



# CITY OF WEST HOLLYWOOD INNOVATIONS

ANNUAL REPORT 2015

**weho<sup>X</sup>**  
Innovation & Technology



City of West Hollywood  
California 1984



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# Introduction

As West Hollywood celebrates 30 years of cityhood, this inaugural City of West Hollywood Innovations Annual Report examines the City's recent civic innovation programs and introduces new initiatives to enhance citizen satisfaction and engagement, increase government efficiency and transparency, and promote the City's innovation economy.



WeHo City, Brett White

## West Hollywood is The Creative City - innovation is in our DNA.

Twenty-first century technologies are transforming civic life in substantial ways. Cities all over the world are embracing new and emerging digital and technological solutions to solve problems ranging from parking to homelessness.

The City of West Hollywood remains committed to the highest level of innovation in government. We strive to establish the most efficient and forward-thinking system of transparency, public participation, accessibility, and communication by utilizing emerging technologies, expanding upon existing tech-oriented infrastructure, and working together with our City's innovation community and business leaders. Embracing new technologies and infrastructure models will strengthen local democracy, promote efficiency and effectiveness in government, and promote the local economy.

In this spirit, the City of West Hollywood launched WeHoX, a civic innovation program to apply innovative, collaborative thinking to civic challenges both inside and outside City Hall. By bridging the public and private sectors, WeHoX looks to the cutting-edge industries and entrepreneurs operating in the City to find innovative solutions that will make West Hollywood a better place to live, work, and play.

This inaugural City of West Hollywood Innovations Annual Report is the result of several months of meetings, discussions, surveys and research by the WeHoX team. It is a collaboration between city staff, local agencies, private sector technology and innovation businesses, consultants, and passionate residents who want to enhance West Hollywood's creative approach to delivering city services.

This report examines the City's recent civic innovation programs and introduces new initiatives to enhance citizen satisfaction and engagement, increase government

efficiency and transparency, and promote the City's innovation economy. The solutions propose a series of innovative recommendations inspired by best practices from other cities, the private sector, and the WeHoX brain trust, including infrastructure upgrades and new technologies that will help to attract digital, media, and technology businesses to the City.

With over 40 proposed initiatives and nearly 100 ideas for implementation in five key areas (Transportation, Pedestrian Safety, and Parking; Recreation, Health and Wellness; Civic Engagement and Public Participation; Partnerships, Efficiency and Transparency in Government; and Supporting the Innovation Economy), the recommendations in this report offer a multi-year roadmap for civic innovation. WeHoX suggests that these initiatives be incorporated into departmental work plans in conjunction with the City's two-year budget cycle, so as to allow departments the opportunity to identify priorities and funding resources in consultation with the City Council. We are proud to acknowledge that at the time of publication, City departments were already independently embarking on several of the initiatives recommended by the WeHoX team – a tribute to West Hollywood's culture of innovation at City Hall.

We invite you to learn more about West Hollywood's WeHoX civic innovation program by reading this report and sharing it with your colleagues – we hope it offers you exciting opportunities for innovation that can be replicated in your own communities. Visit [www.wehox.org](http://www.wehox.org) to share your thoughts on civic innovation projects WeHoX is tracking worldwide and share your feedback with our growing civic innovation community.

**Francisco J. Contreras, AICP**  
**Innovation and Strategic Initiatives Manager**  
**City of West Hollywood**

## About WeHoX

In the fall of 2014, the City of West Hollywood launched WeHoX, the City's first comprehensive civic innovations program, to explore the merging of technology and innovation with civic purposes for government transformation. Building on a history of innovation within the City of West Hollywood, WeHoX created a series of four Innovation Salons with private sector technology, innovation, business, and communications leaders, as well as City staff. These public community events focused on exploring specific themes and challenges driving civic innovation in West Hollywood. The team's recommendations, the comments and ideas from the WeHoX salons, and the work of City staff and consultants culminate in this first City of West Hollywood Innovations Annual Report. What follows proposes a broad range of programs and projects, and sets goals for the City's innovation initiatives in 2015 and beyond.

## Proposed initiatives



### Transportation, Pedestrian Safety, and Parking

- Launch WeHo Vision Zero Campaign
- Increase number of shared bicycles per capita
- Increase number of shared vehicles per capita, reducing overall traffic volume
- Increase number of EV charging stations within the City
- Provide real-time public transit service information to the public
- Introduce WalkWeHo, an interactive city-wide wayfinding system
- Beautify crosswalks and sidewalks
- Introduce Smart Street Furniture within the City's public right-of-way
- Redesign parking signs across the City to be more user friendly and help motorists
- Introduce and publicize smart parking technologies throughout the City
- Explore new forms of shared alternative transportation platforms
- Explore creating new on-street parking options for shared transportation



### Recreation, Health, and Wellness

- Implement robust Aging in Place Strategy
- Provide digital training for Generation WH
- Develop WeHo Senior Stories program
- Enhance WeHo Wellness with data and mapping
- Catalogue, share publicly, and understand the benefits of the City's Sustainability assets
- Launch FitWeHo - The Fittest City in the Country campaign
- Establish WeHo League of Mixologists
- Develop Smart Homes Pilot Program

## Civic Engagement and Public Participation

- Increase voter participation in municipal elections
- Establish WeHo Volunteer Corps
- Expand city services through West Hollywood smartphone app
- Integrate crowdsourcing tools for emergency situations
- Take City Hall meetings outside of City Hall
- Introduce "Live Chat" on WeHo.org
- Encourage creative use of public spaces

## Partnerships, Efficiency and Transparency in Government

- Create West Hollywood Innovation Fund
- Create new ways to provide professional development for employees
- Introduce WeHo Wi-Fi
- Improve employee work processes through technology and collaboration
- Improve West Hollywood Open Data platform and data accessibility
- Create an official citywide privacy policy to protect confidential citizen data
- Improve recruitment, onboarding, and retention of new employees using technology
- Establish cohesive branding and visual representation of City offerings

## Supporting the Innovation Economy

- Build WeHo Fiber utility
- Create a "Launched in WeHo" initiative
- Establish an Innovation Lab at West Hollywood Library
- Create a Tourism and Hospitality Incubator
- Partner with educational and vocational organizations
- Develop "Business in a Box" toolkit for new West Hollywood businesses
- Introduce "Business Concierge" service at City Hall
- Promote and celebrate West Hollywood's innovation economy through events and awards

## Special thanks

WeHoX would like to thank:

### **West Hollywood City Council Members:**

Mayor Lindsey P. Horvath

Mayor Pro Tempore Lauren Meister

John D'Amico

John J. Duran

John Heilman

### **West Hollywood City Manager**

Paul Arevalo

### **Innovations Catalyst Group members:**

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Digital Media Coordinator

### **Consultants:**

New Economy Campaigns

Compiler.LA

Cynthia Tan Design

### **All WeHoX Team members and participants**

# Part 1

## Why innovate? Challenges and opportunities in West Hollywood

The City of West Hollywood Innovations Annual Report is the first product of the WeHoX process, launched by the City to encourage new levels of civic innovation that benefit all stakeholders.

The City of West Hollywood has been developing innovations in civic technology and citizen engagement for over 30 years. Understanding the history of innovation in the City, from its founding to today, is important context for our work going forward. The programs listed in Part 2 demonstrate West Hollywood's significant achievements in deploying innovative programming and pilot projects through 2015. This report links specific recommendations for innovative programs to identified needs for the City, and recommends ways to document the impact of existing innovations.

As with all City initiatives, the WeHoX team structured this report and the WeHoX process to support the City's General Plan Goals and Policies and Vision 2020 Strategic Plan.

#### **West Hollywood General Plan Principles:**

- Ensure that the community is active and engaged
- Maintain transparency and integrity
- Provide excellent customer service
- Maintain a diverse and resilient economy
- Maintain status in the fashion, arts, and design sector
- Support sustainability
- Maintain and enhance a pedestrian-oriented City
- Create an environmentally and financially sustainable transportation network
- Reduce the City's energy use
- Provide public safety services in a culturally sensitive manner

Sunset Strip, Jonathan Moore



### **Vision 2020 ongoing strategic programs:**

- Promote economic development while maintaining business vitality: Recognize the strength of our diverse business base.
- Upgrade existing building infrastructure: Recognize the need to shore up aging housing and other private improvements, as well as invest in City's aging infrastructure.
- Transportation system improvement: Work to improve vehicular and pedestrian traffic.
- East Side revitalization: Continue to explore opportunities to enhance the East Side.
- Adaptability to future change: Through strategic planning, anticipate and plan for the future to ensure that we are providing relevant programs and policies.
- Institutional integrity: Maintain and enhance government integrity in all City operations.
- Community education: Encourage civic engagement.
- Actively participate in regional issues: Effectively work and partner with our neighboring governmental agencies.
- Support people through social services: Continue and expand social services programs as appropriate to needs and changing demographics
- Value and encourage the broad diversity of cultures, ethnicity, age, and sexual orientation, which uniquely defines the West Hollywood community.
- Collaborative public safety: Promote traditional and non-traditional approaches to public safety; recognizing diversity and community involvement.
- Enhance technology and access for the City and its citizens: Recognize the need to maintain City's technology infrastructure and expand access of resources to our citizens.

- Enhance and expand disability access throughout the City; encourage greater awareness and implementation of access regulations.

### **Community Study:**

In 2013, the City conducted a comprehensive Community Study — one of the most intensive community engagement projects in the City's history. The Community Study updated the City's demographic data and provides information that informs funding priorities for more than \$4.2 million in social services initiatives.

Ninety percent of respondents rated their quality of life as excellent or good, citing pedestrian orientation, central location, safe and quiet neighborhoods, amenities, and well-kept infrastructure.

The extensive 2013 West Hollywood Community Study provides important findings that give context to the work and recommendations of the WeHoX team:

### **Demographics**

- Population, number of households, and average household size have all decreased in West Hollywood.
- More young adults and more elderly are living in the City than in previous years. The proportion of men, young adults, and seniors over age 80 increased, while the proportion of women, children, and seniors age 65 to 79 decreased.
- West Hollywood has a higher rate of same-sex couples than most other communities in the State of California.
- The proportion of the population that identifies as white alone has steadily decreased, while the proportions of those which identify as Asian and Hispanic/Latino increased.



Art on the outside Peter Shire Exhibition, Brett White

- The percentage of immigrants from countries of the former Soviet Union has decreased.
- The last decade saw a small increase in the number of people and families living in poverty.
- The population is highly educated relative to the rest of the County.
- West Hollywood remains a hub of lesbian, gay, bisexual and transgender (LGBT) culture and a tourist destination for gay and bisexual men around the globe.

### Health Conditions

- In West Hollywood, the cumulative number of people living with HIV and the cumulative number of people living with AIDS continues to increase.
- The number of AIDS diagnoses per year and the number of deaths attributed to AIDS continues to decrease.
- The estimated number of residents living with a serious emotional disturbance or serious mental illness was 2,628 for West Hollywood in 2007, 8% of the total population.
- The prevalence of cigarette smokers was higher in

West Hollywood than in the County as a whole.

- West Hollywood ranked near the top of cities and communities in Los Angeles County for motor vehicle collisions involving alcohol and alcohol-related death rates.

### Social Services

- The City's financial support is most important for these social services:
  1. Neighborhood crime prevention programs
  2. Parks and recreation programs
  3. HIV prevention and education
  4. Low-cost transportation services, including taxi coupons, Cityline Shuttle, and Dial-a-Ride
- Most important social services needs include:
  1. Senior services and disabled services/programs
  2. Counseling/emotional support
  3. HIV prevention and education
  4. Medical services
  5. Legal services

- Health issues that most affect households include:
  1. HIV/AIDS
  2. Hearing or sight impairment
  3. Medical disability
  4. Mobility impairment
  5. Mental or emotional disability
  6. Learning disability

### **Communication and Resources**

- 66% had received/read information mailed to their home about City meetings or events and 61% visited the City's website in the past 12 months.
- 82% are very or somewhat satisfied with the City's efforts to communicate with residents.
- Community-wide, survey participants prefer to receive information mailed to their home (52%) and via e-mail (46%).

### **Quality of Life**

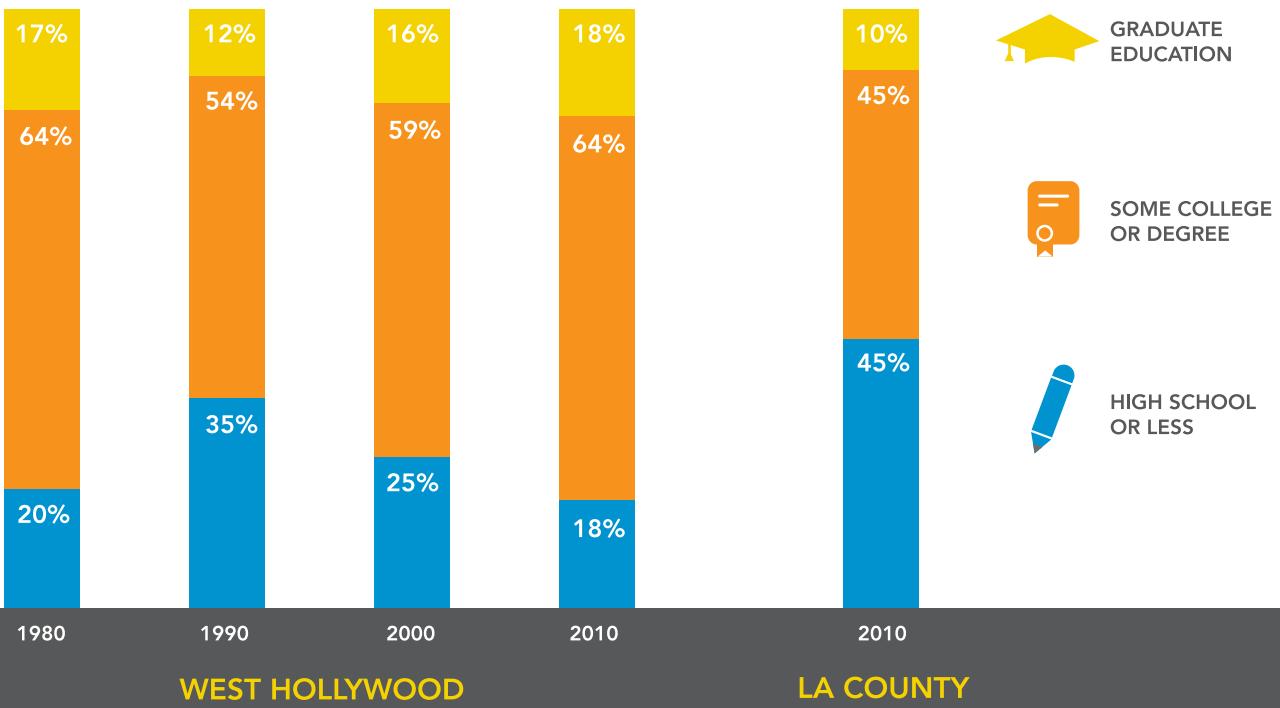
- 90% of participants rated their quality of life as excellent or good.
- Participants like the following qualities of West Hollywood most: pedestrian-oriented, centrally located, safe and quiet, near amenities, and clean and well-kept.
- Participants like the following qualities least: traffic and circulation problems, lack of parking, and homelessness.
- 82% feel very or somewhat safe in their neighborhood.

Unless otherwise indicated, all statistics and findings included in this section are from the 2013 West Hollywood Community Survey.

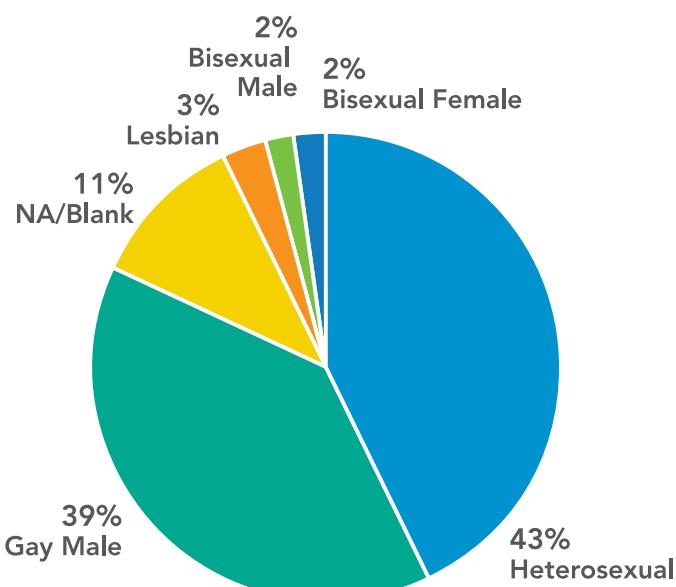
Throughout our work and in this report, we've found it useful to group information under the following content areas, which have emerged historically as important areas of focus for West Hollywood. We derived these topic areas through examining the West Hollywood General Plan, Vision 2020 Strategic Plan, and 2013 West Hollywood Community Study in consultation with stakeholders and WeHoX team members. They include:

-  **Transportation, Pedestrian Safety, and Parking**
-  **Recreation, Health, and Wellness**
-  **Civic Engagement and Public Participation**
-  **Partnerships, Efficiency and Transparency in Government**
-  **Supporting the Innovation Economy**

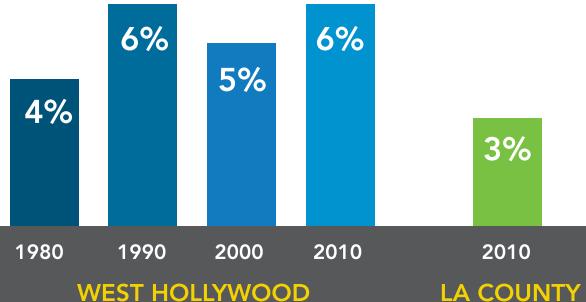
## EDUCATIONAL ATTAINMENT



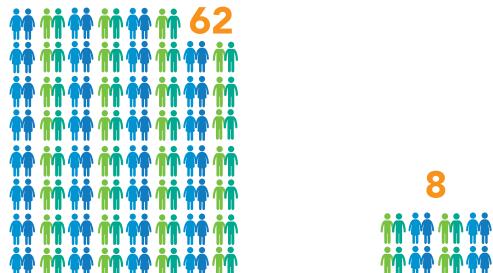
## SELF-IDENTIFIED SEXUAL ORIENTATION



## PERCENT OF POPULATION OVER AGE 80



## SAME-SEX COUPLES PER 1000 HOUSEHOLDS





## Transportation, Pedestrian Safety, and Parking

Among small cities, West Hollywood is a leader of transportation innovation. The City's walkability and compact size allows for residents to fulfill many of their needs without getting into their cars - a blessing in the congested Los Angeles region. In 2013, the City was voted "The Most Walkable City in California" by Walk Score, a service that helps promote walkable neighborhoods across the country. The City was ranked higher than San Francisco, Los Angeles and San Diego. In April 2015, the City was awarded the California Association for Coordinated Transportation's (CalACT) 2015 Leadership Award for its vision and leadership in public transit.

Nevertheless, the City faces challenges with traffic, parking, and pedestrian safety. Nearly 75% of West Hollywood's working residents drive alone to work. The City has several major east-west roadways, including Santa Monica Boulevard, Sunset Boulevard, Beverly Boulevard, Fountain Avenue, and Melrose Avenue. These streets carry a

significant volume of traffic through the City to reach points east and west. The most severe traffic congestion problems occur during commuting hours, which bring local and pass-through regional traffic to West Hollywood. Tourism and nightlife also attract high volumes of traffic to West Hollywood on nights and weekends, times when streets in many other cities are quiet. Not unlike other dense urban communities, West Hollywood experiences pedestrian accidents at its busy city crosswalks, and the City has rates of alcohol-related vehicular incidents that are higher than those of neighboring communities, offering opportunities for improvement.

The City has higher rates of public transit use and households without cars than the County, but residents still want more information on transit times and more access to transit, as well as more support for biking and walkability. Parking and traffic are frequently cited as concerns by residents.





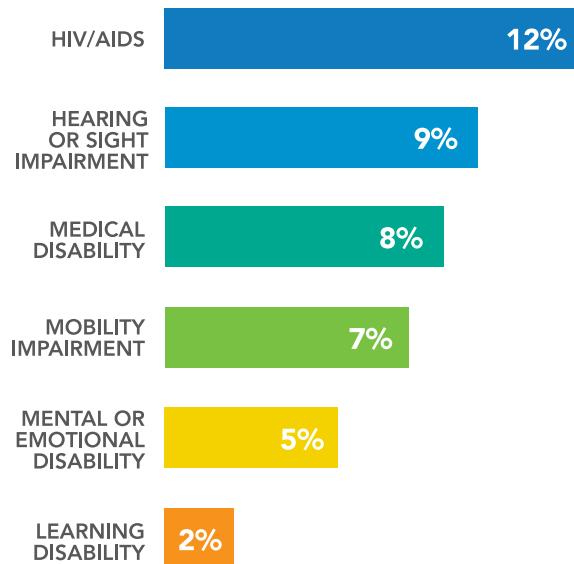
## Recreation, Health, and Wellness

West Hollywood consistently ranks high in assessment of quality of life for residents. City residents live longer and have lower rates of chronic diseases than residents of L.A. County as a whole.

Today, 12% of households in the City have a person living with HIV/AIDS. West Hollywood continues to have a higher percentage of community members living with HIV and AIDS than other cities in the region, and the City has a higher rate of alcohol-related deaths than neighboring cities. The dynamic nightlife that makes West Hollywood a global destination can have negative as well as positive impacts for its residents.

Residents want more opportunities for public recreation and healthy activities. Residents' requests include senior services and counseling and emotional support services.

### HOUSEHOLD HEALTH ISSUES



Source: City of West Hollywood Community Study, April 2013



## Civic Engagement and Public Participation

West Hollywood is a civic leader in using technology and social media to communicate with residents. Respondents indicated a high likelihood of visiting the City's website and receiving city communications, and were interested in more use of technology and innovation to facilitate public participation and city services.

Respondents would welcome more ways to engage with other residents and community events. Residents are interested in more ways to learn about city initiatives and services, including more social media engagement.

### SOCIAL MEDIA GROWTH IN 2014



Source: City of West Hollywood, Public Information Office, September 2014

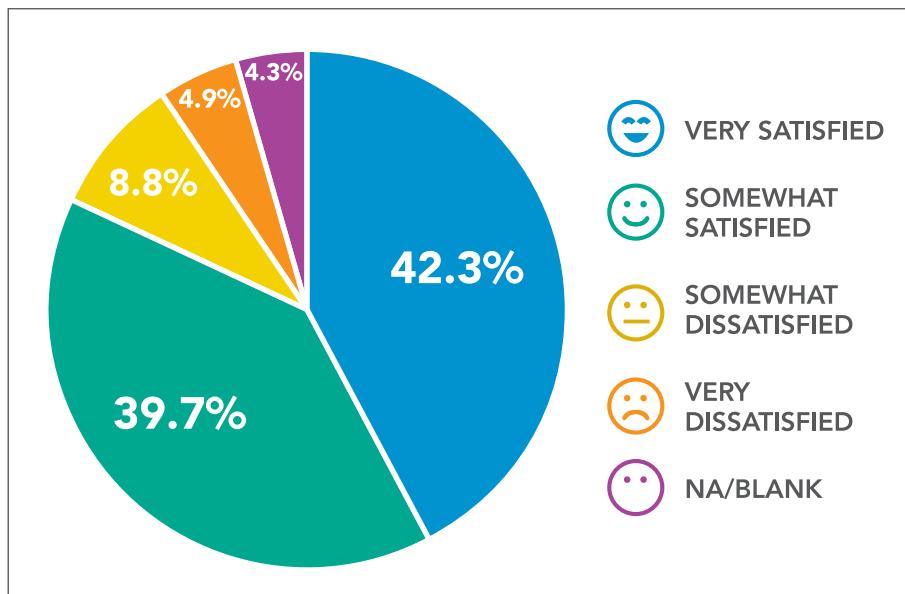


# Partnerships, Efficiency, and Transparency in Government

Government functions best when it is accountable to its constituents and transparent in its actions. While California has some of the strongest "sunshine" laws in the country, West Hollywood is constantly striving to provide the best possible service for its residents at the lowest

possible cost, balancing fiscal responsibility with meeting community needs. This report is designed to uncover new opportunities for technology to make the City even more efficient, accountable, and transparent.

## PARTICIPANT SATISFACTION WITH CITY COMMUNICATION EFFORTS



Source: City of West Hollywood Community Study, April 2013



## Supporting the Innovation Economy

The City's economy and its local businesses are essential to its health and ability to provide excellent service. As the economic drivers of the Southern California economy are evolving, the City's core principles direct its operations to support sustainable, high-quality jobs and businesses. This report examines opportunities to further enhance the services the City provides to support business formation

and retention, including the City's digital, hospitality, lifestyle, tech, media, fashion, entertainment, and design industries (the City's Innovation Economy).



## Part 2

# West Hollywood Innovations: A History of Civic Creativity

West Hollywood is The Creative City—innovation is in our DNA. Despite its small geography, West Hollywood has become one of the most influential small cities in the nation. The progressive spirit of the City is evident in its many groundbreaking accomplishments during the 30 years since it established Cityhood in 1984.



Pride Parade, Joshua Barash

In 1984, the first West Hollywood City Council established West Hollywood as the first City in the nation to have a majority openly gay governing body. This was a landmark development in LGBT rights globally and in the United States.

The ordinances adopted by the West Hollywood City Council within the first year of Cityhood included landmark legislation such as the City's Rent Stabilization Ordinance (which, upon its adoption was one of the strictest rent control laws in the country); an ordinance prohibiting discrimination against people with HIV and AIDS; a Domestic Partnership Ordinance; and an ordinance prohibiting discrimination in employment based on sexual orientation. Today, many of the City's landmark ordinances have been duplicated and have become mainstream policies nationally and globally.

In 1985, the City Council established its Social Services program to provide much-needed services to residents. Over its history, the City has provided

millions of dollars in grants to fund programs for people in need. Today, the City's Social Services Division budgets approximately \$5 million per year in funding to support to programs that impact thousands of people in West Hollywood; City residents live longer and have lower rates of chronic diseases than residents of L.A. County as a whole.

The City of West Hollywood was one of the first government entities to provide social services grants to local AIDS and HIV organizations. The City sponsored one of the first AIDS awareness campaigns in the country in October 1985 and the City's response to the AIDS crisis has been recognized as a model for other cities, nationally and globally. The City has been one of the most outspoken advocates for the legal rights of LGBT people. In 1985, the City of West Hollywood was one of the first cities in the country to adopt a Domestic Partnership Ordinance.

In October 2014, the City marked an exciting milestone as the City Clerk's office at West Hollywood City Hall

filed its 10,000th couple as registered Domestic Partners. The City also created the nation's first municipal Transgender Task Force in 2001; in 2009 this became the City's Transgender Advisory Board.

West Hollywood was one of the first cities in the country to pass a resolution in support of marriage equality, paving the way for same-sex marriage initiatives all over the county. In a monumental moment in U.S. history, the City, in conjunction with the Los Angeles County Register-Recorder Clerk, began to issue marriage licenses and perform civil ceremonies for same-sex couples in June 2008, following the Supreme Court of California ruling on Proposition 8. After a legal stay, in June 2013 the U.S. Supreme Court dismissed an appeal in Hollingsworth v. Perry and the City of West Hollywood launched a marriage celebration. West Hollywood City Councilmembers and City Officials performed hundreds of civil ceremonies.

While blazing a trail on progressive policy issues, the City of West Hollywood has also received high marks for sound general and fiscal management policies. The City, with its diverse revenue base, recovered more quickly from the 2008 recession than most cities in the nation and receives top ratings from agencies such as Standard & Poor's (S&P). During the past five years, the City's revenues have steadily increased and have now surpassed pre-recession revenue levels by 12%. The City has invested in a series of leading-edge Capital Projects, including an automated parking garage and implementation of the West Hollywood Park Master Plan. In 2011, the City celebrated the opening of the new LEED-rated West Hollywood Library to showcase the City's rich intellectual, literary, and cultural diversity. A new Aquatic and Recreation Center is currently in design development.

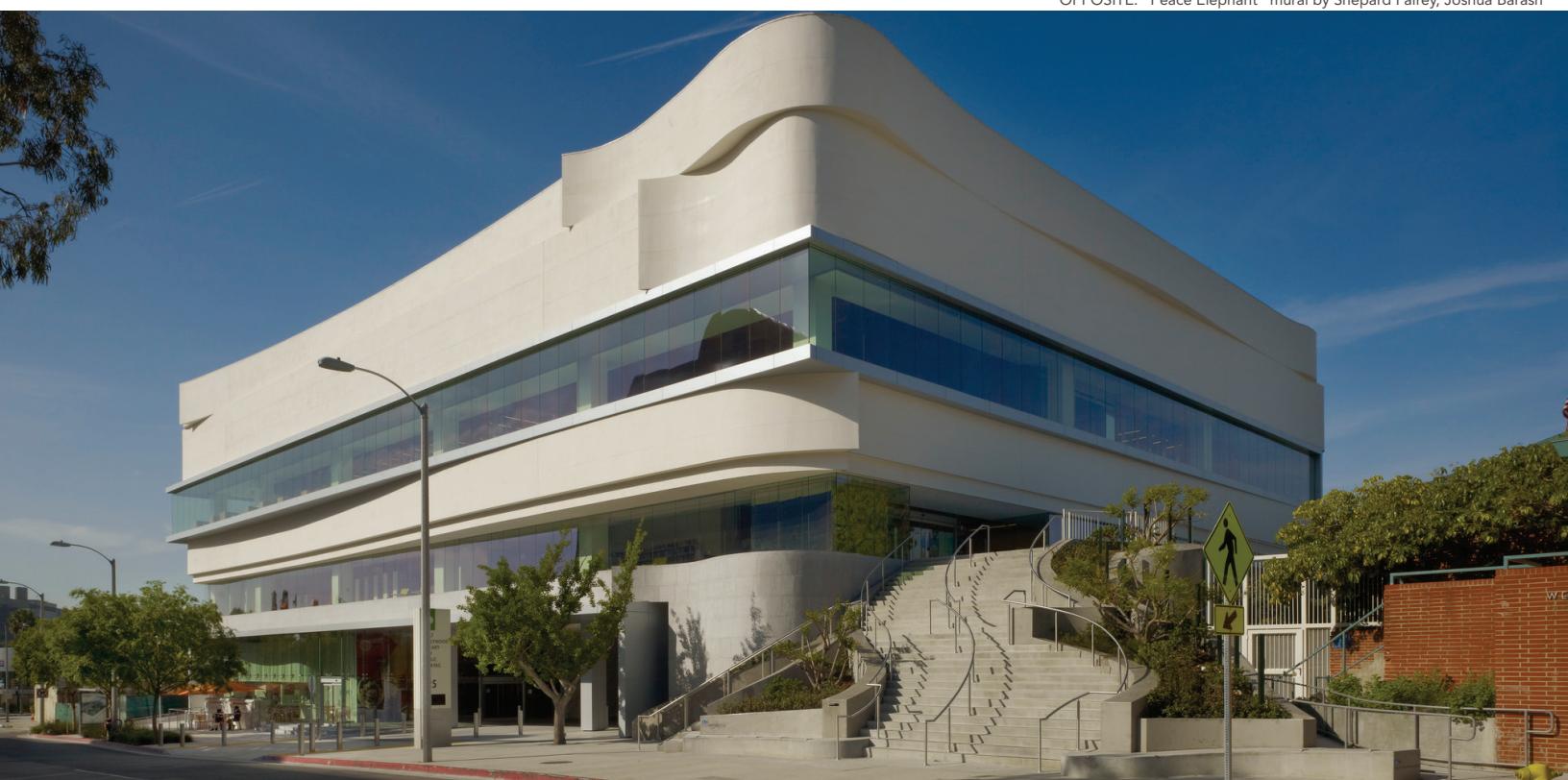
The City is passionate about adopting fresh new ideas and the latest in technological advancement. At West Hollywood City Hall, staff members have formed an Innovation Catalyst Group (ICG), which explores the

During the past 30 years, the City of West Hollywood has demonstrated that it is like no other city in the world. **A strong spirit of community activism and civic pride thrives in the City** and people from all over the globe visit to experience its iconic destinations such as The Sunset Strip and historic Route 66.

development and implementation of groundbreaking civic ideas and technology. The City, through this group, has launched initiatives such as a monthly TEDx lunch series for City Hall staff members and has laid the groundwork for exciting new resources such as a Geographic Information Systems (GIS) initiative, an Open Data initiative, and a new web-based platform for civic engagement.

West Hollywood has a robust history of civic innovation and citizen engagement. A summary of selected past and current programs follows:

BOTTOM: West Hollywood Library, Johnson Favaro  
OPPOSITE: "Peace Elephant" mural by Shepard Fairey, Joshua Barash







# Transportation, Pedestrian Safety, and Parking

**West Hollywood has developed award-winning transportation innovations, making it one of the most walkable and accessible small cities in the country.**

**Public transit and alternative transit**  
The City of West Hollywood operates two transportation systems, the Cityline and The PickUp. The Cityline is West Hollywood's main public transportation system. The shuttle route, from Beverly Blvd. and San Vicente Blvd. to Fountain Ave. and La Brea Ave., generally follows Santa Monica Blvd., deviating from the boulevard to serve the majority of the city's neighborhoods. Shuttles run approximately every 30 minutes, Monday through Sunday from 9:00 a.m. to 6:00 p.m., and are ADA compliant. Cityline has partnered with

NextBus to provide real-time arrival information. The PickUp runs from 8:00 p.m. to 3:00 a.m. on Friday and Saturday nights. Its route runs from Almont Dr. to Fairfax Ave. along Santa Monica Blvd. Shuttles arrive roughly every 15 minutes and stop every two to three blocks. The PickUp, which is intended to provide an alternative to driving and to support West Hollywood nightlife, features music curated by a local DJ and offers a variety of perks, including discounts at local businesses. Additional hours and route extensions are planned in 2015. In addition to patrons of the City's bars and restaurants that the PickUp was designed to serve, it has become a valuable transportation option to hospitality industry workers.

organization OpenPlans, the "share your ideas" map visually (and digitally) linked comments to geographic locations - creating a rich data set of ideas to inform future pedestrian and bike improvements.

## **Employee bike share program**

In 2015, the City launched an Employee Bike Share Pilot Program, "West Hollywood Bikes@Work," that makes bikes available to City of West Hollywood employees on a short-term basis during work hours for traveling to/from satellite parking garages, work-related meetings, and wellness rides. The program is intended to encourage fun, physical activity, and alternative modes of transportation among employees.

## **Walk+Bike WeHo**

Since spring 2013, the City has hosted a series of community meetings, workshops, walking tours and bike rides, to gather input for an update to the City's Pedestrian and Bicycle Mobility Plan. In the summer of 2013, the Community Development Department launched an interactive map of the City for the Plan- asking locals and visitors to post ideas on walking and biking in West Hollywood. Working with the non-profit technology based advocacy

## **Pedestrian safety innovation**

The City launched a comprehensive public safety media campaign in October 2014 including transit-shelter ads located throughout the City and large electronic and traditional billboards on Santa Monica Boulevard, the Sunset Strip, and key gateway locations for West Hollywood. The campaign features three distinct ads that exemplify the civic creativity of our City:





The PickUp, Jonathan Moore

- **Wink, Then Walk** features a handsome shirtless man who is walking and approaching a crosswalk — “Make eye contact with drivers before you cross the street” urges the ad, “what happens next is up to you.”
- **Look, Don’t Like** displays a distracted driver who is thumbing through a social media app while holding a smart phone — “Watch the street, not the screen,” suggests the billboard, “you might like what you see in the crosswalk.”
- **Ride, Don’t Race** displays an attractive young woman racing past the library on a bicycle – “Stop at signs and signals,” the ad reminds cyclist, that they too must obey the rules of the road, “you never know who is around the next corner.”

There are also **Wink/Look/Ride** ads on social media and web-based placements in a variety of online publications as well as on mobile apps. The billboards and ads were produced by the City’s Public Information Division, which contracted with Jim Pietras Creative and Melinda Risolo of DMR Creative Services for the development of the ads. Additional plans are in progress for a bicyclist safety ad, as well.

#### Pedestrian safety spectacular/ PSA

The crosswalk safety video, **Alice in WeHoLand**, was produced by the City’s Public Information Division and conceived by YouTube sensation Todrick Hall. The dance-filled video offers viewers a colorful twist about curbing smartphone use and walking and driving safely. The video features a vibrant cast of characters with drag performers, gym-bunnies, models, go-go boys, and dancers who perform a pulsating choreographed routine in West Hollywood’s iconic

Alice in Weholand, Jon Viscott





# Transportation, Pedestrian Safety, and Parking

Rainbow Crosswalks, as well as other recognizable locations throughout the City.

In April 2015, the City of West Hollywood won a first-place award for Best Government Social Media Campaign at the 2015 Government Social Media Conference & Expo

(GSMCON) in Reno, Nevada. The City was recognized with a Golden Post Award for excellence in its social media efforts to promote pedestrian safety and, specifically, for its Alice in WeHoLand YouTube safety video. To date, the video has received over 1,000,000 views.

## Crosswalk Improvements

West Hollywood's Rainbow Crosswalks at the intersection of Santa Monica and San Vicente Boulevards are the world's first permanent Rainbow Crosswalks. Since their installation in 2012, they have garnered worldwide attention and have become an iconic symbol of hope, pride and acceptance for the LGBT community. Additionally,

Automated Parking Garage Rendering



the City has rolled out measures to improve unsignalized crosswalks along Santa Monica Boulevard. Enhancements included in-street pedestrian crosswalk signage, which are bright neon yellow vertical signs posted at street-center to warn drivers that it is "State Law to Yield to Pedestrians in Crosswalk," and reflective raised pavement markers installed at the leading edge of crosswalks, which help to alert motorists of crosswalk locations and slow traffic.

#### Parking innovation

All parking meters in the City of West Hollywood are smart parking meters that accept payment by credit card. According to the Parking Division, credit card payments make up about 70% of all transactions at smart parking meters.

#### Automated parking garage plan

The City of West Hollywood has awarded a \$2.6 million contract to Unitronics to design, engineer, fabricate, install and maintain a 200-car automated vehicle storage and retrieval system for the West Hollywood City Hall Automated Garage and Community Plaza Project. Automated parking facilities use computer-controlled, motorized vertical lifts and horizontal shuttles to move vehicles from the

arrival level to a remote parking space for storage without human assistance. The driver leaves the vehicle in an area known as the "entry compartment" where sensors determine the size and dimensions of the vehicle. The driver then pulls a ticket or swipes their monthly parking card to activate the storage process. The vehicle then proceeds to the final storage location. Upon retrieval, the driver presents their card or ticket at the parking activation station. The vehicle is automatically retrieved. The driver is then directed by electronic signs to the correct exit compartment to pick up their vehicle. During the retrieval process, the vehicle is rotated so that it is facing forward for ease of exiting the facility. The entire process takes approximately two minutes. The garage is scheduled to open by Winter 2015.

#### Shared public parking valet program

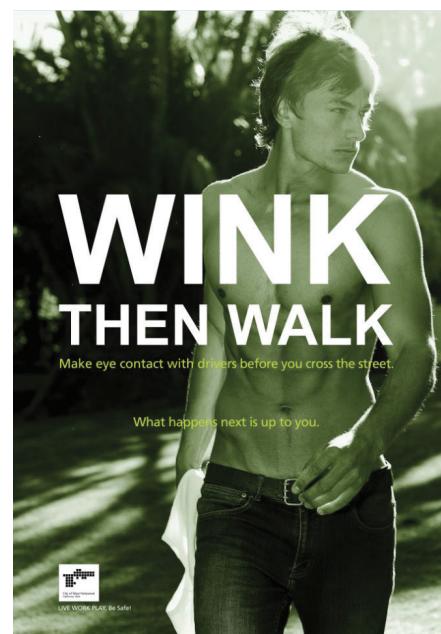
West Hollywood is testing a shared, universal city-wide valet that operates valet stands throughout the city. All transactions are done digitally and customers can have their cars retrieved at a different point than where they dropped off, encouraging walking and greater exploration of local businesses.

#### ParkMe App

The City is testing out services with private provider ParkMe, a mobile application that maps real-time availability of parking spots in both public and private lots.

#### Online parking services

Parking citations can now be paid, contested, and tracked online, improving the customer service experience for community members and improving city staff efficiency.





## Recreation, Health, and Wellness

The population of West Hollywood expects best-in-class health and wellness opportunities, and the City is creating amazing new facilities in response. In addition to health and wellness, the City offers a compassionate response and many services to its residents living with HIV and AIDS. A list of innovative health programs includes:

### West Hollywood Park Aquatic and Recreation Center

Now in Phase II of development, the West Hollywood Park Master Plan includes plans for additional park open space, development of a new aquatic recreation and community center with gymnasium and park support facilities, and children's playground areas, including both a competition pool and a recreational pool planned for the rooftop of the new gym. An AIDS Monument, to be located near the entrance to the West Hollywood Library, is also included in the new development plan.

### Edible Parkway Gardening

The City of West Hollywood encourages residents to plant and get the most from public parkway strips. The parkway strip is the area between the sidewalk and the curb. It is public property and, with the exception of the City's trees, it is a resident's personal responsibility to beautify and maintain. The City has prepared guidelines to help residents to transform their parkways into organic edible gardens.

### Israel-West Hollywood HIV/AIDS Task Force

This Task Force is built on the strategic cooperation agreement

signed by Israeli Prime Minister Benjamin Netanyahu with California Governor Jerry Brown on Wednesday, March 5, 2014, which promotes intergovernmental partnerships between Israel and California. The West Hollywood City Council unanimously agreed to the establishment of the Task Force at its meeting on Monday, July 21, 2014.

### WeHo Cares

Under the banner of "WeHo Cares," the Social Services Division provides social services, health education and information to the community to improve the quality of life for those in need. Services include necessities of life such as food and shelter; AIDS education; preschool education for young children; job placement; legal services; mental health services; and homeless services. Services are provided via contracts with local non-profits and by the city itself. Programs serve seniors, people living with AIDS, gay men, lesbians, families with children, immigrants and people living with disabilities. The

Aquatic and Recreation Center Rendering, LPA Inc.





LEFT: Jonathan Moore; RIGHT: Edible Parkway, Jonathan Moore

staff oversees social service contracts totaling over \$3 million annually by performing program and financial audits, contract management and administrative support. Staff provides crisis intervention and information, and referral to constituents who call or walk in to City Hall.

#### WeHoLife

WeHoLife ([weholife.org](http://weholife.org)) is a partnership of the City of West Hollywood, local businesses, community organizations and residents dedicated to providing information and opportunities for individuals to learn, support and encourage healthy living with an emphasis on HIV and substance abuse prevention. WeHoLife, funded by the City of West Hollywood, sponsors a condom distribution program with local businesses.

#### ActiveNet

Online registration for parks & recreation classes and activities through the ActiveNet Programming platform has cut down on paperwork and streamlined registration processes.

#### Let's' Move!

West Hollywood was among the first cities in California to join Let's Move! Created by First Lady Michelle Obama, this nationwide program aims to give communities simple tools to help kids be more active and eat healthier. West Hollywood has expanded on this empowering idea and invited all residents to join Let's Move!

#### Well West Hollywood

The Parks Route Walking Path is a project of the City's "Well West Hollywood" program to improve health and well being through physical activity, better nutrition, and sound public policy

The 2.5 mile-long walking path runs between West Hollywood Park and Plummer Park. The round trip is five miles or 10,000 steps. A published brochure available on the City's website provides a map, points of interest, and information on how to start a walking fitness program

#### Senior Health Fair

The Senior Health Fair, held every May and now in its 14th year, features demonstrations, free health screenings, and information from a variety of community organizations. This is part of West Hollywood's annual series of events to engage its thriving population of older community members. The tradition is rooted in President John F. Kennedy's national designation of "Senior Citizens Month" in 1963; in 1980 President Jimmy Carter renamed it "Older Americans Month."



# Civic Engagement and Public Participation

**With a “wired” population, West Hollywood consistently reaches out to its residents and stakeholders in new and tech-driven ways, bringing as much of its population as possible into civic life.**

## WeHo.org

2014 ushered in a new era for the City’s website (weho.org) as the City spent its first year working with a completely revamped content management system for the website. The City added and trained several staff members as administrative users which has increased the speed and accuracy web content. The City also launched a completely revamped mobile website to better serve the ever-increasing number of mobile users who visit the site. In addition, the final weeks of 2014 saw an upgrade to the hardware that serves the website which has created a noticeable speed increase for both the City’s main site and its mobile site. WeHo.org had over 1,900,000 pageviews during 2014 from 186 different countries with 32% of that traffic coming in through mobile devices.

## WeHo social media

The City’s growth and reach in social media was significant during 2014. The City’s Facebook fans increased by 58%; Twitter followers by 53%; and Instagram followers by 62%. Twitter offers the City the widest reach of

the three main platforms, and in 2014 almost two million people viewed City tweets. The City was awarded first place for Best Social Media Campaign at this year’s Government Social Media Conference + Expo (GSMCON) for its “Alice in WehoLand” YouTube public safety video, which debuted in October 2014. Other highlights and awards include:

- CAPIO 2012 Award of Merit - New Media
- Highest Ranked Internet Strategy - L.A. County Cities
- Highest Ranked Internet Strategy - California Contract City Association Member Cities
- CAPIO 2011 Award of Excellence for the City’s New Media Strategy
- CAPIO 2011 Award of Distinction
- 2010 Web Marketing Association’s Web Award for Outstanding Achievement in Web Development as the Best Government Website
- 2010 MarCom Honorable Mention
- 2010 W3 Silver Award

## EngageWeHo

Launched in 2014, EngageWeHo (engageweho.org), a Mindmixer platform, is an online town hall forum

where citizens have a space to share ideas, and community leaders a resource to gain ideas and input. It allows anyone to contribute from anywhere with an internet connection, increasing participation in the City’s planning process by eliminating time and location constraints.

## WeHoTV

WeHoTV provides access to the City government and also produces and presents programs providing information, cultural presentations, and other programming available to the public for viewing on television or live streaming online. This includes programming in support of the diverse population of West Hollywood.

## Neighborland.com

As part of the “Eastside Community Plan” community-based strategy, the City employed web platform Neighborland ([www.neighborland.com/wehoeastside](http://www.neighborland.com/wehoeastside)) to provide information to, and gather feedback from, community members about the future of West Hollywood’s Eastside. The Neighborland site is designed as an interactive resource that inspires



One City One Pride, Tony Coelho

people to share ideas and engage in conversations with neighbors about visions for the future of the Eastside neighborhood. Community members can also post ideas through text and social media apps.

#### One City One Pride Map

Telling stories with mapping technology, the 2014 One City One Pride LGBTQ Arts Festival presented information in interactive "Story Map" form ([www.weho.org/pridemap](http://www.weho.org/pridemap)). It listed all city-sponsored arts and cultural programming with media-rich mapping technology.

#### Urban Art Program

Established in 1987, this program is committed to promoting interest in the arts and adding vibrancy to West Hollywood's urban fabric. In 2001, the City of West Hollywood adopted a revised Urban Art Ordinance that

requires developments of most real estate projects greater than \$200,000 to place art on-site equal in value to 1% of the project cost, or to contribute an equal amount into the City's Public Art and Beautification Fund.

#### W|H Cityscape

Over summer 2013, the Community Development Department sent out the first edition of W|H Cityscape. The digital bulletin focuses on West Hollywood's built environment, highlights opportunities for community participation in the planning process, provides updates on planning policies, major development projects, building and permitting trends, and technology improvements within the department, as well as trends in the field of development, planning, and design. The department is currently exploring new ways to reach the community with digital bulletins.

WITHIN THE FIRST 5 MONTHS OF LAUNCH,  
ENGAGEWEHO HAD:

**2,738**  
UNIQUE VISITORS

**10,494**  
PAGE VIEWS

**504**  
INTERACTIONS

THE TOP 5 TOPICS ON  
ENGAGEWEHO WERE:

- 1 Walking WeHo
- 2 Aging in place
- 3 Proposed crosswalks and traffic flow changes on Santa Monica Boulevard
- 4 Housing in West Hollywood
- 5 Off-leash dog park and/or dog run

Source: City of West Hollywood, Department of Public Information, March 2015



# Partnerships, Efficiency and Transparency in Local Government

The City is always exploring new ways to enhance and improve services and increase the efficiency of its staff, in order to provide excellent customer service.

## Going Paperless

The City of West Hollywood has already started the transition to paperless forms and electronic signatures, resulting in countless hours of time and resources saved by City employees. Some grant forms, public record requests, permitting/registration, and payment services can now be accessed online by the public. The city is working towards making all permitting possible online. Internally, employee/commissioner forms, payroll, and human resources assets have been digitized and made available through WeHoDocs, an internal document archive. Utility meters can be read by satellite/cell,

message boards and facilities can be remotely accessed, and procurement and maintenance request are tracked through digital platforms. Staff reports, meeting agendas and minutes for City Council, Commissions and Boards are provided digitally for greater access by the community.

## Open Data Portal/Open Budget

In an effort to make the City's data easier to understand and use by the citizenry, the City of West Hollywood has created this portal to allow constituents to easily obtain transit, budget and spending information using a storyboard view. The City is also exploring instituting data

collection requirements (open APIs) in all RFPs going forward, and working towards greater uniformity of data collection and naming convention across City departments.

## Innovations Catalyst Group

The Innovation Catalyst Group (ICG) was created to provide City staff at all levels of the organization with an avenue through which innovative ideas could be explored and developed. The ICG is a funnel for innovation at City Hall used to capture and sift through ideas and to review and prioritize projects and pilot programs. The ICG is comprised of the City's Innovation and Strategic Initiatives Manager, Information Technology Manager, and key representatives from the City Manager Office, Arts and Economic Development Division, Community Development Department, and Communications Division. The ICG provides several services including:

- Clearinghouse — ICG collects and analyzes innovative trends within the organization and serves as an advisory board to executive staff regarding potential opportunities.

City Council Meeting, Jon Viscott





West Hollywood City Hall, Jonathan Moore

- Brainstorming sessions — sharing ideas with staff and learning what ideas are being generated by individual departments.
- An Innovations Blog that explores what other cities and organizations in non-governmental sectors around the world are doing to spur innovation.
- Technical Assistance — helping staff with innovative ideas who don't know how to get started.

#### **TEDxCityofWestHollywood**

A monthly series where City Hall employees come together to watch TED Talks and engage in discussions about global issues, technology, design, and innovation.

#### **WeHoU**

Employees established West Hollywood University ("WeHoU") as an institutional educational program with the goal to offer a wide variety of lifelong learning and continuing education programs, designed to meet the needs of WeHo employees by WeHo employees.

#### **TRAKiT**

TRAKiT, a new state-of-the-art permitting system, was launched by the Community Development Department in 2014. The new system streamlines planning and building permit application processing times.

#### **InfoMap**

A real time mapping resource for information about development and construction projects that are happening in West Hollywood.  
(Accessible through [www.weho.org](http://www.weho.org))



## Supporting the Innovation Economy

The City appreciates the diverse mix of businesses located within its boundaries and continues to seek new business formation and relocation to increase the number of technology and high-value job providers locating within its borders.

### Shared Economy Task Force

Formed in February 2014 by the City Council, this task force was charged with assisting in the review of policies and impacts regarding shared economy businesses operating in the City of West Hollywood.

### West Hollywood Design District

Established in 1996, West Hollywood Design District ([www.westhollywooddesigndistrict.com](http://www.westhollywooddesigndistrict.com)) works to market and promote the area as a premier destination for art, design, restaurants, boutiques and specialty retail.

### Sunset Strip BID

Created in 2001, the Sunset Strip Business Association ([www.thesunsetstrip.com](http://thesunsetstrip.com)) is an assessment district that improves the business and neighboring residential environment on Sunset Blvd. through: security, street maintenance, public outreach, and marketing.

### Visit West Hollywood (Marketing & Visitors Bureau)

In 1989, the West Hollywood City Council approved its first BID with the establishment of the West Hollywood Business Improvement Area and the Hotel Marketing Benefit Zone. In 2013,

### BUSINESS IN WEST HOLLYWOOD

**2,800  
BUSINESSES**



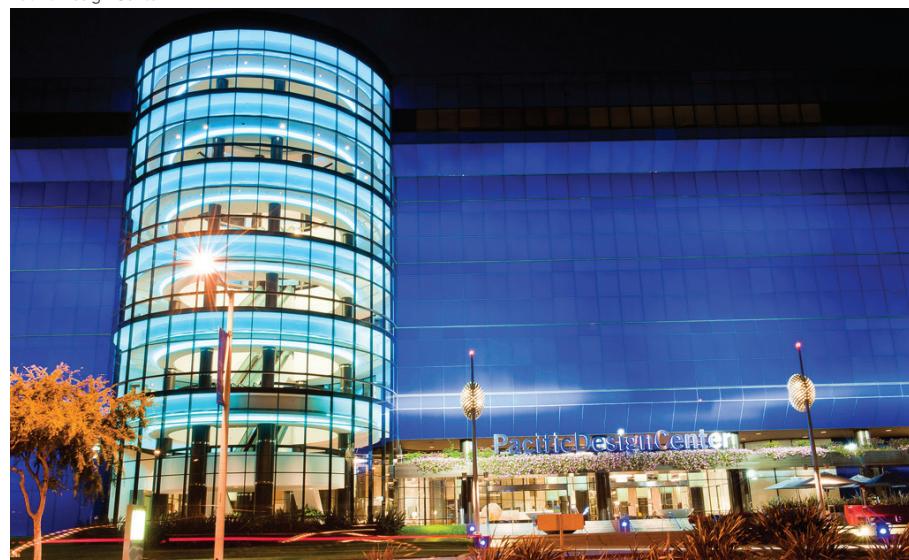
**\$13M  
SALES TAX REVENUE  
GENERATED ANNUALLY**



**24,000  
TOTAL EMPLOYMENT**



Pacific Design Center



Source: City of West Hollywood, 2014

WeHo has three **Business Improvement Districts (BIDS)**, revenues of which fund a variety of local improvements such as street cleaning, marketing, and other district services.



The Roxy

the new West Hollywood Tourism Improvement District was created, replacing the previous Hotel Marketing Benefit Zone and increasing the hotel assessment from 1.5% to 3%. Visit West Hollywood ([www.visitwesthollywood.com](http://www.visitwesthollywood.com)) manages the work program of the Tourism Improvement District.

#### **Employment Services & Training (WHEST)**

The City of West Hollywood, in partnership with Jewish Vocational Services (JVS) Los Angeles ([www.jvsla.org](http://www.jvsla.org)), offers free employee recruitment and training services through the WHEST office located inside the West Hollywood Library. These services are available to new and existing West Hollywood businesses.

#### **One City One Pride LGBTQ Arts Festival Venue Application (Festival in May/June 2015)**

Each year, the City of West Hollywood celebrates Pride month through the artistic contributions of our LGBTQ

community with the One City One Pride LGBTQ Arts Festival ([www.weho.org/pride](http://www.weho.org/pride)). Events are encouraged to find space in West Hollywood theatres, clubs, shops and restaurants in an effort to bring arts into the community.

#### **Eat Shop Play - Shop Local Campaign**

The City of West Hollywood in partnership with the West Hollywood Chamber of Commerce encourage residents to shop local and patronize West Hollywood businesses when they are looking for a place to eat, shop, or play. ([www.eatshopplayweho.com](http://www.eatshopplayweho.com))

#### **West Hollywood Film Office**

West Hollywood has been in the movie industry since the early days of silent film. Today, the City continues to be a popular, vibrant, film-friendly location. The West Hollywood Film Office at City Hall and Visit West Hollywood work to market, promote, and support film and television production in the City ([www.filmwesthollywood.com](http://www.filmwesthollywood.com)).

The Film Office provides permits and technical assistance to advance economic development goals. Visit West Hollywood provides film location business referrals and offers assistance with hotel accommodations and wrap parties to increase awareness of West Hollywood as an iconic production center.

#### **Business permitting improvements**

Online business tax certificate renewals and special events permitting will soon be offered online.

#### **New business tax credit**

During the first year of operation in West Hollywood, businesses are not required to pay business taxes. During the second year of operation, businesses receive a 50% discount on their business taxes.

#### **Business expansion tax credit**

Qualifying businesses that choose to renew a lease in West Hollywood for five years or more may be granted a one-time rebate equal to up to \$50K in business taxes.

## Part 3

# WeHoX: Engaging Public and Private Sectors in Innovation

The WeHoX innovation and technology program was launched in 2014 to expand the City of West Hollywood's leadership in civic innovation.

# WeHoX Team and Salons

WeHoX is an initiative designed to engage the diverse and talented members of the West Hollywood community in dialogue with City staff to improve the City's capacity for innovation.

The core goals of WeHoX are to:

1. Enhance the City's capacity to utilize new and emerging technologies and innovations for the benefit of its residents, visitors and local businesses
2. Celebrate the City's regional leadership in civic innovation
3. Promote local democracy and increase civic engagement
4. Promote efficiency and effectiveness in government
5. Promote the local economy through leadership in civic innovation and technology

The WeHoX Team is made up of leaders from the private sector working with residents and City staff engaged in developing innovative civic programs. Gathering at a series of events, WeHoX focused on engaging the community in conversation and planning around its core goals. The many questions, ideas, and specific civic and tech initiatives discussed at these events speak to a desire to make WeHo a better place for its residents, its visitors, and its

businesses. West Hollywood's first ever "Innovations Annual Report" --the synthesis of WeHoX events findings, research, and feedback--hopes to be a starting point for further discussion and development of a cohesive city-wide movement towards innovation-thinking both inside City Hall and within its citizenry.

For a list of WeHoX Team members, please see Appendix 1 "WeHoX Team Members." For a detailed summary of each event, please see Appendix 2 "WeHoX Event Summaries."

WeHoX Kick-Off, Joshua Barash





WeHoX Kick-Off, Joshua Barash



## City Hall Consultations

WeHoX conducted consultations with each department within City Hall on February 11, 2015. Each department was asked to discuss the following questions:

**What is the most innovative project your department is working on now?**

**What are the toughest challenges (internally or externally) your team is facing?**

**What are your ideas to solve these issues, or are there initiatives in other cities that would address these challenges?**

From these facilitated discussions, general themes emerged across multiple departments. The first was a need to **make data more useful and accessible** throughout the different departments and divisions of City Hall; many departments have platforms and data that could be leveraged by other departments for increased efficiency and greater inter-departmental collaboration, as well as increased transparency for City residents. Another theme of digitizing work processes spoke to myriad initiatives to **"go paperless"** and reduce administrative workload for employees while decreasing response times for residents.

**Improving communications** was another theme that resonated across departments. City staff advocated for a streamlined web or social media voice, deployment of new platforms and/or web and mobile apps, more cohesive City "branding" guidelines, and increased video and visual assets. Many City employees agreed that new communication tools were needed both to address internal needs and to reach greater numbers of West Hollywood residents more efficiently, as well as allowing for more two-way communication and interaction with residents. The Public Information Office is planning training for City staff on best practices in social media and digital civic engagement.

Specific innovation ideas from these consultations are incorporated into Part 3 of this report, and the WeHoX team would like to extend a special acknowledgement to all City staff who contributed to the ideas and innovations it contains.

## Surveys and Feedback

In addition to feedback gathered in person at the WeHoX events, the WeHoX team conducted online surveys to obtain additional information from stakeholders. Post-event surveys captured specific, topical feedback directly after

targeted discussions; a larger, broader survey of WeHoX team, attendees, city staff, and interested residents at the conclusion of the event series offered general feedback on the initial version of WeHoX recommendations.

This survey was presented to the public on the City West Hollywood's Mindmixer platform, EngageWeHo.org.

Forty-nine (24%) out of 207 registered EngageWeHo users took the survey--75% more than EngageWeHo's average participation rate and 81% more than Mindmixer's average participation rate. Overwhelmingly, respondents cited "Transportation, Parking, and Mobility" as the chief area of focus. This was followed, in descending order, by "Civic Engagement and Participation," "Partnerships, Efficiency, and Transparency in Local Government," "Supporting the Innovation Economy," and "Recreation, Health, and Wellness."

The survey was also circulated within City Hall at the conclusion of the WeHoX City Hall Consultations. Representatives from various departments within the City added their responses and feedback to further expand on the current and future direction of innovation in West Hollywood. City staff cited "Civic Engagement and Public Participation" as their top area of focus for innovation, followed by a tie between "Partnerships, Efficiency, and



WeHoX Kick-Off, Joshua Barash

## AREAS OF FOCUS FOR CIVIC INNOVATION

According to WeHoX general survey:



**Transportation, Parking, and Mobility (46)**



**Civic Engagement and Public Participation (30)**



**Partnerships, Efficiency, and Transparency in Local Government (27)**



**Supporting the Innovation Economy and Business-Friendly WeHo (25)**



**Recreation, Health, and Wellness (22)**

Transparency in Local Government" and "Transportation, Parking, and Mobility," while sharing the same lower-priority two choices as the general public. After the prioritization exercise, the survey suggested between five and 10 specific innovation ideas for each area. Respondents were asked to select their three favorite ideas from the provided lists, and were provided an open-ended field in which to include additional ideas of their own. Seventy-two write-in innovation ideas were captured from both public and internal polling, many of which are included in this report. (See Appendix 3 in this report to review the results of the WeHoX Survey.)

## Part 4

# Proposed Initiatives

West Hollywood has developed a wide array of innovative public programs and is inspiring other cities to replicate some of its signature public initiatives. The following proposed initiatives from the WeHoX Team tackle important challenges facing the community, promote the goals of the City's General Plan and Strategic Plan, and continue the City's leadership in civic innovation. Each initiative contains recommended policies or programs that can be implemented independently or in concert with other strategies to meet the primary goals in each topic area. For more in-depth information on these ideas, visit [WeHoX.org](http://WeHoX.org).



# Transportation, Pedestrian Safety, and Parking

## Goals for this topic area include:

- Improving pedestrian safety
- Reducing alcohol-related vehicle incidents
- Promoting alternative mobility - including reducing the number of cars per household and increasing the number of residents living without a car in West Hollywood

The following recommendations will move the City towards improving outcomes on these important goals:

### Launch WeHo Vision Zero Campaign

"Vision Zero" is an open source initiative that puts the responsibility of safety on the transit system design, not the transit system users. The campaign sets goals within City departments and with the public to reduce negative outcomes to zero. Vision Zero initiatives often include education, infrastructure, enforcement to achieve safer streets, zero deaths, zero injuries, zero fear of traffic.

Components of a "Vision Zero" campaign could include:

- Traffic challenge - use open traffic volume data as basis for a traffic/ biking/ pedestrian safety data mapping or app challenge.
- See what additional open data sets might be useful, release additional data. Involve the community in awareness of highest-risk intersections.
- Continue implementing and testing new traffic-calming strategies. (e.g. more lighted crosswalks, new signage)
- Crosswalk enforcement. Create new community- or technology-driven strategies for crosswalk enforcement. Employ data gathered from the

Community Development Department's Pedestrian and Bicycle Mobility Plan open maps (map) to identify and track strategic location enforcement.

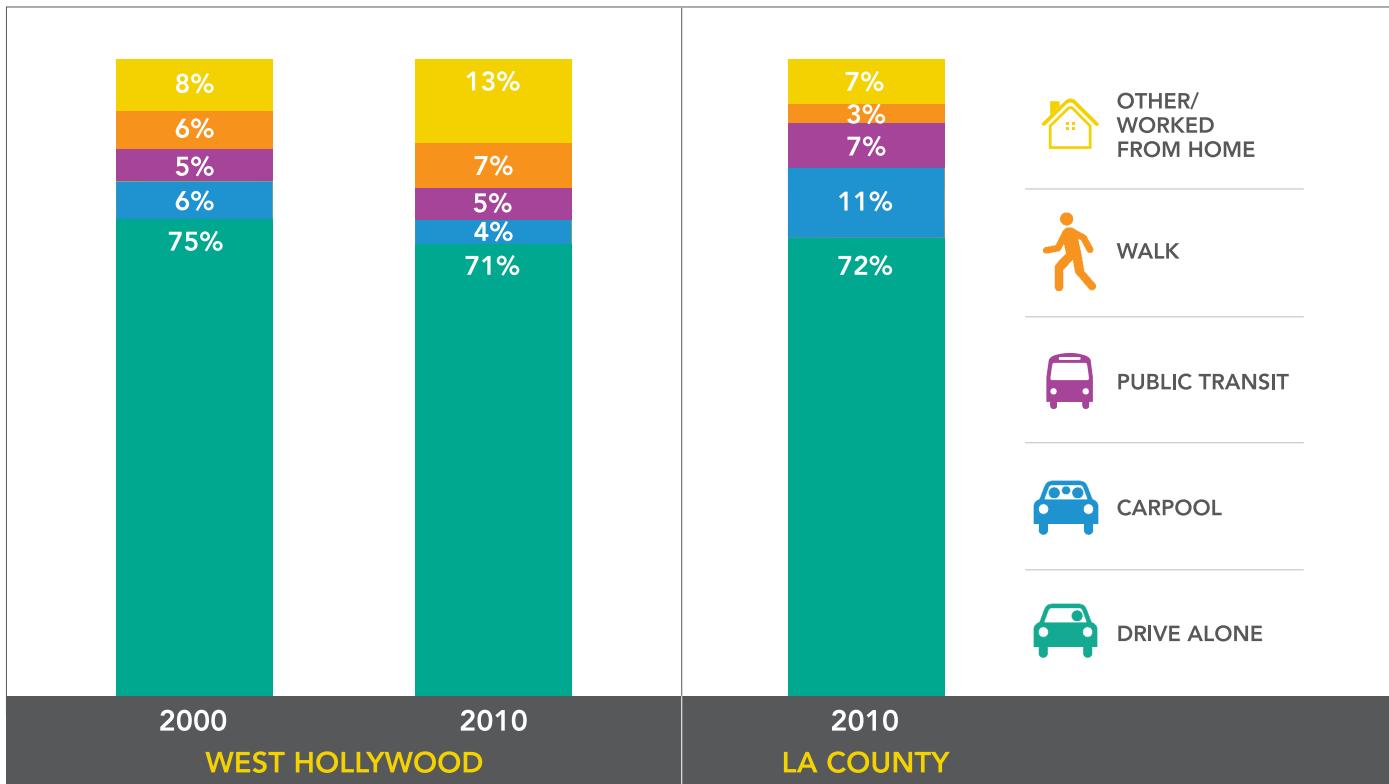
### Increase Number of Shared Bicycles Per Capita

Re-energize the "Walk Bike WeHo" program around events and new strategic partnerships and a bike-sharing program. Walk Bike WeHo could be a powerful force to garner support for WeHo's "Pedestrian and Bicycle Mobility Plan" and to drive quick adaptation of a new bikeshare program.

- Consistent and calendared "Walkabout" and "Bikeabout" events and community metro bike rides encourage safe routes and offer opportunities for City officials to interact directly with users.
- Public-private or public/nonprofit partnerships that encourage alternative transportation including Bikes & Hikes, CicLAvia, and LA Walks. Strategic alliances with these organizations and organizations like these would enhance public event awareness and attendance. Recommend potentially applying with other cities for a CicLAvia route for 2016 Metro Funding cycle.
- A public bike share program would be a monumental step towards advocacy of alternative transportation, and would also require greater efforts of public safety



## MEANS OF TRANSPORTATION TO WORK



Source: City of West Hollywood Community Study, April 2013

education along the lines discussed above. In 2014, the City Council called for a citywide bike sharing system implementation plan that would be consistent with the City of Santa Monica's bike share program and coordinate with the principles, goals, and objectives for a larger, regional bike share network as put forth by the WSCCOG (Westside Cities Council of Governments). Proposed partnerships with Metro and Cyclehop would assist with program funding and implementation. (The City is currently exploring bikeshare opportunities and studying feasibility.)

- A city employee bike share program would serve as an additional transportation option to mitigate employee displacement during the construction of the automated parking garage. There is a request for an agreement for services to launch a one-year pilot employee bicycle share program that will add bicycles to the available transportation options for employees conducting business and traveling throughout the city. This bike

share program augments the City's current Alternate Mode Incentive Program which encourages employees to use alternate modes of transportation (walking, biking, carpool, transit). The program would further reduce the City's reliance on automobile travel by promoting bicycles as a convenient, efficient, and cost-effective alternative means of travel. A partnership with local business "Bikes and Hikes LA" would assist with implementation and management of the pilot program. (The employee bike share program launched in 2015 during the final development of this report.)

- A resource page on the Walk Bike WeHo site that lists places for bicycle repair, maintenance, and riding skills classes encourages safer users and promotes community businesses.
- Continuation and expansion of the pedestrian safety awareness campaign that brought the "Wink, Then Walk", "Look, Don't Like" public advertising and the



Employee Bike Share, Joshua Barash



"Alice In WeHoLand" PSA-style video. In addition to placement in transit-shelter ads located throughout the city, large electronic and traditional billboards, and social media/web-based placements in online publications and mobile apps are successful platforms to continue reaching WeHo residents and visitors alike.

#### Increase number of shared vehicles per capita, reducing overall traffic volume

- Partner with Uber and/or Lyft on a WeHo-specific Uber/Lyft Line campaign.
- Work with Zipcar or similar company to create more locations for shared vehicle parking.
- Examine use data for The PickUp and other transit circulators to explore additional routes and understand user needs and demographics, to potentially increase the frequency and options for shared vehicle connections to transit (Hollywood and Highland Metro).
- Explore regional taxi system cooperation to reduce "deadheading" and underutilized taxi capacity.

#### Increase number of EV charging stations within the City

- Partner with Volta or other charging station network (could be combined with the shared-vehicle initiative above) to expand electric vehicle charging stations.

#### Provide real-time public transit service information to the public

- Deploy digital hubs in transit shelters, old phone booths, and public spaces.
- Convert transit data into formats suitable for public use (such as the GTFS data standard for schedules and routes, and a real-time feed accessible through an agency's API).



Bigbelly solar-powered trash bin, Jon Viscott

- Showcase third-party applications for innovation. This might mean adding a page to City's website to showcase the customer-facing applications built with transit data by independent developers.
- Establish channels of communication with data-user communities. Engaging users around interactive maps and social media to refine and inform future innovation.

#### Introduce WalkWeHo, an interactive citywide wayfinding system

- Create free app or web-based audio tours of parks, art, and landmarks across the City focused on walking and biking.
- Expand community art walks and walking neighborhood home tours.

#### Beautify crosswalks and sidewalks

- Evaluate the impact of the rainbow crosswalks to determine if the program should be expanded to other crosswalks.
- Continue with planned sidewalk chalk art programming to attract pedestrian traffic, spark engagement, and promote pedestrian safety awareness initiatives.

## **Introduce Smart Street Furniture within the City's public right-of-way**

- Street signs, bus benches, post boxes, phone booths, streetlamps, traffic signals, even waste containers can "communicate" with passers-by and become digital information hubs.
- Smart street furniture can enhance West Hollywood's streetscape and urban experience by providing important public messaging and wifi services.

## **Redesign parking signs across the City to be more user friendly and help motorists**

- Signs with visual/graphic representation of parking schedules that show the whole 24 hours for every day of the week.
- Unified format, fonts, and color coding would also assist in redesigning City signs for increased efficiency and understanding.
- Explore developing a parking info app to augment physical signage.

## **Introduce and publicize Smart Parking technologies throughout the City**

- Explore additional app-based, potentially gamified parking applications for use in minimizing "circling" and traffic caused by cars looking for parking.
- Explore more dynamic pricing and other strategies to manage scarce parking resources.

## **Explore new forms of shared alternative transportation platforms**

- Explore a scooter share service (or similar services) that will create an additional transportation mode to service users that have a need for short to medium distance travel.

## **Explore creating new on-street parking options for shared transportation**

- West Hollywood is a nightlife hotspot for the Southern California region. Increasing the use of taxis and shared-ride vehicles may contribute to reductions in alcohol-related vehicular incidents. Encourage the use of these services by creating designated pickup/drop-off spots to reduce circling and traffic (similar to taxi zones, but without the standing lines of cars, just a single spot).

Crosswalk Safety Sidewalk Art, Jon Viscott





## Recreation, health, and wellness

The City recognizes that its public safety initiatives and history of partnering with health and wellness providers that deliver resources for underserved populations have provided the impetus for innovation that transcends the City's borders.

In addition, West Hollywood's unique population demographics (a growing number of young people and seniors, with fewer families) provide some unique opportunities to expand on the City's health and wellness offerings.

### Goals for this area include:

- Improving older residents' ability to "age in place"
- Establishing programs to encourage residents to exercise 2+ times per week
- Promoting greater use of social services
- Establishing increased awareness and programming around alcohol abuse

### Implement robust Aging in Place Strategy

- As the City's population ages, many older adults will need support to maintain active, social, and healthy lifestyles in our community. Components of a successful "aging in place" strategy (many already in development by the City) could include virtual retirement communities, in-home technology to facilitate remote monitoring of medication compliance and health, and new volunteer programs to connect younger and older residents.

### Provide digital training for Generation WH

- As West Hollywood's population ages, and more of the City's services and programs move into paperless processes, provide additional support to older residents who are not "digital natives." This program could be sponsored by local technology companies and could also involve upgrading senior community centers with electronic games, computers, and tablets.
- Develop a volunteer "tech corps" who can train WeHo's seniors on the use of new technology.



Healthy Senior Fair, Richard Settle



### Develop WeHo Senior Stories program

- Use a team of volunteers to capture video and other content from WeHo's senior population (potentially with a focus on gay oral history of Southern California.) The project could engage young creatives as volunteers and build community connections with seniors.

### Enhance WeHo Wellness with data and mapping

- Partner with UCLA and Cedars Sinai to create WeHo Wellness indicators linking public health, land use, economics, education, crime and housing. West Hollywood's proximity to Cedars Sinai and UCLA would make partnerships between these medical institutions and the West Hollywood Library meaningful and convenient to residents.
- Well-being/emotional mapping of the city using social media - using new social media "listening" techniques to create an innovative program focused on reducing HIV risk, promoting use of new HIV prophylactic drugs, or other key health goals (reducing smoking).



## CORONARY HEART DISEASE MORTALITY RATE PER 100,000



**141**  
WEST HOLLYWOOD



**161**  
LA COUNTY

## STROKE MORTALITY RATE PER 100,000 (2004-2008)



**25**  
WEST HOLLYWOOD

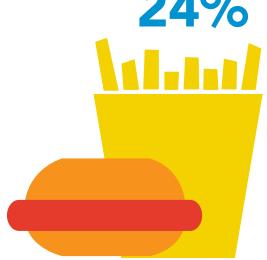


**40**  
LA COUNTY

## ADULT OBESITY RATE



**15%**  
WEST HOLLYWOOD



**24%**  
LA COUNTY

Percent adults with a body mass index  
of  $30 \text{ kg/m}^2$  or above in 2007

### Catalogue, share publicly, and understand the benefits of the City's Sustainability assets

- Launch "City Gardens" program to create a network of public and private drought-tolerant gardens.
- Create new challenges for young landscape designers to create beautiful, sustainable public spaces.
- Create a database of sustainably-certified buildings in the City. Showcase WeHo's leadership in sustainable development and encourage property owners to retrofit existing buildings.
- Map out the City's Urban Forest and measure yearly eco-benefits and encourage community members to adopt and support their local trees. "Gamify" this process to reward residents who are "WeHo Forest Rangers" and support volunteering.

### Launch FitWeHo - the Fittest City in the Country campaign

- Creating a city-wide fitness initiative, with goals, milestones, and incentives, could increase park usage, increase biking and walking, and promote community members to connect with each other at events and online.
- Continue to digitize all walking and marathon routes in the City for use in fitness apps and fitness applications.

### Establish West Hollywood League of Mixologists

- Create a program for bartenders, wait staff, and other hospitality industry workers to reduce alcohol-related incidents, potentially in collaboration with the Sheriff's Department. Explore sponsorship of the program and incentives through partnership with shared-ride companies.

### Develop Smart Homes Pilot Program

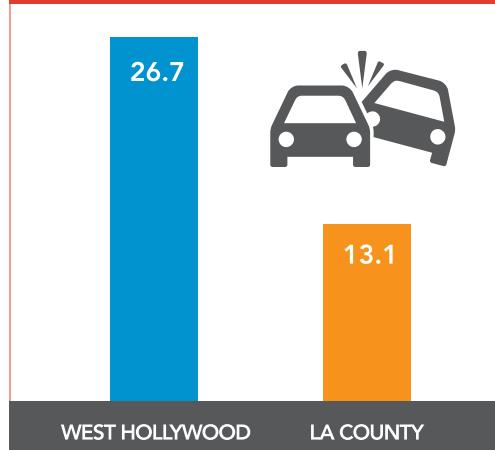
- Wire affordable and public housing units for connectivity and safety.

The vast majority of respondents rated as excellent or good their quality of life (90%) and the job the City of West Hollywood is doing to provide services (88%).

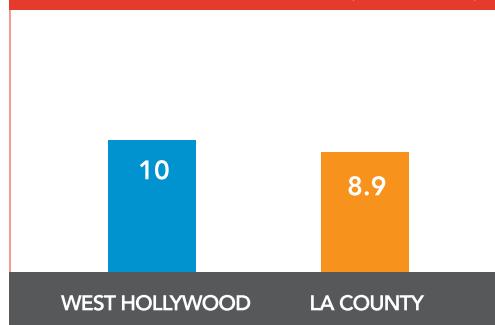
Source: City of West Hollywood Community Study, April 2013

### ALCOHOL RELATED HARMS

MOTOR VEHICLE COLLISIONS RATE (PER 10,000)



ALCOHOL-RELATED DEATH RATE (PER 100,000)



Source: City of West Hollywood Community Study, April 2013

### RESPONDENTS LIKE THE FOLLOWING QUALITIES OF WEHO THE MOST:

- PEDESTRIAN-ORIENTED (23%)
- CENTRALLY LOCATED (18%)
- SAFE AND QUIET (17%)
- CLEAN AND WELL KEPT (10%)

Source: City of West Hollywood Community Study, April 2013



# Civic Engagement and Public Participation

**Volunteerism and voting are two key metrics for civic engagement and participation.**

**West Hollywood also values and encourages public participation in key community planning and development decisions. Increasing participation online and at in-person City events is an important goal.**

**Goals for this area include:**

- Increasing voter turnout in local elections
- Increasing number of local volunteers at WeHo nonprofits
- Increasing number of people interacting with the City online and through social media

## Increase voter participation in municipal elections

- Create PSA/public campaign to combat common myth that voter registration triggers jury duty
- Conduct a viability study of transition to all vote-by-mail process
- Create a custom "I Voted in West Hollywood" sticker to promote local voter participation
- Clear and visible online voter registration information on weho.org
- Provide platforms for easily digestible voter information

- Increase promotion of civic tech apps and platforms, including Mindmixer, Thunderclap, BuyPartisan, SeePolitical, and Votr.
- Social media, PSA, and local advertising campaigns to promote voter turnout
- Create a campaign dashboard "takeover" on main weho.org with information visualizations for real-time election results, campaign contributions, and voter information.

## Establish a WeHo Volunteer Corps

- Partner with a locally-lead nonprofit to support an on-demand corps of volunteers that could participate in projects, City events, and senior programs.

## Expand city services through West Hollywood smartphone application.

- Build on existing smart phone app to provide enhanced, additional services.



MLK Day of Service, Joshua Barash



LEFT: Sunset Strip, Jonathan Moore; RIGHT: MLK Day of Service, Joshua Barash



### Integrate crowdsourcing tools for emergency situations

- Introduce Loqi.me, a cellular phone driven app for “Cross-Platform Group Messaging And Location Beaconing For Disaster Relief”, or similar service. Features of this platform include: emergency GPS beaconing, multi-platform access and user subscriptions (SMS, AIM, Jabber, or Twitter), and Smartphone accessible maps for citizens and emergency response ground teams. Loqi.me and apps like it are a powerful resource that provide the community with the agency and ability to spontaneously respond to crisis.

### Take City Hall meetings outside of City Hall

- Introduce a “Civic Cocktails” event, similar to Minnesota’s “Policy and a Pint” event series that engages young people in important conversations about public policy in a casual setting outside of City Hall.
- Conduct more events in public spaces and use creative activation models (“pop-ups”) to generate interest and reach new stakeholders.
- Engage local businesses and arts programs to amplify community participation in public meetings.
- Engage City representative(s) to participate on NextDoor and Neighborland apps, community forums and social networks structured around local geography, to answer questions and provide insight to residents.

### Introduce “Live Chat” on WeHo.org

- Deploy a “Live Chat” bubble on the West Hollywood website to assist people with advice, navigation, and form fields.

### Creative Use of Public Spaces

- Introduce Urban Canvas Art Program for construction fencing and scaffolding. “Urban canvas” competitions invite the public to vote on design candidates to beautify scaffoldings. The winning designs are available to building owners, who can apply online to download the designs. This creates a sense of community between developers and residents, and encourages community art and cultural awareness.
- Continue and amplify efforts for creative, innovative billboard usage. Aim for the Sunset Strip to be the first “curated” collection of public billboard art in the country.

WeHo POPULATION  
**34,399**

WeHo POPULATION OF  
REGISTERED VOTERS  
**25,067**

WeHo VOTER TURNOUT \*  
**4,929** (20% OF REGISTERED VOTERS)

\*March 2015 Municipal Elections



# Partnerships, Efficiency and Transparency in Local Government

**A city's ability to generate innovative ideas that solve major challenges and improve city life depends on its ability to find innovative new ways to get work done. A citizenry that is inspired to imagine, collaborate, and create can develop breakthrough solutions together.**

## Goals for this area include:

- Replacing antiquated paper processes with digital options
- Increasing communications capacity across the City
- Reducing costs and increasing revenue for City operations

### Create West Hollywood Innovation Fund

- Establish the WeHoX Innovation Fund to fund innovative ideas for delivery of city services. Many of the projects listed in this Report will require funding, and there are no doubt many more good ideas in the minds of City employees. An internal City innovation fund can provide small grants for pilot projects that can demonstrate the impact of new ideas, and provide justification for expansion and inclusion in ongoing budget processes.

### Create new ways to provide professional development for employees

- Introduce Innovation Education Program for Municipal Employees. In part to support a potential Innovation Fund application, as well as to provide support for new business process development, provide scalable education on the best in civic innovation and business process strategy.

- Provide more online training. In addition to internal City needs, explore becoming a training resource for other smaller cities, potentially developing a revenue stream for the City.
- Film and archive all training events, HR policies, managerial tips, and webinars conducted by HR in order to streamline on-boarding process and allow staff and new hires greater flexibility with scheduling mandatory procedures.

### Introduce WeHo Wi-Fi

- Provide free municipal Wi-Fi in public places. Provide free wifi along the City's commercial corridors, public buildings, and city parks as a service to the community.

### Improve Employee work processes through technology and collaboration

- Introduce tablet "rentals" for city workers to check-out as needed and take into the field. Providing City workers with tablets will increase mobility and efficiency due to portable capacity.
- Identify and implement areas where EDEN payment platform, GIS database, agenda management software, TRAKiT, DocuSign, Planet Bids procurement software, and PublicStuff request systems can be used cross-functionally.
- Create project matrices, visualizations, and dynamic tools to help prioritize and optimize departmental efforts.

### Improve West Hollywood Open Data platform and data accessibility

- Increase the number of data sets available, based on the City's overall priorities.



Pride Parade, Joshua Barash

- Allow for API's (application programming interface) into City data.
- Introduce data visualization tools that make data more accessible to the public.
- Host hackathon-type events or online challenges dealing with issues important to West Hollywood (Sustainability, Aging in Place, etc.) when new and relevant data sets are released.
- Introduce real-time energy use visualizations at City Hall facilities.
- Increase the number of apps available based on Open Data.
- Consolidate resources for volunteering with web apps that "match" users with opportunities to volunteer.
- Increase the number of government services that can be accessed by citizens via the web or mobile phone.
- Introduce sensor technology to provide real-time traffic, public transit demand, parking, air quality, waste, H2O, public lighting data that can feed into open data platforms.

#### **Create an official citywide privacy policy to protect confidential citizen data**

- Implement a privacy policy to identify what data the City collects, why the City collects it, and what the City does with it.

#### **Improve recruitment/onboarding/retention of new employees using technology**

- Create a virtual tour of City Hall for new hires, candidates.
- Create video "ads" for recruitment to show the unique culture of working at City Hall to attract talent.

#### **Establish cohesive branding and visual representation of City offerings**

- Release city-wide Style Guide of uniform brand assets and usage rules.
- Centrally archive templates for internal and partner event flyers, press releases, etc.



# Supporting the Innovation Economy

Cities with vibrant innovative industries (digital, tech, media, hospitality, lifestyle, fashion and design) benefit from economic opportunity, civic inclusion, and civic engagement. Attracting and retaining innovative companies is strategic boon for municipalities looking to expand innovation initiatives for all residents.

## Goals for this area include:

- Increasing the number of new innovative businesses locating in West Hollywood
- Increasing the opportunities for WeHo-based business owners to network and support each other
- Retaining existing WeHo businesses

## Build WeHo Fiber utility

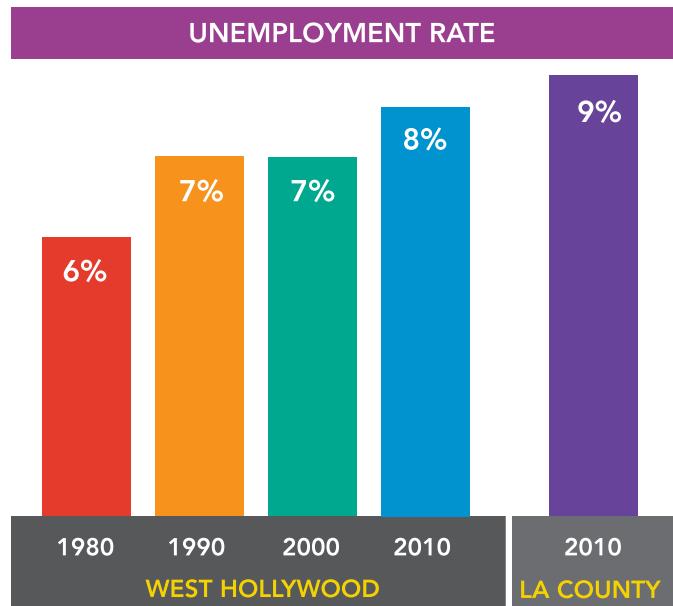
- Pursue the development of City's own fiber utility to provide high-speed internet service to businesses.

## Created a "Launched in WeHo" initiative

- Introduce "Launched in WeHo" service mark to promote innovative companies and services started or operating in West Hollywood



Source: City of West Hollywood, Business Development Team: "West Hollywood: A Place Like No Other" (brochure)



## Establish an Innovation Lab at West Hollywood Library

- Leverage the City's library system to support the business community. The West Hollywood Library could offer "co-working" space at designated times and locations within the Library's meeting rooms and carrels. This creates a discovery space for business entrepreneurs, combining elements of a co-working space with expert library fact-finding services and resources.

## Create a Tourism and Hospitality Incubator

- As a global tourist destination, West Hollywood is fortunate to attract world-class hospitality industry leaders. A technology incubator specifically tailored to WeHo tourism and hospitality would work closely with Visit West Hollywood and local BIDs to discover innovative solutions to common challenges within the industry, and provide ample opportunities to field-test new technology solutions.



Left: Storefront, Joshua Barash; Right: Pacific Design Center



Source: City of West Hollywood, 2014

### Partner with educational and vocational organizations

- In partnership with educational and vocational organizations like Jewish Vocational Service (JVS), West Hollywood Library, and/or General Assembly, the City can encourage mentorship, entrepreneurial learning, and (in particular) high-tech and digital media growth within WeHo.

### Develop "Business in a Box" toolkit for new West Hollywood businesses

- The "Business In A Box" tool is intended to streamline the permitting process for new businesses by consolidating all required applications and permits by industry in one place.

### Introduce "Business Concierge" service at City Hall

- The Business Concierge service will assist businesses in finding solutions to common questions and facilitate connections to the right people, data and resources. A designated "concierge" within City Hall would be available to assist new business owners navigate their start-up process in West Hollywood.

### Promote and celebrate West Hollywood's innovation economy through events and awards

- In partnership with the Small Business Administration, Chamber of Commerce, and WHEST, run innovative, no-cost start-up and small business development programs with tracks for both emerging and existing entrepreneurs interested in launching and growing their ventures within WeHo.
- To encourage friendly competition and reward innovation, WeHo could host a business showcase and business plan contest as part of the "Launched In WeHo" campaign. This campaign would shine a spotlight on the many successful businesses that started in the City while encouraging other entrepreneurs, startups, and small businesses to build their businesses in West Hollywood. A series of showcases, events, and/or innovation award contests offering grant money would demonstrate both a "business-friendly" WeHo and a supportive and engaged community of business leaders around a cohesive campaign. This campaign would fulfill multiple City goals by incentivizing developers with prizes to bring business to the City while also promoting its best "success stories."



## Next steps

Innovation is an iterative and evolutionary process that can help address the complex and multifaceted challenges facing the City of West Hollywood. With more than 40 initiatives and approximately 100 ideas for implementation, this inaugural Innovations Annual Report encourages new levels of civic innovation to enhance citizen satisfaction and engagement, increase government efficiency and transparency, and promote the City's innovation economy.



View of the Pacific Design Center from West Hollywood Library, Tony Coelho

The recommendations in this report offer a multi-year roadmap for civic innovation – they cannot all be reasonably and effectively accomplished instantaneously. Instead, these initiatives should be incorporated into existing short-term and long-term work plans so as to allow departments the opportunity of identifying priorities, staffing, and funding resources in consultation with the City Manager and City Council as part of the City's two-year budget cycle.

Successful implementation requires that each discrete initiative in this report be assigned an Owner and a Sponsor. The Owner is responsible for day-to-day implementation and is typically, but not always, a Division Manager in the City. The Sponsor is responsible for the overall success of the initiative and is usually a Department Director. In most cases, several departments or divisions will collaborate and partner for the successful implementation of an initiative. Regardless of the number of partnering departments or divisions, only one Owner and one Sponsor should be assigned to each initiative. Identification of Owners and Sponsors for each initiative should be provided at the City's next budget cycle milestone.

While each initiative will be assigned an Owner and Sponsor, it is important that partners within or outside City Hall are engaged to collaborate on the development and implementation of each initiative.

For example, the City's Innovation and Strategic Initiatives Division and Innovation Catalyst Group can offer support and advise Owners on problem solving, developing implementation strategies, generating effective assessment tools, and establishing specific, measurable targets. In addition, partnering with the City's businesses community may also provide new insights into innovative delivery of services, help identify new innovation opportunities, and cultivate a cross-sector collaborative culture.

The innovation process is not static but a continuous cycle of investigation, discovery, implementation, and adaptation. Therefore, the initiatives and solutions in this report will evolve along with the emergence and adoption of new technologies and changes in citywide priorities. New initiatives will be added to department's work plans as others get implemented successfully. In order to track the success and evolution of each initiative in this report, the status of each initiative should be updated and included at each budget cycle milestone as well as reported in future Innovations Annual Reports. Developing annual evaluations of progress towards key goals and metrics for the City will help show the positive impact of innovative programs across departments and content areas.

**These efforts will help build on West Hollywood's success as a beacon of civic innovation.**

# Appendices

# Appendix 1: WeHoX Team Members

The WeHoX team consists of representatives from:

- Media, telecom, internet start-ups, and other internet-based businesses, including developers and designers (ESRI, General Assembly, Grindr, Media Rights Capital, Wondros)
- Experts in civic innovation and civic technology from local colleges and universities (UCLA, i.am. angel Foundation)
- Local property owners, renters, business owners (CIM Group, Industry Partners, Koontz Hardware)
- Representatives from local utility companies (Southern California Edison)
- Regional organizations (LA County Economic Development)
- City staff, including but not limited to, the City's Innovation Catalyst Group; and one representative from each of the following:
  - The Public Facilities Commission,
  - The Business License Commission
  - Visit West Hollywood
  - West Hollywood Chamber of Commerce
  - A representative from the City's Shared Economy Task Force

---

Amy Amsterdam, LAEDC

Katy Ansite, New Economy Campaigns

Keith Anthony, Public Facilities Commission

Paul Arevalo, City Manager, City of West Hollywood

Tom Balamaci, Zoe Media Group

Joe Conte, UX advisor

Francisco Contreras, Innovation and Strategic Initiatives Manager, City of West Hollywood

John D'Amico, Councilmember, City of West Hollywood

Kurt Daradics, ESRI

Jim Duncan, City of West Hollywood

Catherine Geanuracos, New Economy Campaigns

Max Goldman, Beyond Curious

Lindsey Horvath, Mayor, City of West Hollywood

Jason Illoulian, Faring Capital

Janet Jimenez, City of West Hollywood

Lilly Kam, i.am.angel Foundation

Joe Keenan, Outfest

Tyler Koontz, Koontz Hardware

Ann Le, New Economy Campaigns

Evin McMullen, Wondros

Laura Minnich, City of West Hollywood

Genevieve Morrill, WeHo Chamber of Commerce

Shauna Nep, Goldhirsh Foundation

Francois Nion, JCDecaux N.A.

Mark Olson, Southern California Edison

Greg Propper, Propper Dailey

Julissa Rodriguez, Visit West Hollywood

Josie Roman, SeaLight Enterprises

Bobby Safikhani, City of West Hollywood

Georgia Sheridan, City of West Hollywood

Joel Simkhai, Grindr

Emmanuel Soriano, Industry Partners

Eugene Tsipis, City of West Hollywood

Adrian Velicescu, Standard Vision

Brett White, City of West Hollywood

## Appendix 2: WeHoX Event Summaries

### October 2014: "WeHoX Launch and Overview of West Hollywood Civic Innovation to Date"

On October 7, 2014, the City of West Hollywood launched "WeHoX." Leaders and innovators from the private sector--the "WeHoX Team"--assembled to work with City staff engaged in developing innovative civic programs. The launch took place during LA County's first-ever "Innovation Week."

Francisco Contreras, Innovation and Strategic Initiatives Manager, led the meeting that included then Mayor of West Hollywood John D'Amico, City officials, WeHo residents, and WeHoX Team members. Held at the West Hollywood Library Community Room, WeHoX engaged attendees immediately with a lightning-fast round of "Innovation Speed Dating." Asked to name a favorite thing about WeHo, participants shared their loves of diversity, walkability, and culture. Asked to name something they'd like to change about WeHo, many pointed to traffic, parking, and high residential and commercial rents.

As an introduction to WeHoX's main areas of focus, Contreras presented a broad overview of WeHo's innovation successes in transportation/parking, recreation/wellness, City services, and internal City practices. Pointing to

recent initiatives such as The PickUp, edible parkway gardening, new online permitting and open data systems, and the Urban Art Ordinance, Contreras took attendees through a visual journey of WeHo's innovative solutions to improve life in the City.

Inspired by historical "wins" for WeHo, mixed groups of City officials, WeHoX Team members, and participants worked in groups to brainstorm any and all innovative ideas that could address some of WeHo's most pressing issues. Ideas about how to promote civic engagement, how to increase efficiency and effectiveness in government, and how to spur the local economy bounced around the room. The transportation and parking group suggested new apps for parking availability and paying tickets; the LGBT group wondered if drop-in counseling services could be available both in-person and virtually. One group carefully considered how the City of West Hollywood website could be improved to offer better and easier city services to the community.

### November 2014: "Civic Engagement and Public Participation"

On November 5, 2014, the WeHoX team hosted its second Innovation & Technology Salon, featuring an interactive panel of industry leaders and community activists. The theme of the post-election gathering was civic engagement, broadly considered. The group discussed voting, volunteering, and participating in the civic life of West Hollywood. Drawing on

the results from the previous day's national mid-term election, the salon kicked off with small group discussions about their voting experiences.

Participants discussed whether and how they voted, how they made their decisions and shared information with friends, and what was effective or frustrating about the election experience.

While everyone's voting experience was unique, all could agree that the low turnout of 23% of registered voters in Los Angeles pointed to a disengaged citizenry. Each group shared ideas for improving the voting experience, including making Election Day a holiday, voting online or by phone, separating voter registration from jury duty, and emphasizing civic engagement and voter rights in school civics education.

For the second half of the salon, WeHoX facilitators Francisco Contreras (City of West Hollywood) and Catherine Geanuracos (New Economy Campaigns) moderated a panel highlighting successful models of community creation, participation, and retention. Our featured panelists were Joe Conte (UX consultant and start-up advisor, formerly of General Assembly and NationBuilder), Shauna Nep (Director of Community & Innovation, Goldhirsh Foundation/LA2050), and Michael Haibach (Management Analyst, Public Information Office, City of West Hollywood).

Haibach pointed to social media and web-based engines to get citizens involved with issues outside (and before) a ballot initiative appears, discussing WeHo's forthcoming use of MindMixer technology. Conte considered himself "bullish" about the future, suggesting that LA's progressive and tech-friendly environment will attract civic technology businesses interested in public-private partnerships. Nep, reflecting on the successful LA2050 campaign that sparked civic participation across the county, cautions that tech can only do so much. She stressed the need for more local, neighborhood-based interaction and grassroots in-person engagement of the sort that the City of West Hollywood prioritizes and supports.

### **December 2014: "Supporting the Innovation Economy"**

On December 2, 2014, WeHoX Team members gathered for the third meeting of the WeHoX Innovation & Tech Team Salon series. The theme was "Supporting the Innovation Economy in West Hollywood" – a broad survey of the economic landscape of business and technology in West Hollywood, and a discussion of how the City can improve and attract even more innovative companies.

The WeHoX salon kicked off with an exercise about business-building in West Hollywood, designed to identify the unique challenges and advantages of the local economic landscape. The room was split into two teams, each tasked with opening a (fictional)

coworking space in WeHo. Groups were asked to determine an optimal location and company name and share their thoughts behind a WeHo-specific strategy for business success. Both groups agreed that three of WeHo's most attractive features to potential co-workers are its perfect location in the middle of Los Angeles, its accessible public transportation (good bike lanes and plentiful bus stops are no more than a 5 minute walk apart), and its diversity of people and industry.

Speaking to WeHo's inherent diversity, one group recommended keeping a coworking space open to all audiences and interests, while the other considered a focused coworking space/accelerator/ incubator model focused on technology for the hospitality industry, given its concentration in WeHo. One idea in particular that energized attendees was the idea for a "Launched In WeHo" campaign. This campaign would shine a spotlight on the many successful businesses that started in our city while encouraging other entrepreneurs, startups, and small businesses to build their businesses in WeHo. A series of showcases, events, hackathons, and/or an innovation award contests offering grant money would demonstrate both a "business-friendly" WeHo and a supportive and engaged community of business leaders around a cohesive campaign.

Shifting gears in the salon, WeHoX facilitators Francisco Contreras (City of West Hollywood) and Catherine Geanuracos (New Economy Campaigns)

moderated a participatory panel of WeHoX team members Amy Amsterdam (Director of Innovation at the Los Angeles Economic Development Council), Laura Minnich (Economic Development Analyst at the City of West Hollywood), and Emmanuel Soriano (Market and Development Partner at Industry Partners). Panelists discussed existing and potential city innovations that could make WeHo more business- and tech-friendly.

Soriano shared fascinating data on the commercial/office real estate market. Two data points stood out from his research: WeHo's 14.7% total office vacancy rate (due mostly to the new unoccupied Red Building at the Pacific Design Center), which is slightly higher than the regional average (closer to 12%) and an average cost-per-square-foot of \$4.18, which is similarly higher than the regional average. Minnich attributes this high-demand to a growing market, to the high international interest for global companies wanting to open a "west coast" or "Los Angeles" location in WeHo, particularly in the tourism, hospitality, fashion, and retail industries, and one major office building that is currently unleased. Amsterdam jumped in to mention that although Los Angeles is mostly known for its entertainment and tourism industries, LA County employed more people in the high-tech industry than any other region in the nation, and the size of the tech industry is almost as big as entertainment. Amsterdam suggests

that Los Angeles suffers from a “perception problem”; LAEDC’s recently-published report “High Tech In LA” (October 2014) indicates a robust high-tech industry that gets very little attention and is perhaps not crafting a strong enough message to new technology companies that LA is the place to put down roots.

### **February 2015: “Efficiency and Transparency in Local Government”**

On February 3, 2015, WeHoX brought together diverse industry leaders with City of West Hollywood officials for a participatory planning session on the future of civic/tech innovation initiatives in WeHo. The fourth salon in our series, this WeHoX had two primary goals: feedback on the draft innovation recommendations for inclusion in the upcoming Innovations Annual Report, as well as a discussion about “Efficiency and Transparency in Local Government.” WeHoX facilitators started the meeting with a directed exercise in which WeHoX Team and attendees reviewed the recommendations gathered from the three prior salons. An informal poll asked attendees to “rate” the identified areas of innovation in order of urgency, or “priority”, to the City of West Hollywood. “Civic Engagement and Public Participation” ranked highest, “Transportation, Pedestrian Safety, and Mobility” was next, and “Partnerships, Efficiency, and Transparency in Local Government” and “Supporting an Innovation Economy” were ranked equally. The group then went through the

recommended innovations for each topic, adding and editing to the expanding list for the WeHoX “Civic Innovation in the Creative City” Survey (see appendix 3) which was sent to WeHoX Team, participants, City of West Hollywood Staff and City Officials, and West Hollywood residents (through the EngageWeHo.org platform).

Next, the salon shifted into a small, interactive roundtable for a discussion on civic innovations that increase efficiency and transparency in local government. The discussion was anchored by three area experts: Todd Sargent, President of the Los Angeles Innovation and Performance Commission; Vyki Englert, Co-founder of Compiler.LA and formerly of the City of Santa Monica; and Lisa Belsanti, Manager of the Public Information Office of the City of West Hollywood. Belsanti spoke to the challenge of fostering transparency in local government in a digital age. “Gone are the days when large numbers of constituents come to community meetings,” said Belsanti. Municipal government must “keep up with its residents” and reach people where they live, work, and play; the City of West Hollywood has “innovation in its bones” around its long-term communication strategy and has acted quickly to adopt multiple social media channels, mobile-friendly web design, and creative public activations to reach its residents. As president of the Los Angeles Innovation and Performance

Commission, Sargent discussed the experience of launching Los Angeles’ Innovation Fund in 2014 and the steps that the City of Los Angeles is taking to foster an innovative, collaborative, and performance-driven mindset among its City staff. While the program is still very new, Sargent nevertheless was pleased with the over 250 ideas submitted to the Commission within the first six weeks of its launch. “So much of innovation is dependent on institutional productivity. Efficiency is innovation,” said Vyki Englert of Compiler.LA. Englert expressed a need for laying the groundwork of communication and collaboration between municipal divisions and departments. Englert, who launched Santa Monica’s first open data portal prior to co-founding Compiler.LA, praised the power of data sharing not only for the benefit of increased public transparency, but for increased internal efficiency within local government.

WeHoX attendees discussed specific initiatives in San Diego, Los Angeles, New York City, and San Francisco that illuminated the ideas and experiences that the subject-matter experts brought to the roundtable.

# Appendix 3: WeHoX Survey

The following survey was sent to WeHoX Team members, WeHoX event participants, and City of West Hollywood staff and officials. Additionally, the survey was posted on EngageWeHo.org and open to public responses throughout February and March 2015.

## Civic Innovation in the Creative City Survey

West Hollywood is the Creative City – INNOVATION is in our DNA. In late 2014, the City launched an exciting new innovation and technology program, “WeHoX.” As part of this program, the WeHoX team is in the process of preparing an “Innovations Annual Report” for the City in 2015. Please help us launch new civic innovations by providing us with your feedback on our proposed draft recommendations.

Out of the following five (5) Civic Innovation topics, which three (3) do you think the City should focus on?

Choose up to 3.



## Transportation, Parking, and Mobility

Which three (3) of the following recommendations do you feel should be the City's top priority? Choose up to 3.

- |  |
|--|
| Introduce Smart Parking technologies throughout the City (25)  |
| Redesign parking signs across the City to be more user friendly and help motorists (23)  |
| Launch WeHo Vision Zero Campaign (education, infrastructure, enforcement to achieve safer streets = zero deaths, zero injuries, zero fear of traffic) (21) |
| Provide real-time public transit service information to the public (20)  |
| Explore new forms of shared alternative transportation platforms (Scooter Share, etc.) (15)  |
| Increase number of shared bicycles per capita (14)   |
| Introduce an interactive city-wide wayfinding system (10)  |
| Increase number of EV charging stations within the City (9)  |
| Introduce Smart Street Furniture within the City's public right-of-way (9)   |
| Increase number of shared vehicles per capita (8)  |

Are there any other high/urgent priority innovation and/or technology recommendations for the City of West Hollywood in the TRANSPORTATION, PARKING, AND MOBILITY sector that you would like to see on this list? (briefly describe) Optional.

More frequent public transportation options...double the City Line!

Allow me to create guest [parking] passes on my computer at home or by texting.

Improve the safety of crosswalks

Officers walking or biking the beat and giving out jaywalking tickets.

Educate property owners about the importance of cutting back hedges and vegetation from encroaching onto the sidewalk

MassNotification - a Santa Monica based company. The user signs up for topics and messages are pushed to geographic areas

More parking lots

Parking tickets should have a 30-day period to pay. For people who live paycheck to paycheck, it is hard to budget an extra \$68 in one pay cycle



## Recreation, Health, and Wellness

Which three (3) of the following recommendations do you feel should be the City's top priority? Choose up to 3.

- Launch "City Gardens" program to create drought-tolerant network of public and private xeriscapes (35)
- Partner with UCLA and Cedars Sinai to create WeHo Wellness indicator measure linking public health, I and use, economics, education, crime and housing (TBD) (33)
- Digital and technology training for all ages (26)
- Launch FitWeHo - the Fittest City in the Country campaign (23)
- Map out the City's Urban Forest and measure yearly eco-benefits (14)
- Create a database of sustainably-certified buildings in the City (5)

Are there any other high/urgent priority innovation and/or technology recommendations for the City of West Hollywood in the RECREATION, HEALTH, AND WELLNESS sector that you would like to see on this list? (briefly describe) Optional.

[Apply] the World Health Organization's "Essential Features of Age-Friendly Cities" checklist

An app that shows walking paths, or allows for user to select distance, historical sites, and/or city parks for a walking route

More parks in West Hollywood

Develop guidelines requiring new large-scale developments to incorporate design elements that contribute to available green/recreation space in the city  
Free parking around gyms if you're working out  
Improve water conservation and develop programs for better water capture and storage  
A bike share program

We need a pedestrian bridge of Sunset and SM Blvds  
More pocket parks, pleasant places to sit in the shade as well as dog parks



## Civic Engagement and Public Participation

Which three (3) of the following recommendations do you feel should be the City's top priority? Choose up to 3

- Increase voter participation in municipal elections (32)
- Expand WeHo311 services through smartphone app (31)
- Integrate crowdsourcing tools for emergency situations (26)
- Turn old pay phones into digital information hubs (26)
- Introduce Urban Canvas Art Program for construction fencing and scaffolding (19)
- Deliver interactive real-time election results through Election Dashboard (10)

Are there any other high/urgent priority innovation and/or technology recommendations for the City of West Hollywood in the CIVIC ENGAGEMENT AND PUBLIC PARTICIPATION sector that you would like to see on this list? (briefly describe) Optional.

City-wide public WiFi

Continue engagement activities like this [EngageWeHo.org]

The City of WeHo should itself run a get out the vote campaign

Use crowd-sourcing technology to creatively solve problems...offer a cash prize for the best idea



## Partnerships, efficiency, and transparency

Which three (3) of the following recommendations do you feel should be the City's top priority? Choose up to 3.

- Introduce WeHo Wi-Fi, free municipal Wi-Fi in public places (36)
- Increase the number of government services that can be accessed by citizens via the web or mobile phone (26)
- Introduce sensor technology to provide real-time traffic, public transit demand, parking, air quality, waste, H2O, public lighting data (26)
- Create West Hollywood Innovation Fund to fund innovative ideas for delivery of city services (10)
- Introduce Zero Waste City Hall (9)
- Create an official citywide privacy policy to protect confidential citizen data (9)
- Invest in real-time data analytics and visualization tools (8)
- Host hackathon-type events dealing with issues important to West Hollywood (Sustainability, Aging in Place, etc.) (8)
- Develop West Hollywood Open Data platform featuring API's for City data (6)
- Introduce data visualization tools that make data more accessible to the public (6)
- Introduce real-time energy use visualization dashboards at City Hall facilities (1)
- Increase the number of mobile apps available based on Open Data (1)

Are there any other high/urgent priority innovation and/or technology recommendations for the City of West Hollywood in the PARTNERSHIPS, EFFICIENCY, AND TRANSPARENCY sector that you would like to see on this list? (briefly describe) Optional.

*Find ways to work with USPS to improve service*

*Introduce a city-wide program for composting organic waste*

*Needs to be a better way for the residents to become involved when it comes to decisions about new development projects*

*Host hackathons virtually, thus opening up the idea pool to thousands more than would otherwise attend physically in the city. Ensure the price is significant*



## Supporting the innovation economy

Which three (3) of the following recommendations do you feel should be the City's top priority? Choose up to 3.

- Introduce "Business Concierge" service at City Hall to assist businesses in finding solutions to common questions and facilitate connections to the right people, data and resources (42)
- Develop "Business in a Box" toolkit for new West Hollywood businesses (30)
- Pursue the development of City's own dark fiber utility (28)
- Introduce "Launched in WeHo" service mark to promote innovative companies and services started or operating in West Hollywood (19)
- Promote and celebrate West Hollywood's innovation economy through events and awards (8)

Are there any other high/urgent priority innovation and/or technology recommendations for the City of West Hollywood in the SUPPORTING AN INNOVATION ECONOMY sector that you would like to see on this list? (briefly describe) Optional.

*Don't know what "dark fiber" is*

*Please allow short-term rentals. They bring money to the City and don't create hassles. The law can be improved in this area but there's not reason to erase them entirely*

*Santa Monica is installing fiber optics....West Hollywood has a remarkably slow internet service*





**WeHoX** is a **bold new civic innovation program** launched by the City of West Hollywood. Designed to spur **innovative problem-solving** within our municipality, WeHoX is passionate about adopting **fresh new ideas** and the latest in **technological advancement** for the benefit of our residents, visitors, and businesses.

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Innovation & Technology



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