Aging in Place
Aging in Community

Year One Evaluation Report

Health Management Associates Community Strategies
September 2017
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EXECUTIVE SUMMARY

The City of West Hollywood initiated the development of a five-year strategic plan, Aging in Place, Aging in Community, to help the City evolve as a community where aging is embraced. West Hollywood’s shared vision for Aging in Place is the City is a caring and supportive city where aging is embraced. Therefore, it has the vision that, as they age, adults are supported in ways that help them to remain in their homes. The City, as an age-friendly community, is the place where older adults safely age with health and dignity.

Why Do this Evaluation?

From the beginning, the City believed it was critical to conduct an evaluation of this initiative for many reasons. First, the City wanted to know whether the investments of time and money into the Initiative resulted in the hoped-for changes. In other words, is the Initiative improving the lives of older adults in West Hollywood and helping make West Hollywood a more age-friendly city? Second, the City knew that, if it saw the changes it hoped to see, the evaluation would help the City understand what was done that led to the changes it was seeing.

Only by documenting what was done and what changed can the community learn whether the investment in time, money, and resources is making the lives of older adults better and helping make West Hollywood an age-friendly community.

The awareness of the concepts of age friendliness and what it means for a city to be age-friendly are high and growing among older adults, City staff, and members of West Hollywood Boards and Commissions.
A. OVERVIEW

In December 2014, the City Council authorized the development of a five-year strategic plan for an “Aging in Place, Aging in Community” Initiative (the “Initiative”) to help the City evolve as a community where aging is embraced, and where people can remain in the housing of their choice for as long as possible. The vision for the Aging in Place, Aging in Community Strategic Plan is to support individuals as they choose to live at home within a community they know, where safety and independence are givens, regardless of age, income, or ability level.
From the beginning of the Initiative, it was intended that this vision be achieved through a combination of:

+ Activities that occur organically within the West Hollywood community involving neighbors, family, friends, and other circles of support. Public funds and programs alone will never be able to address all the identified needs.

+ Policies and programs established by the City that guide and direct successful aging in place and engage the community in the decision-making process.

+ Supports that are provided by the City and other organizations, such as nonprofits, businesses, religious institutions, clubs, and other government organizations.

+ Additional funds that are provided by foundations and other charitable entities to support expanded programs and services that advance the AIP strategic plan.

+ Strategies to employ a community-wide collective impact strategy that would lead to lasting culture change in the City.

In 2013, the City completed a Community Study, which included a demographic analysis of West Hollywood and an extensive public outreach and engagement campaign. The findings of the Community Study echoed the community’s goal to age in place in West Hollywood. One recommendation from the study was to “develop innovative approaches to support residents aging in place to maintain independence.” This Community Study aligns with the AARP suggested procedure for Age-Friendly Communities to conduct assessments to identify needs.

The evaluation documents the implementation of the Initiative, capturing its successes and challenges, supporting the development of additional data collection, analyzing data, and helping the City use the findings both internally and externally.

This executive summary highlights the components of the evaluation, the activities and accomplishments of the first year of the Initiative, and next steps. The details of each of these are provided in the Year 1 full report.
B. YEAR 1 EVALUATION QUESTIONS

The five-year evaluation has many key questions, all of which relate to the overall purpose of the evaluation and many of which are related to the collective impact strategy that underlies the Initiative. In Year 1, the primary evaluation questions included:

1. **Implementation**: What does the roll out and implementation of the Aging In Place Strategic Initiative look like? In the first year, the evaluation focused on the degree to which the implementation plan was rolled out as planned.

2. **Changes in Awareness of AIP**: To what degree are older adults, other residents, and community leaders aware of the Initiative, its agenda, and its concepts and goals, and is awareness growing? In the first year, the evaluation focused on whether awareness of the AIP Initiative and AIP concepts went up among City program staff and members of West Hollywood Boards and Commissions. The evaluation also focused on whether awareness went up among older adults about the Initiative and services that are available to them, as well as uncovered unmet needs.

3. **Changes in Incorporation of AIP Concepts**: To what degree do City staff, members of West Hollywood Boards and Commissions, and other key leaders begin to incorporate age-friendly concepts into their work, as part of the “lens” through which they conduct their work? In the first year, the evaluation focused on whether City staff reported efforts to incorporate AIP concepts into their work at the City.

4. **Changes to Programs and Services**: What changes to programs and services occur in the City and to what degree can these changes be attributed to the work of the Initiative? This includes an examination of older adults’ engagement in and satisfaction with activities and services, as well as their perceived quality of life. In the first year, the evaluation focused on whether programs and services became more sensitive and responsive to the needs of older adults.
5. **Development of Shared Measurement for Future Year Evaluation:** Did the AIP Initiative take steps in its first year to incorporate more data collection methods that will allow for evaluation in upcoming years regarding the use of programs by older adults, satisfaction with these services, and additional needs? In the first year, the evaluation focused on the degree to which the Initiative took steps toward a shared measurement system.

6. **Work Toward Sustainability:** Will the implementation activities of Year 1 support the implementation of Years 2-5 of the Initiative in ways that contribute to meeting future goals? In the first year, the evaluation focused on collecting anecdotal evidence of the degree to which steps are being taken to support growth and sustainability of the Initiative.

7. **Short Term Outcomes for Older Adults:** To what degree do older adults experience changes/improvements in access to services and resources; participate and engage more in the community; and have improved quality of life? In the first year, the evaluation focused on surveys of older adults to assess participation, engagement, and perceived quality of life.
C. YEAR 1 EVALUATION METHODS AND ACTIVITIES

In the first year, the evaluation used multiple methods to explore the questions noted above. These included surveys, interviews, focus groups, review of program documentation, review of outreach activities, content analysis of key meetings, and content analysis of the City’s Requests for Proposals.

Surveys

In 2016 and 2017, surveys of older adults, City staff, and members of West Hollywood Boards and Commissions were administered. HMA Community Strategies (HMACS) developed and disseminated three surveys, including a survey of older adults, administered at the annual Senior Health Fair and in the community, a survey of city staff, and a survey of members of West Hollywood Boards and Commissions. All three were administered twice (in May 2016 and in May 2017 for the City staff survey and older adult survey, and in Fall 2016 and May 2017 for the West Hollywood Boards and Commissions survey). Responses to the surveys were as follows:

<table>
<thead>
<tr>
<th>Survey Type</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Older adults</td>
<td>159</td>
<td>264</td>
</tr>
<tr>
<td>City staff</td>
<td>106</td>
<td>84</td>
</tr>
<tr>
<td>Members of West Hollywood Boards and Commissions</td>
<td>35</td>
<td>22</td>
</tr>
</tbody>
</table>

Interviews and Focus Groups

In the winter of 2016, HMACS conducted three focus groups with older adults to explore many of the same issues that were explored in the surveys (and described above), but in more detail. A total of 17 older adults participated in the focus groups. Additionally, through 2016 and 2017, HMACS conducted informal interviews with City staff and program managers to collect information about the current status and evaluation of programs, plans for the future, and to gather qualitative data about levels of staff engagement with AIP concepts. In mid-2017, interviews were conducted with a small set of participants in a new housing-related program and with a few individuals who participated in interviews as part of the strategic planning process.

Content Analysis: Key Meetings

Another method the evaluation used to measure the level of awareness of the AIP Initiative, and the degree to which AIP concepts are taking hold and being incorporated into the City’s way of doing business, was a systematic examination of existing documentation of key meetings. This process assessed whether AIP topics were being discussed and, if so, how frequently. Content analysis was conducted using the meeting minutes from 13 ongoing meetings from fiscal year 2010-2011 to fiscal year 2016-2017. Content analysis was also used to examine changes over time in all staff reports submitted to the City Council.
Documentation of Program Activities and Changes
In Year 1, no shared data system was in place, so a systematic analysis of changes in all of the programs was not possible. However, in Year 1 the Initiative took the critical step of requiring that programs collect and share with the City a standard set of data about the number of older adults who participate in programs and services, their satisfaction with programs and services, the perceived value and importance of those services and programs, and perceived quality of life. Because standardized data is not yet available from programs and services, the evaluation worked to collect anecdotal information about new programs that emerged in response to the AIP Initiative, changes and enhancements to existing programs that may have been related to the AIP Initiative, and changes in the level of attention paid to the needs of older adults by existing programs.

Review of Outreach Activities and Department Level Activities and Accomplishments
The evaluation also reviewed documentation of all outreach activities conducted by staff, as well as documentation and reports from City department leaders about activities and accomplishments related to the Initiative in the first year.

D. YEAR 1 FINDINGS
Findings from the first year of the Initiative are very promising. Each of the following is described in greater detail in the full report:

+ Awareness of the concepts of age-friendliness and what it means for a city to be age-friendly are high and growing among older adults, City staff, and members of West Hollywood Boards and Commissions.

+ There is growing attention being paid by City staff and City leaders to the needs of older adults and to Aging to Place, suggesting these issues are a growing and sustained priority.

+ There is evidence that the Initiative is helping City staff and City leaders understand how they can contribute to making West Hollywood more age-friendly, believe that their work can move the City in that direction, and supporting their intentions to do so.

+ The AIP Initiative is having an impact on how City staff do their work in concrete ways.

+ A higher percentage of programs and services being offered (and being funded by the City) have a focus on serving older adults, including the needs of older adults in their goals and scope of services than in the past.

+ Tangible activity has been documented within every division of work of the City, with some divisions having done a considerable amount. Activities include enhancements or new efforts as well as significant planning for future work.
E. NEXT STEPS FOR THE AGING IN PLACE INITIATIVE AND ITS EVALUATION

In Years 2-5, the Initiative will need to continue to build awareness of AIP, and to begin to move more programs to address the needs of older adults. This will begin with using new data the City is collecting to help hone in more closely on the needs of older adults and how best to meet these needs.

As the Initiative evolves and grows in Years 2-5, the evaluation will continue to collect some of the same data, but will add new data collection efforts to mirror the expanding work of the Initiative, and capture additional accomplishments, challenges, and lessons learned.

Specifically, the evaluation will implement the following:

1. Continued tracking of activities and progress made on the implementation plan
2. Older adult surveys in May 2018, 2019, 2020, 2021
3. Surveys of City staff in May 2018, 2019, 2020, 2021
5. Interviews with a larger group of older adults in 2018 and 2020
6. Analyses of data generated from new evaluation requirements in City contracts
7. Analyses of additional measures to be collected by new and expanded programs in Years 2 and beyond
8. Close tracking and analyses of process and outcome measures within several key programs across program areas, in alignment with priorities in the implementation plan

These data collection methods and analyses will allow for continued and expanded evaluation of the Initiative, resulting in annual reports and a final report that will assess outcomes across the five years.
YEAR 1
EVALUATION REPORT
BACKGROUND

Background of the Initiative
In December of 2014, the City of West Hollywood City Council formally approved the development of a five-year strategic plan for an “Aging in Place, Aging in Community” Initiative (AIP) to help the City evolve as a community where aging is embraced, and where people can remain in the housing of their choice for as long as possible. The vision for the Aging in Place, Aging in Community Strategic Plan is to support individuals as they choose to live at home within a community they know, where safety and independence are givens, regardless of age, income, or ability level. This approach offers many benefits to adults as they live longer lives, including a stable sense of community life, satisfaction, health, and self-esteem, all of which are central to successful aging.

From the beginning of the Initiative, it was intended that this vision be achieved through a combination of:

- Activities that occur organically within the West Hollywood community involving neighbors, family, friends, and other circles of support. Public funds and programs alone will never be able to address all the identified needs.
- Policies and programs established by the City that guide and direct successful aging in place and engage the community in the decision-making process.
- Supports that are provided by other organizations, such as nonprofits, businesses, religious institutions, clubs, and other government organizations.
- Additional funds that are provided by foundations and other charitable entities to support expanded programs and services that advance the AIP strategic plan.
- Strategies to employ a community-wide collective impact strategy that would lead to lasting culture change in the City.

In 2013, the City completed a Community Study, which included a demographic analysis of West Hollywood and an extensive public outreach and engagement campaign. The findings of the Community Study echoed the community’s goal to age in place in West Hollywood.
In June 2014, the 2014-2016 City Budget was approved, highlighting Aging in Place as a key City initiative. The methods and community engagement process for the Aging in Place Strategic Plan project were approved by the City Council in December 2014. Staff moved forward with community engagement in the first quarter of 2015, gaining insight from experts in the field of aging, West Hollywood Boards and Commissions, small group meetings, meetings with health care providers, social service agencies, the West Hollywood Chamber of Commerce, the arts community, and residents. Through this process, the Aging in Place, Aging in Community Five-Year Strategic Plan was created to build on a foundation of city services to proactively address the needs of older adults in the City.

In 2016, the City hired HMA Community Strategies to develop and implement an evaluation of the initiative. The evaluation is documenting implementation of the Initiative, capturing its successes and challenges, supporting the development of additional data collection, analyzing data, and helping the City use the findings both internally (for Initiative and program improvement, sustainability) and externally (to share findings with interested cities, funders, and others). Additionally, the evaluation is looking beyond the program level and the City government level to assess on a macro level, evidence of and progress toward collective impact across the community and early indicators of a culture change underway in West Hollywood. Collective impact and the strategy of culture change are discussed further on in this report.

This report provides information from Year 1, which covers July 1, 2016 – June 30, 2017, of the Initiative’s implementation and evaluation, and provides information about the plans for the ongoing evaluation.
BACKGROUND OF THE EVALUATION

Why Do this Evaluation?
From the beginning, the City believed it was critical to conduct an evaluation of this initiative for many reasons. First, the City wanted to know whether the investments of time and money into the Initiative resulted in the hoped-for changes. In other words, is the Initiative improving the lives of older adults in West Hollywood and helping make West Hollywood a more age-friendly city? Second, the City knew that, if it saw the changes it hoped to see, the evaluation would help the City understand what was done that led to the changes it was seeing.

*Only by documenting what was done and what changed can we learn whether the investment in time, money, and resources is making the lives of older adults better and helping make West Hollywood an age-friendly community.*

Third, it was understood that if we measure both the work that was done and the changes seen, it would be possible to use that information to improve the initiative in future years, share those accomplishments and challenges with potential funders and partnering organizations, and develop plans and best practices that both West Hollywood and other cities can use for future work.

BUT WITH EVALUATION, THE CITY CAN AND WILL:

<table>
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<tr>
<th><strong>Explore and uncover the impacts of the Initiative:</strong></th>
<th><strong>Explore and document what is working well and what could be improved:</strong></th>
<th><strong>Highlight to key partners what has been accomplished:</strong></th>
<th><strong>Help WEHO have a plan for the future:</strong></th>
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<tr>
<td>Understand the impacts are at the program level, individual level, and community level.</td>
<td>Information from this evaluation is being used to help strengthen the Initiative, and to help improve programs, services, and efforts to increase awareness about the Initiative and about aging in place concepts. It also brings more consciousness to every corner of the city about the Initiative.</td>
<td>The City of West Hollywood can share this information with City residents, leaders, and other key stakeholders, as well as potential funders of future aging in place work, and other cities that may be interested in replicating West Hollywood’s Initiative.</td>
<td>The City can use this information to be as effective as possible in the future when addressing the needs of older adults.</td>
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</tbody>
</table>
Without evaluation, it would not be possible to know what the impacts are of the investment and the work. The City would not know what worked and what did not work. City staff, members of West Hollywood Boards and Commissions, and the older adults who are so important to the City would not be able to look back and say whether the Initiative was worth the investment of time and energy.

Throughout the evaluation, and at the end of the evaluation, the City will understand what was and is being done, what is working, what lessons were learned, how challenges were met, what outcomes were achieved, and how to sustain the Initiative over time.

THE WORK OF AIP IN YEAR 1 AND GOALS FOR YEAR 1

The work of the AIP in Year 1 was guided by the AIP Strategic Plan and its goals, and the AIP implementation plan. The Initiative works across multiple areas (i.e., transportation, arts and culture, housing) but the goals for the first year were similar across areas. These included increasing awareness of the AIP Initiative and AIP concepts, beginning the process of making programs and services more responsive to the needs of older adults, and beginning the process of ensuring older adults know about, use, and are satisfied with the services available to support them. Specifically, in Year 1, the AIP Initiative set out to:

- Roll out the Initiative in alignment with the Implementation Plan
- Raise awareness among City program staff and members of West Hollywood Boards and Commissions about AIP, and raise awareness among older adults about AIP and services that are available to them, as well as uncover unmet needs
- Increase the degree to which City staff and West Hollywood Boards and Commissions believe they can incorporate AIP concepts into their work at and for the City, and increase their intent to do so
- Begin to increase the degree to which programs and services are sensitive and responsive to the needs of older adults, especially through new strategies to find and connect isolated seniors with urgent needs to existing programs
- Incorporate data collection methods into City-funded programs that allow for a more accurate evaluation in upcoming years of the use of programs by older adults, satisfaction with these services, and additional needs
- Set up mechanisms to ensure sustainability of the Initiative in Years 2-5
- Implement the Initiative according to plan
- Increase awareness of AIP
- Increase ability and intent to incorporate AIP into the work of the city
- Increase responsiveness of programs and services
- Increase data collection opportunities
- Work toward sustainability in Years 2-FOR THE FUTURE
Strategies and Activities in Year 1

To accomplish these goals across all of the program areas, a number of strategies were employed by the City of West Hollywood, lead by the Department of Human Services and Rent Stabilization. These included:

1. Leadership by the Department of Human Services and Rent Stabilization to engage multi-sector stakeholders to generate buy-in and commitment to shared AIP goals, including City staff leadership, City elected leadership, West Hollywood Boards and Commissions, foundations, civic & nonprofit leaders, and business leaders. This included continuous and ongoing meetings with City staff to develop new programs and expand programs in all areas (housing, planning, transportation, arts and culture, social services); continuous and ongoing meetings within each of these areas to develop work plans that incorporate AIP concepts and continuous and ongoing meetings with City funded programs and services operated by external social service agencies.

2. Addition of new requirement in the Social Services Request for Proposals for funding cycle 2016-2019

3. The partnership of 20+ social service agencies under contract or other partnership with the City to distribute older adult surveys on their experiences with the age-friendliness of West Hollywood

4. New program development and pilot implementation of programs with new external funding

5. Evaluation planning meetings to document and support the incorporation of AIP strategies in the work of City staff, departments and funded social service agencies

6. Seeking to increase the City’s connectivity to the larger work of LA County, AARP and WHO for ongoing sharing of best practices
EVALUATION QUESTIONS ACROSS ALL FIVE YEARS, AND IN YEAR 1

The five-year evaluation has many key questions, all of which relate to the overall purpose of the evaluation noted above (“Why Do This Evaluation”) and many of which are related to the collective impact strategy that underlies the initiative (explained below). These questions are divided into process, outcome, and collective impact questions and are noted below.

Process Questions
Implementation: What does the roll out and implementation of the Aging In Place Strategic Initiative look like? In the first year, the evaluation focused on the degree to which the implementation plan was implemented.

Challenges and Successes: What challenges does the Initiative face and what are its successes? This includes an examination of how challenges were met and overcome, which will result in lessons learned around implementation. In the first year, the evaluation focused on collecting anecdotal information about challenges and successes, and on developing additional mechanisms for collecting additional data in Years 2-5.

Short Term Outcome Questions
Changes in Awareness of AIP: To what degree are older adults, other residents, and community leaders aware of the Initiative, its agenda, and its concepts and goals, and is awareness growing? In the first year, the evaluation focused on whether awareness of the AIP Initiative and AIP concepts went up among City program staff and West Hollywood Boards and Commissions. The evaluation also focused on whether awareness went up among older adults about the Initiative and services that are available to them, as well as uncovered unmet needs.

Changes in Incorporation of AIP Concepts: To what degree do City staff, members of West Hollywood Boards and Commissions, and other key leaders begin to incorporate age-friendly concepts into their work, as part of the “lens” through which they conduct their work? In the first year, the evaluation focused on whether City staff reported efforts to incorporate AIP concepts into their work at the City.

Changes to Programs and Services: What changes to programs and services occur in the City and to what degree can these changes be attributed to the work of the Initiative? This includes an examination of older adults’ engagement in and satisfaction with activities and services, as well as their perceived quality of life. In the first year, the evaluation focused on whether programs and services became more sensitive and responsive to the needs of older adults.

Development of Shared Measurement for Future Year Evaluation: Did the AIP Initiative take steps in its first year to incorporate more data collection methods that will allow for evaluation in upcoming years about the use of programs by older adults, satisfaction with these services, and additional needs? In the first year, the evaluation focused on the degree to which the Initiative took steps toward a shared measurement system.
Work Toward Sustainability: Will the implementation activities of Year 1 support the implementation of Years 2-5 of the Initiative in ways that contribute to meeting future goals? In the first year, the evaluation focused on collecting anecdotal evidence of the degree to which steps are being taken to support growth and sustainability of the Initiative.

Short Term Outcomes for Older Adults: To what degree do older adults experience changes/improvements in access to services and resources; participate and engage more in the community; and have improved quality of life? In the first year, the evaluation focused on surveys of older adults to assess participation, engagement, and perceived quality of life.

Long Term Outcomes
Community-Level Changes: To what degree does the Aging In Place Strategic Initiative have an impact on making West Hollywood a more age-friendly City? This includes an examination of shifts in awareness about the Initiative and the concept of age-friendliness, shifts in prioritization of age-friendliness, shifts in policy, practice, and funding of age-friendly programs and services, shifts in outcomes related to making West Hollywood more age-friendly and, over the long term, changes in quality of life for older adults in West Hollywood. This is a focus for years 3-5.

Collective Impact Evaluation Questions
At its core, the Initiative uses a collective impact strategy. The use of a collective impact approach was determined based on the City’s desire to create a long-term sustainable culture change within the City. Such a culture shift would embrace ideals of AIP and carry them deeper and in a more lasting way throughout the community, well beyond the reach of any funded program(s) on their own. Similarly, a key part of the evaluation is a focus on understanding the effectiveness of this collective impact strategy. To pursue a collective impact strategy, an Initiative must meet several criteria. These are discussed below, along with an overview of how these criteria are incorporated into the evaluation plan and into implementation of the Initiative.

In order to be a collective impact Initiative, there must be a common agenda. The City’s vision or shared agenda is that West Hollywood is a caring and supportive City where aging is embraced; aging adults are supported in ways that help them remain
in their homes; the City is a place where older adults safely age with health and dignity. As part of its Initiative, the City is working to make this a common agenda across the City’s work and the work of community partners, including nonprofit organizations, the City council, West Hollywood Boards and Commissions, the West Hollywood Chamber of Commerce, foundations, and other community stakeholders. The degree to which the development of this common agenda occurs is being measured and explored as part of the evaluation via surveys, focus groups, and analyses of documents, policies and practices, and media. In the first year, the evaluation focused on changes in awareness of the Initiative and Aging in Place concepts as a first step in building the common agenda, and as part of the measurement of progress toward a shared vision. Further, the evaluation captured process detail on the Department of Human Services and Rent Stabilization's robust efforts to reach out to multi-sector stakeholders and build their interest and commitment to AIP.

Second, mutually reinforcing activities must occur. The City’s strategic plan and implementation plan outline the pursuit of mutually reinforcing activities, including many that address needs in multiple domains and across many City departments, and activities and programs that involve external vendors. While these activities and programs differ in their approaches, the City has outlined and is implementing strategies that all move the City toward a mutual goal: making the City as age-friendly and supportive of aging in place as possible. The degree to which City activities and the activities of partners embrace the strategic plan and its underlying concepts i being measured as part of the evaluation, through program-level measures, surveys, focus groups, and analyses of documents, policies and practices, and media. In the first year, the evaluation focused on the degree to which City staff are incorporating Aging in Place concepts into their work and the degree to which programs and services are incorporating activities that reflect a greater focus on AIP concepts, including an analysis of City-funded external social service agency programs and services.

Third, a shared measurement system is developed. In this goal, the Initiative and the evaluation are working hand in hand. For example, the evaluation team has worked closely with City staff to identify gaps in data to measure progress toward Initiative goals and to make recommendations around additional data collection opportunities. As the Initiative begins to incorporate these recommendations and pushes for more shared measurement across programs, the evaluation is documenting these efforts, challenges, and successes, and is utilizing these shared measures as they emerge. Additionally, the evaluation is developing shared metrics across programs where possible, and examining community level metrics that can help uncover impacts of the AIP Initiative. In the first year, the evaluation focused on progress toward the implementation of a shared measurement system.

Fourth, there must be continuous communication. As with other elements of a collective impact strategy, observations and documentation on processes reflecting the degree to which this continuous communication occurs between Initiative leadership, City staff, and community partners is part of the evaluation. In this first year, the evaluation focused on analyzing meeting documentation, collecting anecdotal evidence of the communications, and developing more rigorous systems for collecting communication data in future years.
DATA SOURCES AND METHODS FOR YEAR 1

In the first year of the evaluation, many different data collection activities were undertaken to answer the questions above.

To document the roll out of the Initiative and the Year 1 successes and challenges, the evaluation used documentation by City staff of meetings, conferences, presentations and other work, as well as documentation of achievements, barriers, and course corrections. To document progress toward goals and outcomes, the evaluation used many data sources. These include survey data, interview and focus group data, content analyses of meetings and proposals to the City, and documentation of program changes. Each of these is described below.

Survey Data

In 2016 and 2017, surveys of older adults, City staff, and members of West Hollywood Boards and Commissions were administered. HMA Community Strategies (HMACS) developed and disseminated three surveys, including a survey of older adults, administered at the annual Senior Health Fair and in the community, a survey of city staff, and a survey of members of West Hollywood Boards and Commissions. All three were administered twice (in May 2016 and in May 2017 for the City staff survey and older adult survey, and in Fall 2016 and May 2017 for the West Hollywood Boards and Commissions survey).

The surveys were intended to provide community-level measures of awareness of age-friendliness, awareness of the Aging In Place Initiative, needs of older adults, older adults’ experiences with West Hollywood and how these experiences and perceptions change over time with the implementation of the Initiative. The surveys were designed to capture a baseline measure from older adults, members of West Hollywood Boards and Commissions, and City staff of their awareness of age-friendliness, awareness of the Initiative, the needs of older adults, and older adults’ experiences with West Hollywood, and measure changes annually.

All of the surveys were developed in alignment with and with input from several resources. First, they were developed with input from City staff about their perceptions of the potential impact of the City’s programs and services. Second, they were constructed in alignment with constructs from the World Health Organization’s Age-Friendly Cities and Communities framework. Third, the surveys were developed in alignment with the City’s goals and outcomes.
Organization’s eight domains of age friendliness. Third, they were constructed to leverage, where possible, survey questions that have been used in previous City efforts. Survey items were designed to be reliable, valid, and focused on areas on which the City’s efforts are likely to have an impact. The surveys were designed to provide data that can be used to measure the collective impact of City efforts, awareness of the Initiative, and to support course corrections.

For the survey of older adults in the community, a sampling strategy was developed to ensure representation from a diverse sample of the City’s older adult population, and to allow for comparisons over time. This included dissemination of written surveys at the annual senior fair, as well as dissemination of written surveys to older adults by multiple agencies that serve older adults in West Hollywood. In 2016, 159 older adults responded to the survey. In 2017, 264 older adults responded. In upcoming years, HMACS will continue to implement the survey annually and will contact a sub-sample of respondents who provided contact information as part of their survey response for in-depth interviews.

For the City staff survey, the implementation strategy was primarily via an email request to complete an online survey. In 2016, 106 City staff responded to the survey. In 2017, 84 City staff responded. HMACS will implement this survey annually, as well. The West Hollywood Boards and Commissions survey was administered in the Fall of 2016 with 35 respondents, and again in May of 2017 with 22 respondents. Results from the survey data are included in below.

Interview and Focus Group Data
In the summer of 2016, HMACS conducted three focus groups with older adults to explore many of the same issues that were explored in the surveys (and described above), but in more detail. A total of 17 older adults participated in the focus groups.

Additionally, through 2016 and 2017, HMACS conducted informal interviews with City staff and program managers to collect information about the current status and evaluation of programs, as well as plans for the future, and to gather qualitative data about the level of staff engagement with AIP concepts. The evaluation team met with and explored awareness of AIP with City staff across many departments.

In mid-2017, interviews were conducted with a small set of participants in a new housing-related program and with a few individuals who participated in part of the strategic planning process. While these interviews represent the very early stages of qualitative analyses that will occur in Year 2 of the evaluation project, some information from these interviews is included in this report, focusing primarily on early thoughts from older adults about the impacts of AIP and one AIP-related program. In late 2017 and in 2018, interviews will be conducted with a larger sample of older adults who participate in several different AIP-initiated programs in order to gather additional data about the degree to which programs are contributing to the longer-term outcomes the Initiative hopes to achieve. Results from the interview and focus group data are included below.
Content Analysis: Key Meetings

Another method the evaluation used to measure the level of awareness of the AIP Initiative, and the degree to which the AIP concepts are taking hold and being incorporated into the City’s way of doing business, was a systematic examination of existing documentation of key meetings. This analysis assessed whether topics related to the Initiative are being discussed and, if so, how frequently. This method of analysis is called content analysis. Evaluations often use this method, when possible, because it is unobtrusive and does not overburden people being served (in this case, older adults) or the people working hard to provide services (in this case, City staff, members of West Hollywood Boards and Commissions, and program staff) by asking for more data. Instead, existing information is analyzed. To do this, the meeting minutes from 13 ongoing Council, West Hollywood Boards and Commissions meetings from fiscal year 2010-2011 to fiscal year 2016-2017 were analyzed using a search function that looked for and counted any instance of the following words or phrases: aging, senior, older adult, Aging in Place, Aging in Community, age friendly, frail, Alzheimer’s (or Alzheimers), caregiving, caregiver. Results of this content analysis are provided later in the report.

Content Analysis: Social Services Proposals to West Hollywood

Content analysis was also used to examine changes over time in proposals submitted to the City for funding of social services. This analysis was conducted for two reasons. First, a key change was made in the City’s Request for Proposals from 2013 to 2016: a requirement was added in 2016 that proposals must address how the proposed programs and services would be attentive to the needs of older adults. As a result of this change, if the Initiative is having its intended impact, the proposals that were submitted to the City in 2016 should have had an increased focus on older adults. If they did, this is an accomplishment of the Initiative. If they did not, this would indicate a lack of progress and a potential challenge for the Initiative to overcome. Second, this analysis gives us insight into the specifics of how and to what degree programs and services are starting to change as a result of the Initiative’s efforts, which allows us to assess program-level changes that are beginning to occur. Results of this analysis are part of the assessment of Year 1 accomplishments, but they also help us hone in on programs and services to closely evaluate in Years 2-5.

To conduct this analysis, social service organization proposals submitted to the City of West Hollywood for two program cycles, 2013-2016 and 2016-2019, were used. There were 63 proposals submitted for both program cycles; 56 proposals were analyzed. Seven proposals were excluded from the analysis based on their explicit focus on services for children and youth. To conduct the content analysis, each proposal was broken down into sections based on the request in the City’s Requests for Proposals (RFPs). For this analysis, each section was reviewed for unique references to seniors, older adults, senior age demographics, Aging in Place, and the 8 Aging in Place domains. Any mention of or reference to these items was recorded into a spreadsheet and coded by color – green for unique mentions of the aforementioned terminology, yellow for mentions of items pertaining to the 8 AIP domains without explicit mention of seniors or older adults, and red if the section had no information relating to

1 Content analysis is a research and evaluation method used to systematically analyze and describe written, spoken, or visual communication. It uses systematic categorization, interpretation, and coding of textual material to generate replicable and valid inferences. By systematically evaluating texts (e.g., documents, oral communication, and graphics), qualitative data can be converted into quantitative data.
Yelena Miller serves as the City of West Hollywood’s HUD Buildings Service Coordinator. This position is funded through a City program by Jewish Family Service. Because of West Hollywood’s prioritization of Aging in Place, this former County service was restored to connect senior HUD residents with unmet needs to services. With 243 current clients, common service referrals include food security services, counseling, technology classes, recreational activities, home safety and fall prevention checks, help with immigration issues, and healthcare access. Residents tell Yelena that having her help when they feel overwhelmed, especially with their housing paperwork requirements and sifting through their mail, can be “lifesaving”. She believes her work is crucial for residents, to keep them from feeling “completely alone, abandoned, [or] unimportant”.

REACHING AND ENGAGING VULNERABLE SENIORS IN NEED

seniors, older adults, or AIP. This spreadsheet was used to inform summaries of each organization’s proposals, and an overall analysis of changes in frequency of attention paid to these issues in the proposal and the intended programming. If an organization had proposals for both 2013 and 2016, comparisons were made between the two, highlighting new information regarding seniors, older adults, and AIP. If the organization only had one proposal, the summary highlighted pertinent items relating to seniors, older adults, and AIP, or the lack thereof. Results of this content analysis are provided later in the report.

Documentation of Program Activities and Changes

In Year 1, no shared data system was in place, so a systematic analysis of changes in all of the programs was not possible. However, in Year 1 the Initiative took the critical step of requiring that programs collect and share with the City a standard set of data about the number of older adults who participate in programs and services, their satisfaction with programs and services, the perceived value and importance of those services and programs, and perceived quality of life.

Because standardized data is not yet available from programs and services, the evaluation worked to collect anecdotal information about new programs that emerged in response to the AIP Initiative, changes and enhancements to existing programs that may have been related to the AIP Initiative, and changes in the level of attention paid to the needs of older adults by existing programs. These data came in the form of documentation from and interviews with program managers, as well as in-depth examinations of key programs that emerged in Year 1. Results of this content analysis are provided later in the report.
SUMMARY OF YEAR 1 EVALUATION: DOMAINS, TYPES OF EVALUATION, INITIATIVE GOALS, EVALUATION METHODS, AND DATA SOURCES

The evaluation for Year 1 is organized in alignment with the goals set out for Year 1, as illustrated in the table below.

<table>
<thead>
<tr>
<th>DOMAINS</th>
<th>TYPE OF EVALUATION</th>
<th>GOALS</th>
<th>METHODS AND DATA SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year 1 Implementation</td>
<td>Process</td>
<td>Roll out the Initiative in alignment with the Implementation Plan</td>
<td>Implementation plan; staff documentation of Initiative activities; program manager reports</td>
</tr>
<tr>
<td>2 Awareness</td>
<td>Outcome, Collective Impact</td>
<td>Raise awareness among City program staff about the Initiative and how AIP concepts could be incorporated into their work at the City</td>
<td>City staff surveys (2016 and 2017); City staff interviews</td>
</tr>
<tr>
<td>2 Awareness</td>
<td>Outcome, Collective Impact</td>
<td>Raise awareness among members of West Hollywood Boards and Commissions about the Initiative and how AIP concepts could be incorporated into their work as West Hollywood Boards and Commissions members</td>
<td>West Hollywood Boards and Commissions survey (2016 and 2017)</td>
</tr>
<tr>
<td>2 Awareness</td>
<td>Outcome, Collective Impact</td>
<td>Raise awareness among older adults about the Initiative and services that are available to them</td>
<td>Older adult surveys (2016 and 2017); Focus groups</td>
</tr>
<tr>
<td>3 Intent to Incorporate Concepts into Work</td>
<td>Outcome, Collective Impact</td>
<td>Begin to increase the degree to which City staff and the business of West Hollywood Boards and Commissions is attentive and responsive to the needs of older adults</td>
<td>West Hollywood Boards and Commissions survey (2016 and 2017); content analysis of meetings</td>
</tr>
<tr>
<td>4 Program Changes</td>
<td>Outcome, Collective Impact</td>
<td>Begin to increase the degree to which programs and services are responsive to the needs of older adults</td>
<td>Content Analysis of Proposals; Program Documentation</td>
</tr>
<tr>
<td>5 Outcomes for Older Adults: Use of Programs/ Services, Satisfaction, Unmet Needs</td>
<td>Outcome, Collective Impact</td>
<td>Incorporate data collection methods into City-funded programs that allow for a more accurate evaluation in upcoming years of the use of programs by older adults, satisfaction with these services, and additional needs</td>
<td>Documentation from the City on new contract requirements</td>
</tr>
<tr>
<td>6 Sustainability in Years 2-5</td>
<td>Process</td>
<td>Put mechanisms into place that ensure sustainability of the Initiative in Years 2-5</td>
<td></td>
</tr>
</tbody>
</table>
RESULTS
Results Section 1: IMPLEMENTATION
Outreach efforts were conducted by City staff, including the Director of Human Services and Rent Stabilization. Throughout the course of the first year of the Initiative, they kept detailed notes about all of the outreach efforts, including the type of outreach, the content and types of attendees, and the number of attendees. Outreach ranged from presenting about the Initiative at previously scheduled meetings, presenting at conferences, to hosting the annual Senior Fair in West Hollywood. Conferences included the Southern California Grantmakers Policy Conference, the Aging and Technology Conference, the American Society on Aging Conference, the California Park and Recreation Society Conference, the City of West Hollywood Annual Congress of Boards and Commissions, the USC Symposium on Elder Abuse, and the Southern California Association of Non-Profit Housing Professionals. Outreach was conducted regularly at meetings such as the Wellness at Any Age Working Group and the Old Lesbians Organizing for Change, and many other meetings with key stakeholders across the city and region were held, including with academics, experts in aging, policy makers, nonprofit agencies, and with older adults. Additionally, outreach was conducted at special events like the Senior Valentine’s Day Dance, and several AARP events, including one at which the Aging In Place Initiative was celebrated and West Hollywood received acknowledgement from AARP as an age-friendly city.

Foundation Effort
A key strategy of the Initiative, based on goals of sustainability and true collective impact of multiple sectors, was to engage the philanthropic sector. The outcomes hoped for were: 1) tangible expert advice and guidance from funders who maintain a broad base of expertise in aging programs; 2) awareness and reputation building for the Initiative, particularly amongst key influencers; and 3) attraction of new funds into services provided within West Hollywood for program enhancements and new program development. The leadership of the Initiative, particularly the Director of Human Services and Rent Stabilization, undertook a robust effort that spanned the entire year and included research, ongoing foundation and grant program monitoring, outreach meetings/calls/inquiries, grant applications and new funds being secured. More detail on the results are included in the results section of this report.

Broad based research was updated quarterly to identify funders supporting programs that align with the Initiative. These program areas included those for older adults, as well as for California and Southern California community programmatic focal points and subpopulation program focal points such as HIV care and service, Russian community support, and older adult LGBTQ population concerns. This resulted in 24 foundations that were identified as holding moderate to high potential that were monitored throughout the year for opportunities. From those holding the highest possibility, a list of seven were tracked and used to focus outreach efforts. Meetings with direct foundation staff were conducted, inquiry phone calls were made to solicit guidance on the
likelihood of support and shaping proposals, and ongoing relationships were established with multiple foundations and foundation leaders. In all, six grant applications were developed and two resulted in awards. One award was for $50,000 to launch the Be Well WEHO program, highlighted elsewhere in this report, and $5,000 to support innovation components of the Initiative. While difficult to benchmark against any standard for measurement, this volume of activity and tangible results in the first year of a new initiative stands out as much higher than typical for an effort of this scale and with its staffing level.

The AIP Initiative is guided by a five-year implementation plan, which was developed in accordance with the community-guided strategic plan.

The implementation plan can be found at the end of this report as Appendix A.
The Implementation Plan serves as a detailed road-map for the project, rather than a step-by-step work plan, covering the eight domains of the Strategic Plan. It is important to note here that there is overlap of the information that is being collected, tracked and reported in this section with information that is analyzed in other ways in the report. As noted earlier, the Implementation Plan and the Strategic Plan were organized around the WHO domains of living as a logical and well established model for organizing culture change around AIP issues. The earlier analysis of the logic models was organized around more traditional program areas (Housing; Arts/Culture etc.), due to the logic models condensing and streamlining inherently interconnected programs that hold potential to have synergistic impact.

Each domain has a cross-section of strategies from the Plan that have emerged as priorities based on urgent need, existing or anticipated capacity to implement them, community demand as determined through the planning process, or other contextual reasons as to why these were efforts that should be prioritized over the many options detailed in the Plan, as part of the ultimate vision of West Hollywood as an age-friendly community. The Department of Human Services and Rent Stabilization developed and managed the plan in its role as the backbone entity driving the Plan forward, regularly reaching out to prospective leads to develop consensus and buy-in on determining these priorities, facilitating dialogue on program development and implementation and building a broad base of support for the work amongst internal and external stakeholders.

Findings:
The detail captured in the evaluation and summarized above reflects tangible AIP program advancements across all AIP domains and amongst all City divisions. Some domains and divisions covered more ground than others, and some are indicated in the Strategic Plan more than others. Significant progress was made toward the number of things detailed in the Year 1 implementation plan, but as often is the case, not everything happened. Reasons that were self-reported or observed and documented by the evaluation team include an overly ambitious scope of the plan with respect to staff resources and Initiative staffing, the need to develop implementation plans and enhance division efforts with AIP concepts over time as opportunities allow, and competing demands on time and resources for staff and the City broadly. Based on the performance of the Initiative so far, the level of enthusiasm across the city, and documented growing levels of awareness, there is reason to anticipate momentum will continue to build.

As noted in the findings, there is one point from the evaluator interviews with program staff that can be overlaid here. Operationalizing ideas out of the strategic plan can require significant program development such as staff discussion, planning, and resource allocation. In an environment of high staff demands and careful monitoring of City resources, moving ideas forward can often take more time than anticipated or hoped. In most cases, a delay or reschedule in programming did not appear to be due to a lack of effort, but rather the time it would take to have the necessary planning conducted and staff and other resources aligned.
Results from Domain 1. Open Space and Buildings
The development of the Implementation Plan resulted in seven priorities within Open Space and Buildings across categories of Safety and Security, Age-friendly Gathering Places, and Accessible Facilities and Public Thoroughfares. Scheduled Y1 work saw two of the three planned Y1 program launches happen with leadership by the City’s Long Range and Mobility Planning and Facilities Divisions to increase green open spaces and make improvements to facilities to increase accessibility by older adults. Both of these efforts will continue through the duration of the project. Public Safety work to expand neighbor to neighbor involvement experienced delays and is not yet in process for Y2. The Implementation Plan calls for a steady uptick in additional program launches across Y2-4 consistently over subsequent program years.

Results from Domain 2. Transportation
The development of the Implementation Plan resulted in eight priorities within Transportation across categories of transit service options and pedestrian-friendly environment concerns. While seven programs were originally slated to begin implementation in Y1, four of those got started as planned, a fifth made only a partial start and two were rescheduled for launching in later years. This is a trend that has been seen in the first year of work and one that is not uncommon in initiatives of this size that involve multiple stakeholders. Reasons for delays or reschedules include factors such as staff limitation, reorganizing to sequence work with other efforts within the Initiative for programmatic reasons or simply competing priorities across many domains. The four on-time launches include program development for personal transit support, awareness building of transit options, addressing bike traffic concerns on sidewalks, and increasing pedestrian crosswalk safety. The Implementation Plan calls for all four of these efforts to continue over subsequent program years. One additional program is also planned for launch in Y2.

Results from Domain 3. Respect and Inclusion
The development of the Implementation Plan resulted in eight priorities within Respect and Inclusion across categories of Caring and Compassionate Community, Older Adult Voices in City Decision Making, and Public Policy that supports aging in place. Scheduled Y1 work saw five of the six planned Y1 program launches happen with leadership provided across Social Services, Human Services and Rent Stabilization, Communications, and the City Manager’s Division. The work included efforts to model respect for older adults and integrate concepts into trainings for service providers, ensure adaptive devices are publicly available, make public meetings more accessible and continue to hold legislative priorities for age-friendliness. These efforts will continue over the course of the program and plans for the additional efforts within this domain are staggered over the next two years.

Results from Domain 4. Housing
The development of the Implementation Plan resulted in eleven priorities within Housing across categories of Age-friendly Neighborhoods, Safe and Effective Use of Existing Housing Stock, and Age-friendly Local Policy. Scheduled Y1 work
saw two of the six planned Y1 program launches happen, in addition to two partial starts and one rescheduling of an effort to next year. The launched and partially started work was under the leadership of Social Services, and Housing and Rent Stabilization. These efforts will continue over subsequent years, and the remaining program launches are planned for the next two years.

Results from Domain 5. Communications and Information
The development of the Implementation Plan resulted in eleven priorities within the Communications and Information Technology Divisions across categories of Culture of Receiving Help, Printed Resource Information, and Digital Resource Information. Scheduled Y1 work saw two of the five planned Y1 program launches happen with leadership by Recreation and Social Services to promote wellness and support community members with access and support around technology. These efforts will continue over the subsequent program years. Reasons noted for delays or reschedules include limited resources and staff. Different from other areas, two programs remain under consideration for program implementation plans. The City intends to explore nonprofit service provider partnerships to develop digital tools to improve the technological ability of people with hearing impairments, and to launch programming to build a group of social media savvy older adults to be peer mentors.

Results from Domain 6. Civic Participation and Employment
The development of the Implementation Plan resulted in eight priorities within Civic Participation and Employment across categories of Volunteer, Civic Service, and Mentoring Opportunities and Employment Assistance for People Over the Age of 50. Scheduled Y1 work saw one of the three planned Y1 program launches fully happen to increase knowledge about older adult issues among City staff, West Hollywood Boards and Commissions, and other stakeholders with leadership by the Human Services and Rent Stabilization Director. The remaining two got off to partial starts with leadership by Jewish Vocational Services and Economic Development to establish a volunteer corps and support with starting a business. These efforts will continue over the subsequent years and the five remaining planned efforts are staggered over the next two years.

Results from Domain 7. Health and Community Services
The development of the Implementation Plan resulted in 20 priorities within Health and Community Services across categories of Care for the Caregivers, Physical and Mental Wellness, Social and Emotional Support, and Help in the Home. There was activity around 18 of these programs with six launching as planned, three being eliminated as priorities based on further review, three experiencing partial starts, five missing their planned start and requiring further work for launch-readiness, and one was reorganized under an intertwined effort in another domain. Those experiencing starts or partial starts will continue over multiple years and the remaining or rescheduled launches are staggered over the next two years. The disproportionate number of programs in this domain that were mobilized or under active development in Y1 appears to be driven by reasons including an existing
City baseline capacity for services in these areas, community demand which was identified in the plan development, and a longer standing history of embedding age-friendly practices in the cultures and operations of these program types. While the large amount of reorganization described above does not indicate the highest proportion of fully successful Y1 launches, it does seem, however, to represent the highest level of program activity when assessing by domain.

Results from Domain 8. Social Participation
The development of the Implementation Plan resulted in four priorities within Social Participation in the category of Social Engagement and Enrichment. Scheduled Y1 work saw three of the four planned Y1 program launches happen to provide inclusive educational, art and cultural activities, to create intergenerational opportunities for older adults to share their life experiences, and to create welcoming opportunities for older adults to engage in physical activity. This work happened under the leadership the Arts and the Recreation divisions and will continue over subsequent years. The social model adult-day program is in need of additional planning and study by the City to inform decision making.

RESULTS SECTION 2:
AWARENESS AND DISCUSSION OF WEST HOLLYWOOD'S AIP INITIATIVE AND AIP CONCEPTS

Results from Survey Data
To measure changes in awareness of West Hollywood's AIP Initiative and age-friendly concepts in general, the evaluation examined several sources of data. First, as described above, we administered six surveys in the first year of the evaluation. Surveys were administered twice (once in 2016 and once in 2017) to three groups of people: City staff, members of West Hollywood Boards and Commissions, and older adult residents of West Hollywood. These surveys asked about a number of issues, from awareness of the Initiative and age-friendly concepts and incorporation of these concepts into programs and services, to use of services by older adults, and perceptions of whether services are helpful and whether West Hollywood is an “age-friendly” city. In this section, we discuss survey results related to awareness of the AIP Initiative and age-friendly concepts, and measures of the degree to which these concepts are being operationalized in City business and services and programs that, ultimately, will help older adults remain healthy, active, and socially connected in their communities.

The surveys of older adults, City staff, and members of West Hollywood Boards and Commissions all asked respondents to state their level of agreement or disagreement with multiple statements designed to understand the degree to which these groups of people had heard of aging in place concepts, and the AIP Initiative in West Hollywood, and whether awareness seems to be growing as a result of the work of the Initiative. These included the following:
I know what it means for a city to be “age-friendly”.

I understand the concept of “age-friendly” as it applies to a city.

I have noticed changes in the awareness about age-friendly concepts among residents (not among city employees).

I have noticed changes in the awareness about age-friendly concepts within and among city employees.

Awareness of the AIP Initiative is high and growing. Among older adults, the percentage of adults who reported knowing the concept “age-friendly” and knowing what it means for a city to be “age-friendly” is high, and grew from 2016 to 2017. Among City staff and members of West Hollywood Boards and Commissions, most staff reported that they are familiar with the concepts of age-friendliness, they understand how age-friendly concepts apply to the City, and they know what it means for a city to be age-friendly. The percentages who reported this familiarity and understanding in 2017 was higher than in 2016.

Additionally, the City staff surveys and the surveys of members of West Hollywood Boards and Commissions asked about the degree to which respondents noticed changes in the level of discussion about age-friendliness in their work for and with the City. These included questions about the degree to which age-friendliness is a regular part of meeting agendas and planning processes, the degree to which age-friendly concepts come up in meetings, are talked about among team members, and the degree to which incorporating age-friendly concepts is discussed at work and within the work of West Hollywood Boards and Commissions.
From 2016 to 2017, the percent of respondents who agreed or strongly agreed with these statements went up, sometimes dramatically, with very few exceptions. These responses demonstrate the effect the Initiative has had on the incorporation of AIP concepts into the day-to-day conversations happening within the City’s work, both at the staff level and at the level of West Hollywood Boards and Commissions. See Table 1 for additional details.

**Table 1: Incorporation of Age-Friendly Concepts into Discussions and Planning**

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>CITY STAFF 2016</th>
<th>CITY STAFF 2017</th>
<th>CHANGE</th>
<th>WEST HOLLYWOOD BOARDS AND COMMISSIONS MEMBERS 2016</th>
<th>WEST HOLLYWOOD BOARDS AND COMMISSIONS MEMBERS 2017</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concepts related to age-friendliness come up regularly in conversations among city staff/West Hollywood Boards and Commissions members.</td>
<td>47.1%</td>
<td>50.0%</td>
<td>2.9%</td>
<td>51.4%</td>
<td>66.7%</td>
<td>15.3%</td>
</tr>
<tr>
<td>Concepts related to age-friendliness come up regularly in meetings.</td>
<td>40.6%</td>
<td>46.4%</td>
<td>5.8%</td>
<td>54.3%</td>
<td>65.0%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Concepts related to age-friendliness are a regular part of meeting agendas and planning processes.</td>
<td>26.5%</td>
<td>38.1%</td>
<td>11.6%</td>
<td>42.9%</td>
<td>52.4%</td>
<td>9.5%</td>
</tr>
<tr>
<td>I talk with my team about the importance of incorporating age-friendly concepts into our work.</td>
<td>38.8%</td>
<td>49.4%</td>
<td>10.6%</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Results from Interviews with City Staff
In addition to the surveys, a sample of key City staff who oversee programs and services were interviewed throughout 2016 and 2017. Details about the timing of these meetings are provided below.

<table>
<thead>
<tr>
<th>AREA</th>
<th>MONTH OF MEETINGS/INTERVIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>March 2016, May 2016, February 2017, March 2017</td>
</tr>
<tr>
<td>Social Services</td>
<td>March 2016, May 2016, October 2016, December 2016 (2 meetings), March 2017</td>
</tr>
</tbody>
</table>

While there was variation in the degree to which City staff reported that they had become more aware of the Initiative and AIP concepts, without exception, every staff member reported that their awareness of both had increased since the beginning of the Initiative.

Intermittent evaluation team meetings included Initiative backbone leadership and were noted as having a strategy to double as implementation and program planning meetings. The dialogue that transpired and subsequent feedback from program staff indicate that the meetings appear to have driven an increase in dialogue amongst City program leaders. Extensive discussion was documented that included robust dialogue about strategies and plans for implementing AIP concepts into their work. A significant level of discussion took place amongst the staff present from within the same division who may otherwise have had little uninterrupted time to discuss implementation. Additionally, the backbone leadership and evaluation team were able to ask probing questions and provide examples from other areas of work that often served to generate additional ideas or elevate the level of consideration of AIP implementation directly at the level of program detail.

Examples of this kind of discussion include the reporting out and further brainstorming by Planning staff on strategic leveraging of the public benefit framework to generate new development inclusive of AIP concepts and age-friendly infrastructure. Another example includes a brainstorming of internal and external program possibilities to address the unmet need for older adult roommate matching services and support.

These meetings also resulted in identifying tangible and important evaluation priorities in the formative year of the evaluation itself. For example, a discussion
about transit option workshops lead to identifying opportunities to capture data about the effectiveness of the program which have the potential to lead to more effective services in this area. Such dialogue also lead to inclusion of an additional evaluation question in future efforts related to substance abuse services utilized by and/or needed by the older adult population within West Hollywood.

Results from Content Analysis: Key Community Meetings
Second, we examined the degree to which AIP concepts were discussed in key West Hollywood meetings over time. Specifically, we analyzed meeting notes from fiscal year 2010/2011 through fiscal year 2016/2017 from the following 13 sets of meetings: City Council, the Human Services Commission, Public Facilities Commission, Rent Stabilization Commission, Planning Commission, Public Safety Commission, Transportation Commission, Disability Advisory Board, Lesbian and Gay Advisory Board, Russian Advisory Board, Senior Advisory Board, Transgender Advisory Board, and Women’s Advisory Board.

We conducted a systematic analysis of the frequency with which key words were used by year in these meeting notes, which allows us to examine trends over time of awareness of (and attention to) older adults and AIP concepts. The results show a dramatic increase over time in the frequency with which issues related to the needs of older adults are discussed across these key meetings. An analysis was not conducted to uncover the content of these discussions, so it is not possible from our analysis to determine the nature of the discussions, and that was not the purpose of this analysis. The purpose was to explore whether it seemed that issues related to older adults, age-friendliness, and aging in place were gaining more attention and being discussed more frequently. The answer to this is a clear “yes”, and this increased attention to and discussion of the needs of older adults and to aging in place in key City meetings seems to be closely linked with the AIP efforts.

Overall, there is a high and growing level of awareness among older adult residents, City staff, and members of West Hollywood Boards and Commissions, which is an accomplishment of the Initiative. Additionally, there is growing attention being paid by City staff and City leaders to the needs of older adults and to Aging to Place, suggesting these issues are a growing and sustained priority.

While achieving these are important accomplishments, they are perhaps most important as stepping stones toward another goal: that of staff and community leaders beginning to incorporate AIP concepts into their work at and for the City – beginning to perceive that they have an ability to incorporate AIP concepts into their work and having the intention to do so. The degree to which the Initiative is achieving this goal is discussed in Results Section 3.
Figure 1: Discussion of Older Adults and AIP in Key City Meetings, 2010-2017
RESULTS SECTION 3: PERCEIVED ABILITY/INTENT TO INCORPORATE AIP INTO WORK/PROGRAMS/SERVICES

Beyond building awareness and understanding of the concepts of age-friendliness, another step in moving the City toward being age-friendly is helping City staff and City leaders understand how they can contribute to making West Hollywood more age-friendly, believe that their work can move the City in that direction, and support their intentions to do so. To assess progress on this goal, the City staff surveys and the West Hollywood Boards and Commissions surveys in 2016 and 2017 asked for responses to several statements. City staff reported high and growing levels of agreement with the following statements:

- I believe it is possible to change a city to make it more age-friendly (90% agreed or strongly agreed in 2016, with 96% in 2017).
- I know how my work can contribute to making West Hollywood more age-friendly (68% agreed or strongly agreed in 2016, with 80% in 2017).

The same is true of members of West Hollywood Boards and Commissions who responded to the surveys. Members of West Hollywood Boards and Commissions had very levels of agreement with the statements above (from 94% agreement in 2016 to 100% agreement in 2017 with the first statement, and from 80% agreement in 2016 to 91% agreement in 2017 with the second statement) suggesting that these key community leaders were also certain of ways that their work could have an impact on the goals of making West Hollywood as age-friendly as possible.
In the next section, we examine early evaluation evidence regarding the degree to which increased awareness and intentions to incorporate AIP concepts into the City’s program and services are resulting in changes to programs and services.
RESULTS SECTION 4: PROGRAM CHANGES

When examining changes to how the City is doing business, and changes to programs and services, several sources of data were used.

Survey Data
First, the survey of City staff asked very specific questions of City staff about how they are thinking about and incorporating AIP concepts into their work and into programs and services. Responses to these questions indicate that the AIP Initiative is having an impact on how City staff do their work. For example, from the 2016 to the 2017 survey, City staff responses to the following statements shifted upward (toward higher levels of agreement with these statements):

+ I have changed how I write contracts with vendors to require that they do things in a more age-friendly way.
+ I have added measures of age-friendliness to evaluation related to my work.
+ Concepts related to age-friendliness are a regular part of meeting agendas and planning processes.
+ My supervisor has incorporated age-friendly concepts into my goals and key performance indicators.
+ I have incorporated age-friendly concepts into my staff's goals and key performance indicators.
+ I have specific goals for my work around age-friendliness.
+ When I am thinking about existing projects, I think about how to make them more age-friendly.
+ When I am undertaking a new project, I think about how to make it more age-friendly.
+ I have changed how I do my work in order to incorporate age-friendly concepts into the work.

In 2016, the mean response from City staff was “neither agree nor disagree” regarding each of the above statements, suggesting that this was an opportunity for the Initiative to have an impact on the City's work in these areas. On every measure, the level of agreement with these statements has increased from 2016 to 2017, which is positive. However, the averages are still relatively low, suggesting much more room for change in this area. See Table 2 for more information.
### Table 2: City Staff Responses – Incorporation of Age-Friendly Concepts into the Day to Day Work of the City

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>2016</th>
<th>2017</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have changed how I do my work in order to incorporate age-friendly concepts into the work.</td>
<td>46.5%</td>
<td>62.7%</td>
<td>+16.2%</td>
</tr>
<tr>
<td>When I am undertaking a new project, I think about how to make it more age-friendly.</td>
<td>52.4%</td>
<td>61.9%</td>
<td>+9.5%</td>
</tr>
<tr>
<td>When I am thinking about existing projects, I think about how to make them more age-friendly.</td>
<td>50.0%</td>
<td>55.4%</td>
<td>+5.4%</td>
</tr>
<tr>
<td>I have specific goals for my work around age-friendliness.</td>
<td>40.4%</td>
<td>45.2%</td>
<td>+4.8%</td>
</tr>
<tr>
<td>I have incorporated age-friendly concepts into my staff’s goals and key performance indicators. (Check “not applicable” if you do not supervise staff.)</td>
<td>30.5%</td>
<td>21.7%</td>
<td>-8.8%</td>
</tr>
<tr>
<td>My supervisor has incorporated age-friendly concepts into my goals and key performance indicators.</td>
<td>31.7%</td>
<td>42.9%</td>
<td>+11.2%</td>
</tr>
<tr>
<td>I have changed how I write contracts with vendors to require that they do things in a more age-friendly way.</td>
<td>17.1%</td>
<td>15.7%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>I have added measures of age-friendliness to evaluation related to my work.</td>
<td>20.2%</td>
<td>26.2%</td>
<td>+6.0%</td>
</tr>
</tbody>
</table>

### Table 3: West Hollywood Boards and Commissions Members Responses – Incorporation of Age-Friendly Concepts into the Day to Day Work of the City

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>2016</th>
<th>2017</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have changed how I do my work in order to incorporate age-friendly concepts into the work.</td>
<td>57.1%</td>
<td>75.0%</td>
<td>17.9%</td>
</tr>
<tr>
<td>When I am undertaking a new project, I think about how to make it more age-friendly.</td>
<td>65.7%</td>
<td>85.7%</td>
<td>20.0%</td>
</tr>
<tr>
<td>When I am thinking about existing projects, I think about how to make them more age-friendly.</td>
<td>62.9%</td>
<td>90.0%</td>
<td>27.1%</td>
</tr>
</tbody>
</table>
Content Analysis: Social Services Proposals to the City

Another key area of data analysis regarding the degree to which increased awareness and intention to incorporate AIP concepts into actual programmatic and service delivery changes is the examination of proposals to the City for social services. This content analysis provides a key set of early data exploring whether this emphasis by the Initiative is resulting in concrete actions. As explained above, the content analysis was a systematic review and examination of social services proposals submitted to the City in 2013 and in 2016, to explore whether there were changes in the level of attention to the needs of older adults and whether programs and services were beginning to include and prioritize those needs into their future programming and service delivery efforts.

The graph and table below show increases in attention paid to older adults and AIP concepts across all areas of the proposals from 2013 to 2016. This is an outcome of the AIP Initiative, because it was the Initiative that ensured this requirement was included in the City’s Request for Proposals in 2016, as well as an indicator or program shifts that are beginning to occur and that will continue into the future. A higher percentage of programs and services being offered (and being funded by the City) have a focus on serving older adults, including the needs of older adults in their goals and scope of services than in the past.

It is worth noting, however, that increasing the percentage of programs even more over time should be a goal of the Initiative, since the percentages are, in some cases, still quite low. This may require additional strategies on the part of the Initiative, such as providing additional technical assistance and guidance to organizations to explore how they might most effectively incorporate the needs of older adults and AIP concepts into their programming in the future.
### Table 4: Content Analysis of Social Services Proposals to West Hollywood

#### Proposals with five or more sections containing specific discussion of seniors, older adults, AIP

<table>
<thead>
<tr>
<th></th>
<th>COUNT</th>
<th>PERCENT</th>
<th>COUNT</th>
<th>PERCENT</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals with five</td>
<td>5</td>
<td>16.1%</td>
<td>6</td>
<td>24.0%</td>
<td>7.9%</td>
</tr>
<tr>
<td>or more sections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>containing specific</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>discussion of seniors, older adults, AIP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Proposals with three or more sections containing specific discussion of seniors, older adults, AIP

<table>
<thead>
<tr>
<th></th>
<th>COUNT</th>
<th>PERCENT</th>
<th>COUNT</th>
<th>PERCENT</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals with three</td>
<td>7</td>
<td>22.6%</td>
<td>11</td>
<td>44.0%</td>
<td>21.4%</td>
</tr>
<tr>
<td>or more sections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>containing specific</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>discussion of seniors, older adults, AIP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Proposal Sections: Counts and percentages of proposal sections containing specific discussion of and references to seniors, older adults, AIP

<table>
<thead>
<tr>
<th>Section</th>
<th>2013-2016</th>
<th>2016-2019</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COUNT</td>
<td>PERCENT</td>
<td>COUNT</td>
</tr>
<tr>
<td>Brief program goal</td>
<td>3</td>
<td>9.7%</td>
<td>4</td>
</tr>
<tr>
<td>Target population check boxes</td>
<td>21</td>
<td>67.7%</td>
<td>18</td>
</tr>
<tr>
<td>Brief proposal summary</td>
<td>2</td>
<td>6.5%</td>
<td>4</td>
</tr>
<tr>
<td>Program Goal</td>
<td>5</td>
<td>16.1%</td>
<td>5</td>
</tr>
<tr>
<td>Target Population</td>
<td>13</td>
<td>41.9%</td>
<td>10</td>
</tr>
<tr>
<td>Member Demographics/Outreach</td>
<td>5</td>
<td>16.1%</td>
<td>7</td>
</tr>
<tr>
<td>Need</td>
<td>7</td>
<td>22.6%</td>
<td>12</td>
</tr>
<tr>
<td>Service History</td>
<td>5</td>
<td>16.1%</td>
<td>6</td>
</tr>
<tr>
<td>Program Description</td>
<td>7</td>
<td>22.6%</td>
<td>10</td>
</tr>
<tr>
<td>Cooperation/Collaboration</td>
<td>2</td>
<td>6.5%</td>
<td>4</td>
</tr>
<tr>
<td>Scope of Services/Outcome Objectives</td>
<td>3</td>
<td>9.7%</td>
<td>4</td>
</tr>
<tr>
<td>Additional Information</td>
<td>0</td>
<td>0.0%</td>
<td>2</td>
</tr>
<tr>
<td><strong>Proposals Analyzed</strong></td>
<td><strong>31</strong></td>
<td></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>
Program Documentation: New Programs, Program Expansions, Enhanced Focus on Older Adults

In addition to survey data that examined City staff changes in their approach to programs and services, and content analyses that examined changes that social services organizations stated they were making to programs and services in their proposals to the City, throughout the first year, the evaluation collected information from City staff and organizations about changes being made within the areas of focus for the Initiative. Because standardized data to track these changes are not yet available, the evaluation utilized periodic check-ins with City staff and staff at organizations that are funded by the City to gather anecdotal information about new programs, program expansions, and changes in programs to make them more age-friendly. This piece of the evaluation is most helpful for the areas for which a content analysis of proposals was not possible in Year 1: housing, transportation, planning, and arts and culture, but we also examine changes in programs in social services that are not reflected in the content analysis.

To discuss these changes and updates to programs, it may be useful to refer to the Five-Year logic models for each major area of focus for the Initiative, which were developed as part of the evaluation in Year 1, and which are provided as an appendix. Below, we provide a summary of the Year 1 goals for each area, followed by a brief discussion of the progress made toward the goals in that area, as well as information about challenges and delays, and plans for the upcoming years.

Social Services
The strategies and activities being undertaken as part of the Initiative within the area of social services are:
As a City that contracts a majority of its community services, West Hollywood had a significant opportunity to leverage its contract social service providers as partners in the work of the Initiative. In 2016, the City issued a Request for Proposals (RFP) from social service agencies for the 2016-2019 funding cycle. The RFP established the Aging in Place Aging in Community Strategic Plan as a City priority and encouraged applicants to align their proposals to address how the proposed programs and services would be attentive to the needs of older adults. This was a change from the 2013 request for proposals and the results of this work represent this division’s considerable AIP activity in Y1. A qualitative analysis of proposals funded in 2013 and 2016 was conducted and can be found later in the report.

**BeWell WeHo**

The work of AIP cuts across many sectors, and when partnerships with different types of stakeholders form to serve the older adult community collaboratively, it can be a powerful combination. Beginning in 2017, and based on a longstanding relationship with Jewish Family Service (JFS) as the most extensive social services provider for older adults in West Hollywood, the City launched a program partnership with Cedars Sinai Medical Center (the funder), Partners In Care Foundation (the program technical advisor), West Hollywood Community Housing Corporation, and West Hollywood’s Recreation Services Division (the program’s overall coordinator). Be Well WeHo is offering workshops that address the physical, mental, and emotional wellness of older adults, as well as people of all ages. This includes frail older adults and seniors with chronic illness. Workshop series are evidence-based to enhance the health and wellness of participants. In June, the program began offering Arthritis Foundation Aquatic Exercise Class at West Hollywood Park. With the extensive staff trainings and other planning underway, more workshops will be offered throughout Y2 and beyond.
Arts and Culture
The strategies and activities being undertaken as part of the Initiative within the area of arts and culture are:

+ Provide inclusive educational, art and cultural activities where people already gather

+ Plan for the creation of intergenerational opportunities for older adults to share their wisdom and experiences (with youth and 20 somethings) in Year 2

+ Increase the awareness of the needs and desires of older adults among city program staff, partners, and external vendors and incorporation of attention to these needs into strategic planning, programming, implementation of programs and activities, and evaluation of programs and activities

AIP is included in the Arts and Cultural Affairs Commission work plan and City staff working in this area have held numerous discussions and meetings on developing program plans to implement these concepts into their work. Specific accomplishments were numerous and include:

- In the Arts grant funding, the Arts staff and reviewers report having more sensitivity to the needs, ideas and inclusion of older adults. This has resulted in funding for performance workshops to LGBTQ seniors and an art class specifically for older adults in response to an increased interest in art making.

- Continuation of free concerts in parks, which the leadership are focused on due to large senior attendance.

- Program launch plans for the “Senior Studio”, an art studio series to allow seniors to explore their own creativity.

- The successful operation of “Art to Us”, an intergenerational project that partnered older adults with high school students to make art together.
Additionally, the evaluation examined Arts and Cultural Affairs Commission (ACAC) work plans from 2007 through 2017, and the Arts and Culture City Staff reports from 2014 through 2017. Until 2016, there were no discussions of seniors, aging, and older adults in these work plans and staff reports. However, beginning in 2016, this began to shift, as evidenced by the following examples:

• In the 2016-2018 ACAC Work Plan, the Aging in Place Initiative was listed as a priority for the Commission. The Work Plan gave a brief overview of the AIP strategic plan, and noted that “the Commission will explore cultural programming opportunities and strategies to assist the City with implementing the plan”. The Work Plan also mentioned an Artist in Residence (AIR) program that was in consideration for the 2016-18 program cycle, which could support AIP.

• In the 2017 Arts and Culture City Staff Report, a new project called California Dreams was awarded a grant to implement a workshop creation process that will “explore the experiences of LGBTQ seniors as they made their journeys West, both literally and symbolically, in search of places to live an openly and ‘out’ lifestyle”.

Plans for Years 2-5 are to continue refining the “dozens” of ideas they have, and to continue to work with ACAC to see which ideas surface most prominently for the next two-year Arts & Culture plan. Division leadership noted that the City Council has added money to the budget to help with the free theater in parks and other grant programs. Considerations of the Initiative are being made in planning new programs and expanding existing programs.
Transportation
The strategies and activities being undertaken as part of the Initiative within the area of transportation are:

+ Increase knowledge among potential transit users of existing options by offering educational programs (travel training, workshops, education about using transit apps)
+ Consider approaches for a higher level of assistance (transit case management or a travel concierge for trip planning, Bus Buddies, triage to the most appropriate service)
+ Provide individualized personal support for those who otherwise would be unable to access transit (door-through-door service, “enhanced” taxi service)
+ Integrate improvements into existing efforts (scheduling nighttime and weekend outings, longer service hours, shuttle/connectivity to rail system, assistance with transporting belongings)
+ Further accommodate older adults with sight and hearing challenges by improving the number and effectiveness of audible signals at crosswalks, longer crossing times, innovative use of technology such as amplification-using smart phones
+ Increase visibility of slopes on pathways; use improved signage for way-finding and transit navigation
+ Reduce bike traffic on sidewalks (shared lanes with “sharrows,” bicycle boulevards on neighborhood streets)

According to City staff working in this area, the following was accomplished in Year 1:

- Fixed Route CityLine is a free shuttle service available to the general public; it stops at significant city destinations including senior housing. In FY 16, 65,011 passengers were served.
- Dial-A-Ride provides curb-to-curb rides for resident seniors and those living with disabilities. In FY 16, 15,852 passengers were served.
- TLC is an enhanced service which provides an assistant to help passengers from home to vehicle. In FY 16, 2,518 passengers were served.
- The Taxi Assistance program allows resident seniors and those with disabilities to purchase taxi fare at a reduced rate. In FY 16, 16,032 passengers were served.
- During FY 15-16, the City spent a total of $2.9 million in Proposition A funding; 3% of expenses were for Metro bus pass subsidies for senior/disabled residents as well as funding buses for senior excursions and school field trips.
- Specific transit marketing strategies geared towards seniors were developed, in both Russian and English.
- Transit workshops were offered at the West Hollywood Senior Center, as well as at booths at the Senior Fair.
- Current funding priorities: 40% of Prop A contract expenses are for programs targeting seniors and those with disabilities, including bus pass subsidies ($1,116,113).
Plans for Years 2-5 are to:

- Improve Access to Transit Service Information – Target group: Seniors and individuals living with disabilities – Strategies:
  - Provide educational forums and other opportunities for community members to learn about using various transit options.*
  - Encourage formation of travel clubs and support for new transit users, including a “transit concierge” service to ensure access to the most appropriate service for each trip.*
  *Denotes items which support the Aging in Place framework.

- Facilitate community access and mobility options for all community members regardless of age and ability status – Target group: Seniors and individuals living with disabilities – Strategies:
  - Simplify trip request process, including establishment of on-line request capability for Dial-A-Ride reservations.
  - Consider piloting Dial-A-Ride service during weekend and evening hours.
  - Connect new riders by offering travel training and a “new riders group” to help people find travel companions.
  - Require additional training to taxi drivers and dispatch in order to improve the customer experience.
  - Provide education to allow taxi subsidy users to access balance information through the program's online portal.

- Increase capacity/availability of service through improved efficiency, cost effectiveness and coordination of options – Target group: Seniors and individuals living with disabilities – Strategies:
  - Consider demand response and subsidy services as part of the same system and allocate funding to reflect complementary services.
  - Establish “transit concierge” program to triage callers to most effective service for their needs.
  - Contract for Dial-A-Ride and TLC, which are operationally parallel programs, as a single service, to more equally distribute operating costs.
  - Review and revise scheduling procedures and cancellation policies for Dial-A-Ride and TLC.
  - Adopt a fixed schedule for trips to UCLA, Veterans Administration, and Kaiser Permanente.
  - Consider alternative program structure for the current Taxi Assistance program with issue of RFP in late 2017.
  - Evaluate the potential for incorporation of shared ride services into City programs, and return to council with findings and recommendations.
  - Evaluate feasibility of adopting a small fare for Dial-A-Ride.
Housing
The strategies and activities being undertaken as part of the Initiative within the area of housing, by the City or other stakeholders as noted, are:

+ City Housing Division to conduct a case law review and develop a policy white paper on potential new policy options for allowing unit transfers
+ Home Secure program to be administered by additional community partners (WCIL and APLA) and offer a broader range of available services (i.e., ramps)
+ West Hollywood Community Housing Corp., an essential collective impact community stakeholder, to open additional affordable housing units for low-income older adults
+ West Hollywood Housing Corp to operate its resident service coordination program on site at affordable housing sites and connect residents to services in the community that they need in a highly coordinated way

According to City staff working in this area, the following was accomplished in Year 1:

- Completed the lease-up of 76 new senior low- and extremely-low income inclusionary units at Movietown Square.
- Worked with and provided referrals to Bet Tzedek Legal Services, Coalition for Economic Survival (CES) Tenants Rights Clinic, Eviction Defense Network, PATH, and Small Claims Court Advisors to provide legal counsel and defense for persons at risk of losing their housing.
- Tracked units vacated by use of the Ellis Act, owner occupancy evictions, and Section 8 contract cancellations, and monitored for compliance with local and state laws.
- Actively worked with the Housing Authority of the County of Los Angeles to ensure Section 8 tenants remained in their homes.
- Served as the lead Division for the “Aging in Place, Aging in Community” (AIP-AIC) 5-Year Strategic Plan development, and prepared to implement the “Eight Domains of Livability” from a wellness, social model, and program planning vantage point.
- In calendar year 2016, the Division received 12,863 phone calls, emails and counter visits, and responded to 95% of phone and email inquiries within one day.
- Continued to support and collaborate with the Community Development Department when developing incentives to encourage property owners to upgrade ailing apartment systems. Also continued to support the Community Development Department in developing the seismic retrofit program, and began developing a program to ensure in-place tenants are not unnecessarily impacted from seismic retrofitting or major improvements to their apartment buildings.
- Continued to make the “RSO Building Blocks” seminar series and other educational materials publicly available on the website and in City Hall.
- Continued a study of rehabilitation incentives to encourage rent-stabilized landlords to re-invest in their aging buildings.
The housing crisis, which is of particular severity in the state of California as well as in the City of West Hollywood, is challenging. Efforts to protect older adults and help them cope with fears of housing problems are at the center of City efforts, as reported by City staff and leadership. In addition, one program-level challenge that was encountered and addressed was that the Home Secure program was not being fully utilized with administration by just one social service provider. The program required a wider berth; therefore, the City decided to move the program forward using a model that had proven effective for substance abuse programs – pooling money and awarding contracts to multiple agencies. Three agencies now administer benefits to a wider population of clients, and more services are offered within the Home Secure program.

The Housing and Rent Stabilization division plans to specifically implement its Year 2 key priorities outlined in the 5-Year AIP-AIC Strategic Plan, with special emphasis on collaboration with outside agencies.

**Living Strong on Her Own with Diabetes and Chronic Fatigue**

Zita first came to West Hollywood almost 40 years ago, and only recently moved into HUD housing after waiting 3 and a half years. She has recently faced depression due to some changes in her life, and she struggles with daily activities due to her diabetes, chronic fatigue, and other health problems. Still an active person, there are just some things she cannot handle herself, and it can be hard sometimes. Things might be brightening up for Zita. Her good friend in the building has been taking her to meet the social worker on site, and she has seen how much she helps the other Russian people. Zita can still make calls on her own, but information from the social worker is helping her get taxi coupons to see the doctor, fill out paperwork to allow her new dog to live on-site, and find home caretaker help; because of her arthritis, she needs a hand around the apartment. When asked if things might be looking up for her, she grinned and said, “Big yes, big yes. I’m very grateful for the help”.

Planning
The strategies and activities being undertaken as part of the Initiative within the area of planning are:

- Development and implementation of the Eastside Community Plan
- Development and implementation of the Multi-Family Study
- Development and implementation of walking and biking improvement plans
- Revision and improvement of the public benefits strategy

All of the goals for the Planning division are Year 2-5 goals. Therefore, in Year 1 of the Initiative, significant plans were developed for Years 2-5. Nonetheless, Planning conducted significant AIP work in Y1 and accomplishments include:

- Extensive review of the East Side Community Plan was conducted, which is under development to incorporate age friendly policies. Numerous specific references were made to AIP in this planning document, which will guide future work.
- Extensive review of the Pedestrian Bicycle Mobility Plan was conducted, which is under development to incorporate age friendly policies. Numerous specific references were made to AIP in this document, which will guide future work.
- A “micro park” program was implemented that provided additional recreational space in the City. This includes new safe seating along sidewalks in two locations.
- Crosswalk improvements were planned and/or implemented at four sites in various locations.
- Neighborhood traffic calming improvements were installed based on an evaluation of needs, resulting in three traffic circles demonstrated to slow traffic and improve safety.

Challenges for Planning were that maintaining a balance for all road users can create tension between resident priorities. One such example is the need to slow traffic for pedestrian safety, and the need to maintain traffic flow for drivers. Similarly, requiring bicyclists to cycle only on the road is an improvement for pedestrian safety, but hinders bike safety. The City is making efforts to ensure that they hear the voices of those on all sides of these issues.

Plans for Years 2-5 are to:

- Review and enhance the public benefits framework, which identifies a menu of public benefit efforts developers can commit to when requesting a project be granted additional height or density. Including AIP concepts in the framework will lead to improvements for older adults.
- Implement the Pedestrian/Bicycle Mobility Plan which will include more crosswalk improvement and bike lanes.
- Continue neighborhood traffic calming improvements and expand as appropriate.
Facilities
In the area of facilities, division leaders are considering Aging in Place for all facilities projects on an ongoing basis. As a matter of routine, the City aligns any improvement to comply with ADA, but they are explicitly looking to move beyond that, especially as it relates to seating.

In Y1 of the Initiative, highlights include:

- Kings Road Park had a multi-purpose floor system installed that provides superior comfort and safety. They also installed a mix of chairs with and without arms, offering options for accessibility and support.
- New, firm furniture was installed in the City Hall Lobby, making it easier to get up.
- An expanded ADA area was added in the front of the City Council chambers to improve accessibility and civic participation.
- Upgraded Assisted Listening Devices were added in all facilities to include inductive loop devices for use with hearing aids.
- Chairs with arms have been provided in the Community Meeting Room at the Library for Public Meetings.
RESULTS SECTION 5: USE OF PROGRAMS, SATISFACTION, NEEDS

In order to begin to assess changes in use of programs, satisfaction with programs, and unmet needs (which will help with planning for Years 2-5 of the Initiative), several data sources were used. First, the surveys of older adults in 2016 and 2017 asked many questions about use of and satisfaction with services designed to support aging in place and the needs of older adults. These findings are presented here. Second, the focus groups held in 2016 with older adults explored these same issues, and the findings from these are discussed here. Third, a few interviews were conducted with older adults in West Hollywood in the summer of 2017, and those limited findings are discussed here. A larger interview and focus group effort is part of the evaluation plan for the upcoming year, including interviews with older adults who are engaged with specific programs and services and interviews with older adults who are currently not as engaged with services.

Data from Older Adult Surveys
A component of the surveys of older adults was an assessment of the degree to which older adults perceived that the programs and services provided by West Hollywood and the work of the AIP Initiative meets their needs, the degree to which they feel connected to community, and their perceived quality of life. By administering this survey annually for several years, the evaluation will explore changes in perceptions, and both met and unmet needs. The data will be used to track changes that occur during the Initiative’s five years of work, and to explore whether there are correlations between the Initiative and these perceptions. Additionally, the data are being used by the Initiative to plan for areas of focus and activities in upcoming years.

For this report, the evaluation examines data from the 2016 and 2017 administrations of the survey, and makes comparisons between years of data. Areas of change are highlighted, as are areas in which there may be opportunities for the Initiative to work to more effectively meet the needs of older adults.

In many areas of exploration, such as feeling connected with others and with transportation services, older adults report being highly satisfied with programs and services. In other areas, such as housing and safety, results suggest a need for continued efforts.
Connection with West Hollywood, with Neighbors, and with Services

There were four questions designed to measure the degree to which older adults feel connected to West Hollywood:

- I feel very respected and included in the community in West Hollywood.
- I feel very connected to my neighbors.
- If I have a need for health or social services or information, I know how to easily find what I need.
- If I want to participate in social and community activities, I know how to easily find information about activities I am interested in.

For each of these statements, agreement was high – with about ¾ of respondents agreeing or strongly agreeing with the statement. Additionally, agreement was higher in 2017 than in 2016, with the exception of the first statement, which was slightly lower in 2017.

Transportation
Older adults were asked about West Hollywood’s public transportation system. Most (77% in 2016 and 79% in 2017) agreed or strongly agreed that the “public transportation system is consistently very accessible and very easy to use”. A slightly lower percentage (68% in 2016 and 69% in 2017) agreed or strongly agreed that it “always has stops where I need them”.

Public Buildings and Open Spaces
Older adults were asked about West Hollywood’s open spaces, public spaces, and public buildings. A strong majority (85% in both 2016 and 2017) agreed or strongly agreed that “West Hollywood’s public buildings and public spaces are consistently very accessible”. About ¾ (78% in 2016 and 72% in 2017) agreed or strongly agreed that they “use West Hollywood’s open spaces regularly”.

Health Care
In terms of health care, a strong majority of respondents agreed or strongly agreed (84% in 2016 and 88% in 2017) that they “have a primary care doctor, or a regular source of health care services when I need them.” However, when asked to respond to the statement: “If I need home health services to help me recover from an illness, or personal care to help with chores that are too much for me lately, I know how to get them”, only 56% (in 2016) and 64% (in 2017) agreed or strongly agreed. Providing education to older adults about available home health services and how to access these services could be an area of additional focus for the Initiative in Years 2-5.

Food
Less than ¾ of respondents (69% in 2016 and 73% in 2017) agreed or strongly agreed that they are “able to afford and have easy access to healthy food”. Food security has not been a specific focus on the AIP Initiative in the first year, but the evaluation observed that there is an existing capacity of social services programs that do address food needs, including some City-funded programs which include congregate community meals and on-site meal distribution in HUD properties with older adult populations. There are also considerable case management and linkage efforts within several City programs that work to connect people with needed services. It may be important in the future for the Initiative to further explore the food security needs of its older adult residents, particularly in light of high housing costs that can cut into food budgets.
Housing and Safety
When asked to respond to the statement: “I live in housing that is affordable and safe”, about 2/3 agreed or strongly agreed (67% in 2016 and 68% in 2017). This aligns with what was discussed in focus groups with older adults, in which housing concerns were a major topic of discussion. Interestingly, when City staff and members of West Hollywood Boards and Commissions were asked if they believe that “older adults are able to live in housing that is affordable and safe”, only about 1/3 of City staff agreed or strongly agreed, with West Hollywood Boards and Commissions members having even lower agreement (17% agreed or strongly agreed in 2017).

When asked about the safety of their neighborhood, only about 60% (in 2016) and an even smaller percentage in 2017 (55%) of older adult respondents reported that their neighborhood felt very safe or somewhat safe. When asked about the safety of West Hollywood in general, only about half (51% in both 2016 and 2017) felt West Hollywood was very safe or somewhat safe. It may be important to explore this finding in focus groups with older adults in the upcoming year, to find out what it is that feels unsafe, and whether there are things the City could do within the AIP Initiative to promote a greater sense of safety. Interestingly, both City staff and members of West Hollywood Boards and Commissions who responded to the survey had very different beliefs about how safe older adults perceive their neighborhoods and West Hollywood to be, with about ¾ of respondents saying they think older adults perceive their neighborhood and West Hollywood to be very safe or somewhat safe.

Helping Gene to Remain Independent
Gene has lived in West Hollywood for 36 years and loves that the city takes care of seniors in such an extraordinary way. He has never seen any place else like it. When Gene needed eyeglasses but could not afford them on his fixed income, he reached out, for the first time, to the social worker placed in his building through funding from the City. The social worker helped him navigate benefits he “never would have been able to figure out”, and he was able to obtain glasses. When his disabilities got more complex by a diabetes diagnoses, he stepped up his habits to better address his health. With the social worker’s help, a range of supports and benefits was set up for Gene to maintain his health and stay active. Most recently, the social worker helped him with his annual public housing recertification paperwork, which he had trouble figuring out. He says it is a good feeling to know that she is there because “otherwise, in an emergency, I wouldn’t know who to turn to”.

Quality of Life
Older adults were also asked, “How would you rate the overall quality of life in West Hollywood?”. Just under ¾ responded “excellent” or “very good” in both 2016 and 2017. This measure of quality of life will be an important one to continue to track over time, both at the community level and at the program level as the evaluation seeks to explore whether this changes over time and whether specific programs and services seem to have an impact on the quality of life of West Hollywood’s older adult residents.
Data from Focus Groups with Older Adults

A total of 17 older adults participated in three focus groups held in December 2016. Two of the focus groups were held in English, with 15 participants total. The third group was conducted in Russian and included two older adults. Each focus group was approximately 90 minutes long and covered multiple topics. The goals of the focus group were to begin to gather qualitative data from older adults about their experiences with the AIP Initiative, their thoughts on the progress being made by the Initiative in a number of areas, and to hear about continuing or new unmet needs. The focus group guide is provided as an appendix.

We began the focus groups by explaining what the Initiative is and what its goals are, and explaining the purposes of the focus group. We then explored the degree to which participants had heard the term “age-friendly city” and what that meant to them, and asked participants whether they thought West Hollywood was “age-friendly”. We asked what they think are the most important areas on which the Initiative should focus, what activities and services they engage in, what they (or other older adults) struggle with most, what would make their lives easier, how they access support and learn about what is happening in the community, what they know about the Initiative, and how the City could connect with people who don't currently engage in programs or services but might need them.

Overall, West Hollywood is “pretty age-friendly”, but there is room to be more age-friendly.

Generally, focus group participants pointed to a number of things that they thought made West Hollywood age-friendly. These included great daily services at Plummer Park, a great library, excellent transportation services (especially the bus lines), and having people at the City, including staff, speak Russian to help that population of older adults. Additionally, older adults felt that something else that makes West Hollywood age-friendly is that it is a walkable city.

When asked what could make the City more age-friendly, focus group participants had many suggestions. These included five key areas:

+ Increasing awareness among all older adults (especially the most isolated and disconnected older adults) about programs and services that are available
+ Helping to prepare people for aging in advance
+ Developing more opportunities for neighbor-to-neighbor help/people helping people
+ Continuing to improve sidewalks to make the City even more walkable and safer
+ Continuing to address housing concerns
Feedback provided by the focus group participants in each of these areas is explained in more detail below.

1. There is a gap between older adults who know about programs and those who do not.

One critical finding from the focus groups was that there was a clear separation between people who know what City programs and services are available and how to access them, and people who do not know about programs and services and, therefore, are very disconnected and have high levels of unmet need. This was apparent throughout the focus groups, among the participants themselves and in terms of other people that participants know. For example, a focus group participant noted that they were really struggling with transportation problems, saying that the City’s transportation services “do not stop where I need them to”. Another focus group participant responded asking if the person knew about TLC that can arrange door to door pick ups. The participant who was struggling with transportation issues had never heard of this service. Similarly, when focus group participants mentioned friends and neighbors who were living alone unsafely or were extremely isolated, other focus group participants often responded by offering up services they knew about to meet these needs. One participant said that the “same 200 faces [are] involved in everything”, suggesting that there may be a core group of people who are highly engaged, but that there may be a larger group of people who are much less engaged.

This dynamic seemed to suggest that some level of older adults’ unmet needs in the community may be best met by finding innovative ways to get the right information about existing programs and services to people who do not know about them, and then assessing whether the right programs and services exist to meet their needs. When asked how they thought the City could get information out to people who currently do not know about services (i.e., the most isolated and disconnected people), participants did not have suggestions. However, the discussions around implementing more “neighbor to neighbor” helping programs could be useful in this context as that type of program may be an effective mechanism for informing the most disconnected people about programs and services that are available.

2. There is a lack of awareness of services until they are needed.

Another theme that emerged from the focus groups was the belief that many people do not explore what services are available until they find themselves in the position of needing them, and that this is very true for older adults. Participants noted that they didn’t consider themselves to be “older” and did not pay attention to what was available until they found themselves needing something, and at that point it is hard to explore what is available and navigate the systems in order to be able to access what they need. A suggestion that emerged from this conversation is that it might be helpful to provide training or education to people about what is available before they need it.
3. It may be helpful to develop more ways for neighbors to help neighbors.
A key suggestion that came out of the focus groups was that of developing more opportunities for neighbors to help neighbors, or “people helping people”. The idea behind this is that sometimes older adults may be wary of allowing staff from the City or nonprofit organizations into their homes and lives, but they may be more welcoming of help, connections to services, or information about programs and services that are available if these are coming from a neighbor or friend in a less formal capacity. Participants suggested that Home Owners Association leaders could be trained in how to informally “check on” residents and provide them with information about services they might need. Another suggestion was that, in many condominium complexes, there are “condo cops” – people who are very aware of what is happening in the complex and are interested in making sure everything is going well. The suggestion was that some of these individuals may be great candidates for becoming “condo helpers”, keeping an eye out for people who may need some help, and connecting those people with programs and services. Many focus group participants noted that some of the things they struggle with, or have seen other older adults struggle with, are isolation, fear of losing the ability to get out into the community, and possibly not being safe within their own home (i.e., because of losing the ability to cook safely), and that a “neighbors helping neighbors” program or training could help with these issues.

4. Sidewalks continue to need more improvement.
In the focus groups, several participants noted that, while West Hollywood is a walkable City, some sidewalks continue to need improvement. The improvements suggested ranged from uneven and buckled sidewalks that are hard for older adults to see to problems with bicycles and skateboarders on the sidewalks. Others noted areas in which lighting on the sidewalks is poor, per the discussion at the focus group.

It is important to note that in discussions on the same topic with City staff, key division leaders stated that the older City infrastructure, such as the sidewalks, were constructed pre-cityhood. As it is possible, the City updates the older sidewalk infrastructure by widening sidewalk access. Also, as cited in the AIP Strategic Plan, older adults live in a city with some steep topography.

5. Housing continues to be a very big concern.
Finally, the issue of housing came up repeatedly in focus groups. Older adults expressed concerns that development and increasing rents and taxes are going to push them out of their homes. Some were concerned about the safety of their home, condo or apartment, while others were concerned about their ability to continue to manage being in their home as their mobility declines. Participants noted that this is a large and complex issue, and an issue of growing concern for them.
RESULTS SECTION 6: SUSTAINABILITY

To ensure sustainability of the Initiative in Years 2-5, the City has implemented several key steps.

First, as discussed previously, the City has incorporated requirements in its social services Request for Proposal that organizations specifically work to meet the needs of older adults in their programs and services. This ensures ongoing attention to the needs of older adults within these funded projects for the next three years of this funding cycle. Additionally, it is anticipated that this requirement will be in the next round of social service funding (in 2019) and that it will be incorporated into other City RFPs and contracts as those renew.

Second, the City has successfully extended additional requests to 20+ City-funded social service agency programs for their partnership to distribute older adult surveys on their experiences with the age-friendliness of West Hollywood. This effort will provide data to ensure that contracted organizations are collecting data that will inform the evaluation of the Initiative in upcoming years and, equally importantly, that organizations are collecting data that will inform their own success and challenges in meeting the needs of older adults they serve.

Third, the Initiative has developed a detailed implementation plan that extends through Years 2-5. This Implementation plan was created in collaboration and with the support of City staff, which has served to increase the awareness and buy-in of City staff for the Initiative. This buy-in will continue to be leveraged in upcoming years by providing staff with ongoing communication about the goals, successes, and challenges of the Initiative, and opportunities for staff to continue to engage with the Initiative by holding cross department meetings and briefings about the Initiative, supporting increased collaboration between different program areas, and sharing evaluation findings across the City staff.

Next Steps

The evaluation will reach out to these focus group participants to conduct another round of focus groups with them, likely in the winter of 2018, to explore whether they have seen any changes in the City’s programs and services, and other activities related to the Initiative. Additional focus groups will be held with older adults who were not participants in the first round of focus groups. For at least two of these focus groups, the evaluation will work to recruit people who have very limited engagement with City programs and services, to explore some of the dynamics that were uncovered in the first round of focus groups.
ADDITIONAL RESULTS: A NOTE ON PROGRESS TOWARD COLLECTIVE IMPACT GOALS

Among the key activities in this first year of the project is work to advance the collective impact framework and strategy of the project, including strengthening and solidifying the role of the City as the “backbone” organization of the AIP Initiative, improving communication between agencies across the City, moving toward a shared vision for West Hollywood as an age-friendly city, and moving toward shared measurement of progress toward becoming age-friendly.

To that end, this report has highlighted many of the successes in the first year of work. Awareness of the Initiative and the City’s role in it have increased across the board. Discussions among and between City staff and members of West Hollywood Boards and Commissions have increased. Early indications are that there is increased awareness of how each type of programming across the City contributes to the overall goals of moving West Hollywood toward being more age-friendly.

The City as the backbone organization seems to be functioning well, with good progress on the implementation plan, evidence of strong communication by the backbone organization to partners, and a growing sense of collaboration across City staff and members of West Hollywood Boards and Commissions.

The responsiveness to new City-initiated requirements – that organizations be more attentive to the needs of older adults – of nonprofit organizations that submitted proposals to the City in response to the Social Services RFP in 2016 demonstrates a growing sense for a shared vision for how programs and services can be supportive of and responsive to these needs.

Importantly, the implementation of a new data collection requirement in City contracts shows progress toward shared measurement.

The work of Years 2-5 will be to continue to strengthen the Initiative in these areas and move more organizations toward even more concrete changes in how they serve older adults.
EVALUATION PLAN FOR YEARS 2 AND BEYOND

Additionally, in Years 2-5, the Initiative will need to continue to build awareness of the Initiative, but also begin to move more programs to address the needs of older adults. This will begin with using new data the City is collecting to help hone in more closely on the what the needs of older adults are, and how best to meet these needs.

As the Initiative evolves and grows in Years 2-5, the evaluation will continue to collect some of the same data, but will add new data collection efforts to mirror the expanding work of the Initiative, and capture additional accomplishments, challenges, and lessons learned.

Specifically, the evaluation will implement the following:

1. Continued tracking of activities and progress made on the implementation plan
2. Older adult surveys in May 2018, 2019, 2020, 2021
3. Surveys of City staff in May 2018, 2019, 2020, 2021
5. Interviews with a bigger group of older adults in 2018 and 2020
6. Analyses of data generated from new evaluation requirements in City contracts
7. Analyses of additional measures to be collected by new and expanded programs in Years 2 and beyond
8. Close tracking and analyses of process and outcome measures within several key programs across program areas, in alignment with priorities in the implementation plan
9. Analyses of community level measures in Years 3-5

These data collection methods and analyses will allow for continued and expanded evaluation of the Initiative, resulting in annual reports and a final report that will assess outcomes across the five years.
APPENDIX A: IMPLEMENTATION PLAN—See Separate Document