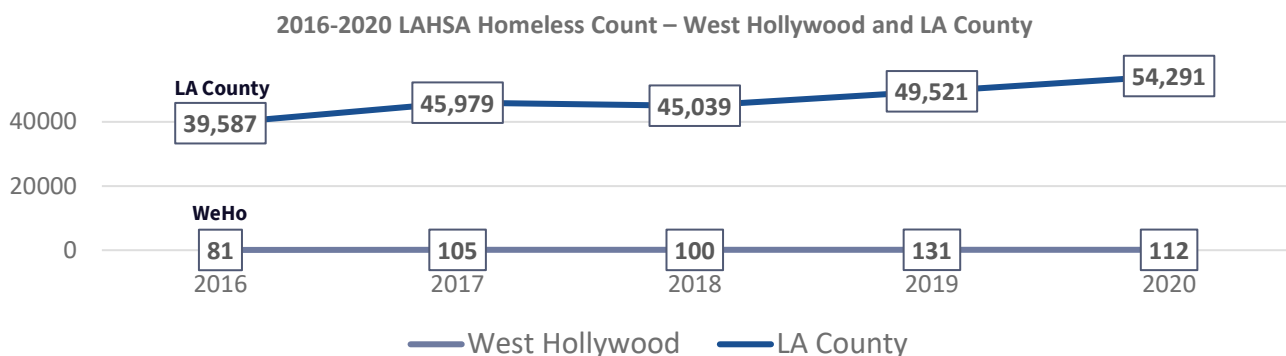
¹¹ Part I offenses include Criminal Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, Arson, Human Trafficking - Commercial Sex Acts, and Human Trafficking - Involuntary Servitude.

together (2016 to 2021), there has been a net decrease of 8% or 149 Part I crime incidents in West Hollywood and a net decrease of Part I crimes by 13%, or 10,366 incidents in Los Angeles County. The graph above plots the number of reported Part I crimes for West Hollywood and Los Angeles County from 2016 to 2021.¹²

Public perceptions related to safety are also important to consider when assessing crime levels in a community. The City conducted a statistically valid public opinion survey of residents in the fall of 2021 (*City of West Hollywood 2021 Community Safety Public Opinion Survey*) and found that 72% of residents found their neighborhood very/somewhat safe during the day; this figure decreased to 49% for nighttime safety.¹³ This indicates that regardless of the data, a substantial proportion of community members are feeling unsafe, particularly at night, which is important to consider in relevant community safety and well-being activities within this Strategy.

Housing Insecurity & Homelessness

Access to affordable, adequate, and suitable housing is an integral component to an individual’s sense of dignity, safety, and overall well-being. Precarious access to shelter and housing negatively affects one’s ability to treat health and mental health-related illnesses and secure stable employment.¹⁴ The City and County are experiencing similar levels of housing precarity (i.e., resident households who spend 30% or more of household income on housing). *Los Angeles County’s 2018 City and Community Health Profile for West Hollywood* cites that 48% of West Hollywood households experience housing burden, comparable to 49% for the County.¹⁵



Stakeholders also identified the linkage between housing insecurity and homelessness; if an individual consistently faces barriers attaining stable housing, they may be at a higher risk for experiencing homelessness. Despite local and regional efforts to keep residents housed and mitigate homelessness, such as the *Los Angeles County Homeless Initiative*, the *West Hollywood Homeless Initiative*, and the City’s *Five-Year Plan to Address Homelessness in Our Community*, unhoused individuals continue to live in both West Hollywood and Los Angeles County. The City has experienced slight variability in its homeless count year

¹² Please note that all figures used in this section are retrieved from published Los Angeles County Sheriff’s Department crime statistics. <https://lasd.org/transparency/statistics/>.

¹³ FM3 Research. *City of West Hollywood 2021 Community Safety Survey*. p. 9.

¹⁴ Nick Kerman et al. The Effects of Housing Stability on Service Use Among Homeless Adults with Mental Illness in a Randomized Controlled Trial of Housing First. *BMC Health Services Research*. Vol 18. no. 190 (2018). <https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-018-3028-7>. <https://doi.org/10.1186/s12913-018-3028-7>. *The effects of housing stability on service use among homeless adults with mental illness in a randomized controlled trial of housing first*

¹⁵ Los Angeles County. *City and Community Health Profiles: West Hollywood*. p. 13.

over year since 2016, while the County’s unhoused population has been steadily rising over the same period.¹⁶

For many years, West Hollywood residents have recognized the central role that housing plays in community health and safety. The *2019 Community Study* demonstrates that there has been a significant increase in the number of West Hollywood residents (from 50% in 2013 to 76% in 2018) who identify support for affordable housing as being very or somewhat important for the City to fund.¹⁷ Like access to affordable housing, West Hollywood’s unhoused population is a significant concern for residents – the *2021 Community Safety Public Opinion Survey* found that 72% of residents believe homelessness is a “very serious problem.”¹⁸

Economic Security & Employment

Economic security and employment refer to an individual’s ability to financially provide themselves and their loved ones with the necessities of daily life, usually through access to safe and fulfilling employment opportunities. Generally speaking, West Hollywood is an affluent City, as evidenced by its per capita income (\$69,589), which is significantly higher than that of Los Angeles County (\$35,685).¹⁹ Yet, per the *2020 United States Census*, the City’s median household income (\$71,692) is nearly the same as Los Angeles County’s (\$71,358); this equates to a 17% increase for West Hollywood and a 23% increase for Los Angeles County from the amount recorded in 2016.²⁰ The City’s high per capita income and on par median household income, relative to Los Angeles County, can be explained by the large proportion of the City’s population (36% in 2018) which live alone and the low number of children who currently live in the City – only 4% of West Hollywood’s population is under the age of 18.²¹

Analyzing a jurisdiction’s poverty and unemployment rate is also useful for pinpointing the number of residents experiencing financial insecurity or struggling to secure stable employment. The City has a poverty rate that is marginally lower than the County, and in recent years poverty levels have decreased in both jurisdictions. United States Census Bureau data from 2020 reveals that 11.6% of West Hollywood adult residents live in poverty – this figure was 14% in 2016. For Los Angeles County, the poverty rate also dropped from 2016 to 2020, from 18% to 13.2%.²² The City’s *2019 Community Study* provides further context about the prevalence of poverty in West Hollywood, determining that City residents who are 55 and older and those between 18-24 years old disproportionately live in poverty. For instance, adults 55 and older make up 23% of the City’s population, but 44% of City residents living in poverty are 55 or older.²³ Lastly, West Hollywood’s March 2022 unemployment rate (5.9%) is marginally higher than the County’s (4.9%). Unemployment rates in the City tend to fluctuate from month-to-month based on local, regional, and national labor market trends.

¹⁶ Los Angeles Homeless Services Authority. *Homeless Count by Community/City*. <https://www.lahsa.org/data?id=45-2020-homeless-count-by-community-city>.

¹⁷ 2019 City of West Hollywood Community Study. p. 74.

¹⁸ FM3 Research. *City of West Hollywood 2021 Community Safety Survey*. p. 13.

¹⁹ United States Census Bureau. *Quick Facts: West Hollywood City, California*; United States Census Bureau. *Quick Facts: Los Angeles County, California*.

²⁰ Ibid.

²¹ 2019 City of West Hollywood Community Study. p. 74.

²² Ibid.

²³ 2019 City of West Hollywood Community Study. p. 29.

RISK IDENTIFICATION

In total, eight issue-based risks and three integrated system risks were identified for further examination and action during a process of issue identification and prioritization carried out using feedback from stakeholder engagement and research into the City's service and data ecosystem. These risks, outlined below, have been analyzed using a City-specific lens, which highlights West Hollywood's numerous initiatives already underway, as well as gaps that require continued attention.

Issue-based risks refer to concerns requiring close attention or immediate action, while *integrated system risks* focus on how the community works together to address community safety and well-being concerns.

A community's overall safety and well-being is based on many factors. While all of these factors are important, not all of them were identified as priorities. For example, service areas such as physical health and childcare and education, among others, are critical to a thriving community but were not identified as priorities in the development of this Strategy. This does not mean that the City should not continue to focus on these areas, but rather that it should focus more on the risks identified as priorities below.

Issue-Based Risks

Crime: There is a sense from some members of the community that serious crime is increasing within the City. While some of this reporting is anecdotal, recent data and officially reported events may support these claims.²⁴ Some community members also mentioned nighttime safety and noted an uptick in concern regarding drink spiking and sexual assaults in the entertainment districts.

Emergency Preparedness: The City is vulnerable to both natural (e.g., wildfires, earthquakes) and human-made (e.g., active shooter scenarios, incited riots) emergencies. Significant time and resources are required to develop robust emergency planning and mitigation initiatives.

Homelessness: Homelessness was listed as a concern for the majority of stakeholders and community members who participated in the community safety and well-being engagement process. While West Hollywood prioritizes services and programs that help unhoused individuals to address their often-complex needs, the regional nature of this challenge requires continuous attention.

Housing Insecurity: Housing insecurity exists when households cannot consistently rely on living in dwellings that are affordable and adequate. Stakeholders and community members consulted during the community safety and well-being engagement process identified several factors that add to housing insecurity, including rising home prices, increasing rents in both rent-stabilized and non-rent stabilized units, disruptive remodels, and the use of the *Ellis Act* to remove rental properties from the housing market.²⁵

²⁴ The *June 2022 Sheriff's Report* to the City of West Hollywood Public Safety Commission concludes that reported incidents of aggravated assault, armed robbery, residence burglary, vehicle burglary, grand theft auto, and petty theft have risen from June 2021 to June 2022. City of West Hollywood Public Safety Commission. *June 2022 Sheriff's Report*. <https://www.weho.org/home/showpublisheddocument/53613/637928169688674411>.

²⁵ The Ellis Act is a 1985 California state law that allows property owners to evict residential tenants to "go out of the rental business."

Mental Health and Substance Use: Separate, yet often closely connected, mental health and substance use issues are on the rise for all community members, both housed and unhoused. This is in line with national trends and has been exacerbated by the pandemic.²⁶

Pedestrian & Cyclist Safety: While West Hollywood has several ongoing initiatives, strategies, and plans to enhance the safety of streets for pedestrians and cyclists, several community members shared that they do not feel safe when travelling throughout the City by foot or bicycle due to issues such as unsignalized and / or narrow crosswalks and a lack of bicycle wayfinding.²⁷

Poverty and Food Insecurity: There is a growing concern amongst community members that current residents experiencing poverty and food insecurity are at significant risk of experiencing homelessness. This issue seems to have been intensified recently by stagnated wage rates and considerable increases in inflation and the cost of living.^{28,29}

Older Adult Care and Isolation: The proportion of older adults who live in West Hollywood is growing. Further, a large proportion of older adults live alone – 63% of the City’s retirees live alone according to the *2019 West Hollywood Community Study*. As a result, there is concern that the basic needs of some older individuals are not being adequately met. Isolation of older adults, long a concern, has worsened during the pandemic due to the reduction in opportunities for and real/perceived risk of in-person activities and interactions.

Integrated System Risks

Local Law Enforcement Trust, Transparency, and Accountability: There is a lack of trust between some residents and the Los Angeles County Sheriff’s Department, as well as the West Hollywood Sheriff’s Station. Some of this distrust stems from the lack of transparency into the contract with the Department (e.g., understanding value for money) as well as documented negative interactions between Sheriff’s deputies and BIPOC and Transgender individuals.

System Connectivity: It was noted by many stakeholders that there is an opportunity to develop new, or increase awareness of existing, integrated processes pertaining to response protocols, roles, responsibilities, priorities, and common goals across all of the groups involved in community safety and well-being, including local law enforcement, social services agencies, local businesses, City departments, and appointed and elected officials, neighboring municipalities, and the County.

System Capacity and Innovation: As mentioned above, there are many groups in West Hollywood who are committed to improving community safety and well-being outcomes for West Hollywood community

²⁶ In the United States, the COVID-19 pandemic negatively affected many people’s mental health and created new challenges for individuals already suffering from mental illness and substance use disorders. For instance, during the pandemic, about four in ten adults in the United States have reported symptoms of anxiety or depressive disorder, an increase from one in ten adults who reported these symptoms from January to June 2019. Nirmita Panchal et al. *The Implications of COVID-19 for Mental Health and Substance Use*. Kaiser Family Foundation. (February 2021). <https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use/>.

²⁷ West Hollywood Pedestrian & Bicycle Mobility Plan (2017): <https://www.weho.org/home/showpublisheddocument/34445/636407196421900000>.

²⁸ Research from a recent report published by the California Budget & Policy Center shows that many workers in California are being paid little more today than workers in 1979 even as worker productivity has risen. Alissa Anderson et al. *California’s Workers Are Increasingly Locked Out of the State’s Prosperity*. (December 2019). https://calbudgetcenter.org/app/uploads/2019/08/CA_Budget_Center_Locked-Out-of-Prosperity_1219.pdf.

²⁹ According to recent commentary from the Brookings Institute, rising global inflation poses a significant risk to households across the world. Simply put, higher prices for goods can erode the value of real wages and savings, leaving households poorer. Indermit Gill and Peter Nagle. *Inflation Could Wreak Vengeance on the World’s Poor*. *The Brookings Institution, Future Development*. (March 2022). <https://www.brookings.edu/blog/future-development/2022/03/18/inflation-could-wreak-vengeance-on-the-worlds-poor/>.

members. However, stakeholders from across different sectors highlighted a greater need for more robust data sharing infrastructure (e.g., a data working group) to help implement proactive, data-driven initiatives.

The Importance of Perception & Communication

During the stakeholder engagement phase of the Initial Community Safety and Well-Being Strategy's development, there were several instances where individuals highlighted risks which were informed by anecdotal information as opposed to publicly available data (i.e., references to incidents which were experienced by neighbors, friends, or family members) as evidence for the existence of a community safety and well-being risk. Although public perceptions related to community safety and well-being are important to track and address, public opinions that do not align with accurate and reliable data sources pose a challenge to effective and strategic action. As West Hollywood works to address the risks outlined above, continued efforts should be made to ensure that consistent and accessible messaging is being used to communicate with community members. This helps to both raise awareness of the array of services offered by the City, and also address issues in ways that are supported by data.

WHAT WE PLAN TO DO

The eleven Strategic Priorities below are directly aligned to the issue-based and integrated system risks and emerged from the analysis of what work remains to be done.

Under each strategic priority, a set of strategic actions are put forward. In some cases, there are already robust strategies underway. It is not the intent of this report to duplicate the work of existing initiatives. Rather, it is to catalogue what work is being done and where additional action is required, and to bring these activities under one cohesive strategy.

Examples of current West Hollywood strategies drawn on include: The City's *Five-Year Plan to Address Homelessness in Our Community*,³⁰ *Aging in Place/Aging in Community Five-Year Strategic Plan*,³¹ *Vision 2020 Strategic Plan*,³² *2013-2021 Housing Element*,³³ and *Emergency Response Plan*.³⁴

This strategy development process used the Community Safety and Well-Being Framework (see graphic below) to help categorize the types of strategic initiatives required to respond to safety and well-being risks. Each initiative aligns with one of the four intervention areas. While the City's efforts will focus on all four areas, the goal is to limit the use of Risk Intervention and Incident Response through increased Social Development and Prevention.

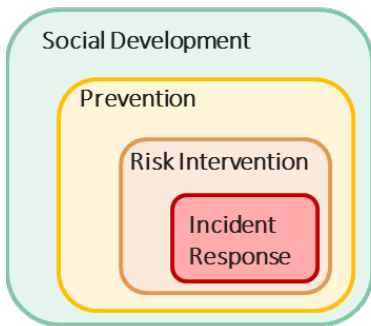
³⁰ City of West Hollywood. *Five-Year Plan to Address Homelessness in Our Community*. (2018). <https://www.weho.org/home/showpublisheddocument/39126/636806390223670000>

³¹ City of West Hollywood. *Aging in Place/Aging in Community Five-Year Strategic Plan*. (2016-2020). <https://www.weho.org/city-government/city-departments/human-services-rent-stabilization/strategic-initiatives/aging-in-place>

³² City of West Hollywood. *VISION 2020 Strategic Plan*. (2003). <https://www.weho.org/city-government/city-manager/capital-projects/strategic-initiatives-archive/strategic-plan/introduction-to-the-strategic-plan>.

³³ City of West Hollywood. *2013-2021 Housing Element* (December 2013). <https://www.weho.org/home/showpublisheddocument/15165/635303259200770000>.

³⁴ City of West Hollywood. *Emergency Response Plan*. (2017). <https://www.weho.org/home/showpublisheddocument/41328/637786349537200000>.



SOCIAL DEVELOPMENT: Promoting and maintaining community safety and well-being.

Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness.

PREVENTION: Proactively reducing identified risks.

Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.

RISK INTERVENTION: Mitigating situations of elevated risk.

Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required.

INCIDENT RESPONSE: Critical and non-critical incident response.

Requires intervention by first responders such as police, paramedics, and other emergency-driven services.

Implementation Planning

The initiatives below outline a set of recommended high-level activities. Since many of the Strategic Priorities below are highly interconnected, it should be noted that there may be instances where some strategic actions apply to multiple priorities. These instances of overlap and dependencies will be incorporated into detailed implementation plans.

Issue-Based Priorities



Crime

Goal: Increase focus on preventative and situation-based measures to address crime and curb reliance on enforcement-led incident response.

Existing Work Underway: The City incorporates a proactive, comprehensive, and tailored approach to crime prevention and response. In addition to the City’s contract with the Los Angeles County Sheriff’s Department, which includes the work of several specialized units, the City also relies on the services of unarmed civilian security groups (e.g., Block by Block Security Ambassadors) and West Hollywood Code Enforcement Officers to not only assist in crime prevention and response, but also to respond to various neighborhood livability and quality of life issues.

Listed below are crime prevention and response initiatives that the City is currently focusing on:

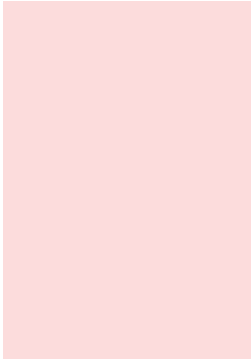
- ▶ In addition to car, bike, foot, and traffic patrols, the Los Angeles County Sheriff’s Department also provides an array of services using specialized units to respond to the unique needs of different segments/areas of the community, including the Mental Evaluation Team and the Community Impact Teams (i.e., the Community Oriented Policing and Problem-Solving Team and the Entertainment Policing Team).
- ▶ Neighborhood Watch and Resident Association groups are active in certain areas of the City. In some cases, these groups can relay local concerns to local law enforcement that may otherwise go unnoticed.

- ▶ Block by Block kiosks across the City are seen as a means to keep the community safer through providing a highly visible presence, thus acting as a deterrent to crime.
- ▶ Community Impact Team (CIT) Deputies and Code Enforcement staff from the City’s Neighborhood and Business Safety Division are proactive in addressing the impacts from entertainment establishments and special events. Community Impact Team Deputies and Alcohol Liaison Officers work with staff at nighttime establishments to prevent alcohol-related incidents and have increased criminal enforcement of various neighborhood concerns. West Hollywood Sheriff’s Station and Code Enforcement personnel also work with the Alcoholic Beverage Control to educate businesses and work collaboratively on alcohol-related issues.
- ▶ The City’s Vacant Property Registration Program ensures that vacant properties are maintained to prevent the property from “becoming a nuisance to the community.”

Additional Work to be Done: Despite a robust crime prevention and response system that relies on both armed deputies and unarmed security ambassadors, stakeholders highlighted several opportunities to enhance resident connectivity to the work of local law enforcement by enhancing community policing and reevaluating existing crime response procedures, including response times and crime reporting processes.

Priority Area: CRIME	
Initiatives	Response Type
<p>1. Expand community policing efforts and initiatives to build greater trust with community members.</p> <ul style="list-style-type: none"> • Expand highly visible community policing initiatives, such as increasing the use of foot and bike patrols and curbing reliance on vehicular patrolling.³⁵ 	Social Development
<p>2. Leverage technology to help deter and collect information on crime and incident response issues.</p> <ul style="list-style-type: none"> • Confirm the outcomes of the Automated License Plate Recognition (ALPR) camera program and understand how other public safety technologies might help achieve similar results. • Examine what other technological solutions might help appropriately address crime such as the use of body cameras by local law enforcement and additional video technology. • Enhance the communication of existing public safety initiatives and their results to the public (e.g., the West Hollywood Smart City Public Safety Pilot). 	Prevention
<p>3. Develop crime response procedures that reflect the current needs and concerns of community members.</p>	Incident Response

³⁵ *The 2011 Philadelphia Foot Patrol Experiment demonstrated that increased foot patrol deployments can sometimes lead to reduced crime levels and improved community perceptions of law enforcement.*
 Jerry H. Ratcliffe et al. The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness In Violent Crime Hotspots. *American Society of Criminology*. Vol. 49, no. 3 (2011). p. 795. <https://blueravenintelligence.com/wp-content/uploads/2021/04/blue-raven-intelligence-foot-patrol.pdf>.

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- Set clear and publicly available service standards related to response times based on call type to respond to the concerns of some stakeholders who reported experiences of perceived delayed law enforcement response.
 - Create less burdensome crime reporting processes, particularly to address the concerns of some stakeholders who noted that reporting crime incidents can be an arduous process that causes some to relive trauma.³⁶
 - Work with the West Hollywood Sheriff's Station to further employ the use of situational crime prevention approaches to address current concerns such as mail theft.³⁷
- 

³⁶ International research related to victimization finds that traditional criminal justice processes can exacerbate trauma and inhibit effective victim participation in investigation processes. The International Association of Chiefs of Police states that law enforcement agencies "should address victims' needs by establishing a continuum of support and resources as victims' progress through the various phases of the criminal justice process." Ellison and V.E. Munro. Taking Trauma Seriously: Critical Reflections on the Criminal Justice Process. *International Journal of Evidence and Proof*. Vol. 21, no 3. (2017). p 183-208. [https://eprints.whiterose.ac.uk/100101/3/Taking%20Trauma%20Seriously%20manuscript%20\(final\).pdf](https://eprints.whiterose.ac.uk/100101/3/Taking%20Trauma%20Seriously%20manuscript%20(final).pdf). International Association of Chiefs of Police. Responses to Victims of Crime. Law Enforcement Policy Center. (2018). p. 1. <https://www.theiacp.org/sites/default/files/2020-07/Victims%20of%20Crime%20FULL%20-%2007282020.pdf>.

³⁷ Contemporary research supports the notion that law enforcement officers who are trained in situational crime prevention are better equipped to deter certain instances of crime.

Auzeen Shariati and Rob T. Guerette. Situational Crime Prevention (Chapter 22), in *Preventing Crime and Violence*. (December 2017). p. 261-268. https://www.researchgate.net/publication/311251189_Situational_Crime_Prevention.



Emergency Preparedness

Goal: Protect community members from natural and human-made emergencies through robust emergency planning and mitigation initiatives.

Existing Work Underway: Through close collaboration with local emergency response organizations (e.g., the Los Angeles County Sheriff's Department and the Los Angeles County Fire Department) the City invests considerable resources into ensuring that it can respond swiftly and effectively to a wide range of natural (e.g., extreme weather events) and human-made (e.g., active shooter situations, incited riots) emergency incidents.

Listed below are the emergency preparedness initiatives that the City is currently focusing on:

- ▶ The City's *Emergency Response Plan* is a comprehensive framework for dealing with a wide range of emergencies and disasters.
- ▶ The *Community Emergency Response Team (CERT) training program* provides residents with basic fire safety and lifesaving skills.
- ▶ The *2021 City of West Hollywood Climate Action and Adaptation Plan* outlines the City's intended path to dramatically reduce greenhouse gas emissions and adapt to the impacts of a changing climate, while centering equity and quality of life outcomes for the West Hollywood community.³⁸
- ▶ The City's *Hazard Mitigation Plan (2018)* consists of two main components – a risk assessment and a mitigation strategy to effectively respond to emergencies and disasters that can cause death or leave people injured or displaced, cause significant damage to the community, businesses, public infrastructure and the local environment, and cost tremendous amounts in terms of response and recovery dollars and economic loss.³⁹
- ▶ Significant spending to provide increased public safety protections (e.g., increased presence of Los Angeles County Sheriff's Department deputies) during major special events such as Pride.
- ▶ The City has an interdisciplinary team, which includes representation from the Los Angeles County Sheriff's and Fire Departments. This team meets regularly to evaluate all major special events (e.g., developing Threat Assessments, as well as Event Action Plans and Crisis Communications Plans).
- ▶ The recently implemented *Mandatory Retrofit Program for Non-Ductile Concrete Buildings and Pre-Northridge Steel Moment Frame Buildings* reduces the risk of death or injury that may result from the effects of earthquakes on older existing buildings within the City. The City has also recently introduced the *Seismic Retrofit Grant Program* which provides community members the opportunity to apply for funds received from the Federal Emergency Management Agency (FEMA) and the California Governor's

³⁸ City of West Hollywood. *City of West Hollywood Climate Action and Adaptation Plan*. (December 2021). <https://www.weho.org/home/showpublisheddocument/51866/637776859142500000>.

³⁹ City of West Hollywood. *City of West Hollywood Hazard Mitigation Plan*. (November 2018). <https://www.weho.org/home/showpublisheddocument/40993/636994686413300000>.

Office of Emergency Services to assist with the financial cost of retrofitting buildings to comply with the City’s mandatory seismic retrofit ordinances.⁴⁰

Additional Work to be Done: As the nature of emergencies experienced across the United States continues to evolve and require greater response and mitigation efforts, the City should consider bolstering its emergency preparedness system.

Priority Area: EMERGENCY PREPAREDNESS	
Initiatives	Response Type
<p>4. Enhance emergency mitigation efforts in response to the recent increase in frequency and intensity of both natural and human-made emergency incidents.</p> <ul style="list-style-type: none"> • Leverage information from and increase level of collaboration with the Joint Regional Intelligence Center (JRIC) to strengthen the City’s understanding of emerging major criminal threat intelligence.⁴¹ • Continue to adopt best practices and lessons learned, as outlined in the <i>2017 City of West Hollywood Climate Action Plan Annual Progress Report</i>.⁴² • Continue working towards implementing the 20 climate measures and 60 sub-actions listed in the <i>2021 City of West Hollywood Climate Action and Adaptation Plan</i>.⁴³ • Continue raising awareness of the Nixle community information service and encourage residents and businesses to register for the service⁴⁴; design user-centric informational resources to help individuals who are not digitally literate or connected prepare for emergency incidents (e.g., older adults). 	<p>Prevention</p>

⁴⁰ City of West Hollywood. *Seismic Retrofit Grant Program*. <https://retrofit-grant.weho.org/>.

⁴¹ The Los Angeles County Sheriff’s Department regularly leverages information from, and collaborates with, the JRIC to strengthen the City’s understanding of emerging major criminal threat intelligence. Sworn personnel from the Department are assigned to the JRIC.

⁴² 2017 City of West Hollywood Climate Action Plan Annual Progress Report. p. 43. <https://www.weho.org/home/showpublisheddocument/36586/636645947936000000>.

⁴³ City of West Hollywood. *City of West Hollywood Climate Action and Adaptation Plan*. p. 7.

⁴⁴ Nixle is a Community Information Service which sends free geographically-specific e-mails and text messages directly to enrolled West Hollywood community members. Messages include arrests, neighborhood-specific alerts and advisories, traffic incidents, road closures, wanted persons, missing persons, crime trends, and more.



Homelessness

Goal: Provide integrated individualized supports to unhoused community members with complex needs; emphasize and center the dignity and humanity of unhoused individuals in all supports and programs; work to ensure that appropriate shelter is provided and that public spaces are available for all constituents to use as intended.

Existing Work Underway: West Hollywood already works to address homelessness through a multi-disciplinary, multi-agency, collaborative approach. This approach requires close partnership with nonprofit service providers, the West Hollywood Sheriff’s Station, and Los Angeles County agencies to provide a wide variety of services which aim to reduce and prevent homelessness, as well as provide direct supports for unhoused community members.

Listed below are the key homelessness initiatives that the City is currently focusing on:

- ▶ The City’s Homeless Initiative is working towards the goals of *the Five-Year Plan to Address Homelessness in Our Community (2018)*.
- ▶ The City is overseeing a project to retrofit the former Holloway Motel as an interim housing program with supportive on-site services.
- ▶ The City contracts with a number of non-profit organizations to provide services such as interim housing and treatment beds, drop-in homeless services, housing navigation and placement, case management, street outreach, etc.
- ▶ The City’s contracted Multidisciplinary Interdisciplinary Team (MIT) provides street-based services to chronically unhoused, mentally ill community members. The Multidisciplinary Interdisciplinary Team includes a Licensed Clinical Social Worker, a Licensed Vocational Nurse, a substance abuse counselor, a peer advocate, and a psychiatrist.

Additional Work to be Done: As documented in its *2021 Progress Update*, much has been achieved on the goals of the City’s *Five-Year Plan to Address Homelessness in Our Community*. However, continued support and action is needed to realize the Plan’s goals, which is recognized as integral to the success of this Strategy. A general first step will be to review 2022 progress, assess whether new tactics are required, and revisit initiatives that have recently resumed following a period where they were on hold due to COVID-19 (e.g., in-person initiatives at the West Hollywood Library, working with the Chamber of Commerce, etc.).

Priority Area: HOMELESSNESS	
Initiatives	Response Type
<p>5. Support appropriate and safe responses from the community to those experiencing homelessness.⁴⁵</p> <ul style="list-style-type: none"> • Continue to provide resources to City staff and vendors, businesses, and residents to support appropriate, safe, effective, and sustainable responses to persons who are experiencing homelessness (e.g., Homeless not Hopeless campaign). 	<p>Prevention</p>

⁴⁵ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goals #1 and #2

- Improve ongoing communication about progress on the City’s current *Five-Year Strategy to Address Homelessness in Our Community*; celebrate important wins such as the Holloway Motel acquisition and Homekey grant award; when County data on homeless numbers are released, prepare a one-page ‘explainer’ to put the data into context.
- Enhance educational campaigns targeted to West Hollywood community members about homelessness; continue using statistics and facts to dispel myths about unhoused people and reduce stigma.

6. Develop additional interim housing, permanent housing, and day center facilities to connect unhoused individuals to wraparound services/case management support.⁴⁶

- Continue the City’s support for the Rapid Re-Housing Program via ongoing property owner outreach and education and encouraging City staff to promote awareness of rapid re-housing services.
- Continue to increase the number of bridge housing, supportive housing, special needs housing, and other permanent housing options in West Hollywood for people who have experienced or are at risk of homelessness via policy development (e.g., Accessory Dwelling Unit incentive pilot) and other programs (e.g., motels for conversion to housing, working with a consultant on a day center feasibility study already funded via Los Angeles County grant, promoting use of PATH).⁴⁷

**Risk
Intervention**

7. Enhance collaboration with non-profits, neighboring cities, local social service providers, and the County to secure more beds, housing units, and funding.⁴⁸

- Strengthen partnerships with other cities and nonprofit organizations to support regional and local solutions to homelessness.

**Social
Development**

⁴⁶ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goals #3, #4, and #5

⁴⁷ People Assisting the Homeless is a California-based not for profit that helps people find permanent housing and provide case management, medical and mental healthcare, benefits advocacy, employment training, and other services to help them maintain their homes stably. <https://epath.org>

⁴⁸ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goal #6

Homelessness in West Hollywood

Homelessness is a unique challenge due to its highly visible nature, especially within a City as dense as West Hollywood. This characteristic can affect the perception of the issue's severity and garner wide-ranging community member feedback. Feedback received reflected a broad continuum of opinions and views on whether to and/or how to support unhoused individuals. Some stakeholders described homelessness as a public safety issue while others stressed the need to enhance supports for individuals experiencing homelessness while also ensuring that they are not subjected to criminalization.

“Homeless individuals can sometimes make accessing public spaces and businesses feel unsafe.”

“Public encampments should not be tolerated as they pose a threat to public safety.”

“West Hollywood community members generally empathize with individuals experiencing homelessness but wish to see individuals housed rather than living on the streets.”

“More resources should be allocated to unhoused individuals, especially for 24/7 street outreach.”

“Many individuals experiencing homelessness are dealing with complex substance use and mental health challenges that must be addressed to truly move the needle on the issue.”

“Homelessness is a regional issue that exists all across Los Angeles County and has worsened in recent years.”

“Criminalizing homelessness further marginalizes vulnerable individuals.”

Housing Insecurity



Goal: Keep individuals at risk of losing their homes housed and healthy by focusing on services and interventions related to income/rental support, housing affordability, food insecurity, transit, and other upstream community development supports.

Existing Work Underway: The protection and enhancement of affordable housing is explicitly referenced within the Core Values statements that are found in the City’s *VISION 2020 Strategic Plan*. Further, “assisting in the development of adequate and affordable housing” is a core objective of the City’s *2013-2021 Housing Element*. To achieve these goals, the City is dedicated to creating and maintaining safe, clean, and affordable housing for all West Hollywood residents.

Listed below are the housing insecurity initiatives that the City is currently focusing on:

- ▶ Programs overseen by the City include the current City-wide rent freeze⁴⁹, the *Tenant Habitability Plan Program*, and the *Inclusionary Housing Program*. Residents have access to the support of City Information Coordinators and are covered by other protections in the Rent Stabilization Ordinance.
- ▶ The City contracts with social services agencies to deliver rental assistance programs, which were enhanced during COVID-19 in response to the needs of residents financially affected by the pandemic.
- ▶ Through partnerships with community organizations, the City subsidizes low-cost and no-cost legal services related to tenancy rights.
- ▶ The City recently approved third-party funding for the addition of an attorney and paralegal resources to help meet the demand for eviction defense services.

Additional Work to be Done: Due to growing concerns from some West Hollywood community members about increasing rental rates and housing prices, as well as rising inflation and stagnated wages, the City will consider the role that strengthening City-led housing insecurity initiatives can play in alleviating stressors related to securing or maintaining affordable, suitable, and adequate housing.

Priority Area: HOUSING INSECURITY

Initiatives	Response Type
<p>8. Continue to expand access to affordable housing in West Hollywood.</p> <ul style="list-style-type: none"> • Extend the reach of rental assistance programs, particularly for community members at the greatest risk of experiencing housing insecurity.⁵⁰ • Expand advocacy efforts (e.g., related to <i>Ellis Act</i> reform) to the County and State branches of government to support more affordable housing through investments in existing City-led affordable housing projects.⁵¹ 	<p>Prevention</p>

⁴⁹ As of December 2022, the rent freeze is expected to end on March 1, 2023

⁵⁰ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goal #7

⁵¹ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goal #6

9. Raise awareness of protections for individuals living in affordable housing dwellings (i.e., renters).

- Proactively collaborate with City-funded eviction defense services to gauge if additional resourcing would be beneficial to help participants adapt to current and anticipated changes within their broader environments.
- Increase targeted communications to renters to improve the awareness of tenant protections and help reduce the number of residents who experience unlawful evictions.

**Risk
Intervention**



Mental Health & Substance Use

Goal: Respond to the acute mental health and substance use challenges of both housed and unhoused individuals by maintaining seamless access to comprehensive service offerings (e.g., counseling, psychiatric assessments, safe shelter, substance use treatment, etc.).

Existing Work Underway: The City and its community members recognize the importance of promoting positive mental health outcomes, as well as providing support services to individuals in the community who face a wide range of mental health and substance use challenges. As recognized by respondents to the *2019 Community Study*, West Hollywood seeks to strengthen the overall health and wellness of key populations by overseeing an array of programs and initiatives for community members (e.g., the range of services and programming provided by the City at Plummer Park for older adults). To support individuals who are dealing with acute mental health and substance use issues, the City funds many important mental health and substance use services, including therapy, group support, and crisis intervention through partnerships with several local social services agencies, as well as the Los Angeles County Sheriff's Department (i.e., the Mental Evaluation Team) and the Los Angeles County Department of Mental Health and LA County's CEO's office.

Listed below are initiatives related to mental health and substance use that the City is currently focusing on:

- ▶ Related to mental health, the City contracts with multiple organizations to provide services including therapy, group support, psychiatry, family violence supports, clinician outreach support, direct street outreach, crisis intervention, and substance use treatment programs, among others.
- ▶ As mentioned, the City funds a dedicated Mobile Interdisciplinary Team (MIT) to provide street-based services to chronically unhoused community members facing mental health challenges.
- ▶ West Hollywood supports mental health crisis response through the City's Mental Evaluation Team, which consists of a West Hollywood Station Sheriff's deputy and a licensed mental health clinician. This team responds to crisis incidents by providing mental health and psychiatric support services.
- ▶ The City also plans to implement a Behavioral Health Crisis Response Unit (the West Hollywood Care Team) which will serve as an additional and alternative emergency response option. The unit will provide specialized support services to immediately stabilize community members experiencing a behavioral health crisis stemming from a mental health condition, substance use, or other factors.
- ▶ To support individuals in the community dealing with substance use challenges, the City contracts with many agencies to provide services such as treatment, outpatient treatment/residential recovery programs, and case management.

Additional Work to be Done: In line with national trends and exacerbated by the pandemic, mental health and substance use (e.g., the prevalence of fentanyl use) issues are on the rise for both housed and unhoused community members.⁵² There is an opportunity for the City to provide additional responses for individuals in the community experiencing complex and acute mental health and substance use issues.

⁵² The Centers for Disease Control and Prevention found that rates of overdose deaths involving synthetic opioids other than methadone, which includes fentanyl and fentanyl analogs, increased over 56% from 2019 to 2020. Centers for Disease Control and Prevention. *Deaths Involving Illicitly Manufactured Fentanyl are on the Rise*. <https://www.cdc.gov/opioids/basics/fentanyl.html#:~:text=Deaths%20involving%20illicitly%20manufactured%20fentanyl,56%25%20from%202019%20to%202020.>

Priority Area: MENTAL HEALTH & SUBSTANCE USE

Initiatives	Response Type
<p>10. Identify additional opportunities for ‘24/7’ crisis response and service provision.</p> <ul style="list-style-type: none"> • Work alongside existing Mobile Interdisciplinary Team and Mental Evaluation Team partners (i.e., the Los Angeles County Sheriff’s Department, Los Angeles County Department of Mental Health, the County CEO’s office, local social services agencies, and medical professionals) to define a network of expanded coverage. • Once implemented, monitor the effect of the West Hollywood Care Team on responsiveness. <p><i>It is important to note that there are limits to service intake that are not within the City’s control.</i>⁵³</p> <p>11. Continue to educate and protect community members from the life-threatening dangers associated with illicit drug use (e.g., methamphetamine, cocaine, fentanyl).</p> <ul style="list-style-type: none"> • Collaborate with local service providers to expand the distribution of fentanyl test strips and increase public awareness regarding the extreme potency of fentanyl⁵⁴ and to promote awareness of where people who use drugs can find free NARCAN kits.⁵⁵ 	<p>Incident Response</p>
<p>12. Create more private physical spaces (e.g., access centers or ‘community hubs’⁵⁶) where housed and unhoused individuals can access wraparound support services to confidentially address complex needs.</p> <ul style="list-style-type: none"> • Investigate new, or leverage existing, models (e.g., West Hollywood Comprehensive Service Center at Plummer Park) to create additional options for community hub/access center spaces. • Identify partners who could collectively provide an array of wraparound services within a community hub/access center setting. 	<p>Risk Intervention</p>

⁵³ The West Hollywood Care Team will provide 24/7 coverage. The unit intends to work closely with the City’s contracted social service agencies to connect people to community-based services after the immediate crisis is resolved.

⁵⁴ In August 2017, in response to an increase in fentanyl in the drug supply in San Francisco, the DOPE Project partnered with the Syringe Access Collaborative (SAC) to pilot a fentanyl test strip monitoring survey. It was found that test strips are a useful engagement tool to foster discussion with people who use drugs around practicing universal precautions and anticipating the presence of fentanyl in their drug supply among several other positive results. National Harm Reduction Coalition: <https://harmreduction.org/issues/fentanyl/fentanyl-test-strip-pilot/>

⁵⁵ LA Overdose Education and Naloxone Distribution: <https://www.laodprevention.org/naloxone>

⁵⁶ Aligned to West Hollywood Five-Year Plan to Address Homelessness in our Community Goal #3



Pedestrian & Cyclist Safety

Goal: Create safe and convenient mobility options for pedestrians and cyclists of all ages and abilities through enhancements to infrastructure, education, and enforcement.

Existing Work Underway: Since 2003, the City has advanced plans that identify priority projects for both pedestrian and bicycle improvements, including crosswalk enhancements on Santa Monica Boulevard, safety enhancements on Fountain Avenue, and a set of prioritized strategies and tools to create more inviting and multimodal City streets.

Listed below is a summary of select strategies, plans, and initiatives the City is currently focusing on:

- ▶ In 2021, City Council directed staff to adopt the *WeHo Target Vision Zero* policy, which establishes a clear goal and approach for eliminating traffic fatalities and transportation-related injuries or deaths by 2040 in West Hollywood while increasing safe, healthy, and equitable mobility for all.⁵⁷
- ▶ The City's *2017 Pedestrian and Bicycle Mobility Plan* (an update to the previous Plan adopted in 2003) sets out five priority projects (e.g., pedestrian crossing improvements on Santa Monica Boulevard) that respond to key issues raised by community members and address critical gaps in the City's pedestrian and cyclist network.⁵⁸
- ▶ The City has adopted several pedestrian safety measures, such as the installation of new signals at five pedestrian crosswalks on Santa Monica Boulevard as part of the Crosswalk Signalization Project,⁵⁹ the deployment of Leading Pedestrian Interval technology⁶⁰ (i.e., technology that provides pedestrians with an advance walk signal before motorists are given the green light), and the ongoing repair of damaged sidewalks each year to prevent trips and falls.
- ▶ In 2022, as part of the *Willoughby Ave., Kings Rd., and Vista/Gardner Street Design Project*, the City began testing improvement strategies along Willoughby Avenue using temporary installations (including a traffic diverter, mini-roundabout, and corner curb extensions) intended to make streets more comfortable and inviting for pedestrians and cyclists.⁶¹
- ▶ In 2022, City Council approved a plan for significant changes to Fountain Avenue, including a reduction of vehicular traffic lane, new protected bike lanes, and wider ADA-compliant sidewalks.⁶² The pilot aims to increase safety and comfort for all users, including people walking and biking, and will also involve streetscape and landscape enhancements.

Additional Work to be Done: In recognition of growing concerns amongst some community members regarding pedestrian and cyclist safety (e.g., unsignalized crosswalks, existing bike networks not accommodating all types of users, etc.), there is an opportunity to continue piloting new safety initiatives in

⁵⁷ West Hollywood (2021): <http://www.wehotargetvisionzero.com/>

⁵⁸ West Hollywood Pedestrian & Bicycle Mobility Plan (2017): <https://www.weho.org/home/showpublisheddocument/34445/636407196421900000>

⁵⁹ West Hollywood Pedestrian/Mobility & Access Improvements Project Summary: <https://www.weho.org/home/showpublisheddocument/33016/636355451703100000>

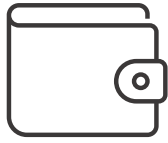
⁶⁰ *City Debuts Smart.Node Street Light Infrastructure at Two Locations on Santa Monica*. WeHo News. <https://www.weho.org/Home/Components/News/News/8904/>

⁶¹ Willoughby, Kings, Vista/Gardner Street Design Project: <https://www.weho.org/city-government/city-departments/planning-and-development-services/long-range-planning/mobility-planning/willoughby-vista-gardner-street-design-project>.

⁶² On November 21, 2022, after receiving a presentation on the findings of the Fountain Avenue Protected Bike Lanes Feasibility Study, West Hollywood City Council voted unanimously to move forward with the Pilot Plan for changes to Fountain Avenue (Item 4.B.): https://weho.granicus.com/GeneratedAgendaViewer.php?view_id=22&clip_id=3875

West Hollywood and enhance public awareness of existing pedestrian and cyclist safety initiatives and strategies through ongoing educational campaigns and community outreach.

Priority Area: PEDESTRIAN AND CYCLIST SAFETY		Response Type
Initiatives		
<p>13. Explore enhancements to existing streetscape infrastructure in West Hollywood that can reduce risks to pedestrian and cyclist safety.</p> <ul style="list-style-type: none"> Investigate new capabilities for existing and new street light infrastructure that can be used to enhance pedestrian safety on streets (e.g., pedestrian detection, adjustable lighting systems based on traffic flow, etc.). Continue efforts to expand Leading Pedestrian Interval technology to high-traffic crosswalks and arterial roads through West Hollywood, including Fountain Avenue, Willoughby Avenue, and Holloway Drive. Explore channels through which all community members (including those individuals who are blind, visually impaired, or deaf-blind) can request the implementation of tools to better support their safety (e.g., accessible pedestrian signals). <p>14. Prioritize the use of quick-build materials to improve safety in areas where physical enhancements are not currently underway or planned.</p> <ul style="list-style-type: none"> Use data to determine where and when to conduct additional pedestrian and cyclist safety pilot projects using quick-build materials (e.g., paint, signs, temporary bollards, etc.) in areas where community members are at greater risk of fatalities or serious injuries, evaluate pilot outcomes, and determine pilot program next steps. Continue to implement community-based processes like the City’s Neighborhood Traffic Management Program to identify traffic-related problems and prioritize solutions on neighborhood streets through consideration of various traffic calming solutions. <p>15. Continue educational campaigns related to pedestrian and cyclist safety.</p> <ul style="list-style-type: none"> Inform community members of the goals and benefits of pedestrian and cyclist safety initiatives and how to stay safe while moving throughout the City through a variety of educational tactics such as project webpages, videos, safety device giveaways (e.g., bike lights, jogging reflectors), and social media campaigns. 		Prevention



Poverty & Food Insecurity

Goal: Provide targeted supports for individuals experiencing poverty and food insecurity to combat the effects of stagnating wages and the increased cost of living.

Existing Work Underway: The City of West Hollywood has, for decades, made significant commitments to serving vulnerable community members, including those living in poverty and experiencing food insecurity, through affordable housing initiatives, an array of funded social services, and reduced or waived fees for public transportation, among others.

Listed below are the poverty and food insecurity initiatives that the City is currently focusing on:

- ▶ The City contracts with local social services agencies to provide free home delivered meals for homebound older adults, people living with HIV/AIDS and/or life-threatening illness, as well as fresh produce to City residents in West Hollywood Community Housing.
- ▶ The City also previously oversaw a collaborative effort with external partners to increase enrollment in CalFresh among West Hollywood community members.
- ▶ The City is overseeing a *Pilot for Guaranteed Income for Older Adults*, which aims to prevent homelessness, promote aging in place, and reduce stressors associated with financial instability.
- ▶ The City provides programming to encourage greater inclusivity of groups that experience disproportional difficulties securing employment, such as the LGBTQ+ and BIPOC communities.

Additional Work to be Done: Similar to housing insecurity, there is an opportunity for the City to expand their efforts in reducing the stressors associated with financial insecurity for community members, especially during a period where the cost of living is rapidly rising and wages for many are not keeping pace.

Priority Area: POVERTY & FOOD INSECURITY

Initiatives	Response Type
<p>16. Enhance targeted income supports for individuals in the community who disproportionately experience poverty and food insecurity.</p> <ul style="list-style-type: none"> • Promote increased uptake in County/City-funded income and food support services (e.g., CalFresh) by identifying community members who cannot always access services due to factors such as isolation. • Explore options for the expansion or development of poverty reduction initiatives focused on the economic security of the older adult population.⁶³ • Pending results of the current <i>Pilot for Guaranteed Income for Older Adults</i> and sustainable funding sources from other branches of government, implement additional poverty reduction projects that address the unique financial needs of other vulnerable community groups.⁶⁴ 	Prevention

⁶³ It should be noted that the City’s new Pilot for Guaranteed Income will target adults 50 years or older Living with an annual income of \$41,400 or less.

⁶⁴ Per the 2015 Transgender Survey (California State Report), 15% California respondents participating in the 2015 U.S. Transgender Survey reported losing a job because of their gender identity or expression. [https://transequality.org/sites/default/files/docs/usts/USTSCAStateReport\(1017\).pdf](https://transequality.org/sites/default/files/docs/usts/USTSCAStateReport(1017).pdf).



Older Adult Care & Isolation

Goal: Support community members with wraparound services tailored to the needs of older adults (e.g., health care, food delivery, transportation, socialization, physical health, etc.).

Existing Work Underway: As highlighted above in the Demographic Profile section, the City of West Hollywood is home to a significant population of older adults; approximately 31% of residents are over the age of 55. West Hollywood is committed to ensuring that all older adults, irrespective of income level, can ‘age in place,’ as outlined in the City’s *Aging in Place/Aging in Community Five-Year Strategic Plan*. Adhering to this commitment fosters an environment where older residents can live longer lives and maintain a stable sense of community, life satisfaction, health, and self-esteem.⁶⁵

Listed below are the older adult care and isolation initiatives that the City is currently focusing on:

- ▶ The City’s *Aging in Place/Aging in Community Five-Year Strategic Plan* addresses ten focus areas. The City funds community providers to deliver a wide range of services and program offerings (e.g., nutrition and food delivery, transportation, rental assistance, and affordable housing, etc.) to ensure that the housing, health, and cognitive needs of the City’s older adult population are adequately met.
- ▶ As mentioned above, the City recently implemented the *Pilot for Guaranteed Income for Older Adults*, which provides \$1,000 a month for 18 months to 25 individuals who are 50 years old or older and are living on an annual income which is considered to be ‘very low.’
- ▶ The City funds a wide range of services, events, and activities for West Hollywood’s older adult population, which are offered at the West Hollywood Comprehensive Services Center in Plummer Park.
- ▶ The City provides special transportation services for residents aged 62 or older at minimal or no cost.

Additional Work to be Done: In line with findings from the *Year 4 (2021) Evaluation Report of the Aging in Place/Aging in Community Five-Year Strategic Plan*, the City should prioritize the following well-being initiatives for its older adult population as it emerges from the COVID-19 pandemic.

Priority Area: OLDER ADULT CARE & ISOLATION

Initiatives	Response Type
<p>17. Bridge the ‘digital divide’ by improving technological literacy for older adults and increasing their access to technology and other virtual resources.⁶⁶</p> <ul style="list-style-type: none"> • Collaborate with local service providers to expand existing/create new in-person programming (e.g., courses, workshops) related to enhancing computer and smartphone skills for older adults in the community. • Work with community partners who have a physical presence in the community (e.g., community centers, library, West Hollywood Comprehensive Services Center) to provide older adults with greater access 	Prevention

⁶⁵ City of West Hollywood. *Aging in Place/Aging in Community 5-Year Strategic Plan (2016-2020)*. p. 1. <https://www.weho.org/home/showpublisheddocument/26293/636040846023200000>.

⁶⁶ Aligned to City of West Hollywood. *Aging in Place/Aging in Community Response to COVID-19: Year Four Evaluation Report*. p. 14, “Increased Access to Technology.” <https://www.weho.org/home/showpublisheddocument/52525/637831316928030000>.

to connective technology and training, especially for individuals dealing with transportation and mobility challenges.

- Continue efforts to provide online services and materials in several different languages.

18. Continue to expand access to affordable housing and income supports for older community members.⁶⁷

- Continue efforts to ensure that housing supports (e.g., Section 8 vouchers, renter protections, community health) and affordable housing units are accessible to older adults so they can age within their communities instead of moving to more affordable locations outside of West Hollywood.

19. Create seamless access to comprehensive wraparound supports for older adults living in West Hollywood where and when they need them.⁶⁸

- Implement a Case Management approach to streamline requests related to wide-ranging wraparound supports (e.g., on-demand transit, food delivery and preparation, home care services, etc.).

**Risk
Intervention**

⁶⁷ Aligned to City of West Hollywood. Aging in Place/Aging in Community Response to COVID-19: Year Four Evaluation Report. p. 15, "Continued Demand for Affordable Housing."

⁶⁸ Aligned to City of West Hollywood. Aging in Place/Aging in Community Response to COVID-19: Year Four Evaluation Report. p. 15, "A City Case Manager for Older Adults."

Integrated System Priorities



Local Law Enforcement Trust, Transparency & Accountability

Goal: Define what the desired future state of law enforcement looks like (i.e., setting clear expectations) and what models best support that vision.

Existing Work Underway: As mentioned above, West Hollywood has a long-standing contractual relationship with the Los Angeles County Sheriff's Department to provide local law enforcement services to the community. The West Hollywood Sheriff's Station is committed to working alongside City officials, residents, and businesses to resolve community public safety concerns. Sheriff's personnel, in conjunction with the City, carry out several initiatives which aim to build public trust and maintain a high degree of accountability to West Hollywood community members.

Listed below are the local law enforcement trust, transparency, and accountability initiatives that the City and the West Hollywood Sheriff's Station are currently focusing on:

- ▶ The West Hollywood Sheriff's Station supplements traditional vehicular patrolling by committing to scheduled foot patrols throughout the City to help address quality of life concerns for the community.
- ▶ Through collaboration between the City and the West Hollywood Sheriff's Station, specialized LGBTQ+ and Trans sensitivity training was introduced for station staff.
- ▶ Sheriff's personnel, Community Safety staff, and the Public Safety Commission regularly analyze crime statistics to identify issue areas and adjust resource allocations, as appropriate.
- ▶ City staff and the Los Angeles County Sheriff's Department have partnered with the Center for Policing Equity (CPE) to conduct a study of West Hollywood Sheriff's Station's data to inform recommendations related to improving policing equity and service to the West Hollywood community.
- ▶ Another trust building initiative arising from local law enforcement and City collaboration is the Coffee with COPPS event series, which aims to break down barriers between local law enforcement and citizens. These public events were put on hold during the pandemic.

Additional Work to be Done: In addition to recent trust- and accountability-building efforts which have been welcomed by many in West Hollywood, community members continue to demand greater transparency and accountability from local law enforcement. Several engaged stakeholders also highlighted that the COVID-19 pandemic further eroded trust between community members and local law enforcement due to a reduction in face-to-face interactions. In response, the City and the West Hollywood Sheriff's Station should continue to work together to identify initiatives which aim to renew trust in local law enforcement and consequently improve community outcomes.

Priority Area: LOCAL LAW ENFORCEMENT TRUST, TRANSPARENCY, & ACCOUNTABILITY Strategic Initiatives	Response Type
<p>20. Improve trust between local law enforcement and priority populations (e.g., BIPOC and LGBTQ+) based on their unique needs and experiences.</p> <ul style="list-style-type: none"> Leverage existing partnerships with local law enforcement (e.g., Coffee with COPPS, National Night Out) and create new opportunities (e.g., Town Halls, Listening Sessions, Roundtables, etc.) to organically strengthen mutual respect and understanding. <p>21. Continue to invest in, and provide ongoing training for, local law enforcement personnel to continually advance their understanding of the different communities they serve.</p> <ul style="list-style-type: none"> Expand the West Hollywood Sheriff’s Station’s offering of specialized training to include other sensitivity and implicit bias training opportunities.⁶⁹ <p>22. Increase interaction between community members, local businesses, and local law enforcement personnel (e.g., deputies).</p> <ul style="list-style-type: none"> Expand the use of foot and bike patrolling to reach different resident neighborhoods and local business communities. 	<p style="text-align: center;">Social Development</p>
<p>23. Investigate what alternative models of policing might look like for the City (e.g., an independent West Hollywood Police Department or sharing the service with neighboring municipalities.)</p> <ul style="list-style-type: none"> Take initial steps towards undertaking a study to assess feasibility of an independent police department (e.g., conduct exercise to define the City’s vision for local law enforcement). Engage with neighboring cities to understand current law enforcement situations (e.g., Los Angeles County Sheriff’s Department vs. independent police forces) and gauge interest in such a partnership. 	<p style="text-align: center;">N/A</p>

⁶⁹In 2019, CBS News surveyed 150 large police departments across the country and found that 69% of surveyed agencies have implemented implicit bias training programs, including the San Jose Police Department and the San Diego Police Department CBS News. We asked 155 police departments about their racial bias training. Here’s what they told us. (August 7, 2019). <https://www.cbsnews.com/news/racial-bias-training-de-escalation-training-policing-in-america/>.

The City's Relationship with the LASD

As mentioned above, West Hollywood has a longstanding contractual relationship with the Los Angeles County Sheriff's Department. Throughout the years, the City's partnership with the West Hollywood Sheriff's Station has resulted in the creation of several tailored public safety initiatives which seek to meet the specific needs and concerns of local community members and businesses. However, in line with recent national social trends such as eroding trust in government and law enforcement, the stakeholder engagement process illuminated an array of both positive and negative aspects related to the City's relationship with the West Hollywood Sheriff's Station and the Department.

“It is evident that local Sherriff's Station personnel enjoy working in West Hollywood and are well-connected to the community.”

“The local Sherriff's Station creates a strong sense of safety and security during major events such as Pride and Halloween Carnaval.”

“Deputies worked effectively to secure and protect local businesses from ‘smash and grab’ incidents that were witnessed across Los Angeles County in 2020.”

“The Los Angeles County Sheriff's Department lacks transparency, and there have been many instances where they fail to adequately satisfy information and data requests.”

“The West Hollywood Sheriff's Station experiences high deputy turnover, which can result in a lack of continuity in training and relationships.”

“Although the West Hollywood Sheriff's Station is considered to be one of the most professional in Los Angeles County, ineffective leadership at the County level negatively affects local perceptions of the West Hollywood station.”

A recent City Council decision to increase funding for Block by Block and reduce the total number of West Hollywood Sheriff's Station deputies will result in the introduction of an additional 30 unarmed security ambassadors within the community while the number of deputies employed at the local West Hollywood station may be reduced by four at the end of FY 2022-2023.



System Capacity & Innovation

Goal: Harness data to bolster system efficiency – do more with existing resources and make informed decisions about where to provide funding for the greatest impact.

Existing Work Underway: The City is a proponent of robust data collection for the purpose of informing policy decisions and program design. West Hollywood also supports the public sharing of collected data in a way that is transparent and accessible to foster a more engaged and informed community.

Listed below are the system capacity and innovation initiatives that the City, in partnership with community safety and well-being partners, is currently focusing on:

- ▶ As mentioned above, the City participates in monthly “Homeless Collaborative” meetings alongside representatives from community social services agencies, local law enforcement, as well as outreach and mobile mental health teams, to identify observed trends, gaps, successes, and other potential community partners who could enhance the City’s response to homelessness.
- ▶ To ensure transparency about public safety outcomes, the City provides accurate and up-to-date crime statistics through an Open Data site. Additionally, Sheriff’s personnel, Community Safety staff, and the Public Safety Commission regularly analyze crime statistics to identify issue areas and adjust resource allocations, as appropriate.

Additional Work to be Done: The City can build upon its commitment to data-informed decision making through leading an effort to coordinate and standardize community safety and well-being data collection and use across local and regional government partners and community organizations.

Priority Area: SYSTEM CAPACITY & INNOVATION

Initiatives	Response Type
<p>24. Establish a formal ‘data table’ with select partners to facilitate the creation of best practices for data collection, sharing, analysis, and storage.</p> <ul style="list-style-type: none"> • Identify an initial set of partners and instances where there is opportunity for greater alignment across common indicators/units of measurement to streamline reporting requirements for service providers. • Develop a draft set of data sharing agreements and work towards ensuring that new data sharing practices strictly adhere to confidentiality legislation and best practices. • Envision how collectively sourced data will be used, transmitted, and communicated across partners and with the public. 	<p>Prevention</p>



System Connectivity

Goal: Update existing, and create new, mechanisms to foster public awareness of City-led safety and well-being initiatives; improve digital, physical, and cultural accessibility for a range of groups (e.g., those who are marginalized, older, immigrants or have disabilities); increase communication, collaboration, and cooperation between the City’s stakeholder groups as well as with neighboring municipalities and the County.

Existing Work Underway: Over the years the City worked with community partners to implement collaborative approaches to address various community safety and well-being issues.

Listed below are the system connectivity initiatives that the City and community allies are focusing on:

- ▶ The City benefits from longstanding partnerships with contracted social services providers to provide an array of services and programs for West Hollywood community members.
- ▶ The Mental Evaluation Team has strengthened relationships between the Los Angeles County Sheriff’s Department and social services providers in the community by diverting vulnerable, and often homeless, community members into appropriate services and away from the jail system.
- ▶ West Hollywood Sheriff’s Station personnel, City staff, and social services providers actively participate in quarterly Homeless Collaborative meetings to enhance the collective response to homelessness.
- ▶ City officials, residents, businesses, and community groups (e.g., Neighborhood Watch) work with the Community Oriented Policing and Problem-Solving Team to address emerging concerns.
- ▶ Community Impact Team deputies and Code Enforcement Officers work together to address nighttime concerns within the entertainment districts (e.g., drinking in public and other nuisance issues).

Additional Work to be Done: Longstanding and effective partnerships between the City, community organizations, and other government entities can be enhanced through greater cross-sectoral collaboration, which will also help to improve community-wide safety and well-being outcomes.

Priority Area: SYSTEM CONNECTIVITY

Initiatives	Response Type
<p>25. Promote further knowledge mobilization activities across sectors to better identify community issues and gaps.</p> <ul style="list-style-type: none"> • Leverage and expand upon existing information sharing initiatives (e.g., quarterly Homeless Collaborative meetings) for community members and service providers to collect and share evidence (e.g., data, lived experiences). <p>26. Enhance community access to information related to the various services directly provided or funded by the City.</p> <ul style="list-style-type: none"> • Design and implement a centralized Digital Directory, or one-stop shop, where community members can seamlessly access single or multiple service(s) currently being offered by West Hollywood. • Leverage the City’s communications infrastructure to increase public and service provider awareness of community safety and well-being services, such as what services exist, how they can be accessed, and when they should be accessed. • Adopt strategies to reduce barriers to accessing services that may be experienced by specific populations. 	<p>Prevention</p>

27. Create formal opportunities for City staff, community members, and organizations to meet and mobilize collaborative action on common goals.

- Establish a Community Safety and Well-Being Collaboration Table that includes representatives from across sectors; Table to support the implementation of this Strategy and future iterations, increase information and best practice sharing, and monitor and respond to emerging CSWB conditions / risks.

THE PATH FORWARD

As a living document, the West Hollywood Community Safety & Well-Being Strategy will act as a guide for key stakeholders to come together to decisively address community safety and well-being needs. The Strategy is intended to be driven by key partners, stakeholders, service providers, and local government alike and to continuously reflect the changing needs of West Hollywood community members. It aims to leverage the eight issue-based and three integrated system priorities to inform the careful planning and promotion of desired safety and well-being outcomes in the community, as well as to support meaningful implementation. Effective implementation of this Strategy and future iterations will require consideration of the following key principles:

- ▶ **Good Governance** – A collaborative and inclusive governance structure (e.g., selection of a staff lead to coordinate implementation activities, establishment of a multi-disciplinary Collaboration Table) should be developed and maintained to support coordination, collaboration, and accountability for results. The governance structure will help ensure that contributing actors understand their roles and responsibilities in delivering on the Strategy, as well as create a coordinated and efficient system to identify and tackle multi-disciplinary problems.
- ▶ **Data Stewardship** – In order for this Strategy to successfully achieve a safer and healthier community in the long-term through enhanced information sharing and performance measurement, the City will need to refocus existing efforts and resources in a more strategic and impactful way. This can be done by identifying the sectors, agencies, and organizations that need to be involved; the information and data required; and outcomes and key performance indicators (KPIs) to measure the impacts of the plan. A working group composed of data stewards can be formed to identify key data parameters and spearhead data collection across key sectors. Those involved in the plan should be thinking continuously about how their respective organizational strategic planning and budgeting activities could further support strategies in the plan.
- ▶ **Consistent Community Consultation & Engagement** – Continuous improvement of the Strategy requires regular and consistent direct engagement with community members to track, monitor, and evaluate strategic priority outcomes and course-correct strategies where necessary, based on persisting service gaps. To do so, the City may work alongside key community stakeholders and partners to lead the creation of formal structures where community consultation and engagement can occur as part of tracking, monitoring, and evaluating community safety and well-being impacts.

APPENDICES

Appendix A: Stakeholder Engagement Process

As mentioned above, 70 individual stakeholders who are active members of both internal and external groups / organizations / businesses were engaged to inform the development of the Initial Community Safety and Well-Being Strategy. Below is a list of those who contributed to the initial stakeholder engagement process.

City Council

- All 5 Councilmembers were interviewed 1-on-1 for 45-60 minutes.

Advisory Boards, Commissions, and the Social Justice Task Force

- A special 90-minute Focus Group session was held for members of the Public Safety Commission.
- Seven focus group sessions were held with a selected representative from one of the: Eight Commissions – Planning, Transportation, Historic Preservation, Arts & Cultural Affairs, Rent Stabilization, Human Services, Business License, and Public Facilities
- Six Advisory Boards – Disabilities, LGBTQ+, Russian-Speaking, Senior, Transgender, and Women’s Advisory Boards
- The Social Justice Task Force

West Hollywood Sheriff’s Station

- One focus group session was held with select personnel from the West Hollywood Sheriff’s Station.

Social Services Agencies

- Four focus group sessions were held with staff members from local social services agencies, including NCJW, Jewish Family Services, LA LGBT Center, Ascencia, the TransLatin@ Coalition, and Trans Can Work.

Neighborhood Watch

- Three focus group sessions were held with interested Neighborhood Watch Groups and Association Groups (11 individuals).

Local Business Community

- One focus group session was held with local business representatives from the Andaz, Calma, Pink Dot, and Marco Pelosi Hair.

City Staff

- Six 45-60 minute 1-on-1 interviews with Core Project Team members (Director of Community Safety, Assistant to the City Manager, City Manager, Director of HSRS, Director of Communications).
- Three separate 90-minute focus group sessions with Social Services (7 individuals) and Strategic Initiatives (3 individuals) staff.

Appendix B: Community Engagement Process

From October 22 – November 7, 2022, several in-person and virtual community engagement events were hosted to gather input on the Initial Community Safety and Well-Being Strategy. Participants included over 300 voices representing a diversity of perspectives; all questions, feedback, and concerns were welcomed during engagement events.

Online Survey

- The Community Safety and Well-Being survey opened on October 24 and closed on November 7, 2022. 119 total responses were received; survey results were interpreted as participants' opinions, rather than a statistically significant reflection of the broader West Hollywood community.

Community Pop-Ups

- The Community Safety and Well-Being Project Team attended the Halloween Youth Carnival, the Helen Albert Certified Farmers' Market, and rode the PickUp to spark conversations related to community safety and well-being with participants.

Interviews & Focus Groups

- The Community Safety and Well-Being Project Team conducted interviews with service providers and focus groups with the following specific populations:
 - Black, Indigenous, and People of Color (BIPOC)
 - Community members with special needs and/or disabilities
 - LGBTQ+ individuals
 - Russian-speaking community members
 - Senior/older adult community members
 - Unhoused community members
 - Women

Community Meetings

- The City hosted in-person and virtual community meetings (October 25 and November 3, 2022 respectively) to gather community perspectives on the Initial Community Safety and Well-Being Strategy.

Appendix C: West Hollywood’s Community Safety and Well-Being Inventory

As mentioned previously, the City funds an array of services related to health and human services, local law enforcement and emergency response, neighborhood livability, and COVID-19 response to maintain a high level of community safety and well-being in West Hollywood.

Health and Human Services Inventory			
<p>Children/Youth Services</p> <ul style="list-style-type: none"> • Children/Youth Resources • Youth Scholarship Program • Contracted Services: <ul style="list-style-type: none"> - LA LGBT Center – Youth Services - Pathways 	<p>Food</p> <ul style="list-style-type: none"> • Contracted Services <ul style="list-style-type: none"> - JFS Nutrition Program - JFS SOVA Community Food & Resource Program - Episcopal Diocese of La – Seeds of Hope - Project Angel Food 	<p>Legal Services</p> <ul style="list-style-type: none"> • Contracted Legal Services <ul style="list-style-type: none"> - Bet Tzedek Legal Services 	<p>Mental Health and Substance Use & Addiction</p> <ul style="list-style-type: none"> • Contracted Services <ul style="list-style-type: none"> - Tarzana Treatment Centers - APLA Health & Wellness - LA LGBT Center – Mental Health Services - JFS West Hollywood Comprehensive Services Center - Additional Mental Health Services Resources and Referrals
<p>Community Study</p>		<p>LGBT Services</p> <ul style="list-style-type: none"> • LA County Lesbian, Bisexual & Queer Women’s Health Collaborative • Lesbian Speakers Series • Guide for LGBT Immigrants/Asylum Seekers • Transgender Resource Guide • Contracted Services <ul style="list-style-type: none"> - LA LGBT Center - Trans Can Work - TransLatin@ Coalition 	<p>Refugee Resources</p> <ul style="list-style-type: none"> • Resources for Afghan Refugees • Resources for Ukrainian Refugees
<p>Domestic Violence and Partner Abuse Resources</p>	<p>Homeless Services</p> <ul style="list-style-type: none"> • Partnership with the LA County Homeless Initiative • Cedars-Sinai Medical Center Homeless Navigators (not contracted) • West Hollywood Homeless Initiative • 5 Year Plan to End Homelessness • Street Outreach • West Hollywood Homeless Collaborative • Contracted Services <ul style="list-style-type: none"> - Ascencia - Housing Works - Step Up on Second - National Council of Jewish Women - McIntyre House - Housing Works - Alliance for Housing and Healing 	<p>Medical/Dental</p> <ul style="list-style-type: none"> • Covered California [SS] • Prostate Cancer Awareness [R] • Sexual Health • Medical Marijuana – Compassionate Use • Contracted Services <ul style="list-style-type: none"> - Men’s Health Foundation - Planned Parenthood - Saban Community Clinic 	<p>Senior Services</p> <ul style="list-style-type: none"> • Aging in Place, Aging in Community • Contracted Services <ul style="list-style-type: none"> - LA LGBT Center – Senior Services - PAWS/LA - JFS West Hollywood Comprehensive Services Center
<p>Disability Services</p> <ul style="list-style-type: none"> • Disability Services Brochure • Disability Community Resource Center • Contracted Services <ul style="list-style-type: none"> - JFS West Hollywood Comprehensive Services Center 		<p>Public Health Benefits</p> <ul style="list-style-type: none"> • Contracted Services <ul style="list-style-type: none"> - JFS West Hollywood Comprehensive Services Center • Additional Benefits Referrals and Resources 	<p>Substance Abuse and Addiction Recovery</p> <ul style="list-style-type: none"> • Substance Abuse Services Guide • Contracted Services <ul style="list-style-type: none"> - McIntyre House - Tarzana Treatment Centers - Awakening Recovery - West Hollywood Recovery Center
<p>Employment Resources</p> <ul style="list-style-type: none"> • Contracted Services <ul style="list-style-type: none"> - JVS WeHo Works - See <i>LGBT Services</i> 			
<p>Financial Assistance</p> <ul style="list-style-type: none"> • City funded rental assistance programs – See <i>Housing and Rent Stabilization</i> • Additional Rental Assistance Program Referrals 	<p>Housing and Rent Stabilization</p> <ul style="list-style-type: none"> • Housing Element • Aging in Place/Aging in Community 5-Year Strategic Plan and Initiative • Affordable Housing Trust Fund • Inclusionary Housing Program • Rent Stabilization Ordinance Education • Additional Affordable Housing and Rental/Rent Stabilization Resources 		
<p>HIV/AIDS Resources</p> <ul style="list-style-type: none"> • HIV Zero Strategy • HIV Testing Sites • Contracted Services <ul style="list-style-type: none"> - Being Alive - Friends Research Institute, Inc. - Los Angeles LGBT Center (Sexual Health Program and WeHo Life) 			

Law Enforcement and Emergency Response Inventory

Los Angeles County Sheriff's Department

- Car, bike, foot, and traffic patrols
- Community Impact Team
 - Community Oriented Policing and Problem Solving (COPPS) Team
 - Entertainment Policing Team (EPT)
- Mental Evaluation Team (MET) co-partner

Community Outreach Efforts

- Coffee with the COPPS
- Live, Work, Play. Be Safe

Los Angeles County Fire Department

- The City is primarily served by three shifts of twenty personnel - each housed at Los Angeles County Fire Stations 7 and 8
- Community Emergency Response Team (CERT) Program

Civilian Security Teams

- Block by Block Security Ambassadors – act as a highly visible deterrent to crime (e.g., Plummer Park kiosks)

Emergency Preparedness

- Emergency Mass Notification System
- Emergency Supply Kit tips
- Public Access AED Program
- West Hollywood Hazard Mitigation Plan
- 2017 Emergency Plan

Crime Prevention and Personal Safety Tips

- Drive Mindfully
- Drinking and Driving
- Pedestrian and Bike Safety
 - Bicycle Education and Registration
 - Pedestrian Signals on Santa Monica Blvd.
- Sexual Assault Prevention and Night Club Safety
- Vehicle Burglary Prevention
- Pet and Child Safety in High Heat
- Robbery Prevention
- Fire Safety
- Bystander Intervention

Public Safety Commission

- Studies and recommends to City Council mechanisms to better address public safety issues

Major Special Events

- Threat assessments conducted by LASD intelligence experts
- A multidisciplinary team (Fire, LASD, City Staff) drafts Event Action Plans and Crisis Communications Plans

Neighborhood Livability Inventory

Neighborhood & Business Safety Division

- Municipal Code Enforcement through dedicated Code Enforcement Officers, education initiatives, and the Administrative Remedies Program
 - Vacation rentals
 - Vacant Property Registration Program
- Animal care and control
- Property Maintenance
- Noise compliance
- Business Licensing/Permitting

Pedestrian Safety

- Crosswalk safety improvements (e.g., flashing pedestrian warning lights), led by the City's Engineering Division
- Neighborhood Traffic Management Program (NTMP)
- Neighborhood Traffic Studies
- Right of Way Goals and Requirements

Facilities and Recreation

- Recreational programming to promote health, wellness, community, and wellbeing
- Parks and Facilities safety
 - Daily Security Guard patrol
 - Cooling Center at Plumer Park
 - Block by Block kiosk at Plummer Park

Arts and Cultural Programming

- Library Exhibits
- Drag Queen Story Hour
- Art on the Outside
- Russian Cultural Festival

Economic Development

- Drag Laureate Program
- Minimum wage ordinance
- Small Business Grant Program

COVID-19 Response Inventory

- Mental Health resources
- Renter resources
 - COVID-19 Related Rental Assistance Programs
 - Legal assistance
- Utility assistance
- Small Business resources
 - OUT Zone permits (outdoor dining)
 - Small Business Roundtable

- Older Adult resources
 - Free transportation to Local vaccination and testing sites
 - Meal delivery services
- Testing and Vaccination
 - In-home COVID-19 vaccinations for homebound residents
 - Mobile vaccine teams

