



# HEALTH IN ALL POLICIES

## YEAR 1 IMPLEMENTATION WORKPLAN

JANUARY 15, 2020

EQUITY | PUBLIC HEALTH | SUSTAINABILITY

## INTRODUCTION

While summarized in greater detail in the HiAP Evaluation Report Volume 1 (November, 2019), it is useful to reiterate the five key elements of Health in All Policies (HiAP) as well as best practices outlined in the *HiAP Guide for State and Local Governments* as together they are key to implementation:

### ***Five Key Elements of HiAP:***

1. Promotes health, equity, and sustainability. Incorporates these into policies, programs, processes and government decision making. Equity is essential for positive health outcomes.
2. Supports inter-sectoral collaboration. Breaks down silos, builds new and lasting partnerships, and increases government efficiency.
3. Benefits multiple partners. Co-benefits and ‘win-wins’ reduce redundancies and make effective use of scarce resources.
4. Engages stakeholders. This will ensure that work is responsive to community needs and creates impactful change.
5. Creates structural or procedural change. Puts in place tools that institutionalize upstream processes to address health, equity and sustainability.

### ***Six Best Practices to HiAP Implementation:***

1. Adopt a common agenda or set of priorities – Work with partners towards shared results.
2. Shared measurement systems - Use existing data sources vs. reinventing wheel.
3. Mutually reinforcing activities - Identify activities that cross two or more of the pillars from survey/other interviews or listening session.
4. Continuous Communication – Use existing communication methods, cross departmental communications distribution, and cohesive and clear communications protocols
5. Backbone Support Organizations – Draw upon organizations like the Santa Cruz County Health Services Agency, Business groups and non-profits as well as other organizations key to facilitating success.
6. Identify stakeholders’ preferred way to engage – Respect the preferences of supported and supporting organizations as together we pursue our mutual goal of increased community well-being.

The Subcommittee that developed the implementation recommendations adopted by City Council utilized different criteria for establishing implementation priorities which encompass both policy and process recommendations.

**Work Plan Goal:** Pursuant to the ordinance and City Council policy adopted in November and December, 2019, the City of Santa Cruz shall implement a work plan that meet five (5) work plan objectives. This goal is further supported by the following subgoals articulated for Implementation Work Plan development in the HiAP Evaluation Report Volume 1:

- Promote local government culture that prioritizes community well-being through equity, public health and sustainability of all Santa Cruzans across policy areas and economy.
- Integrate equity, public health and sustainability into local government agency practices.
- Provide a forum for agencies to identify shared goals and opportunities to enhance community well-being performance through collaboration.

**Work Plan Objectives:**

1. Ensure new staff, commissioners, and leadership are trained in all three pillars of HiAP.
2. Support participation by staff and leadership in stakeholder and partner convenings 1-2 times a year to ensure cross sector collaboration.
3. Prepare and distribute guidance on how staff should include equity, health and sustainability in agenda reports.
4. Develop a framework for measuring and reporting on equity, health and sustainability outcomes and improving the well-being of our community.
5. Conduct an annual evaluation of the City’s HiAP effort and report to City Council.

**Anticipated Outcome of meeting the Implementation Objectives:** After implementing 8 identified actions in year 1 to achieve these objectives, the City will evaluate the implementation effort and report on implementation status for each action item as well as tracking the indicators of community well-being. There are 19 process and impact evaluation indicators that will be tracked for the implementation actions in addition to the delivery of a biannual outcome evaluation. While the City will track and report implementation progress each year, it is acknowledged that systemic change and improvement to community well-being require sustained effort over years and even decades. Thus they are longer-term outcomes the City seeks to achieve.

**Resources Required to meet Implementation Objectives:**

- City Administrator and Staff Support
- Consulting Advisor
- Up to \$25,000 annual budget allocation for the consultant and other expenses, including outreach expenses
- Commitment from and collaboration between leadership, employees and stakeholders

## EVALUATION APPROACH

As specified in the HiAP Evaluation Report Volume 1, there are three types of outcome tracking metrics: Process Outcomes, Impact Outcomes, and Well-being Outcomes.

**Process evaluation** can provide important information about the collaborative aspects of a HiAP effort, the extent to which partners and stakeholders feel that the process meets their individual and organizational needs, and opportunities for improving the functioning of a group or process, including midcourse adjustments. HiAP initiatives ideally have multiple outcomes, ranging from creating a more collaborative and well-being-oriented organizational culture, to promoting public policy and decision-making processes, to ultimately improving population well-being and equity. Process evaluation can also be used to explore the success of applying a sustainability, health or equity lens. Pertinent questions to ask are how the analysis worked, if health or equity analysis met the needs of all partners, and if it supported the creation of a collaborative climate. This could include reporting on ordinance and agenda report compliance, for example.

**Impact evaluation** will look at those policy and organizational outcomes that may have occurred as a result of a HiAP approach or a specific policy as a means to qualitatively assess effectiveness and outcomes related to organizational and cultural change. An impact evaluation can measure the changes that are likely to lead to well-being improvements and whether, and how well, a sustainability, health or equity analysis worked. The evaluation could include looking for other evidence that sustainability, health and equity considerations have been incorporated into policies or programs as a result of the analysis.

Because HiAP is a strategy for improving community well-being, it is important to use **outcome evaluations** to measure changes in well-being status that relate to policy changes and improve your initiatives accordingly. However, changes in population well-being status are difficult to measure, influenced by many factors that may be difficult to disentangle, and can take a long time to change. Because of these difficulties, it is important to identify intermediate well-being outcomes that can help demonstrate progress. Measuring changes in the social determinants of health can support collaborative work by showing improvements that are relevant to partners both inside and outside the traditional public health field. Well-being outcome evaluation can also use proxy measures to indicate medium- to long-term change, such as whether partner agencies' policy priorities have shifted to consider community well-being.

## **PROPOSED IMPLEMENTATION WORK PLAN ACTIONS**

### **Objective 1: Staff, Commissioners, and Leadership Trainings**

HiAP staff consulted with Human Resources (HR) Department staff and Department Heads to discuss options that the Planning Team developed further into the following recommended Implementation Actions.

#### ***Implementation Action 1.1: Staff Training on HiAP in Agenda Reports***

The City will offer a class in the Employee Training Catalog for 2020 entitled “Effective Agenda Report Writing with HiAP” co-taught by the Interim Assistant City Manager and the Sustainability and Climate Action Manager. This class will be required to obtain certification in the City’s Employee and Leadership Development Program but is also available for any employee to take on a voluntary basis. This class will build knowledge and skills for effective agenda report writing with special focus on HiAP evaluation language required on commission and City Council agenda reports. This training is also open and will be promoted to commissioners and City Councilmembers.

*Resources: Reference prior class materials and develop new materials*

*Responsibility: CMO and HR Staff*

*Deliverable: Inclusion of class to be conducted once in the first half of calendar year 2020.*

*Status: In progress but in Employee Training Catalog for April 20, 2020*

*Follow Up: Develop, promote and deliver class*

*Process Evaluation Tracking Metric: The annual report will include the number of participants and summaries of class evaluation surveys.*

#### ***Implementation Action 1.2: Staff Training on Diversity and Inclusivity***

Currently all staff, commissioners and City Councilmembers are required to complete “Harrassment Prevention” training, which will be offered four (4) times in 2020. Also, all staff and City Councilmembers are required to complete “Understanding Cultural Diversity” training, which will be offered twice in 2020. Commissioners may also optionally Because equity was found to be the topic most misunderstood by employees as indicated in the employee survey from 2019, the City will offer a popular class from 2019 in the Employee Training Catalog for 2020 entitled “Diversity and Inclusivity in the Workplace” taught by employees of the Santa Cruz Diversity Center. The class will be promoted and open to employees, commissioners and City Councilmembers. This class focuses on foundational topics pertaining to equity. There are a number of optional live and online trainings that also touch upon the three pillars of HiAP that the Planning Team may consider promoting as well.

*Resources: HiAP budget of \$2,500 combined with HR budget of \$2,500 to fund Diversity and Inclusivity in the Workplace training conducted by the Diversity Center*

*Responsibility: CMO and HR Staff*

*Deliverable: Diversity and Inclusivity in the Workplace training to be conducted once in 2020.*

*Status: In progress but tentatively targeting April or May, 2020*

*Follow Up: Develop, promote and deliver class*

*Process Evaluation Tracking Metric: The annual report will include the number of participants and summaries of class evaluation surveys. This will also be the other case for other employee training classes that were found to align with HiAP and are offered in 2020.*

### ***Implementation Action 1.3: Onboarding training for new City Councilmembers, Commissioners and employees***

Initial discussion with HR and Commissions indicates that onboarding training must be flexible and incremental.

- HR will be reworking its onboarding process for **new employees** in 2020 and will consider a mandatory HiAP training in the onboarding process. However, it also must be recognized that mandatory trainings are often challenging for HR to ensure completion.
- Similarly, initial discussions with **commissioners** indicates that flexibility is needed as commissioner onboarding is different for each commission and some commissions desire deeper engagement than others in HiAP, with some wishing to train with employees. Notably, commissions consulted to date have agreed to prepare a one paragraph email report at the end of the calendar year reflecting on how HiAP did or did not make a difference in their work.
- CMO staff will also consult with the Consultant and City Councilmembers on the HiAP Policy Subcommittee to develop a HiAP training session for **City Councilmembers** scheduled for a June 2, 2020 City Council study session.

Because Planning Team staff are only in early consultations on onboarding training, it is recommended that this item is revisited after all commissions and the HiAP Policy Subcommittee have been consulted and the HR onboarding process updates begin.

*Resources: Commission and HiAP Policy Subcommittee feedback; HR feedback*

*Responsibility: City Council, Commissions, CMO and HR Staff*

*Deliverable: Determine appropriate onboarding training; commissioner reports at end of year; Complete study session training*

*Status: In progress; to be complete in first half of calendar year 2020; City Council HiAP training study session scheduled for June 2, 2020.*

*Follow Up: Continue meetings with Commissions, Subcommittee and HR and work with consultant to develop training for study session.*

*Process Evaluation Tracking Metric: The annual report will include the number of participants in onboarding training, reflective summaries from each commission, a summary of the HiAP study session and sample statements made by the public during the study session.*

### ***Implementation Action 1.4: Equity Screening***

Utilizing existing equity frameworks, Department Heads will devote one two-hour planning meeting to conducting an equity screening before the end of calendar year 2020. The aim of the exercise is to deepen analysis and understanding of inequities in relationship to sustainability and public health and build skills to effectively advance equity. The Planning Team will also seek

to integrate the Equity Screening process into other City team meetings and provide opportunities for Commissioner and City Council involvement.

*Resources: Reference other Jurisdictions (e.g., WHO HiAP Training Manual; Fort Collins, CO's Power Analysis tool; King County's Equity Impact Review Checklist; Multnomah County Equity and Empowerment Lens), the Government Alliance on Race and Equity framework and tools and work with Consultant to develop*

*Responsibility: Sustainability and Climate Action Manager and Department Heads*

*Deliverables: FYI to City Council on the process and outcome of the Equity Screening*

*Status: Pending development; to be complete by December 31, 2020*

*Follow Up: Work with Consultant to identify appropriate framework and schedule with Assistant City Manager.*

*Process Evaluation Tracking Metric: Completion of Action including delivery of FYI to City Council.*

## **Objective 2: Stakeholder Convenings**

### ***Implementation Action 2.0: Design, participate and/or facilitate stakeholder convenings***

Recognizing that intentional cross-sectoral collaboration across the three HiAP pillars can improve the design of projects, programs and policies that help to achieve community well-being, City Council approved the recommendation action that City staff participate and facilitate one to two stakeholder convenings in calendar year 2020. Planning Team members have been in conversation with the County Health Services Agency on this topic and the County has indicated interest in leading one convening. Commissioners and City Council members will be invited to these convenings as well.

*Resources: Consultant, Stakeholder capacity*

*Responsibility: Sustainability and Climate Action Manager and Consultant; Santa Cruz County Health Services Agency*

*Deliverables: Report on process outcomes in annual report*

*Follow Up: Work with Consultant and stakeholder partners to develop and schedule*

*Process and Impact Evaluation Tracking Metrics:*

- 1. Number and type of convenings*
- 2. Sectoral representation*
- 3. Number of participants*
- 4. Action outcomes identified*
- 5. Opportunities generated*
- 6. Implementation follow through*
- 7. Post-convening partner/stakeholder evaluation to be conducted through evaluation reflection at the end of the convening*

**Objective 3: Prepare and distribute guidance on how staff should include equity, health and sustainability in agenda reports**

***Implementation Action 3.0: HiAP Guidance for Employees, Commission and Leadership***

Based on prior work to date and guidance documents prepared for other jurisdictions, two collateral pieces will be developed for employees, commissioners, City Council members and Department Heads to reference in discussing HiAP and preparing agenda reports. While many departments have already begun to include HiAP considerations into agenda reports, the target date for all Departments begin to do so is by April 1, 2020.

*Resources: Reference Implementation Workplan and work with Consultant to develop*

*Responsibility: Sustainability and Climate Action Manager*

*Deliverables: (1) Top Ten Things to Know about HiAP with definitions of key terms and (2) Agenda Report Preparation with HiAP Guidance Document*

*Status: In progress with both documents due by March 4, 2020; Anticipated Implementation date: April 1, 2020*

*Follow Up: Review with Department Heads at bimonthly meetings and promote through employee email distribution, discussion at regularly scheduled team meetings.*

*Process and Impact Evaluation Tracking Metrics:*

- 1. The annual report will include the number of participants and meetings at which the guidance was presented.*
- 2. One agenda report will be sampled from each City Council meeting throughout calendar year 2020 and checked to ensure inclusion of HiAP evaluation language. The percent of overall agenda reports sampled and the percent of agenda reports in the sample that contain HiAP language will be included in the annual report.*

**Objective 4: Develop an evaluation framework for measuring and reporting on equity, health and sustainability outcomes and improving the well-being of our community**

***Implementation Action 4.0: Design a HiAP Evaluation Framework and Report on Year 1 Findings***

Evaluation will be used to determine the effectiveness of the HiAP framework. Evaluation findings could be disseminated through Commission, City Council, community partners such as Health Services Agency and Health Improvement Partnership, and other Jurisdiction HiAP Efforts. Santa Cruz County is quite advanced in collecting community level outcome evaluation data. Several efforts underway including the Santa Cruz County Community Assessment Project (CAP) and the County Collective of Results and Evidence-based (CORE) Investments Conditions offer outcome evaluation that measure social determinants of health and well-being indicators.

The City of Santa Cruz has already engaged with CAP lead agency Applied Survey Research (ASR) to explore oversampling of Santa Cruz City residents and aggregation of data by specific city zip codes for future CAP surveys and reporting. In the past ASR has already oversampled residents and we will review those data to understand whether that information is useful to this effort. Table 1 summarizes the CORE Conditions along with corresponding CAP indicators measured biannually. For reference, Table 1 also includes how CORE and CAP align with the United Nations'



Sustainable Development Goals, California's HiAP Task Force Goals and Santa Monica's Well-being Index, the only city level evaluation framework publicly available.

City staff will summarize the Year 1 Implementation and Monitoring Report to City Council at a January 2021 meeting after collecting indicator metrics at the end of 2020. The report will be prepared with focus on effectiveness, feasibility and areas for modification.

*Resources: This will be a major focal area for the Consultant to develop*

*Responsibility: Sustainability and Climate Action Manager*

*Deliverables: Year 1 HiAP Implementation Evaluation Plan and Report*

*Status: The Plan and Report will be due to City Council in January, 2021; after Year 1, reports will be timed biannually to coincide with CAP surveys.*

*Follow Up: Review with Department Heads at bimonthly meetings, share with stakeholder and public and present at City Council*

*Impact Evaluation Tracking Metrics: Department Head and Employee survey annually; Public survey biannually with CAP survey frequency*

*Outcome Evaluation Tracking Metrics: See Table 1*

### **Optional Implementation Action: Prepare and Submit Grant Proposals**

The City's HiAP efforts to date and those Implementation Actions to be complete over 2020 represent a substantial advancement of the City's focus on equity, public health and sustainability as a means to achieving improved community well-being. These efforts will position the City to competitively pursue grants to fund year 2 HiAP activities such as (1) increased staff capacity, (2) projects focused on integrating the HiAP pillars across sectors, and (3) developing a community well-being online dashboard. Potential grant opportunities include the Robert Wood Johnson Foundation, the California Wellness Foundation, and California's Strategic Growth Council, among others.

*Resources: This will be a major focal area for the Consultant to develop*

*Responsibility: Sustainability and Climate Action Manager*

*Deliverables: Proposals and Project Funding*

*Status: No current opportunities*

*Follow Up: Review with Department Heads at bimonthly meetings, share with stakeholder and public and present at City Council*

*Impact Evaluation Tracking Metrics: Number of grants pursued and awarded; Grant dollar amounts requested and awarded*

*Outcome Evaluation Tracking Metrics: Specific to project outcomes identified in grant proposals*

## Summary of Process and Impact Evaluation Tracking Metrics

1. # of staff, commissioner and City Councilmember trainings offered by pillar
2. # people (by role) participating in each training
3. Employee /Commissioner training evaluations
4. City Council – session study took place and summarized
5. Department Heads – Equity Screening completed and FYI submitted to City Council
6. Number of new City Council members trained annually (onboarding)
7. Number and type of convenings
8. Sectoral representation at convenings
9. Number of participants at convenings
10. Action outcomes identified at convenings
11. Opportunities generated at convenings
12. Implementation follow through from convenings
13. Post-convening partner/stakeholder evaluation as part of meeting agenda
14. Number of participants and meetings at which the HiAP guidance was presented.
15. One agenda report will be sampled from each City Council meeting throughout calendar year 2020 and checked to ensure inclusion of HiAP evaluation language. The percent of overall agenda reports sampled and the percent of agenda reports in the sample that contain language will be included in the annual report.
16. Department Head and Employee survey annually; Public survey biannually timed with CAP
17. Year 1 Implementation Evaluation Report complete and presented to City Council.
18. Number of grants pursued and awarded; Grant dollar amounts requested and awarded
19. Other outcomes identified in grant proposals

*Table 1. CORE Conditions and CAP Indicators with other frameworks' goals*

SCC 8 CORE Conditions	SCC Community Assessment Project Goals & Indicators	Sustainable Development Goals	CA HiAP Task Force Goals	Santa Monica Wellbeing Index
<p><b>1. Health and Wellness-</b> Optimal physical, mental, social-emotional, behavioral, and spiritual health across the life span.</p>	<p><b>-Health and Health Care (H&amp;HC)</b> Goal 1: By the year 2020, all Santa Cruz County residents will have a regular source of primary care and integrated behavioral health services with a focus on: Decreasing disparities; Decreasing reliance on Emergency Rooms as a regular source of health care; Increasing access to mental health and substance use disorder treatment.</p> <p><b>-H&amp;HC Goal 2:</b> By the year 2020, obesity in Santa Cruz County will be reduced by 10%.</p> <p><b>Related Indicators collected for H&amp;HC include</b> (and not limited to): Access to health care; health insurance; oral health; mental health; substance use; prenatal care; birth weights; infant mortality; overall health; obesity</p>	<p>-Goal 3: Good Health &amp; Wellbeing</p>	<p>-Goal 1a. Active Transportation</p> <p>-Goal 1c. Parks, Urban Greening &amp; Places to be Active</p>	<p>-Index 1: Outlook</p> <p>-Index 5: Health</p>
<p><b>2. Lifelong Learning &amp; Education-</b> High-quality education and learning opportunities from birth through the end of life.</p>	<p><b>-Education</b> Goal 1: By the year 2020, all students will be fully connected and engaged with their school community, and will see their school as a welcoming, essential, and safe place.</p> <p><b>-Edu.</b> Goal 2: By the year 2020, all students will have broader access to courses and enrichment activities, including visual and performing arts, career technical education and digital technology.</p> <p><b>-Edu.</b> Goal 3: By the year 2020, all students will be provided sufficient behavior, health, and counseling</p>	<p>-Goal 4: Quality Education</p>	<p>NA</p>	<p>-Index 4: Learning</p>

	<p>services to succeed in their chosen educational and career pathways.</p> <p><b>Related Indicators collected for Edu. include</b> (and not limited to): Child care shortfalls; language and literacy; high school graduation; college-going rate; enrolment in higher education</p>			
<p><b>3. Economic Security &amp; Mobility-</b> Stable employment, livable wages, food security, ability to afford basic needs, wealth accumulation, and prosperity.</p>	<p>- <b>Economic Stability</b> Goal 1: By the year 2020, reduce the winter unemployment rate by one-half percent, creating 725 new winter jobs in Santa Cruz County.</p> <p><b>Related Indicators collected for ES include</b> (and not limited to): Poverty; social services; child care; basic needs; food security; financial wellbeing; employment; median family income; tourism</p>	<p>-Goal 1: No Poverty</p> <p>-Goal 2: Zero Hunger</p> <p>-Goal 8: Decent Work &amp; Economic Growth</p>	-Goal 1e. Healthy Food	-Index 6: Economic Opportunity
<p><b>4. Thriving Families-</b> Safe, nurturing relationships and environments that promote optimal health and well-being of all family members across generations.</p>	<p>- <b>Social and Community Context (S&amp;CC)</b> Goal 1: By the year 2020, more Santa Cruz County residents will build meaningful social bridges across differences in age, race, ethnicity, class, and culture.</p> <p>- <b>S&amp;CC</b> Goal 2: By the year 2020, schools and communities will be safe, supportive, and engaging places for children, youth, and families.</p> <p>- <b>S&amp;CC</b> Goal 3: By the year 2020, more Santa Cruz County residents will feel empowered to experience and pursue long-term quality of life.</p> <p><b>Indicators collected for S&amp;CC include</b> (and not limited to): Quality of life; social cohesion; AND child abuse cases; elder abuse cases (Neighborhood &amp; Build Env. indicators)</p>	<p>-Goal 3: Good Health &amp; Wellbeing</p> <p>-Goal 11: Sustainable Cities &amp; Communities</p>	-Goal I.d. Violence Prevention	<p>-Index 1: Outlook</p> <p>-Index 2: Community</p>

<p><b>5. Social, Cultural &amp; Civic Connections-</b> A sense of belonging, diverse and inclusive neighborhoods and institutions, vibrant arts and cultural life, and the power of civic engagement.</p>	<p>- <b>S&amp;CC</b> Goal 1: By the year 2020, more Santa Cruz County residents will build meaningful social bridges across differences in age, race, ethnicity, class, and culture.</p> <p>- <b>S&amp;CC</b> Goal 3: By the year 2020, more Santa Cruz County residents will feel empowered to experience and pursue long-term quality of life.</p> <p><b>Related Indicators collected for S&amp;CC include</b> (and not limited to): Discrimination; quality of life; civic participation; social cohesion</p>	<p>-Goal 5: Gender Equality</p> <p>-Goal 10: Reduced Inequality</p> <p>-Goal 11: Sustainable Cities &amp; Communities</p> <p>-Goal 16: Peace &amp; Justice Strong Institutions</p>	<p>-Goal I.d. Violence Prevention</p>	<p>-Index 2: Community</p> <p>-Index 3: Place &amp; Planet</p>
<p><b>6. Healthy Environments (Natural &amp; Built)-</b> A clean and safe natural environment and a built environment that supports health and well-being.</p>	<p>-<b>Natural Environment (NE)</b> Goal 1: By the year 2020, residential per capita water use will be sustained at or under 2013 baseline levels through 2020. » Community Hero: Roy Sikes</p> <p>-<b>NE</b> Goal 2: By the year 2020, 5% of homes in Santa Cruz County will have a solar electric or hot water system.</p> <p>- <b>NE</b> Goal 3: By the year 2020, stewardship actions for our waters will be increased by 10%.</p> <p>-<b>NE</b> Goal 4: By the year 2020, 50 miles of urban bike and multi-use trails will be constructed within Santa Cruz County to decrease traffic, increase active transportation, and connect urban areas to open spaces.</p> <p><b>Related Indicators collected for NE include</b> (and not limited to): Concerns for the environment; organic farming; environmental conditions-modes of transportation; water usage</p>	<p>-Goal 6: Clean Water &amp; Sanitation</p> <p>-Goal 7: Affordable &amp; Clean Energy</p> <p>-Goal 11: Sustainable Cities &amp; Communities</p> <p>-Goal 12: Responsible Consumption &amp; Production</p> <p>-Goal 13: Climate Action</p> <p>-Goal 14: Life Below Water</p> <p>-Goal 15: Life on Land</p>	<p>-Goal 1c. Parks, Urban Greening &amp; Places to be Active</p>	<p>-Index 3: Place &amp; Planet</p>
<p><b>7. A Safe and Just Community-</b> Fair, humane approaches to ensuring</p>	<p>-<b>Neighborhood and Built Environment Public Safety (N,BE,PS)</b> Goal 1: By the year 2020, the</p>	<p>-Goal 5: Gender Equality</p> <p>-Goal 10: Reduced Inequality</p>	<p>-Goal I.d. Violence Prevention</p>	<p>-Index 1: Outlook</p> <p>-Index 2: Community</p>

<p>personal, public, and workplace safety that foster trust, respect, and dignity.</p>	<p>juvenile crime rate will be reduced by 10% through the use of culturally responsive evidence-based strategies that promote positive interaction and reduce conflict with public safety officials.</p> <p>- <b>N,BE,PS</b> Goal 2: By the year 2020, there will be a 20% reduction in youth reporting gang involvement, resulting in a 10% reduction of gang related criminal activity.</p> <p>- <b>N,BE,PS</b> Goal 3: By the year 2020, there will be a 10% decrease in arrests or citations of individuals with chronic SUD/COD through the increase of on-demand treatment for adults with such disorders.</p> <p>- <b>N,BE,PS</b> Goal 4: By the year 2020, the violent crime rate of 18 to 25 year olds will be reduced by 10% through the use of targeted gang involvement intervention strategies, including restorative practices, street outreach, and alternatives to adult gang involvement.</p> <p><b>Related Indicators collected for N,BE,PS include</b> (and not limited to): Concerns about crime and violence; trust in law enforcement; crime and violence rates; incarceration rates; child abuse and elder abuse cases</p>	<p>-Goal 16: Peace, Justice &amp; Strong Institutions</p>		
<p><b>8. Stable, Affordable Housing &amp; Shelter-</b> An adequate supply of housing and shelter that is safe, healthy, affordable, and accessible.</p>	<p>-<b>Economic Stability</b> Goal 2: By the year 2020, increase the housing stock by 1,000 units in Santa Cruz County.</p> <p><b>Related Indicators collected for ES include</b> (and not limited to): Housing Stability AND collected for S&amp;CC: Homelessness</p>	<p>-Goal 1: No Poverty</p> <p>-Goal 10: Reduced Inequality</p> <p>-Goal 11: Sustainable Cities &amp; Communities</p>	<p>Goal 1.b. Housing &amp; Indoor Spaces</p>	<p>NA</p>

Additionally, demographic trends including age distribution, gender, race/ethnicity, language spoken at home will be tracked

## **CONCLUSION**

The proposed Implementation Work Plan offers reasonable but potentially transformative opportunities to positively impact city process and influence community well-being. The Implementation Actions include participation from a broad range of City affiliated persons and outside stakeholders and partners. Together, the actions and monitoring proposed will, once implemented, position the City to successful obtain grants focused on HiAP next step projects and enhance grant proposals for projects and programs that support HiAP's three pillars. However, we recognize change can be challenging and it is the intent that this work be flexible, open to refinement and conducted without judgment as we co-learn together best practices to achieve better well-being outcomes.