



HEALTH IN ALL POLICIES

SUBCOMMITTEE EVALUATION REPORT

VOLUME 2 OF 2

NOVEMBER 15, 2019



Appendices

APPENDIX A – HIAP ALIGNMENT WITH THE GENERAL PLAN 2030	2
APPENDIX B – HIAP ALIGNMENT WITH THE GENERAL PLAN 2030 ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	4
APPENDIX C – HIAP ALIGNMENT WITH THE 6-MONTH CITY WORK PLAN ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	7
APPENDIX D – HIAP ALIGNMENT WITH EMPLOYEE SURVEY – FREE RESPONSE ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	10
APPENDIX E – HIAP ALIGNMENT WITH THE CITY COUNCIL POLICY MANUAL ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	16
APPENDIX F – HIAP ALIGNMENT WITH THE ADMINISTRATIVE PROCEDURE ORDERS ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	17
APPENDIX G – HIAP ALIGNMENT WITH CITY DEPARTMENT PROGRAMS ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS	19
APPENDIX H – EMPLOYEE SURVEY	21
APPENDIX I – EMPLOYEE SURVEY RESULTS	25
APPENDIX J – COMMUNITY SURVEY	52
APPENDIX K – COMMUNITY SURVEY RESULTS	57
APPENDIX L – LISTENING TOUR PARTICIPATING AGENCIES	102
APPENDIX M – HIAP LISTENING TOUR SESSION NOTES	106
APPENDIX N – SCREENING TOOLS	133

APPENDIX A – HIAP ALIGNMENT WITH THE GENERAL PLAN 2030

Listed are the Introduction, *Guiding Principles* and *Chapters*, with their respective “Sections” and *Goals*, which significantly relate to one or more of the pillars. Each listed *Chapter* after the *Introduction* follows a *Guiding Principle* or set of *Guiding Principles* relating to at least one of the HiAP pillars.

CHAPTER 1 - INTRO – “General Plan 2030 is a comprehensive revision of Santa Cruz’s 1990–2005 General Plan, first adopted in October 1992. General Plan 2030:

- Establishes what the community wants to reinforce or change, and provides guidelines for change while preserving environmental resources, generating economic stability, and maintaining public services and facilities at adequate levels.
- Serves as a comprehensive and everyday guide for making decisions about the nature and location of economic and urban development and transportation improvements
- Protects natural resources and the public health and safety. Ensures consistency of City actions, while providing the flexibility to respond to changing needs and times.

CHAPTER 4 – LAND USE: [A BALANCED COMMUNITY]

- “Sustainability”-Pg.35-36 – (S)
- “Open Space and Natural Resources”-Pg.37 – (PH)
- GOAL LU1: Sustainable Land Uses – (S)

CHAPTER 5 – MOBILITY: [MOBILITY]

- “Land Use Patterns”-Pg.52 – (S)
- GOAL M2: A safe, sustainable, efficient, adaptive, and accessible transportation system – (S, EQ)

CHAPTER 6 – ECONOMIC DEVELOPMENT: [PROSPERITY FOR ALL]

- “A Sustainable Economy”-Pg.64 – (S)
- GOAL ED4: A skilled, educated, and diverse local workforce – (EQ)
- GOAL ED6: A sustainable economy – (S)

CHAPTER 7 – CIVIC AND COMMUNITY FACILITIES: [NATURAL RESOURCES]

- “Solid Waste”-Pg.74 – (S)
- “Health and Human Services”-Pg.75 – (PH)
- “A Technologically Innovative Community”-Pg.75-76 – (S)
- GOAL CC3: A safe, reliable, and adequate water supply – (PH,S)
- GOAL CC4: A sustainable and efficient wastewater system – (S)
- GOAL CC5: A sustainable and efficient stormwater system – (S)
- GOAL CC9: High-quality and accessible health and human services for all – (EQ, PH)
- GOAL CC10: Accessible high-quality childcare facilities and services – (EQ)

CHAPTER 10 – NATURAL RESOURCES AND CONSERVATION: [NATURAL RESOURCES; A BALANCED COMMUNITY]

- “URBAN FOREST”-Pg.120 – (PH,S)
- “OPEN SPACE AND COSTLINE”-PG.121 – (PH)
- “ENERGY”-Pg.121-122 – (S)
- GOAL NRC1: Protected, enhanced, and sustainably managed creek systems, riparian environments, and wetlands – (S)
- GOAL NRC2: Protected, enhanced, and sustainable native and natural plant and animal communities and habitats – (S)

- GOAL NRC3: Conservation and stewardship of resources – (S)
- GOAL NRC4: Effective leadership and action in reducing and responding to global warming – (S)
- GOAL NRC5: An enhanced and sustainable urban forest – (S)

APPENDIX B – HIAP ALIGNMENT WITH THE GENERAL PLAN 2030 ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

TABLE FORMAT: The left column is split in two, with the first containing the policy designation and their relating HiAP pillars. The second contains the policy’s description. The number of ‘xs’ in the matrix section of the table (e.g., 2x) indicates which General Plan actions of that policy applies to which functional area of city operation. One ‘x’ represents one action. The action is only indicated on the matrix if it could be related to the themes of the three pillars

EXAMPLE: Policy LU1.1 has five actions that relate to the HiAP pillars. Two *actions* are categorized as *Guidance and Best Practices*, one as *Permitting and Licensing*, one as *Policy and Regulation*, and one as *Legislation and Ordinance*.

2030 GENERAL PLAN		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
POLICIES & ACTIONS														
LU1.1 Sustainability	Relate residential, commercial, and industrial land use intensities to the capability and location of the land while ensuring optimum utilization of infill parcels.						2x	1x		1x		1x		
LU1.2 Sustainability	Ensure that growth and development does not lead to the overdraft of any water source, the creation of unacceptable levels of air pollution, or the loss of prime agricultural land.	1x								1x				
LU1.3 Sustainability	Ensure that facilities and services required by a development are available, proportionate, and appropriate to development densities and use intensities.						1x				2x			
LU1.4 Sustainability	Ensure that new development pays its proportional share of the costs of expanded infrastructure needed to serve new development.										1x		1x	
M2.1 Equity Sustainability	Provide leadership on sustainable regional mobility.		1x	2x		1x	2x			1x		1x		
ED4.4 Equity	Encourage the development of businesses with strong minority outreach.			1x										
ED6.2 Sustainability	Encourage and support “green” and environmentally-oriented businesses to locate in Santa Cruz.						2x			1x				
ED6.4 Sustainability	Ensure that economic development strategies and programs undertaken by the City are in step with changing economic conditions and technologies.					1x	1x	1x			1x		3x	
CC3.1 Sustainability	Implement the City’s Integrated Water Plan.											2x		
CC3.2 Public Health	Meet or exceed all regulatory drinking water standards.	1x		1x			1x	1x		1x	3x			
CC3.3 Sustainability	Safeguard existing surface and groundwater sources.		4x				1x		2x	3x				
CC3.4 Sustainability	Maintain and improve the integrity of the water system.		2x								1x			

2030 GENERAL PLAN		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Public Health														
CC3.5 Sustainability	Promote maximum water use efficiency.		2x	2x			3x			2x	4x	1x		1x
CC3.9 Sustainability	Sustain long-term fiscal stability.					2x	1x					1x	2x	
CC3.11 Sustainability	Conserve water resources.			1x			1x				1x			
CC4.1 Sustainability	Provide an adequate and environmentally sound wastewater collection, treatment, and disposal system.		3x			1x			1x		3x	1x	1x	
CC4.2 Sustainability	Maintain secondary wastewater treatment and explore the potential for tertiary treatment.		1x								1x			
CC4.3 Sustainability	Explore the potential for recycling wastewater										1x			
CC5.1 Sustainability	Develop and maintain a Stormwater Master Plan.		4x	1x			2x			1x		4x		
CC9.1 Equity Public Health	Promote activities and programs that contribute to the physical and mental health and well-being of all Santa Cruz residents.						1x							
CC9.2 Equity Public Health	Provide adequate seasonal and permanent shelters and services.						2x							
CC9.3 Equity	Offer family-oriented employment policies to City employees and encourage similar policies citywide.				1x					1x				
CC9.4 Equity Public Health	Encourage provision of and access to a full range of adequately distributed health services for city residents.		1x				2x							
CC9.5 Equity	Promote equal access for all to comprehensive family planning.			1x										
CC9.6 Equity Public Health	Cooperate with Dominican Hospital and other health care providers to determine the medical care needs of the city's population.						1x							
CC10.1 Equity	Encourage an adequate and diverse supply of childcare facilities and services citywide.			1x			3x	2x						
CC10.2 Equity	Encourage development of accessible, affordable, and quality childcare facilities near public transportation, employment centers, and in the Downtown.						1x							
CC10.5 Equity	Support regional, State, and federal efforts and funding for childcare services.												1x	
NRC1.1	Protect the city's river and wetland areas while increasing and		1x	1x			1x				1x	1x		

2030 GENERAL PLAN		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Sustainability	enhancing public access where appropriate.													
NRC1.2 Sustainability	Encourage low impact uses and practices in watershed lands upstream of the city’s riverine, stream, and riparian environments.						1x				1x			
NRC1.3 Sustainability	Encourage the restoration and enhancement of existing riparian corridors, wetlands, and water resources.											1x		
NRC2.1 Sustainability	Protect, enhance, or restore habitat for special-status plant and animal species.			3x			1x				1x			
NRC2.2 Sustainability	Protect sensitive habitat areas and important vegetation communities and wildlife habitat, to include riparian, wetland (salt marsh and freshwater wetland), coastal prairie, coastal bird habitat, and habitat that support special status species, as well as, sensitive and edge habitats (“ecotones”).		1x				2x			1x	1x	1x		
NRC2.3 Sustainability	Protect, enhance, and maintain significant dispersal corridors and buffers.									1x				
NRC2.4 Sustainability	Protect, manage, and enhance tree groves and understory that provide sensitive habitat features.											1x		
NRC3.1 Sustainability	Lead the community in conserving resources.		1x	2x			3x			1x		1x		
NRC4.1 Sustainability	Reduce communitywide greenhouse gas emissions (GHG) 30 percent by 2020 and 80 percent by 2050 (compared to 1990 levels).						4x			1x	3x	3x		
NRC4.2 Sustainability	Support initiatives, legislation, and actions for reducing and responding to climate change.						1x					1x		
NRC4.3 Sustainability	Encourage community involvement and public-private partnerships to reduce and respond to global warming.			1x		1x	1x				1x	2x		
NRC4.4 Sustainability	Take early action on significant and probable global warming land use and development issues, including those that might arise after 2030.						1x					1x		
NRC4.5 Sustainability	Minimize impacts of future sea level rise.										1x			
NRC5.1 Sustainability	Protect and manage tree resources in the urban environment, with emphasis on significant and heritage trees.		1x	1x										
NRC5.2 Sustainability	Increase the percent of tree canopy by promoting street tree planting.			1x										
2030 GENERAL PLAN TOTALS		2x	21x	19x	1x	6x	34x	5x	3x	16x	24x	23x	8x	1x

APPENDIX C – HIAP ALIGNMENT WITH THE 6-MONTH CITY WORK PLAN ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

TABLE FORMAT: The left two columns contain the *Focus Areas* of the Work Plan and their *Programs* and *Projects*. The ‘xs’ in the matrix indicate the *city functions* that are covered in the implementation of these programs and projects. Each program or project could have multiple *city functions* attributed to it.

6-MONTH WORK PLAN: JULY-DECEMBER 2019		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
FOCUS AREA	PROGRAMS/PROJECTS													
Strategic Planning and Work Plan Update	Development of a comprehensive and inclusive strategic planning process											x		
Homelessness	City Code/Disproportionate Impact on Homeless Analysis						1x		1x		2x	4x		
	Community Advisory Committee on Homelessness (CACH)													
	Camping Ordinance Amendment (CACH)													
	Facilities Project Charter													
	Transitional Encampment Project Charter													
	Community engagement on housing – e.g. Wise Democracy													
	125 Coral St. Property Acquisition													
	HSC Campus Master Plan													
Housing	SB2 Planning Grants Application			1x		1x	1x	1x	1x		2x	4x	1x	
	Rental Housing Data Collection													
	ADUs (1-5)													
	Unpermitted Dwelling Units													
	Just Cause for Tenant Evictions													
	Rent Control/Rent Stabilization													
	Rental Housing Task Force													
	Housing Education/Housing Academy													
	Inclusionary Ordinance (Updates for Rental Projects)													
	Inclusionary Ordinance (Updates for Ownership Projects)													
	METRO Mixed Use Affordable Housing Project													
City Finance and Budgeting	Public Safety Development Impact Fee												2x	
	Child Care Impact Fee													
Water	Joint City Council – Water Commission Meeting re Water Supply Advisory Committee Implementation Update and Recommendations for Early Actions and Updated 2020-2024 Water Supply Augmentation Strategy Work Plan					1x			1x			3x		
	Soquel Creek Water District – Recycled Water Phase 2													

6-MONTH WORK PLAN: JULY-DECEMBER 2019		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
	Agreements: Operations and Cost Allocation and Land Lease and Facility and Pipeline Encroachment Agreements													
	Council Action on FY 2020 Water Revenue Bond Sale (to support implementation of the \$350+ million 10 year CIP													
	Mid-County Groundwater Sustainability Plan													
	Council Action to place Charter Amendment allowing use of “alternate project delivery methods (above and beyond “low bidder” design, bid, build strategies) on the March 2020 Primary Ballot													
Transportation	Transportation Demand Management (TDM)		2x				1x					1x		
	Rail Trail													
	Trolley Goes Electric													
	Vision Zero													
Social Services	CORE Funding					3x						1x		
	Children’s Fund													
	CDBG Funding													
	5-Year Consolidated Action Plan – CDBG													
Labor Negotiations	Bargaining with 8 Groups				1x									
Land Use	Local Coastal Program Plan Update (1-4)											3x		
	Ocean Street Rezoning													
	Citywide Parking Updates													
Environmental Programs	2030 Climate Action Plan/Program – Solar installation at three City facilities.					1x	2x			1x				
	Resilient Coast Grant Programs													
	Environmental Site Characteristics (Skypark and Metro) – grant due in June													
	Countywide plastics policy													
Parks and Recreation	Pogonip/Homeless Garden Project (site assessment)										2x			
	Urban Tree Inventory Project: Grant funded by Calfire; includes planting 500 trees where 330+ are in the ground.													
Emergency Preparedness	Fire Department: training, prepare to manage major emergencies. Initial and ongoing EOC training dates set for staff.		1x											2x
	Unified Response to Violent Incidents (URVI) training and deployment of ballistic PPE to all front line apparatus.													
	DeLaveaga vegetation management													
Downtown Needs	Coordinated Maintenance and Beautification Plan		x									x		

6-MONTH WORK PLAN: JULY-DECEMBER 2019		Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Assessment														
6-MONTH WORK PLAN TOTALS		0x	4x	1x	1x	6x	5x	1x	3x	1x	6x	18x	3x	2x

APPENDIX D – HIAP ALIGNMENT WITH EMPLOYEE SURVEY – FREE RESPONSE ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

Santa Cruz City Employees were asked to give an example of how their work is already in line with the three pillars regardless of having an official HiAP framework implemented in the City. The matrix uses the examples given by the employees who chose to respond and categorizes them into the *city function* categories. An ‘x’ connects one example to a *city function*. The examples are split into three sections based on the pillars.

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
PLEASE GIVE SPECIFIC EXAMPLES OF YOUR USE OF THE EQUITY LENS IN, OR IN CONNECTION TO, YOUR WORK.													
Our policies are in place so all our customers are treated fairly, equally, and equitably									x				
The Department's rates and work towards rate assistance is focused on equity.												x	
Assessing new and existing water service connections and applying fees for those water services.												x	
rail trail		x											
By treating all people the same regardless						x							
resilient coast Santa Cruz initiative; past adaptation plan update work											x		
Assuring all customers who engage the City Planning Department receive the same level of service.						x							
Addressing Services and Policies that help underserved low income individuals									x				
Neighborhood policing, youth, senior and LatinX community outreach programs			x										
I have developed an Equity statement with the Arts Commission and we are working to increase the diversity of artists we hire as well as create programs that give opportunities to artists of color.				x		x							
outreach to underserved communities for business support and business grants			x		x					x			
fair service						x							
Advancing a structure for the Environmental Laboratory that weighs in on the different disciplines needed for success: Biochemistry; Analytical Chemistry; Microbiology/Physiology, so that all professionals receive equity and recognition.						x							
The equitable enforcement of the laws with homeless population									x				
Giving all contractors, consultants, and suppliers equal opportunity to be awarded City contracts								x					
Considering demographic, socioeconomic, and historical context when planning grant proposals to make sure that disadvantaged communities fully share in the benefits of projects in our community.					x								
As a supervisor, I must always think of equity and judge fairly.						x							
Providing for all with all responders safety a priority as well		x				x							
We enforce accessibility requirements for building projects						x			x				
Hiring, access, homeless response				x		x							
I treat all of my property owners the same.						x							
Leasing City-owned spaces to minority run business. Grant applications to raise funds for projects in disadvantaged communities.					x			x					
recruitment strategy plans, discipline, bargaining negotiations, compensation studies/pay equity, EEOC				x		x		x		x			

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
working on maintaining affordable access to drinking water for everyone		X				X							
Using disadvantaged income areas for grant funding for public improvement projects in those areas benefiting those neighborhoods					X								
Direction provided to staff, and how staff issues are handled. Amending and creating new policies and procedures for inner-office processes.						X			X				
Equity is a goal for community processes, as well as the outcomes of plans and policies we draft in the Planning Department.						X			X				
Consideration is given to building permit applicants with economic hardships							X						
Equity to me means all people are treated the same, with the same expectations for productivity and performance. I see inequity in my department. The rules are different for different people.						X							
Providing ADA access for events									X				
I do not use the equity lens formally in my work but am always aware of it as an issue in our community service and try to honor it whenever I'm making a decision that may result in inequities.													
Applying for grants to serve underserved communities. A consideration during hiring. Making accessibility improvements.		X		X	X								
We capture demographic data on who the police contact and why. We have taught mental health and de-escalation to protect equity.	X									X			X
Looking at affordable housing being available to all income eligible persons.						X							
how I treat others, or provide equal opportunities to staff or vendors						X							
Equity for the community is challenging in that we respond to calls for service, we don't take into account how equal our service is.													
Supporting the equity focus in the Public Art program. Trying to improve the City mandatory cultural awareness training.						X							X
In the consistent application of public rules and regulations, such as tax enforcement (aka, TOT, Ad Tax)									X			X	
Recruitment and Selection of new city employees				X									
When talking to residents about projects			X							X			
We discuss equity in meetings as it relates to fairly addressing customer water quality concerns consistently across all members of the public.						X							
Policies for park use.						X			X				
PLEASE GIVE SPECIFIC EXAMPLES OF YOUR USE OF THE PUBLIC HEALTH LENS IN, OR IN CONNECTION TO, YOUR WORK.													
Water quality and construction practices to maintain public health						X							
Drinking water that meets or exceeds all public health standards is one of our core missions.		X				X							
Installation and disinfection of new water mains.		X											
rail trail		X											
HiAP, climate adaptation plan update						X					X		
To deliver a safe and reliable supply of water to the community in which we served.		X				X							

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Researching water quality to ensure a safe and clean environment for the community										X			
Ensure we are looking at Electrification of Vehicles and infrastructure support to aid in promoting Eco friendly services to the community		X	X			X							
considering the location and types of businesses that are located in our community impacts public health						X				X			
fast, reliable service		X											
1. Negotiating NPDES permit for the WWTF; and ensuring methodologies that allow informed public health risk analyses and risk management decisions to be data driven.	X					X	X						
We deal with public health issues every day in police work		X											
Economic Development does a lot of intangible work around quality of life. Indirectly we work with this Pillar quite a bit with Jobs, cultural engagement, event sponsorships, Arts Programs, graffiti abatement, housing program, etc.		X	X	X		X					X		
All water projects are founded on providing safe and quality drinking water. Construction projects always address safety.						X							
Planning for infrastructure projects that improve safety, increase walking and biking, and provide meaningful opportunities for physical activity.						X							
Utilization of the EAP				X									
All calls, decisions deal with this pillar						X							
We enforce minimum standards for building construction									X				
homeless response, construction projects		X				X							
I am aware of public health hazards and do what I can, per code, to mitigate them						X					X		
Working on a trail grant for the Riverwalk and Rail Trail. These improvements could help provide additional facilities to improve public health					X								
providing an adequate, high quality source of drinking water that meets all public health regulatory requirements to 100,000 customers		X											
Almost everything we do has a direct public health consideration or overriding principal.						X							
Enforcement of CA Building Code Part 11 supports improved Indoor Air Quality in buildings reducing the likelihood of cute or chronic respiratory disorders									X		X		
Much of my work has a public health aspect. I'm working to ensure the safety of our beaches, rivers, and ocean.						X							
Making sure food prep areas are clean. Lifting heavy items safely.		X											
Providing public service		X											
Public health is a fundamental component of providing safe drinking water and is a consideration in EVERYTHING we do.						X							
Installed new bicycle pump track to encourage youth activity.		X											

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
All we do is targeted toward having a healthy community. Much of our workload is specific toward improving the quality of life for Santa Cruz.						x							
Housing Quality Standards reviews									x				
Cross Connection Prevention		x											
Public health, or more specifically public safety is why we exist. This pillar drives the majority of our actions. Are we as an agency able to provide what the community needs.						x							
Use of a Trauma Informed Care lens for office procedures and delivery of customer service.		x				x							
In regular staff meeting to remind that health is "not" related to medicine or drs; in supporting policy concepts (such as Ad Tax reforms)									x			x	
I treat the water so folks can drink it.		x											
Building bike paths and bike lanes, riding bikes improves people's health		x											
helping the public mentally and physically						x							
junkie camp clean up, needles syringe retrieval		x											
Public health is our primary focus. We analyze source and domestic water daily. For example, sampling and testing of domestic water after each water main line repair.		x											
Improvements to the parks system.						x							
PLEASE GIVE SPECIFIC EXAMPLES OF YOUR USE OF THE SUSTAINABILITY LENS IN, OR IN CONNECTION TO, YOUR WORK.													
I completed several large sustainable energy projects and do try to require & encourage recycling during construction projects, when possible						x							
A sustainable drinking water supply is woven into every facet of the Department's work.						x							
Emphasis on electronic and paperless plan reviews.						x							
rail trail		x											
By researching their resources, collaborating with others in the City and community members										x			
it is my job.						x							
In purchasing office supplies, I opt for environmentally friendly products over those that are less so.						x							
Implementation of compensation study without going through the union to address the substantial gap.										x			
Researching water quality in local creeks to determine where pollution is coming from in order to make BMPs that will help the environment										x			
Both financially and with new projects/construction this pillar is essential to all work performed						x							
Procurement of fleet vehicles								x					
Monitoring and tracking presence and concentrations of CECs in our	x												

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
environmental waters through the Pretreatment program sampling methods and data tracking.													
Looking at Environmental Sustainability in relation to the Library Project. Also frame the Trolley program in terms of environmental sustainability.						X							
Projects are designed to maximize its expected life span but also solar power and such are always considered.						X							
Utilizing a multimodal approach to all infrastructure projects under consideration.						X							
Green Business Program											X		
Projects I work on need to be sustainable in a variety of ways						X							
I want to stop selling water bottles at my place of work and have been told that it wouldn't work out. I also try to only order more sustainable items		X				X							
We regulate green building standards in building construction									X				
construction projects, vehicle acquisition, fuel purchases								X					
I work to legalize housing while making sure that those housing units are safe and can remain						X							
Planning for the long term sustainability of City owned facilities like the Wharf and the Del Mar Theater.						X							
working to manage natural resources, water resources and water system infrastructure resources in a manner that is sustainable,						X							
Looking at vehicle emissions, climate adaptation, green purchasing practices, etc. etc.								X					
The majority of my program administration and management experience is focused on achieving sustainability of City water resources through the successful implementation of conservation measures.						X							
When drafting new plans or considering new policies, we are always asking how these choices will affect the physical environment for the next several decades. That is essentially the role of our department is to balance the needs of today with those of tomorrow. Sustainability is the name of the game.						X			X				
The Santa Cruz GREEN BUILDING Program [1] reduces supply chain impacts of building materials [2] Improves building environmental quality [3] Reduces operational water and energy demand of the building [4] Improves building longevity of wood frame construction (sequestered atmospheric carbon) and [5] Set community example											X		
LED light conversion in building. Selling boxed water instead of plastic water bottles.		X											
Due to our environmental regulatory compliance obligations as a water purveyor, sustainability is also a fundamental part of our business - whether it be protecting fisheries, using green energy for our operations or related activities.									X				

EMPLOYEE SURVEY – FREE RESPONSE	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Supporting installation of solar arrays at Golf Course.		x											
Housing Quality Standards review										x			
I educate people on how their individual actions can lead to broader sustainability changes in our community			x										
hardware, software, technology solutions; are they sustainable and do they address a need										x			
Sustainability is more of a fiscal lens. We currently are looking at mechanisms to provide our service level into the future given significant financial constraints.		x											
Consideration of environmental impact of office practices and projects.						x							
Fiscal sustainability; supporting delivery of core services to those most in need.		x											
By utilizing source selection, I provide water for citizens while leaving plenty of water for fish.		x				x							
Road projects help to have sustainability in a community because with good streets we can have environmental, economic, and social positive impacts						x							
Sustainability is connected to decision about watershed management.						x							
Maintenance of public land.	x												
EMPLOYEE SURVEY – FREE RESPONSE TOTALS	4x	30x	6x	5x	6x	61x	2x	6x	16x	11x	7x	4x	2x

APPENDIX E – HIAP ALIGNMENT WITH THE CITY COUNCIL POLICY MANUAL ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

The matrix indicates the *city functions* that support the City Council Policy

CITY COUNCIL POLICY MANUAL	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
1.3 Risk Management Policy						x							
5.6 Disabled Access to Meetings/Meeting Locations – City Advisory Bodies				x									
5.16 Council Representation at Commission For The Prevention of Violence Against Women Annual Public Hearing			x										
5.17 Advisory Body Members’ Ethics Training Requirement													x
6.17 Equal Access to Services		x											
7.1 City Facilities and Programs – Parks and Recreation Department Jurisdiction		x					x					x	
11.3 Timber Harvests in Watershed Area and Preservation of Old Growth Trees						x	x						
11.5 Energy Efficiency in City-Managed Facilities						x							
12.16 Cannabis Business Tax Increment Designated for a Children’s Fund												x	
14.4 Neighborhood Notification of Council Agenda Items			x										
14.5 Protection of Individual Rights at Demonstrations						x							
14.7 Funding Criteria for Community Development Block Grant Public Services					x								
17.3 Rental Policy for City-Owned Housing		x				x							
25.2 Discrimination, Harassment, Retaliation, and Respectful Workplace Conduct Policy				x		x							x
26.3 Subdivisions and Major Developments Directly Outside City Limits – Review of										x			
26.7 UCSC Growth and Its Impact on the City of Santa Cruz (Ballot Measure)		x				x							
26.8 Growth Principles for University of California System						x							
27.1 Commission’s Review of Police Service						x				x			
28.2 Trenching in City Rights of Way; Pavement Life Span Preservation						x		x					
29.4 Vehicle Replacement Program								x					
29.7 Asbestos in Products – Purchasing Guidelines						x			x				
29.9 Recycled Paper and Paper Products – Purchasing Guidelines													
29.11 Polystyrene Foam Plastic Products – Prohibition on City Purchase and/or Use						x		x					
29.13 Purchase of Energy Efficient Products, Appliances and Equipment								x					
29.15 Purchase of Bottled Water						x		x					
34.4 Water Department Financial Reserve Policy					x	x							
34.6 Water Conservation Strategy Regarding Water Demands Associated with the University of California Santa Cruz					x						x	x	
CITY COUNCIL POLICY MANUAL TOTALS	0x	4x	2x	2x	3x	14x	2x	5x	1x	2x	1x	3x	2x

APPENDIX F – HIAP ALIGNMENT WITH THE ADMINISTRATIVE PROCEDURE ORDERS ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

The matrix indicates the *city functions* that support the Administrative Procedure Orders.

ADMINISTRATIVE PROCEDURE ORDERS (APO)	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
I-44 Use of Police and Fire Personnel						X							
I-47 Smoking Control Policy						X			X				
I-51 Condemnation of Private Structures in Emergency						X							
I-52 City Fleet Procedures						X							
I-53 Vehicle Accident Review Procedures						X							
I-57 Proposition 65 Disclosure Requirements						X			X			X	
I-61 Dead, Stranded, Sick and/or Injured Marine Life		X				X							
I-63 CEQA Procedures – Planning Department Notice			X			X							
I-67 Facility and Program Accessibility Policy									X	X			
I-68 Employee Liaison to Monitor Accessibility				X						X			X
I-71 West Cliff Drive Area		X											
I-77 Public Access Defibrillator Program						X							X
I-80 City Vehicle and Material Storage Facilities						X			X				
I-87 City ADA Notice Policy		X		X					X				
I-88 Carbon Reduction Fund					X	X							
I-89 Debt Management Policy					X	X							
I-93 Bidding Procedures						X		X		X			
II-1A Discrimination/Harassment Policy Implementation and Complaint Procedure						X							X
II-1B Respectful Workplace Conduct						X							
II-5 Compensation Policy / Pay Equity									X	X			
II-8 Employee Exit Procedure				X		X							
II-9 Grievance Procedures for Unrepresented Classified Employees				X		X							
II-12 Job Opportunity Announcements			X	X		X							
II-15 Orientation of New Employees			X	X									
II-18 Personal Safety Devices and Safeguards						X			X				
II-21 Tuition Assistance Plan						X							X
II-25 Hazard Communication Program			X	X		X							X
II-28 Gratuities to City Employees									X				
II-30 Policy on Drug-Free Workplace									X				
II-31 Managing Employees with Life-Threatening Illnesses						X							X
II-34 Injury and Illness Prevention Program						X			X	X	X		X
II-35 Voluntary Vacation Donation Program									X				
II-36 Respiratory Protection Program						X				X			X
II-37 Confined Space Program						X	X		X	X			X

ADMINISTRATIVE PROCEDURE ORDERS (APO)	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
II-38 Physical Examinations									x				
II-43 Drug and Alcohol Policy				x					x	x			
II-44 Personal Security in the Workplace						x							x
II-51 Return to Work Program from Industrial Injury or Illness				x		x				x			
II-54 Implementation of the Patient Protection and Affordable Care Act						x				x			
II-55 Paid Sick Leave Policy						x			x				
II-56 Employment of CalPERS Retired Annuitants				x		x			x				
ADMINISTRATIVE PROCEDURE ORDERS TOTALS	0x	3x	4x	10x	2x	30x	1x	1x	16x	10x	1x	1x	10x

APPENDIX G – HIAP ALIGNMENT WITH CITY DEPARTMENT PROGRAMS ACROSS FUNCTIONAL AREAS OF CITY OPERATIONS

The matrix indicates the *city functions* that support the programs hosted by specific City Departments.

CITY DEPARTMENT SPECIFIC PROGRAMS	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
CITY MANAGER													
Collective of Results and Evidence-Based Investment Program								x					
Climate Action Program	x		x		x			x	x	x	x		
ECONOMIC DEVELOPMENT													
Measure O / Inclusionary Housing		x											
Redevelopment Affordable Housing Program		x			x		x	x					
Affordable Housing Trust Fund					x								
Fair Housing Policies and Plans					x				x	x	x		
City Arts Programs (Arts Commission – Commitment to Equity, Inclusivity and Environmental Justice)						x			x				
FIRE DEPARTMENT													
Fire & Life Safety Inspection Program		x										x	
Beach Wheelchair Program		x											
HUMAN RESOURCES													
Current Employee Training Offerings													x
Volunteer Center – CitySERVE Program		x											
PARKS & RECREATION													
Senior Programs		x						x					
Teen Center Programs		x			x			x					
Youth Programs		x			x								
PLANNING AND COMMUNITY DEVELOPMENT													
Residential Rental Inspection and Maintenance Program		x					x					x	
POLICE													
City Crossing Guard Program			x		x								x
Community-Oriented Policing Program		x	x	x									x
Neighborhood Policing Teams		x	x							x			
Volunteers in Policing Services (V.I.P.S.) Programs		x											x
You Are Not Alone (YANA) Santa Cruz Police Program		x											
PUBLIC WORKS													
Green Businesses Program						x				x			
Environmental Compliance Programs		x					x		x				
GreenCycle! Curbside Program		x											
Home Composting \$40 Discount Program		x											
Organics! Collection Program		x											
School Recycling & Waste Reduction Program			x			x							

CITY DEPARTMENT SPECIFIC PROGRAMS	Data	Direct Service Provision and Maintenance	Outreach, Education and Information	Employer	Funding	Guidance and Best Practices	Permitting and Licensing	Purchasing: Procurement and Contracts	Policy and Regulation	Research and Evaluation	Legislation and Ordinances	Taxes, Rates and Fees	Training and Technical Assistance
Storm Water Management Program					x	x				x			
Clean Ocean Business Program			x			x							
Cigarette Butt “Bait Tank” Rebate Program												x	
Rain Barrel Program		x										x	
Bicycle/Pedestrian Facilities and Programs		x	x									x	
Go Santa Cruz Program		x		x									
WATER													
Cross Connection Control Program		x								x	x		
Santa Cruz Water Program	x	x			x					x	x		
ADMINISTRATIVE PROCEDURE ORDERS TOTALS	0x	3x	4x	10x	2x	30x	1x	1x	16x	10x	1x	1x	10x

APPENDIX H – EMPLOYEE SURVEY

SANTA CRUZ

HEALTH IN ALL POLICIES

STAFF SURVEY

equity | public health | sustainability

PURPOSE: This survey will inform an evaluation that staff and a department head/councilmember subcommittee are completing to understand where City staff use the three pillars of HiAP and where there are opportunities and challenges. This information will be used to develop policy recommendations and an implementation plan for City Council to consider.

Subcommittee GOAL: To develop a collaborative and coordinated policy and process for internal and external reflection on equity, public health and sustainability and their use as factors in decision making that will ultimately result in improved community well-being.

The Three Pillars of Health in All Policies: Equity, Public Health, and Sustainability

Equity: Ensures fairness and justice regardless of bias or favoritism due an individual’s identity and background. Equity is both an outcome and means to an end. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept. It is important to note the distinction between equity and equality. Equality is about providing the same to all regardless of need or circumstance. Inequities are unfair, avoidable, and unjust differences that are created when systemic barriers prevent individuals and communities from reaching their full potential.

Public Health: Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Health is also a fundamental component of quality of life, and a healthy population is a critical building block for a sustainable and thriving economy.

Sustainability: Creating and maintaining conditions so that humans can fulfill social, economic, and other requirements of the present without compromising the ability of future generations to meet their own needs. This can be thought of in terms of environmental, economic, and social impacts, and encompasses the concept of stewardship and the responsible management of resources.

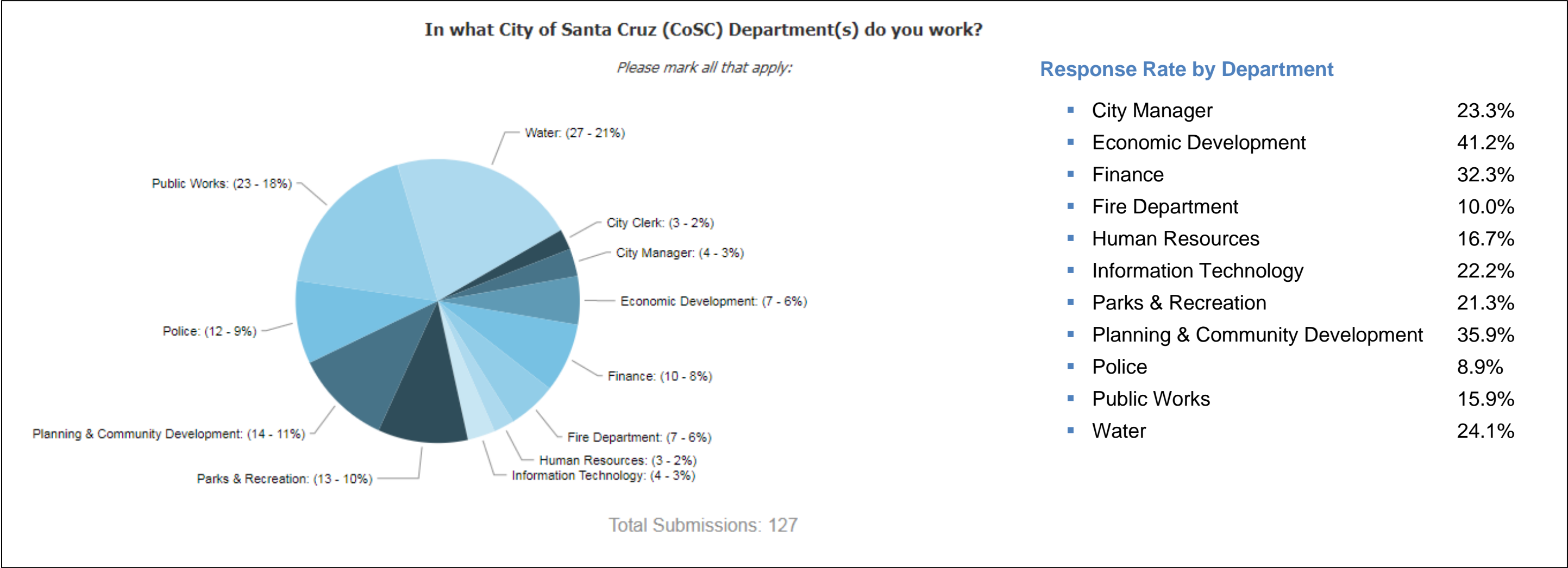
CITY OF SANTA CRUZ – HIAP: STAFF SURVEY QUESTIONS	
Demographics	
<div>1. In what City of Santa Cruz (CoSC) Department do you work?</div> <div><input type="checkbox"/> City Attorney</div> <div><input type="checkbox"/> City Clerk</div> <div><input type="checkbox"/> City Manager</div> <div><input type="checkbox"/> Economic Development</div> <div><input type="checkbox"/> Finance</div> <div><input type="checkbox"/> Fire Department</div> <div><input type="checkbox"/> Human Resources</div> <div><input type="checkbox"/> Information Technology</div> <div><input type="checkbox"/> Library</div> <div><input type="checkbox"/> Parks & Recreation</div> <div><input type="checkbox"/> Planning & Community Development</div> <div><input type="checkbox"/> Housing Engagement</div> <div><input type="checkbox"/> Police</div> <div><input type="checkbox"/> Public Works</div> <div><input type="checkbox"/> Water</div>	
<div>2. Which of the following best describes your position in the CoSC?</div> <div><input type="checkbox"/> I am a supervisor and/or manager and/or director</div> <div><input type="checkbox"/> I am not a supervisor, manager, or director</div>	
<div>3. How long have you worked for the CoSC?</div> <div><input type="checkbox"/> Less than 1 year</div> <div><input type="checkbox"/> 1-5 years</div> <div><input type="checkbox"/> 6 or more years</div> <div><input type="checkbox"/> Prefer not to answer</div>	
HiAP Awareness (4 and 5 are matrix questions)	
Please provide the level of focus with which you believe the CoSC and YOUR DEPARTMENT operates when addressing the HiAP pillars.	
<div>4. In your opinion, how much does the CoSC focus on addressing inequities, sustainability and health?</div> <div><input type="checkbox"/> There is NO FOCUS at all.</div> <div><input type="checkbox"/> There is NOT ENOUGH FOCUS.</div> <div><input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.</div> <div><input type="checkbox"/> There is TOO MUCH FOCUS.</div> <div><input type="checkbox"/> I don’t know.</div>	
<div>5. In your opinion, how much does your Department focus on addressing inequities, sustainability and health?</div> <div><input type="checkbox"/> There is NO FOCUS at all.</div> <div><input type="checkbox"/> There is NOT ENOUGH FOCUS.</div> <div><input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.</div> <div><input type="checkbox"/> There is TOO MUCH FOCUS.</div>	

<input type="checkbox"/> I don't know.						
6. In your opinion, how much does the CoSC focus on addressing health?						
<input type="checkbox"/> There is NO FOCUS at all.						
<input type="checkbox"/> There is NOT ENOUGH FOCUS.						
<input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.						
<input type="checkbox"/> There is TOO MUCH FOCUS.						
<input type="checkbox"/> I don't know.						
7. In your opinion, how much does your Department focus on addressing health?						
<input type="checkbox"/> There is NO FOCUS.						
<input type="checkbox"/> There is NOT ENOUGH FOCUS.						
<input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.						
<input type="checkbox"/> There is TOO MUCH FOCUS.						
<input type="checkbox"/> I don't know.						
8. In your opinion, how much does the CoSC focus on addressing sustainability?						
<input type="checkbox"/> There is NO FOCUS at all.						
<input type="checkbox"/> There is NOT ENOUGH FOCUS.						
<input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.						
<input type="checkbox"/> There is TOO MUCH FOCUS.						
<input type="checkbox"/> I don't know.						
9. In your opinion, how much does your Department focus on addressing sustainability?						
<input type="checkbox"/> There is NO FOCUS.						
<input type="checkbox"/> There is NOT ENOUGH FOCUS.						
<input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS.						
<input type="checkbox"/> There is TOO MUCH FOCUS.						
<input type="checkbox"/> I don't know.						
Organizational Culture						
10. Please provide your level of agreement with the following statements.						
Please provide your level of agreement with the following statements:	Response options (select one per statement/question)					
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't know
a. CoSC has expectations (e.g. policies and/or guidelines) for how we work with the community.						
b. CoSC provides services in ways that are culturally responsive.						
c. CoSC shares information in ways that are culturally responsive.						
d. CoSC is making progress in improving access to several for marginalized communities (e.g., people of color, LGBTQ+, Latinx, elderly, youth)						
e. CoSC is making progress at providing interpretation and translation services for people						

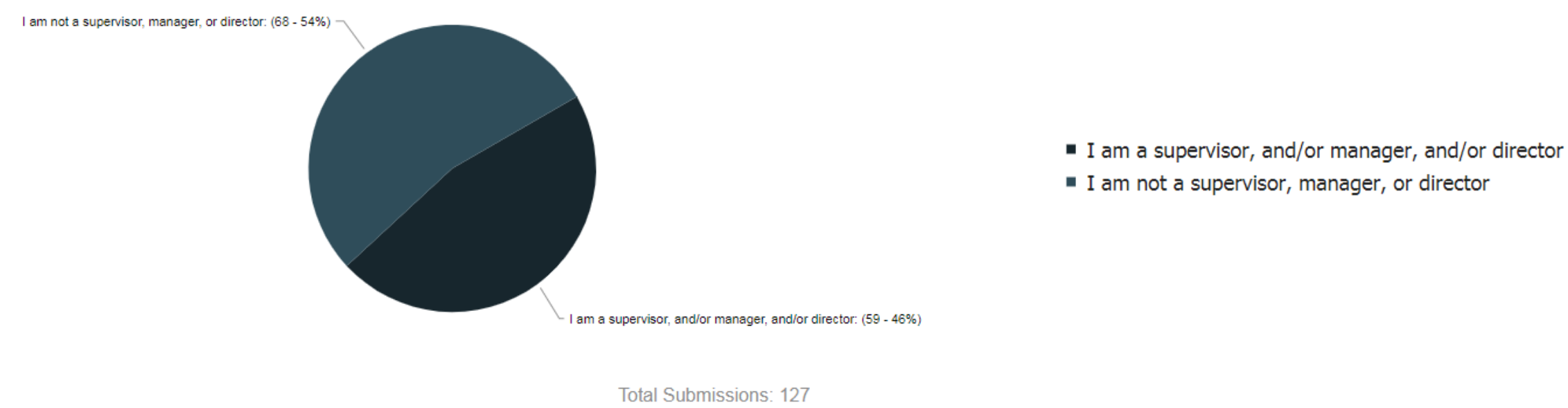
with limited English.						
f. CoSC partners with other institutions and community organizations to advance racial equity for our communities of color.						
Utilization of Principles						
11. When do you use the lens of HiAP’s three pillars in your work? How?						
Please mark whether you utilize each pillar as they apply to your work. (You may mark all that apply):	Equity	Public Health	Sustainability			
a. This pillar is a part of my job and guides all I do.						
b. I am working on a project that directly relates to this pillar.						
c. I provide data that tracks this pillar.						
d. I reference this pillar in grant proposals regularly.						
e. I reference this pillar in staff reports regularly.						
f. I reference this pillar in new policy development.						
g. I reference this pillar in new plan development.						
h. I reference this pillar during budget conversations.						
i. I reference this pillar during procurement/purchasing of materials, supplies, etc.						
j. Our leadership prioritizes these pillars in work plans, meetings, etc.						
k. I integrate consideration of these pillars into construction projects.						
l. I use this pillar in other ways not described above in my work.						

12. Please give specific examples of your use of the equity lens in, or in connection to, your work.
13. Please give specific examples of your use of the public health lens in, or in connection to, your work.
14. Please give specific examples of your use of the sustainability lens in, or in connection to, your work.
15. Is there anything else you would like to share regarding this topic

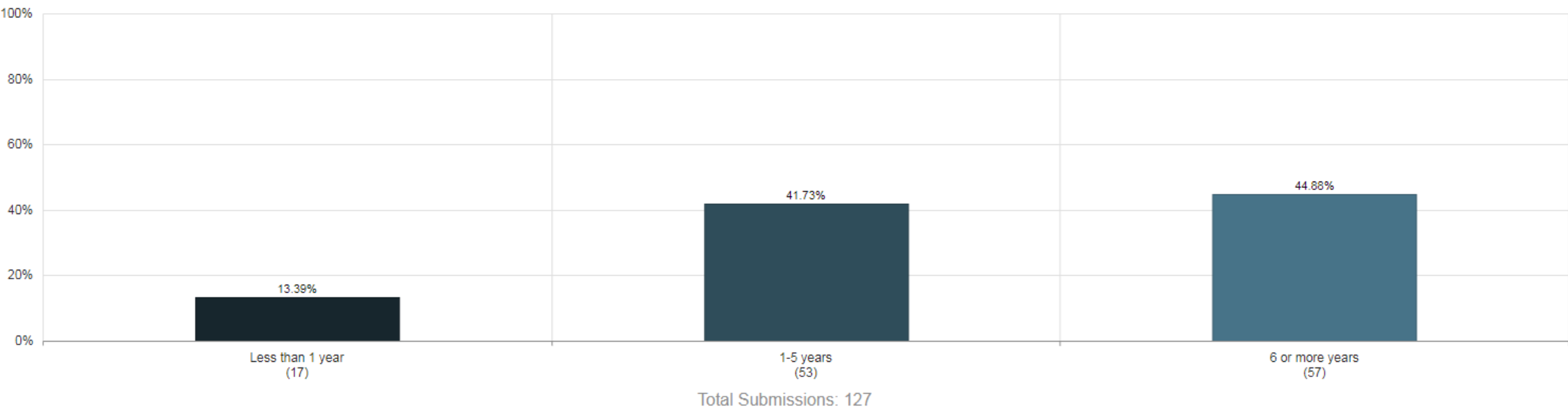
APPENDIX I – EMPLOYEE SURVEY RESULTS



Which of the following best describes your position in the CoSC?



How long have you worked for the CoSC?



a. In your opinion, how much does the CoSC focus on addressing equity?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
NO FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (1)	25% (1)	0% (0)	0% (0)	7.14% (1)	0% (0)	16.67% (2)	0% (0)	7.41% (2)
NOT ENOUGH FOCUS	0% (0)	0% (0)	75% (3)	57.14% (4)	40% (4)	71.43% (5)	33.33% (1)	50% (2)	0% (0)	30.77% (4)	21.43% (3)	0% (0)	25% (3)	26.09% (6)	22.22% (6)
THE RIGHT AMOUNT OF FOCUS	0% (0)	66.67% (2)	25% (1)	42.86% (3)	50% (5)	14.29% (1)	33.33% (1)	0% (0)	0% (0)	30.77% (4)	50% (7)	0% (0)	25% (3)	47.83% (11)	55.56% (15)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	15.38% (2)	7.14% (1)	0% (0)	8.33% (1)	8.7% (2)	0% (0)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	25% (1)	0% (0)	15.38% (2)	14.29% (2)	0% (0)	25% (3)	13.04% (3)	14.81% (4)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

a. In your opinion, how much does the CoSC focus on addressing equity?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	2.94% (2)
NO FOCUS	3.39% (2)	7.35% (5)
NOT ENOUGH FOCUS	40.68% (24)	25% (17)
THE RIGHT AMOUNT OF FOCUS	44.07% (26)	39.71% (27)
TOO MUCH FOCUS	3.39% (2)	7.35% (5)
DON'T KNOW	8.47% (5)	17.65% (12)
Total	59	68

b. In your opinion, how much does YOUR DEPARTMENT focus on addressing equity?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	3.7% (1)
NO FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	25% (3)	4.35% (1)	3.7% (1)
NOT ENOUGH FOCUS	0% (0)	0% (0)	50% (2)	42.86% (3)	40% (4)	57.14% (4)	33.33% (1)	25% (1)	0% (0)	23.08% (3)	21.43% (3)	0% (0)	25% (3)	26.09% (6)	14.81% (4)
THE RIGHT AMOUNT OF FOCUS	0% (0)	66.67% (2)	50% (2)	57.14% (4)	60% (6)	42.86% (3)	66.67% (2)	25% (1)	0% (0)	61.54% (8)	78.57% (11)	0% (0)	16.67% (2)	56.52% (13)	66.67% (18)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	0% (0)	0% (0)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	25% (3)	8.7% (2)	11.11% (3)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

b. In your opinion, how much does YOUR DEPARTMENT focus on addressing equity?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	2.94% (2)
NO FOCUS	3.39% (2)	7.35% (5)
NOT ENOUGH FOCUS	32.2% (19)	22.06% (15)
THE RIGHT AMOUNT OF FOCUS	55.93% (33)	57.35% (39)
TOO MUCH FOCUS	1.69% (1)	0% (0)
DON'T KNOW	6.78% (4)	10.29% (7)
Total	59	68

c. In your opinion, how much does the CoSC focus on addressing health?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	8.7% (2)	0% (0)
NO FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	30% (3)	0% (0)	33.33% (1)	0% (0)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	8.33% (1)	4.35% (1)	7.41% (2)
NOT ENOUGH FOCUS	0% (0)	33.33% (1)	75% (3)	57.14% (4)	10% (1)	42.86% (3)	66.67% (2)	75% (3)	0% (0)	53.85% (7)	35.71% (5)	0% (0)	25% (3)	21.74% (5)	29.63% (8)
THE RIGHT AMOUNT OF FOCUS	0% (0)	66.67% (2)	25% (1)	42.86% (3)	40% (4)	57.14% (4)	0% (0)	0% (0)	0% (0)	23.08% (3)	57.14% (8)	0% (0)	58.33% (7)	52.17% (12)	51.85% (14)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	3.7% (1)
DON'T KNOW	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	8.33% (1)	8.7% (2)	7.41% (2)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

c. In your opinion, how much does the CoSC focus on addressing health?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	4.41% (3)
NO FOCUS	8.47% (5)	7.35% (5)
NOT ENOUGH FOCUS	42.37% (25)	29.41% (20)
THE RIGHT AMOUNT OF FOCUS	42.37% (25)	48.53% (33)
TOO MUCH FOCUS	3.39% (2)	2.94% (2)
DON'T KNOW	3.39% (2)	7.35% (5)
Total	59	68

d. In your opinion, how much does YOUR DEPARTMENT focus on addressing health?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
NO FOCUS	0% (0)	0% (0)	0% (0)	14.29% (1)	10% (1)	0% (0)	0% (0)	25% (1)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	0% (0)	8.7% (2)	3.7% (1)
NOT ENOUGH FOCUS	0% (0)	66.67% (2)	75% (3)	0% (0)	40% (4)	14.29% (1)	66.67% (2)	50% (2)	0% (0)	23.08% (3)	35.71% (5)	0% (0)	41.67% (5)	26.09% (6)	22.22% (6)
THE RIGHT AMOUNT OF FOCUS	0% (0)	33.33% (1)	25% (1)	85.71% (6)	40% (4)	71.43% (5)	33.33% (1)	0% (0)	0% (0)	53.85% (7)	57.14% (8)	0% (0)	58.33% (7)	52.17% (12)	70.37% (19)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)
DON'T KNOW	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.7% (2)	3.7% (1)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

d. In your opinion, how much does YOUR DEPARTMENT focus on addressing health?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	1.47% (1)
NO FOCUS	8.47% (5)	7.35% (5)
NOT ENOUGH FOCUS	30.51% (18)	29.41% (20)
THE RIGHT AMOUNT OF FOCUS	55.93% (33)	57.35% (39)
TOO MUCH FOCUS	1.69% (1)	1.47% (1)
DON'T KNOW	3.39% (2)	2.94% (2)
Total	59	68

e. In your opinion, how much does the CoSC focus on addressing sustainability?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	4.35% (1)	3.7% (1)
NO FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	25% (3)	0% (0)	7.41% (2)
NOT ENOUGH FOCUS	0% (0)	33.33% (1)	25% (1)	42.86% (3)	40% (4)	14.29% (1)	33.33% (1)	25% (1)	0% (0)	15.38% (2)	42.86% (6)	0% (0)	33.33% (4)	34.78% (8)	40.74% (11)
THE RIGHT AMOUNT OF FOCUS	0% (0)	33.33% (1)	75% (3)	57.14% (4)	40% (4)	57.14% (4)	66.67% (2)	25% (1)	0% (0)	53.85% (7)	35.71% (5)	0% (0)	25% (3)	47.83% (11)	37.04% (10)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	7.69% (1)	14.29% (2)	0% (0)	0% (0)	4.35% (1)	7.41% (2)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	16.67% (2)	8.7% (2)	3.7% (1)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

e. In your opinion, how much does the CoSC focus on addressing sustainability?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	4.41% (3)
NO FOCUS	3.39% (2)	8.82% (6)
NOT ENOUGH FOCUS	33.9% (20)	35.29% (24)
THE RIGHT AMOUNT OF FOCUS	49.15% (29)	36.76% (25)
TOO MUCH FOCUS	8.47% (5)	5.88% (4)
DON'T KNOW	5.08% (3)	8.82% (6)
Total	59	68

f. In your opinion, how much does YOUR DEPARTMENT focus on addressing sustainability?

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
NO FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	16.67% (2)	0% (0)	7.41% (2)
NOT ENOUGH FOCUS	0% (0)	0% (0)	25% (1)	14.29% (1)	10% (1)	0% (0)	66.67% (2)	25% (1)	0% (0)	7.69% (1)	21.43% (3)	0% (0)	50% (6)	30.43% (7)	33.33% (9)
THE RIGHT AMOUNT OF FOCUS	0% (0)	66.67% (2)	75% (3)	85.71% (6)	80% (8)	85.71% (6)	33.33% (1)	25% (1)	0% (0)	69.23% (9)	71.43% (10)	0% (0)	25% (3)	52.17% (12)	55.56% (15)
TOO MUCH FOCUS	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	8.33% (1)	8.7% (2)	3.7% (1)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

f. In your opinion, how much does YOUR DEPARTMENT focus on addressing sustainability?

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	1.47% (1)
NO FOCUS	1.69% (1)	8.82% (6)
NOT ENOUGH FOCUS	23.73% (14)	26.47% (18)
THE RIGHT AMOUNT OF FOCUS	64.41% (38)	55.88% (38)
TOO MUCH FOCUS	3.39% (2)	1.47% (1)
DON'T KNOW	6.78% (4)	5.88% (4)
Total	59	68

a. CoSC has expectations (e.g. policies and/or guidelines) for how we work with the community.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)
DISAGREE	0% (0)	0% (0)	25% (1)	28.57% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	13.04% (3)	7.41% (2)
NEITHER AGREE NOR DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	42.86% (3)	0% (0)	0% (0)	0% (0)	7.69% (1)	14.29% (2)	0% (0)	25% (3)	17.39% (4)	14.81% (4)
AGREE	0% (0)	100% (3)	75% (3)	71.43% (5)	40% (4)	42.86% (3)	100% (3)	50% (2)	0% (0)	84.62% (11)	64.29% (9)	0% (0)	41.67% (5)	47.83% (11)	51.85% (14)
STRONGLY AGREE	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	14.29% (1)	0% (0)	50% (2)	0% (0)	7.69% (1)	21.43% (3)	0% (0)	25% (3)	13.04% (3)	22.22% (6)
DON'T KNOW	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	4.35% (1)	3.7% (1)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

a. CoSC has expectations (e.g. policies and/or guidelines) for how we work with the community.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	1.47% (1)
STRONGLY DISAGREE	0% (0)	1.47% (1)
DISAGREE	11.86% (7)	2.94% (2)
NEITHER AGREE NOR DISAGREE	11.86% (7)	16.18% (11)
AGREE	59.32% (35)	55.88% (38)
STRONGLY AGREE	15.25% (9)	17.65% (12)
DON'T KNOW	1.69% (1)	4.41% (3)
Total	59	68

b. CoSC provides services in ways that are culturally responsive.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	0% (0)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	4.35% (1)	3.7% (1)
DISAGREE	0% (0)	0% (0)	50% (2)	28.57% (2)	20% (2)	28.57% (2)	33.33% (1)	0% (0)	0% (0)	15.38% (2)	0% (0)	0% (0)	16.67% (2)	4.35% (1)	7.41% (2)
NEITHER AGREE NOR DISAGREE	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	0% (0)	33.33% (1)	0% (0)	0% (0)	30.77% (4)	14.29% (2)	0% (0)	33.33% (4)	30.43% (7)	22.22% (6)
AGREE	0% (0)	33.33% (1)	25% (1)	42.86% (3)	50% (5)	57.14% (4)	33.33% (1)	75% (3)	0% (0)	38.46% (5)	64.29% (9)	0% (0)	16.67% (2)	26.09% (6)	44.44% (12)
STRONGLY AGREE	0% (0)	33.33% (1)	25% (1)	0% (0)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	7.69% (1)	14.29% (2)	0% (0)	8.33% (1)	17.39% (4)	11.11% (3)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	16.67% (2)	13.04% (3)	11.11% (3)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

b. CoSC provides services in ways that are culturally responsive.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	1.47% (1)
STRONGLY DISAGREE	3.39% (2)	2.94% (2)
DISAGREE	11.86% (7)	13.24% (9)
NEITHER AGREE NOR DISAGREE	23.73% (14)	19.12% (13)
AGREE	40.68% (24)	42.65% (29)
STRONGLY AGREE	13.56% (8)	8.82% (6)
DON'T KNOW	6.78% (4)	11.76% (8)
Total	59	68

c. CoSC shares information in ways that are culturally responsive.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.7% (2)	0% (0)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	8.7% (2)	3.7% (1)
DISAGREE	0% (0)	0% (0)	25% (1)	42.86% (3)	10% (1)	0% (0)	33.33% (1)	25% (1)	0% (0)	38.46% (5)	7.14% (1)	0% (0)	25% (3)	4.35% (1)	14.81% (4)
NEITHER AGREE NOR DISAGREE	0% (0)	33.33% (1)	25% (1)	42.86% (3)	20% (2)	42.86% (3)	33.33% (1)	0% (0)	0% (0)	15.38% (2)	28.57% (4)	0% (0)	41.67% (5)	26.09% (6)	18.52% (5)
AGREE	0% (0)	33.33% (1)	50% (2)	14.29% (1)	20% (2)	42.86% (3)	33.33% (1)	50% (2)	0% (0)	38.46% (5)	57.14% (8)	0% (0)	8.33% (1)	26.09% (6)	33.33% (9)
STRONGLY AGREE	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	8.33% (1)	13.04% (3)	18.52% (5)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	13.04% (3)	11.11% (3)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

c. CoSC shares information in ways that are culturally responsive.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	2.94% (2)
STRONGLY DISAGREE	1.69% (1)	7.35% (5)
DISAGREE	20.34% (12)	14.71% (10)
NEITHER AGREE NOR DISAGREE	30.51% (18)	22.06% (15)
AGREE	27.12% (16)	35.29% (24)
STRONGLY AGREE	15.25% (9)	7.35% (5)
DON'T KNOW	5.08% (3)	10.29% (7)
Total	59	68

d. CoSC is making progress in improving access to services for marginalized communities (e.g., pe...

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	3.7% (1)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)
DISAGREE	0% (0)	0% (0)	25% (1)	14.29% (1)	40% (4)	14.29% (1)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	8.33% (1)	17.39% (4)	11.11% (3)
NEITHER AGREE NOR DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	42.86% (3)	0% (0)	25% (1)	0% (0)	30.77% (4)	21.43% (3)	0% (0)	16.67% (2)	17.39% (4)	22.22% (6)
AGREE	0% (0)	66.67% (2)	75% (3)	57.14% (4)	40% (4)	28.57% (2)	66.67% (2)	25% (1)	0% (0)	38.46% (5)	64.29% (9)	0% (0)	25% (3)	30.43% (7)	37.04% (10)
STRONGLY AGREE	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	15.38% (2)	7.14% (1)	0% (0)	25% (3)	17.39% (4)	3.7% (1)
DON'T KNOW	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (1)	50% (2)	0% (0)	0% (0)	7.14% (1)	0% (0)	25% (3)	13.04% (3)	22.22% (6)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

d. CoSC is making progress in improving access to services for marginalized communities (e.g., pe...

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	1.69% (1)	2.94% (2)
STRONGLY DISAGREE	0% (0)	1.47% (1)
DISAGREE	6.78% (4)	17.65% (12)
NEITHER AGREE NOR DISAGREE	22.03% (13)	17.65% (12)
AGREE	42.37% (25)	38.24% (26)
STRONGLY AGREE	16.95% (10)	5.88% (4)
DON'T KNOW	10.17% (6)	16.18% (11)
Total	59	68

e. CoSC is making progress at providing interpretation and translation services for people with l...

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	3.7% (1)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.7% (2)	0% (0)
DISAGREE	0% (0)	33.33% (1)	0% (0)	14.29% (1)	40% (4)	0% (0)	33.33% (1)	0% (0)	0% (0)	30.77% (4)	7.14% (1)	0% (0)	16.67% (2)	4.35% (1)	11.11% (3)
NEITHER AGREE NOR DISAGREE	0% (0)	33.33% (1)	25% (1)	0% (0)	30% (3)	71.43% (5)	33.33% (1)	50% (2)	0% (0)	23.08% (3)	14.29% (2)	0% (0)	8.33% (1)	17.39% (4)	22.22% (6)
AGREE	0% (0)	0% (0)	25% (1)	57.14% (4)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	15.38% (2)	57.14% (8)	0% (0)	16.67% (2)	17.39% (4)	29.63% (8)
STRONGLY AGREE	0% (0)	33.33% (1)	0% (0)	28.57% (2)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	25% (3)	13.04% (3)	7.41% (2)
DON'T KNOW	0% (0)	0% (0)	25% (1)	0% (0)	10% (1)	0% (0)	33.33% (1)	50% (2)	0% (0)	7.69% (1)	14.29% (2)	0% (0)	33.33% (4)	34.78% (8)	25.93% (7)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

e. CoSC is making progress at providing interpretation and translation services for people with l...

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	1.69% (1)	2.94% (2)
STRONGLY DISAGREE	0% (0)	2.94% (2)
DISAGREE	16.95% (10)	13.24% (9)
NEITHER AGREE NOR DISAGREE	22.03% (13)	22.06% (15)
AGREE	23.73% (14)	25% (17)
STRONGLY AGREE	20.34% (12)	7.35% (5)
DON'T KNOW	15.25% (9)	26.47% (18)
Total	59	68

f. CoSC partners with other institutions and community organizations to advance racial equity for...

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	8.7% (2)	3.7% (1)
STRONGLY DISAGREE	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	8.33% (1)	4.35% (1)	0% (0)
DISAGREE	0% (0)	0% (0)	25% (1)	28.57% (2)	10% (1)	14.29% (1)	0% (0)	25% (1)	0% (0)	7.69% (1)	0% (0)	0% (0)	8.33% (1)	13.04% (3)	11.11% (3)
NEITHER AGREE NOR DISAGREE	0% (0)	66.67% (2)	25% (1)	0% (0)	40% (4)	57.14% (4)	33.33% (1)	25% (1)	0% (0)	7.69% (1)	21.43% (3)	0% (0)	16.67% (2)	13.04% (3)	22.22% (6)
AGREE	0% (0)	0% (0)	25% (1)	42.86% (3)	0% (0)	14.29% (1)	33.33% (1)	0% (0)	0% (0)	46.15% (6)	42.86% (6)	0% (0)	33.33% (4)	17.39% (4)	22.22% (6)
STRONGLY AGREE	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	7.14% (1)	0% (0)	16.67% (2)	17.39% (4)	0% (0)
DON'T KNOW	0% (0)	33.33% (1)	25% (1)	0% (0)	20% (2)	14.29% (1)	33.33% (1)	50% (2)	0% (0)	23.08% (3)	28.57% (4)	0% (0)	16.67% (2)	26.09% (6)	40.74% (11)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

f. CoSC partners with other institutions and community organizations to advance racial equity for...

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	0% (0)	4.41% (3)
STRONGLY DISAGREE	1.69% (1)	5.88% (4)
DISAGREE	10.17% (6)	11.76% (8)
NEITHER AGREE NOR DISAGREE	20.34% (12)	22.06% (15)
AGREE	28.81% (17)	22.06% (15)
STRONGLY AGREE	15.25% (9)	2.94% (2)
DON'T KNOW	23.73% (14)	30.88% (21)
Total	59	68

a. This pillar is a part of my job and guides all I do.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	33.33% (1)	50% (2)	14.29% (1)	40% (4)	28.57% (2)	0% (0)	50% (2)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	33.33% (4)	8.7% (2)	14.81% (4)
EQUITY	0% (0)	66.67% (2)	25% (1)	85.71% (6)	60% (6)	28.57% (2)	100% (3)	25% (1)	0% (0)	46.15% (6)	78.57% (11)	0% (0)	58.33% (7)	39.13% (9)	33.33% (9)
PUBLIC HEALTH	0% (0)	0% (0)	25% (1)	14.29% (1)	10% (1)	57.14% (4)	33.33% (1)	25% (1)	0% (0)	53.85% (7)	57.14% (8)	0% (0)	41.67% (5)	69.57% (16)	70.37% (19)
SUSTAINABILITY	0% (0)	33.33% (1)	50% (2)	57.14% (4)	50% (5)	42.86% (3)	0% (0)	50% (2)	0% (0)	38.46% (5)	50% (7)	0% (0)	33.33% (4)	69.57% (16)	51.85% (14)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

a. This pillar is a part of my job and guides all I do.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	13.56% (8)	25% (17)
EQUITY	66.1% (39)	36.76% (25)
PUBLIC HEALTH	52.54% (31)	50% (34)
SUSTAINABILITY	59.32% (35)	42.65% (29)
Total	59	68

b. I am working on a project that directly relates to this pillar.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	25% (1)	0% (0)	40% (4)	14.29% (1)	66.67% (2)	50% (2)	0% (0)	23.08% (3)	28.57% (4)	0% (0)	41.67% (5)	8.7% (2)	44.44% (12)
EQUITY	0% (0)	0% (0)	50% (2)	85.71% (6)	50% (5)	14.29% (1)	33.33% (1)	25% (1)	0% (0)	46.15% (6)	42.86% (6)	0% (0)	41.67% (5)	17.39% (4)	3.7% (1)
PUBLIC HEALTH	0% (0)	0% (0)	75% (3)	42.86% (3)	10% (1)	85.71% (6)	33.33% (1)	50% (2)	0% (0)	53.85% (7)	35.71% (5)	0% (0)	41.67% (5)	60.87% (14)	48.15% (13)
SUSTAINABILITY	0% (0)	33.33% (1)	75% (3)	71.43% (5)	50% (5)	0% (0)	0% (0)	50% (2)	0% (0)	46.15% (6)	57.14% (8)	0% (0)	16.67% (2)	60.87% (14)	29.63% (8)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

b. I am working on a project that directly relates to this pillar.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	15.25% (9)	41.18% (28)
EQUITY	44.07% (26)	19.12% (13)
PUBLIC HEALTH	61.02% (36)	36.76% (25)
SUSTAINABILITY	59.32% (35)	29.41% (20)
Total	59	68

c. I provide data that tracks this pillar.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	100% (3)	50% (2)	85.71% (6)	70% (7)	57.14% (4)	33.33% (1)	100% (4)	0% (0)	61.54% (8)	50% (7)	0% (0)	83.33% (10)	30.43% (7)	40.74% (11)
EQUITY	0% (0)	0% (0)	0% (0)	14.29% (1)	20% (2)	0% (0)	66.67% (2)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	16.67% (2)	8.7% (2)	3.7% (1)
PUBLIC HEALTH	0% (0)	0% (0)	25% (1)	14.29% (1)	0% (0)	42.86% (3)	0% (0)	0% (0)	0% (0)	30.77% (4)	28.57% (4)	0% (0)	16.67% (2)	47.83% (11)	44.44% (12)
SUSTAINABILITY	0% (0)	0% (0)	25% (1)	14.29% (1)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	35.71% (5)	0% (0)	0% (0)	47.83% (11)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

c. I provide data that tracks this pillar.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	62.71% (37)	48.53% (33)
EQUITY	10.17% (6)	7.35% (5)
PUBLIC HEALTH	22.03% (13)	36.76% (25)
SUSTAINABILITY	18.64% (11)	29.41% (20)
Total	59	68

d. I reference this pillar in grant proposals regularly.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	100% (3)	75% (3)	57.14% (4)	90% (9)	57.14% (4)	100% (3)	100% (4)	0% (0)	61.54% (8)	92.86% (13)	0% (0)	83.33% (10)	60.87% (14)	88.89% (24)
EQUITY	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	8.33% (1)	21.74% (5)	3.7% (1)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	42.86% (3)	0% (0)	0% (0)	0% (0)	30.77% (4)	0% (0)	0% (0)	16.67% (2)	30.43% (7)	7.41% (2)
SUSTAINABILITY	0% (0)	0% (0)	25% (1)	28.57% (2)	10% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	8.33% (1)	26.09% (6)	11.11% (3)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

d. I reference this pillar in grant proposals regularly.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	71.19% (42)	83.82% (57)
EQUITY	18.64% (11)	5.88% (4)
PUBLIC HEALTH	22.03% (13)	8.82% (6)
SUSTAINABILITY	23.73% (14)	8.82% (6)
Total	59	68

e. I reference this pillar in staff reports regularly.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	100% (3)	75% (3)	57.14% (4)	80% (8)	57.14% (4)	66.67% (2)	100% (4)	0% (0)	53.85% (7)	57.14% (8)	0% (0)	83.33% (10)	52.17% (12)	66.67% (18)
EQUITY	0% (0)	0% (0)	0% (0)	42.86% (3)	10% (1)	14.29% (1)	33.33% (1)	0% (0)	0% (0)	7.69% (1)	21.43% (3)	0% (0)	16.67% (2)	13.04% (3)	3.7% (1)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	42.86% (3)	0% (0)	0% (0)	0% (0)	38.46% (5)	28.57% (4)	0% (0)	16.67% (2)	30.43% (7)	18.52% (5)
SUSTAINABILITY	0% (0)	0% (0)	25% (1)	28.57% (2)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	30.77% (4)	28.57% (4)	0% (0)	0% (0)	34.78% (8)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

e. I reference this pillar in staff reports regularly.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	55.93% (33)	73.53% (50)
EQUITY	20.34% (12)	5.88% (4)
PUBLIC HEALTH	27.12% (16)	16.18% (11)
SUSTAINABILITY	32.2% (19)	16.18% (11)
Total	59	68

f. I reference this pillar in new policy development.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	50% (2)	28.57% (2)	90% (9)	57.14% (4)	0% (0)	50% (2)	0% (0)	46.15% (6)	50% (7)	0% (0)	75% (9)	56.52% (13)	55.56% (15)
EQUITY	0% (0)	33.33% (1)	25% (1)	57.14% (4)	10% (1)	14.29% (1)	100% (3)	25% (1)	0% (0)	23.08% (3)	42.86% (6)	0% (0)	25% (3)	8.7% (2)	22.22% (6)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	42.86% (3)	33.33% (1)	0% (0)	0% (0)	38.46% (5)	28.57% (4)	0% (0)	16.67% (2)	30.43% (7)	33.33% (9)
SUSTAINABILITY	0% (0)	33.33% (1)	50% (2)	57.14% (4)	10% (1)	0% (0)	33.33% (1)	25% (1)	0% (0)	38.46% (5)	35.71% (5)	0% (0)	8.33% (1)	26.09% (6)	37.04% (10)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

f. I reference this pillar in new policy development.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	38.98% (23)	69.12% (47)
EQUITY	42.37% (25)	11.76% (8)
PUBLIC HEALTH	33.9% (20)	22.06% (15)
SUSTAINABILITY	38.98% (23)	22.06% (15)
Total	59	68

g. I reference this pillar in new plan development.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	50% (2)	42.86% (3)	90% (9)	57.14% (4)	33.33% (1)	100% (4)	0% (0)	38.46% (5)	57.14% (8)	0% (0)	83.33% (10)	60.87% (14)	62.96% (17)
EQUITY	0% (0)	33.33% (1)	25% (1)	42.86% (3)	10% (1)	14.29% (1)	66.67% (2)	0% (0)	0% (0)	23.08% (3)	35.71% (5)	0% (0)	8.33% (1)	13.04% (3)	14.81% (4)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	28.57% (2)	10% (1)	42.86% (3)	33.33% (1)	0% (0)	0% (0)	38.46% (5)	28.57% (4)	0% (0)	8.33% (1)	21.74% (5)	29.63% (8)
SUSTAINABILITY	0% (0)	33.33% (1)	50% (2)	57.14% (4)	10% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	38.46% (5)	42.86% (6)	0% (0)	16.67% (2)	26.09% (6)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

g. I reference this pillar in new plan development.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	47.46% (28)	73.53% (50)
EQUITY	35.59% (21)	7.35% (5)
PUBLIC HEALTH	32.2% (19)	17.65% (12)
SUSTAINABILITY	42.37% (25)	19.12% (13)
Total	59	68

h. I reference this pillar during budget conversations.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	50% (2)	42.86% (3)	60% (6)	57.14% (4)	33.33% (1)	50% (2)	0% (0)	61.54% (8)	78.57% (11)	0% (0)	66.67% (8)	56.52% (13)	62.96% (17)
EQUITY	0% (0)	33.33% (1)	25% (1)	28.57% (2)	30% (3)	14.29% (1)	66.67% (2)	0% (0)	0% (0)	15.38% (2)	14.29% (2)	0% (0)	8.33% (1)	13.04% (3)	14.81% (4)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	42.86% (3)	66.67% (2)	25% (1)	0% (0)	23.08% (3)	7.14% (1)	0% (0)	16.67% (2)	26.09% (6)	25.93% (7)
SUSTAINABILITY	0% (0)	33.33% (1)	50% (2)	42.86% (3)	30% (3)	28.57% (2)	66.67% (2)	50% (2)	0% (0)	30.77% (4)	21.43% (3)	0% (0)	25% (3)	39.13% (9)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

h. I reference this pillar during budget conversations.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	40.68% (24)	76.47% (52)
EQUITY	28.81% (17)	7.35% (5)
PUBLIC HEALTH	33.9% (20)	8.82% (6)
SUSTAINABILITY	54.24% (32)	17.65% (12)
Total	59	68

i. I reference this pillar during procurement/purchasing of materials, supplies, etc.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	75% (3)	71.43% (5)	50% (5)	28.57% (2)	66.67% (2)	50% (2)	0% (0)	30.77% (4)	71.43% (10)	0% (0)	75% (9)	39.13% (9)	51.85% (14)
EQUITY	0% (0)	33.33% (1)	0% (0)	14.29% (1)	30% (3)	0% (0)	33.33% (1)	25% (1)	0% (0)	15.38% (2)	7.14% (1)	0% (0)	0% (0)	8.7% (2)	14.81% (4)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	28.57% (2)	20% (2)	57.14% (4)	0% (0)	0% (0)	0% (0)	15.38% (2)	7.14% (1)	0% (0)	8.33% (1)	26.09% (6)	22.22% (6)
SUSTAINABILITY	0% (0)	33.33% (1)	25% (1)	28.57% (2)	50% (5)	28.57% (2)	0% (0)	50% (2)	0% (0)	61.54% (8)	21.43% (3)	0% (0)	25% (3)	52.17% (12)	40.74% (11)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

i. I reference this pillar during procurement/purchasing of materials, supplies, etc.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	45.76% (27)	57.35% (39)
EQUITY	18.64% (11)	7.35% (5)
PUBLIC HEALTH	25.42% (15)	14.71% (10)
SUSTAINABILITY	45.76% (27)	35.29% (24)
Total	59	68

j. Our leadership prioritizes this pillar in work plans, meetings, etc.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	75% (3)	28.57% (2)	60% (6)	42.86% (3)	33.33% (1)	75% (3)	0% (0)	30.77% (4)	35.71% (5)	0% (0)	75% (9)	39.13% (9)	33.33% (9)
EQUITY	0% (0)	33.33% (1)	25% (1)	28.57% (2)	30% (3)	0% (0)	66.67% (2)	25% (1)	0% (0)	46.15% (6)	50% (7)	0% (0)	25% (3)	30.43% (7)	22.22% (6)
PUBLIC HEALTH	0% (0)	33.33% (1)	0% (0)	14.29% (1)	20% (2)	57.14% (4)	0% (0)	25% (1)	0% (0)	46.15% (6)	50% (7)	0% (0)	25% (3)	39.13% (9)	55.56% (15)
SUSTAINABILITY	0% (0)	33.33% (1)	0% (0)	57.14% (4)	40% (4)	14.29% (1)	0% (0)	25% (1)	0% (0)	46.15% (6)	57.14% (8)	0% (0)	25% (3)	52.17% (12)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

j. Our leadership prioritizes this pillar in work plans, meetings, etc.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	35.59% (21)	50% (34)
EQUITY	40.68% (24)	23.53% (16)
PUBLIC HEALTH	44.07% (26)	35.29% (24)
SUSTAINABILITY	50.85% (30)	29.41% (20)
Total	59	68

k. I integrate consideration of this pillar into construction projects.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	100% (3)	100% (4)	57.14% (4)	100% (10)	71.43% (5)	100% (3)	75% (3)	0% (0)	61.54% (8)	57.14% (8)	0% (0)	91.67% (11)	47.83% (11)	48.15% (13)
EQUITY	0% (0)	0% (0)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	15.38% (2)	28.57% (4)	0% (0)	8.33% (1)	13.04% (3)	18.52% (5)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	28.57% (2)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	15.38% (2)	28.57% (4)	0% (0)	8.33% (1)	39.13% (9)	51.85% (14)
SUSTAINABILITY	0% (0)	0% (0)	0% (0)	42.86% (3)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	30.77% (4)	28.57% (4)	0% (0)	8.33% (1)	47.83% (11)	29.63% (8)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

k. I integrate consideration of this pillar into construction projects.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	57.63% (34)	70.59% (48)
EQUITY	18.64% (11)	8.82% (6)
PUBLIC HEALTH	33.9% (20)	22.06% (15)
SUSTAINABILITY	33.9% (20)	19.12% (13)
Total	59	68

I have been trained in this pillar while working for the City.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	100% (3)	100% (4)	71.43% (5)	60% (6)	42.86% (3)	33.33% (1)	75% (3)	0% (0)	61.54% (8)	71.43% (10)	0% (0)	75% (9)	56.52% (13)	51.85% (14)
EQUITY	0% (0)	0% (0)	0% (0)	28.57% (2)	40% (4)	14.29% (1)	66.67% (2)	25% (1)	0% (0)	23.08% (3)	28.57% (4)	0% (0)	0% (0)	26.09% (6)	18.52% (5)
PUBLIC HEALTH	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	57.14% (4)	0% (0)	0% (0)	0% (0)	15.38% (2)	21.43% (3)	0% (0)	25% (3)	30.43% (7)	40.74% (11)
SUSTAINABILITY	0% (0)	0% (0)	0% (0)	14.29% (1)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	15.38% (2)	21.43% (3)	0% (0)	0% (0)	26.09% (6)	14.81% (4)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

I have been trained in this pillar while working for the City.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	64.41% (38)	60.29% (41)
EQUITY	23.73% (14)	20.59% (14)
PUBLIC HEALTH	25.42% (15)	23.53% (16)
SUSTAINABILITY	15.25% (9)	11.76% (8)
Total	59	68

m. I use this pillar in other ways not described above in my work.

In what City of Santa Cruz (CoSC) Department(s) do you work? Please mark all that apply:

	City Attorney	City Clerk	City Manager	Economic Development	Finance	Fire Department	Human Resources	Information Technology	Library	Parks & Recreation	Planning & Community Development	Housing Engagement	Police	Public Works	Water
No answered	0% (0)	66.67% (2)	100% (4)	57.14% (4)	70% (7)	42.86% (3)	33.33% (1)	75% (3)	0% (0)	38.46% (5)	64.29% (9)	0% (0)	91.67% (11)	47.83% (11)	66.67% (18)
EQUITY	0% (0)	33.33% (1)	0% (0)	42.86% (3)	30% (3)	14.29% (1)	66.67% (2)	25% (1)	0% (0)	46.15% (6)	21.43% (3)	0% (0)	8.33% (1)	26.09% (6)	7.41% (2)
PUBLIC HEALTH	0% (0)	33.33% (1)	0% (0)	14.29% (1)	20% (2)	57.14% (4)	33.33% (1)	25% (1)	0% (0)	46.15% (6)	28.57% (4)	0% (0)	8.33% (1)	39.13% (9)	22.22% (6)
SUSTAINABILITY	0% (0)	33.33% (1)	0% (0)	42.86% (3)	30% (3)	0% (0)	33.33% (1)	25% (1)	0% (0)	38.46% (5)	35.71% (5)	0% (0)	8.33% (1)	39.13% (9)	33.33% (9)
Total	0	3	4	7	10	7	3	4	0	13	14	0	12	23	27

m. I use this pillar in other ways not described above in my work.

Which of the following best describes your position in the CoSC ?

	I am a supervisor, and/or manager, and/or director	I am not a supervisor, manager, or director
No answered	55.93% (33)	64.71% (44)
EQUITY	33.9% (20)	14.71% (10)
PUBLIC HEALTH	35.59% (21)	23.53% (16)
SUSTAINABILITY	32.2% (19)	29.41% (20)
Total	59	68

APPENDIX J: COMMUNITY SURVEY

SANTA CRUZ

HEALTH IN ALL POLICIES

COMMUNITY SURVEY

equity | public health | sustainability

Community Well-being

How would you rate the overall quality of life in Santa Cruz: [Excellent/Good/Fair/Poor/Don't know]

Please rate each of the following aspects of quality of life in Santa Cruz as a whole:
[Excellent/Good/Fair/Poor/Don't know]

- Santa Cruz as a place to live
- Your neighborhood as a place to live
- Santa Cruz as a place to raise children
- Santa Cruz as a place to work
- Santa Cruz as a place to visit
- Santa Cruz as a place to retire
- The overall quality of life in Santa Cruz
- Overall feeling of safety in Santa Cruz
- Sense of community
- Health and wellness opportunities in Santa Cruz
- Overall opportunities for education and enrichment
- Recreational and fitness opportunities
- Accessibility of affordable quality housing
- Accessibility of affordable quality food
- Accessibility of affordable quality health care
- Accessibility of preventive health services
- Accessibility of affordable quality mental health care
- Accessibility of affordable quality child care/preschool
- K-12 education
- Opportunities to participate in religious or spiritual events and activities
- Employment opportunities
- Cost of living in Santa Cruz
- Opportunities to volunteer
- Opportunities to participate in community matters
- Openness and acceptance of the community toward people of diverse backgrounds

- Neighborliness of residents in Santa Cruz
- Quality of overall natural environment in Santa Cruz
- Overall “built environment” of Santa Cruz (including overall design, buildings, parks and transportation systems)
- Overall economic health of Santa Cruz
- Air quality
- Cleanliness of Santa Cruz

Please rate how safe or unsafe you feel: [Very safe/Somewhat safe/Neither safe nor unsafe/Somewhat unsafe/Very unsafe/Don’t know]

- In your neighborhood during the day
- In Santa Cruz's downtown/commercial area during the day
- As a pedestrian walking along and crossing streets in your neighborhood
- As a pedestrian walking along and crossing major streets in Santa Cruz

Please indicate if you feel the level of crime in Santa Cruz has increased or decreased and by how much: [Significantly increased/Somewhat increased/About the same/Somewhat decreased/Significantly decreased/ Don’t know]

- Overall level of crime
- Level of violent crime
- Level of property crime

In the last year, how often, if at all, did you worry about you, someone in your family or any other person experiencing unfair treatment because of the following:

Race, ethnicity, or color, gender identification, sexual orientation, financial circumstances, immigration status or other difference?

- Most of the time
- Some of the time
- Rarely
- Never

Please provide your level of agreement with the following statements: [Strongly agree/Agree/Disagree/Strongly disagree/Don’t know]

- When people first move to Santa Cruz, they are generally welcomed into the community.
- Santa Cruz’s diversity is an asset to the City.

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Santa Cruz? [2x a week or more/2-4x a month/Once a month or less/Not at all]

- Used bus, rail, subway or other public transportation instead of driving
- Carpooled with other adults or children instead of driving alone
- Walked or biked instead of driving

Do you think that local government will have an impact on your health and well-being in the next 6 months? Yes/NO

If yes, do you think the impact will be?

- Very positive
- Somewhat positive
- Neutral
- Somewhat negative
- Very negative

Please rate the impact of the following City services on your health and well-being: [Very positive impact/Moderately positive impact/No impact/Moderately negative impact/Very negative impact]

- Water treatment and distribution
- Wastewater collection and treatment
- Solid waste collection
- Parks/open spaces/beaches
- Recreation events/programs/classes
- Police
- Fire
- Street quality
- Street lighting
- Library services
- Affordable and quality housing
- Traffic safety
- Blight abatement

Please rate the following categories of Santa Cruz government performance:
[Excellent/Good/Fair/Poor/Don't know]

- The overall confidence that Santa Cruz City government operates in a way that is open and accountable to the public
- The job Santa Cruz City government does at welcoming citizen involvement
- Treating all residents fairly

Demographics

How many years have you lived in Santa Cruz?

- Less than 2 years
- 2-5 years
- 6-10 years
- 11-20 years
- More than 20 years

What is your employment status?

- ☐ Working full time for pay
- ☐ Working part time for pay
- ☐ Unemployed, looking for paid work
- ☐ Unemployed, not looking for paid work
- ☐ Fully retired

Do you work inside the boundaries of Santa Cruz?

- ☐ Yes, outside the home
- ☐ Yes, from home
- ☐ No

Is your house, apartment or mobile home...?

- ☐ Rented
- ☐ Owned

Do any children 17 or under live in your household?

- ☐ Yes
- ☐ No

Are you or any other members of your household aged 65 or older?

- ☐ Yes
- ☐ No

Are you Spanish, Hispanic or Latino/Latina?

- ☐ No, not Spanish, Hispanic or Latino/Latina
- ☐ Yes, I consider myself to be Spanish, Hispanic or Latino/Latina

What is your race? (Please mark all that apply.)

- ☐ American Indian or Alaskan Native
- ☐ Asian, Asian Indian or Pacific Islander
- ☐ Black or African American
- ☐ White
- ☐ Other

In which category is your age?

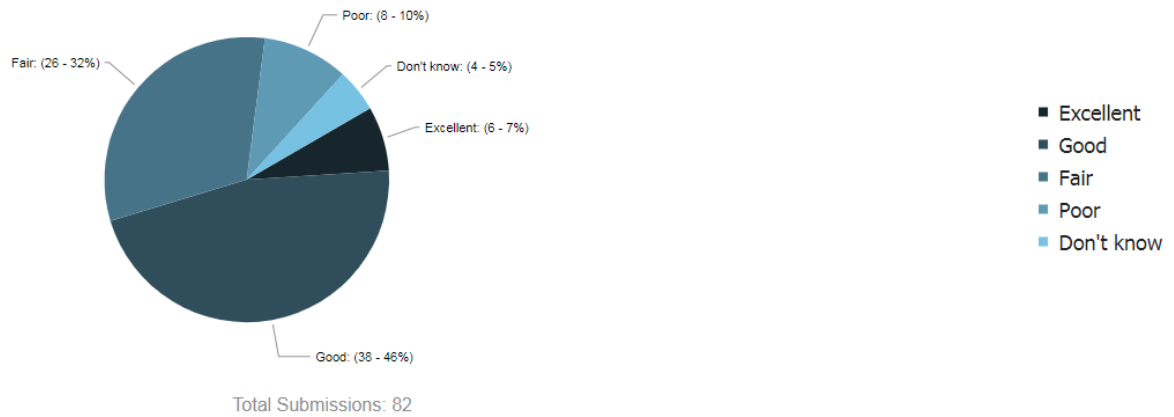
- ☐ Less than 18 years
- ☐ 18-24 years
- ☐ 25-34 years
- ☐ 35-44 years
- ☐ 45-54 years
- ☐ 55-64 years
- ☐ 65-74 years
- ☐ 75 years or older

What is your gender?

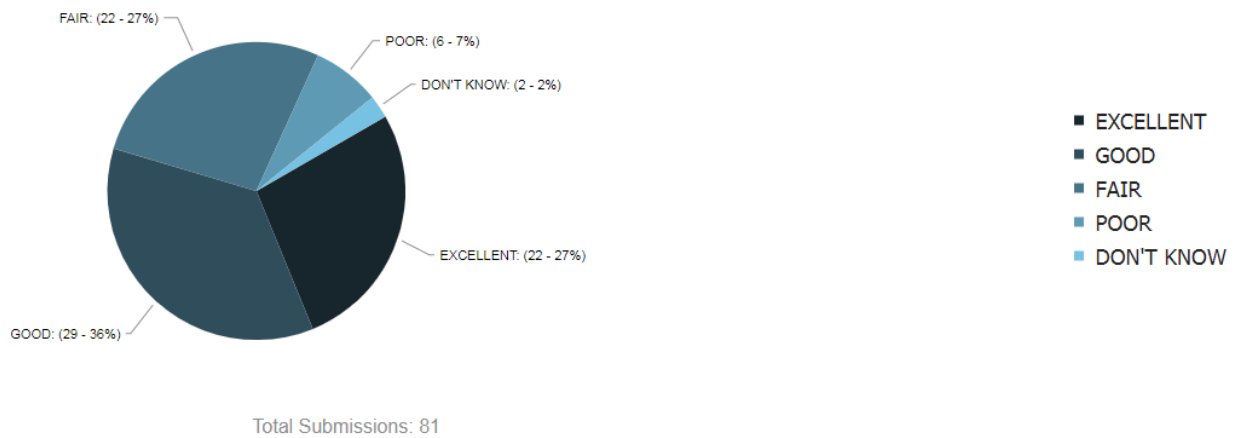
- ☐ Male
- ☐ Female
- ☐ Non-binary/ Gender variant
- ☐ Prefer not to answer

APPENDIX K: COMMUNITY SURVEY RESULTS

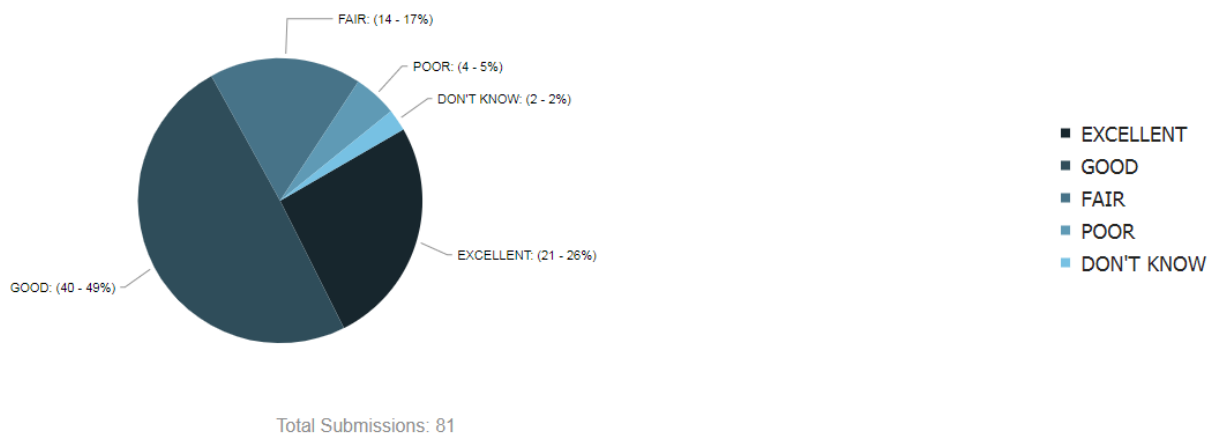
How would you rate the overall quality of life in Santa Cruz?



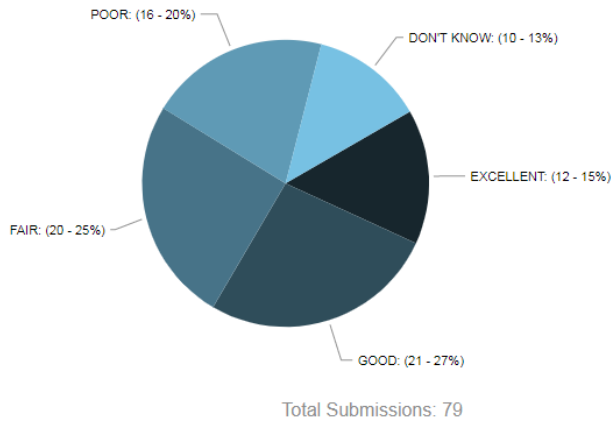
Santa Cruz as a place to live



Your neighborhood as a place to live

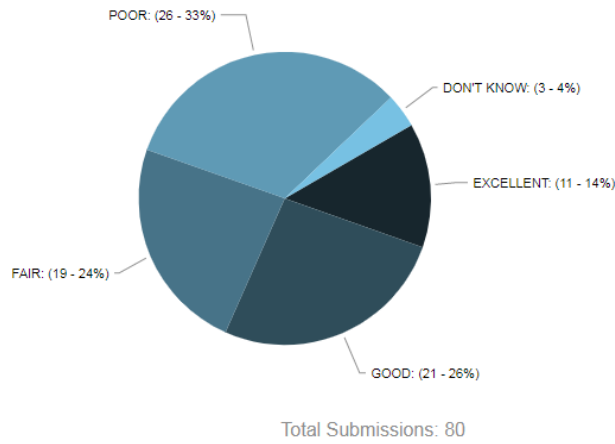


Santa Cruz as a place to raise children



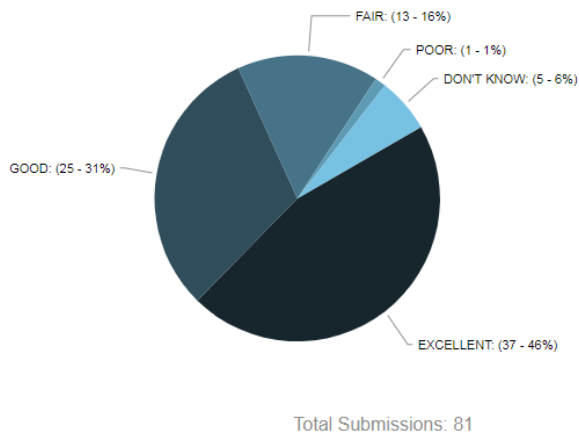
- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

Santa Cruz as a place to work



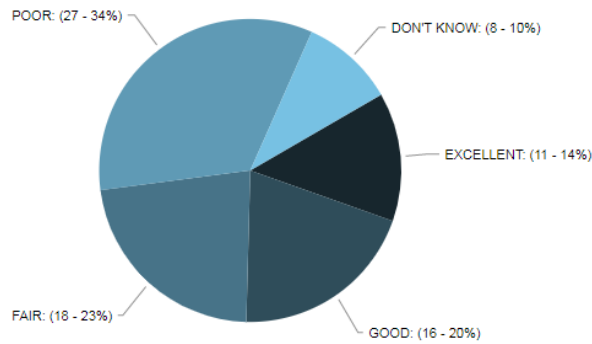
- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

Santa Cruz as a place to visit



- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

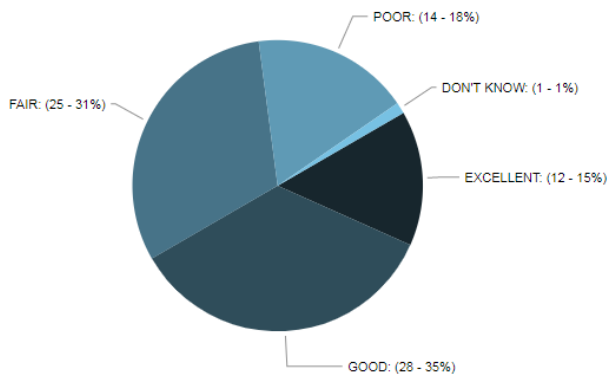
Santa Cruz as a place to retire



Total Submissions: 80

- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

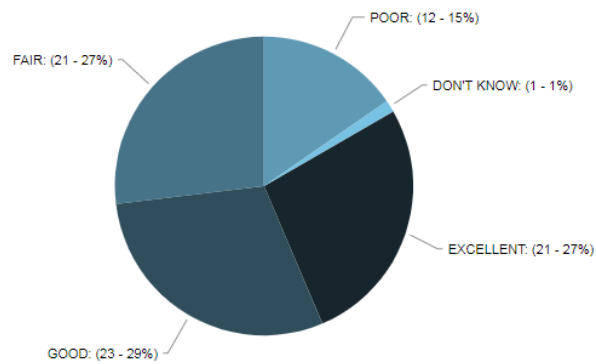
Overall feeling of safety in Santa Cruz



Total Submissions: 80

- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

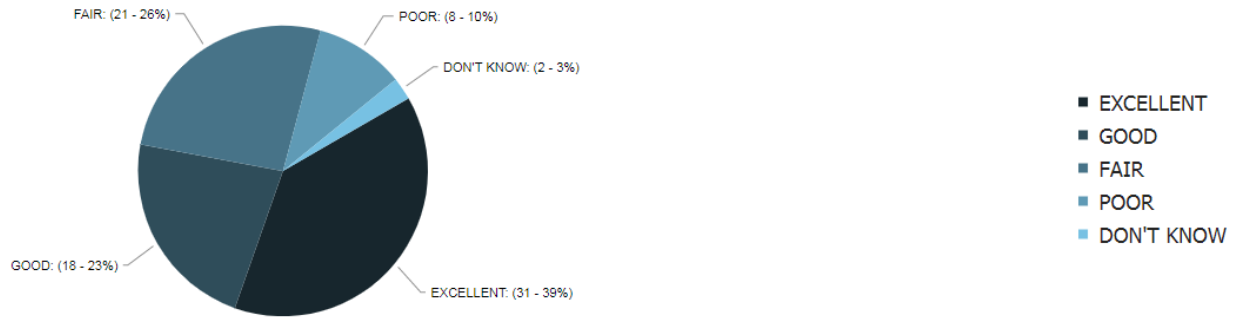
Sense of community



Total Submissions: 78

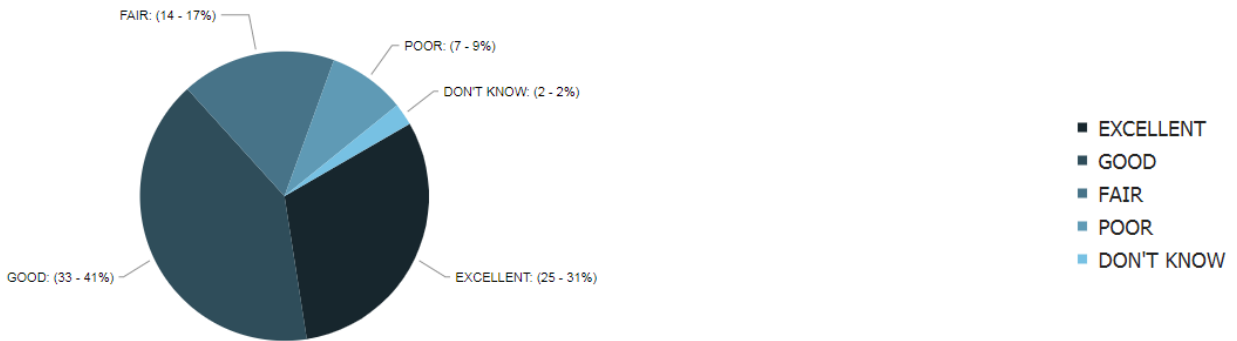
- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

Health and wellness opportunities in Santa Cruz



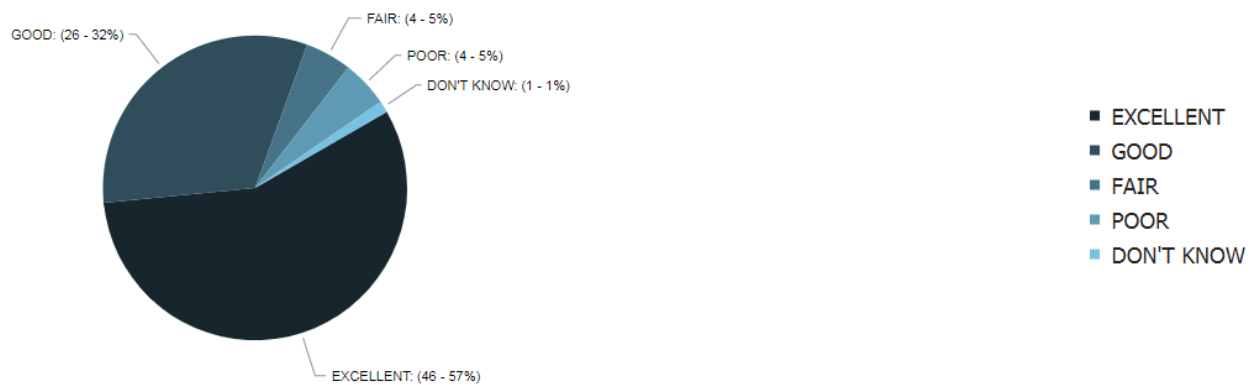
Total Submissions: 80

Overall opportunities for education and enrichment



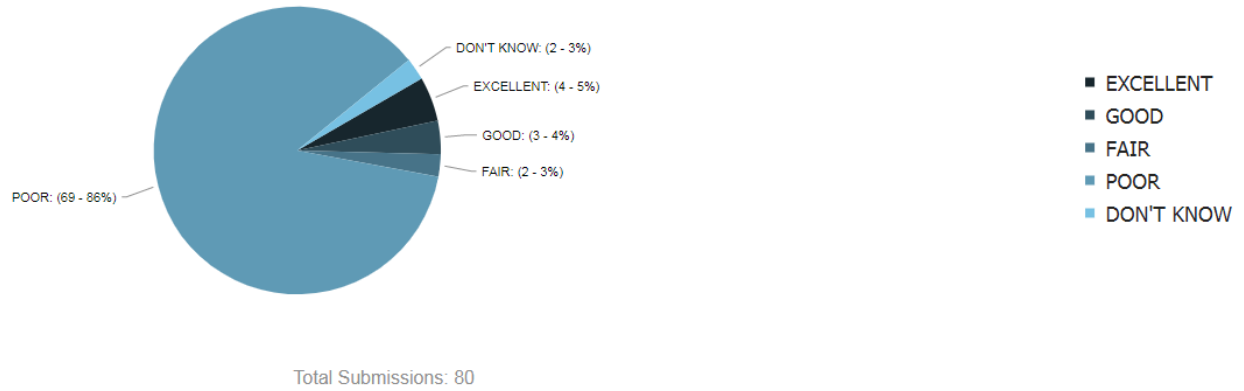
Total Submissions: 81

Recreational and fitness opportunities

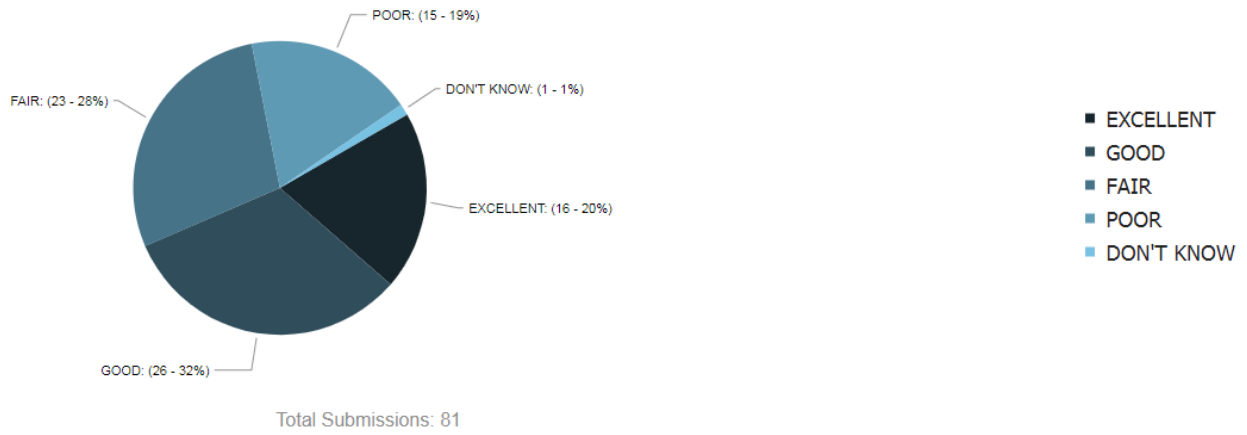


Total Submissions: 81

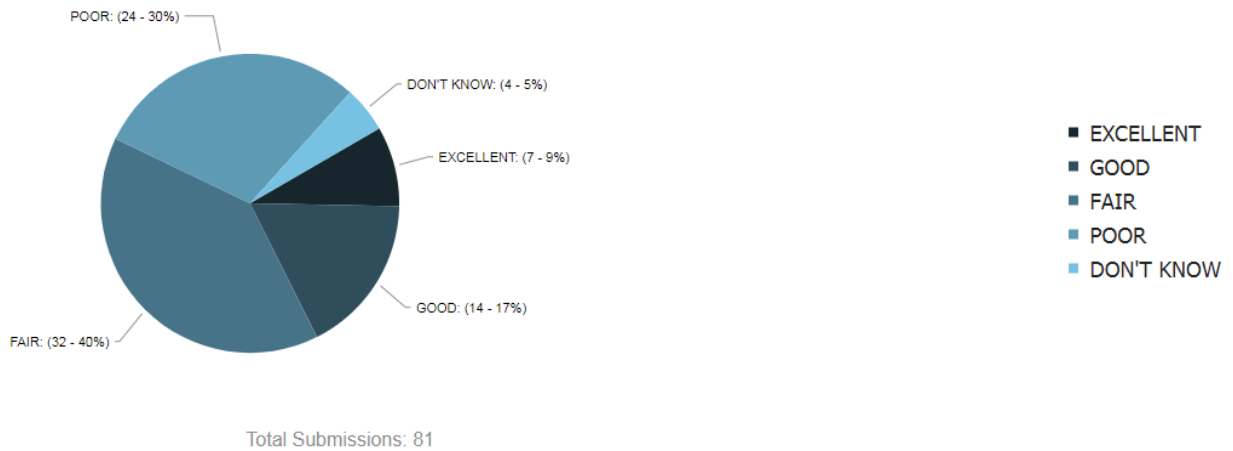
Accessibility of affordable quality housing



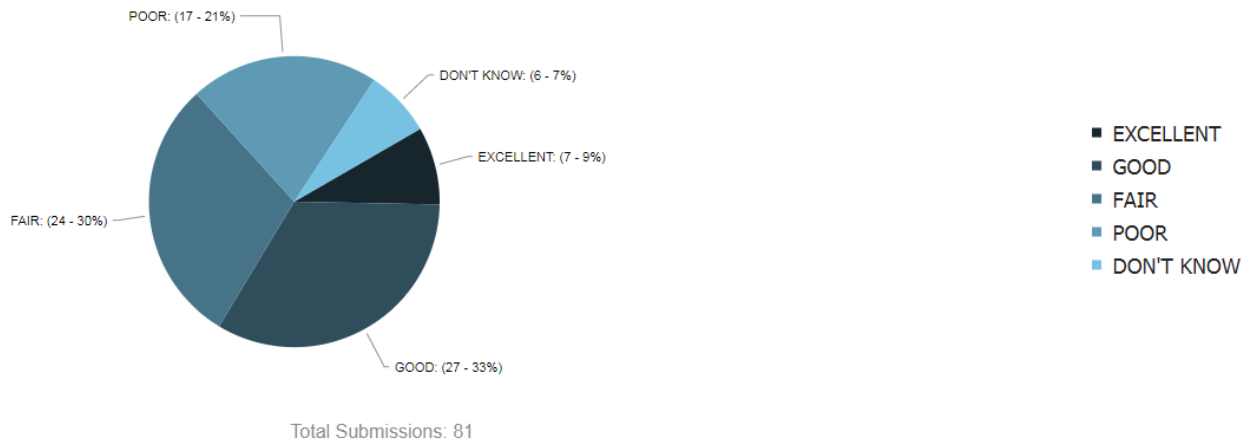
Accessibility of affordable quality food



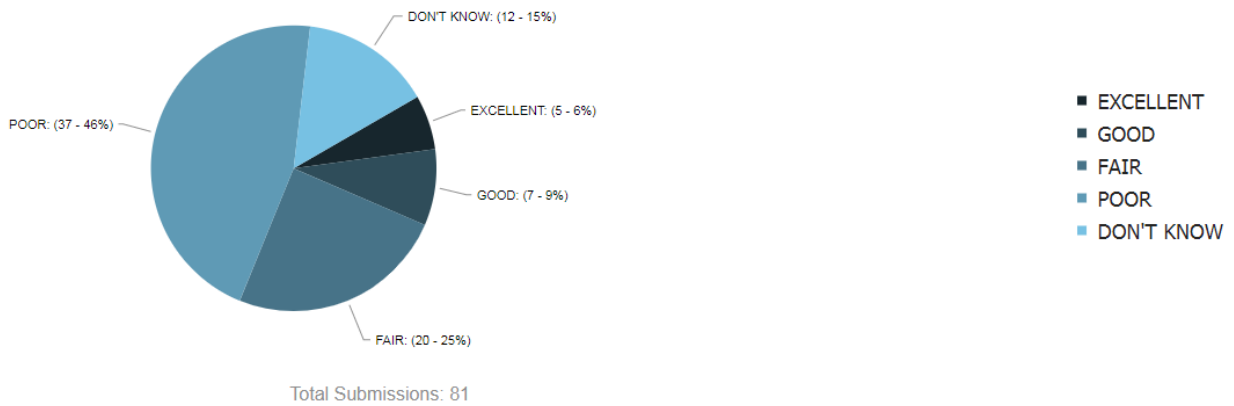
Accessibility of affordable quality health care



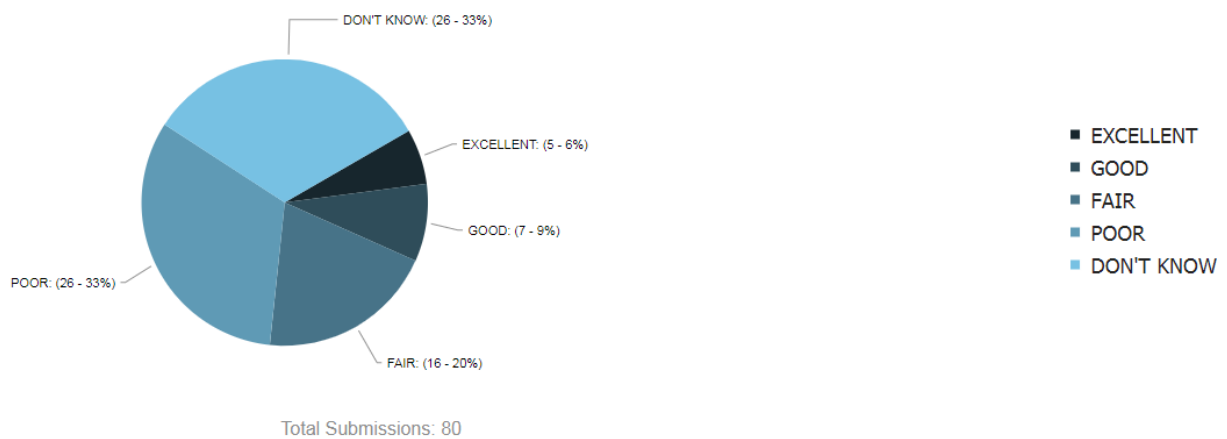
Accessibility of preventive health services



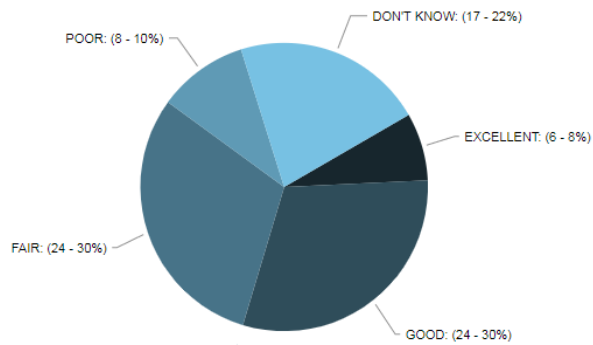
Accessibility of affordable quality mental health care



Accessibility of affordable quality child care/preschool



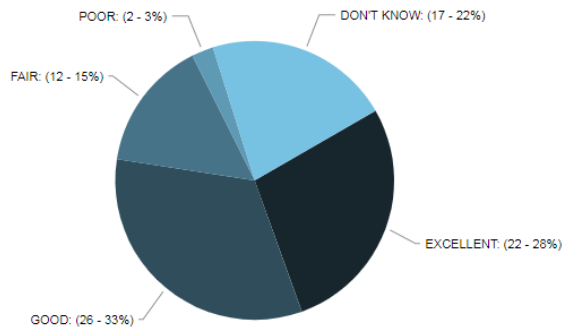
K-12 education



Total Submissions: 79

- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

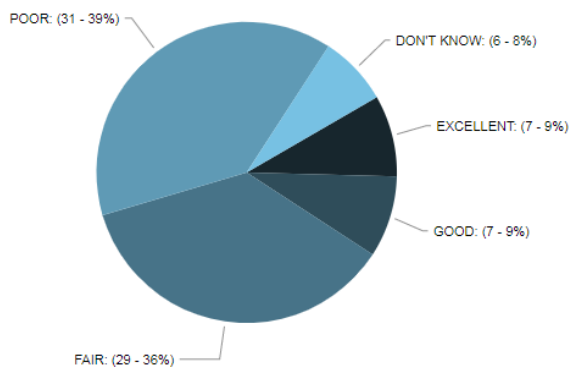
Opportunities to participate in religious or spiritual events and activities



Total Submissions: 79

- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

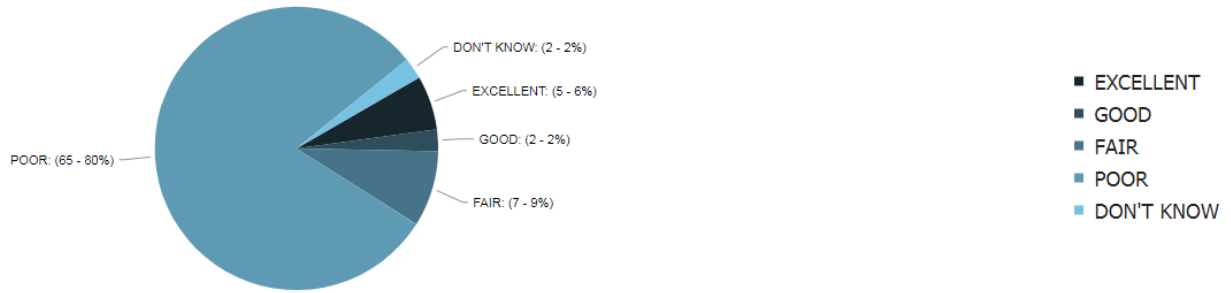
Employment opportunities



Total Submissions: 80

- EXCELLENT
- GOOD
- FAIR
- POOR
- DON'T KNOW

Cost of living in Santa Cruz



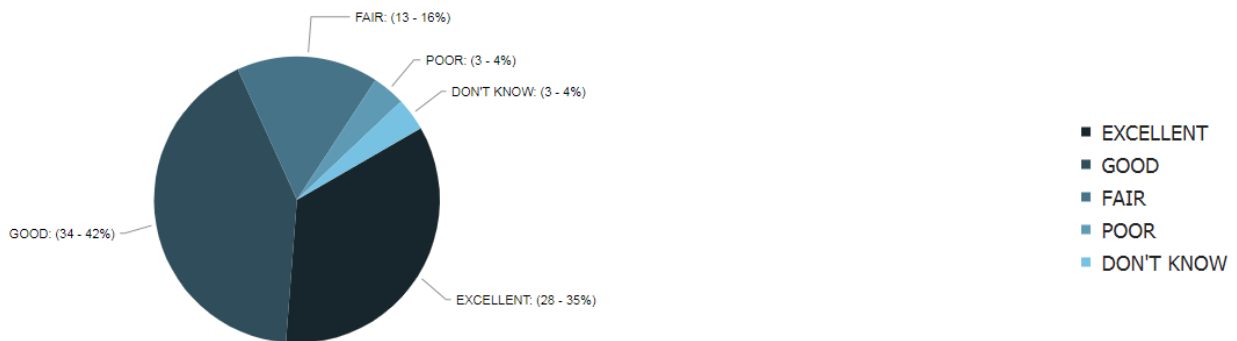
Total Submissions: 81

Opportunities to volunteer



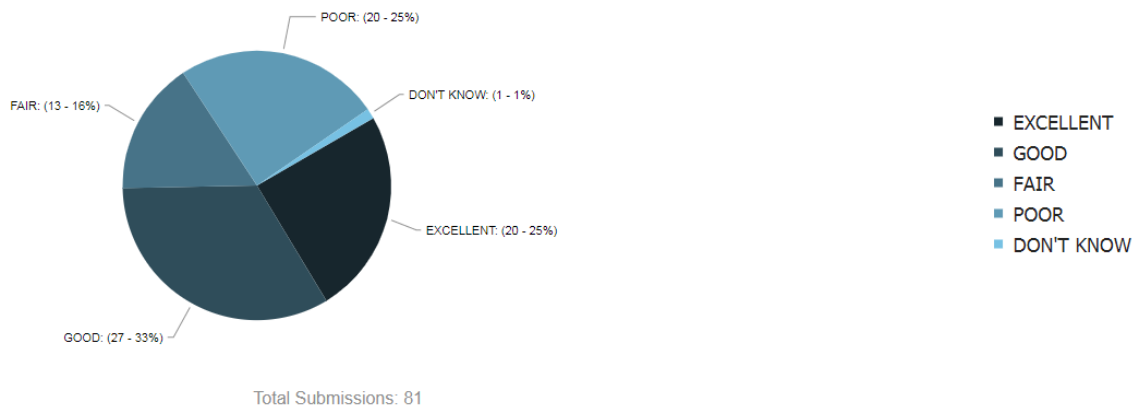
Total Submissions: 80

Opportunities to participate in community matters

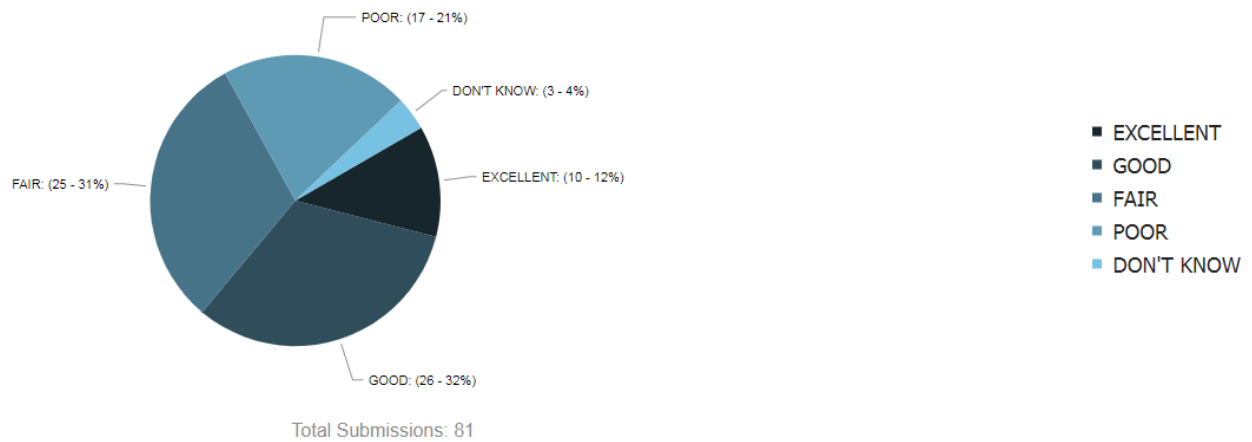


Total Submissions: 81

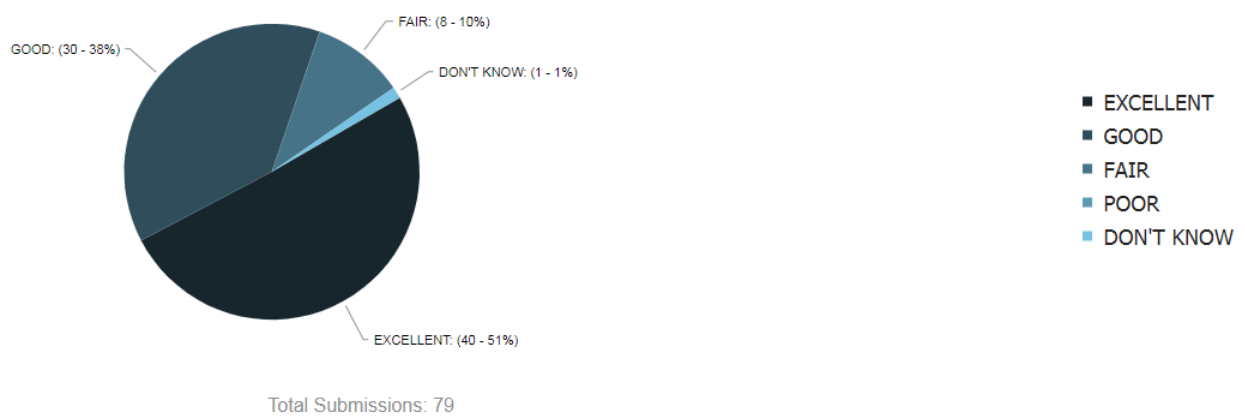
Openness and acceptance of the community toward people of diverse backgrounds



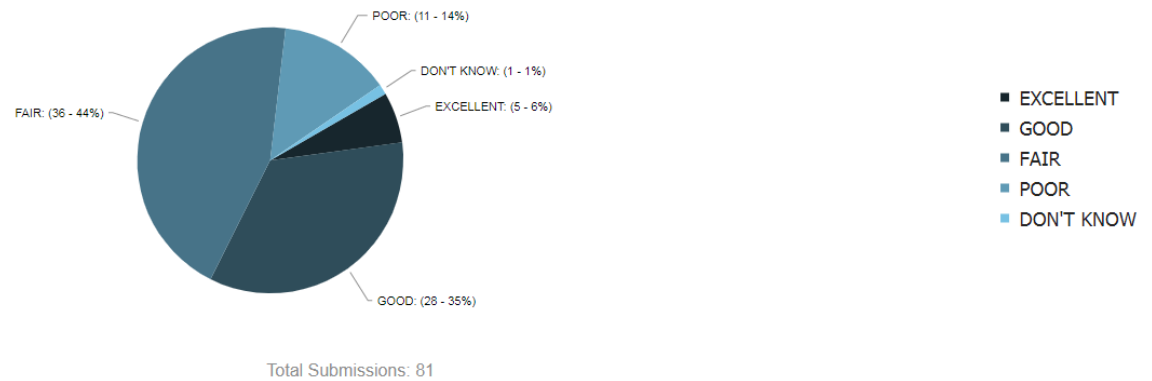
Neighborhoodliness of residents in Santa Cruz



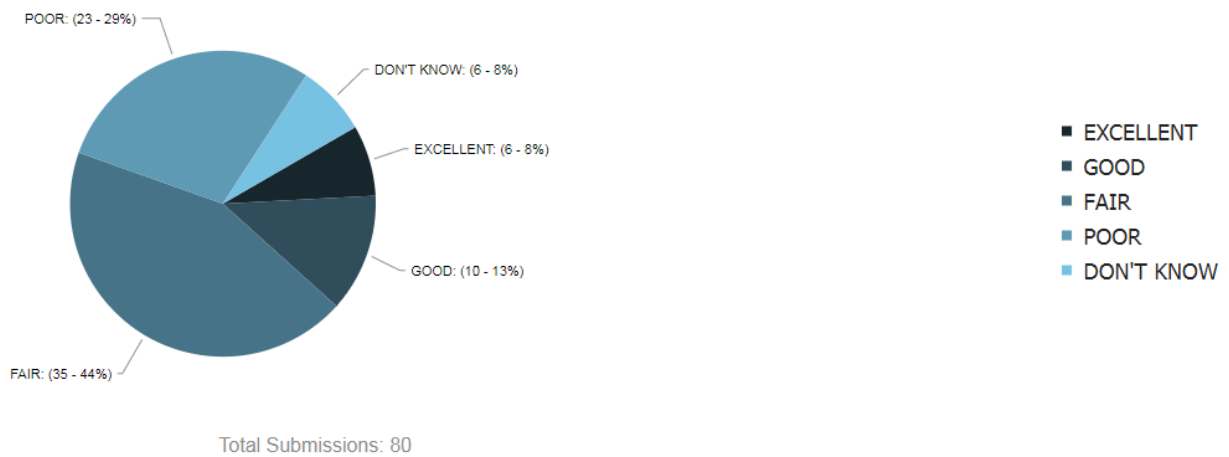
Quality of overall natural environment in Santa Cruz



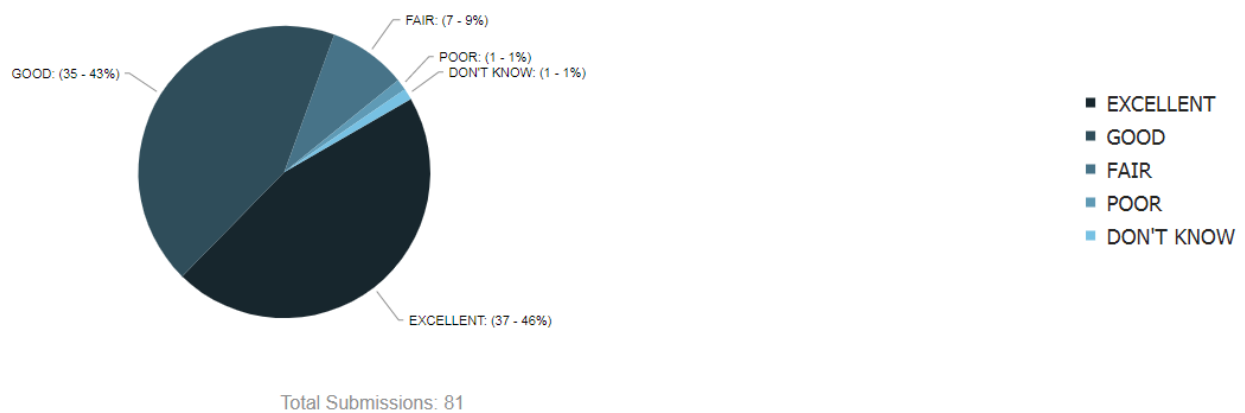
Overall "built environment" of Santa Cruz (including overall design, buildings, parks and transportation systems)



Overall economic health of Santa Cruz



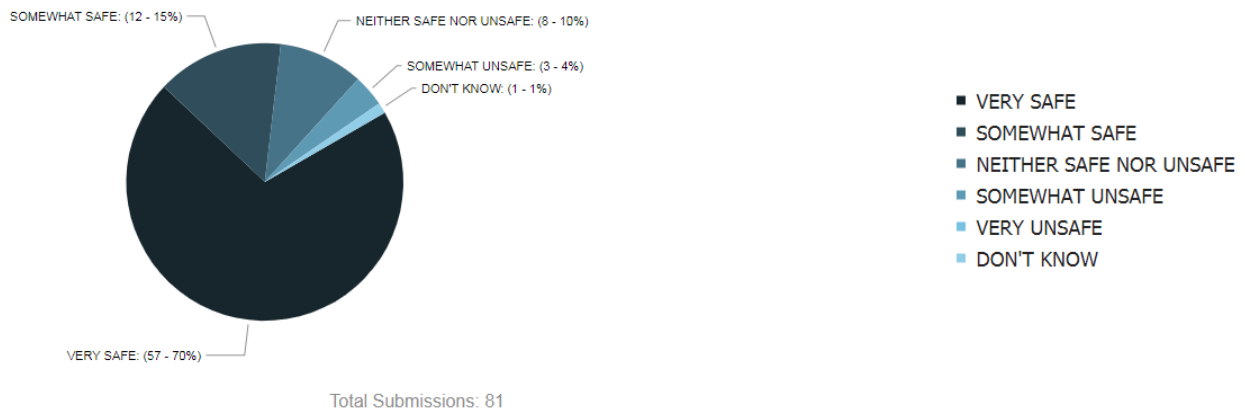
Air quality



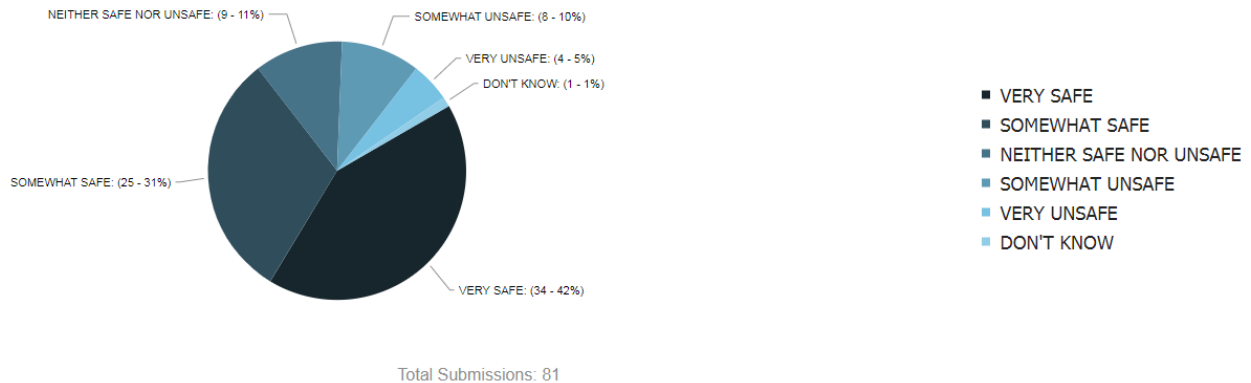
Cleanliness of Santa Cruz



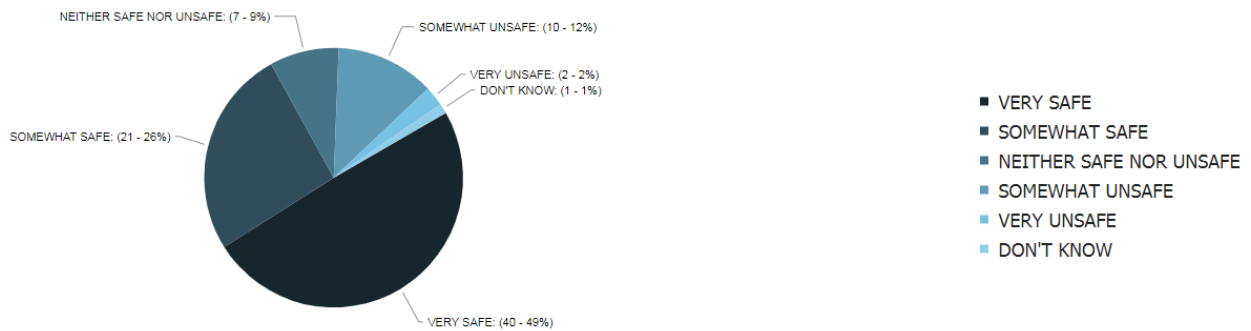
In your neighborhood during the day



In Santa Cruz's downtown/commercial area during the day

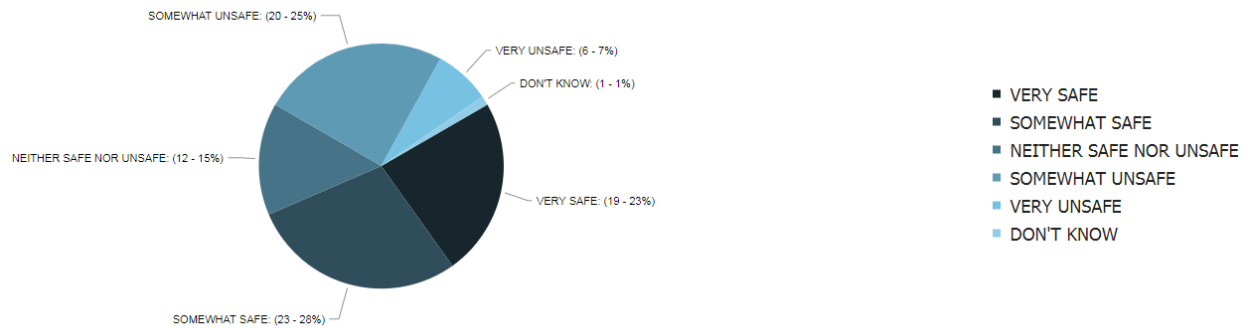


As a pedestrian walking along and crossing streets in your neighborhood



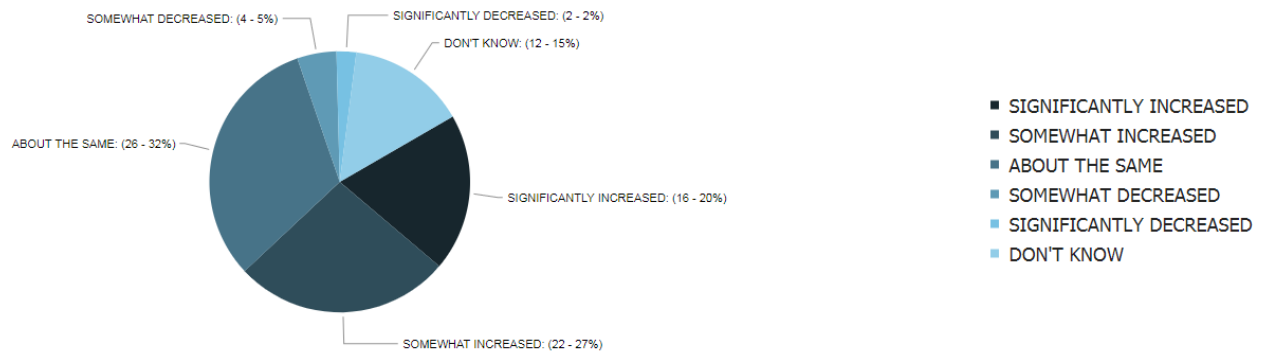
Total Submissions: 81

As a pedestrian walking along and crossing major streets in Santa Cruz



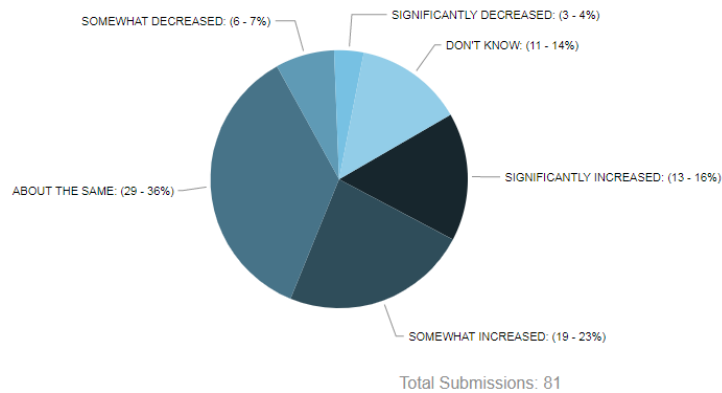
Total Submissions: 81

Overall level of crime



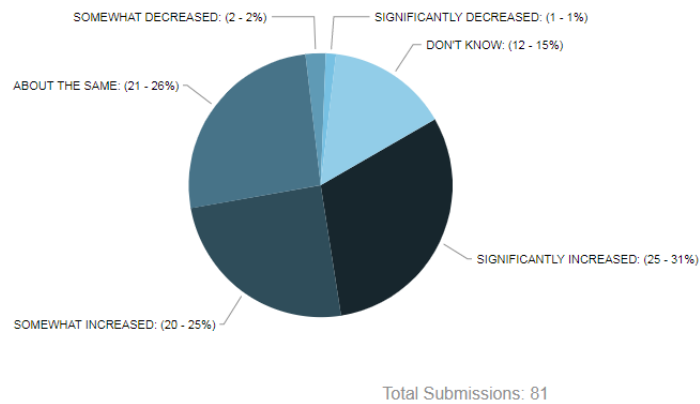
Total Submissions: 82

Level of violent crime



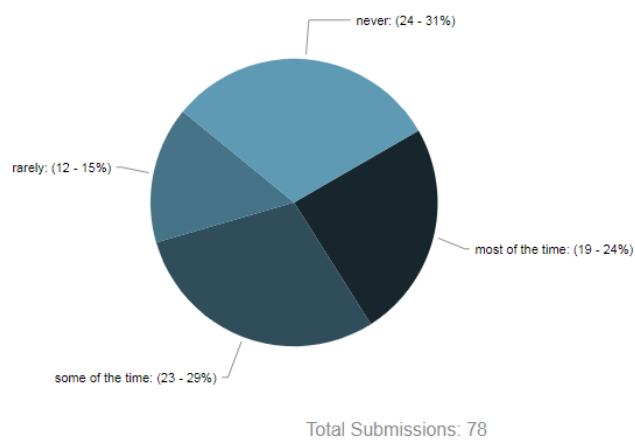
- SIGNIFICANTLY INCREASED
- SOMEWHAT INCREASED
- ABOUT THE SAME
- SOMEWHAT DECREASED
- SIGNIFICANTLY DECREASED
- DON'T KNOW

Level of property crime

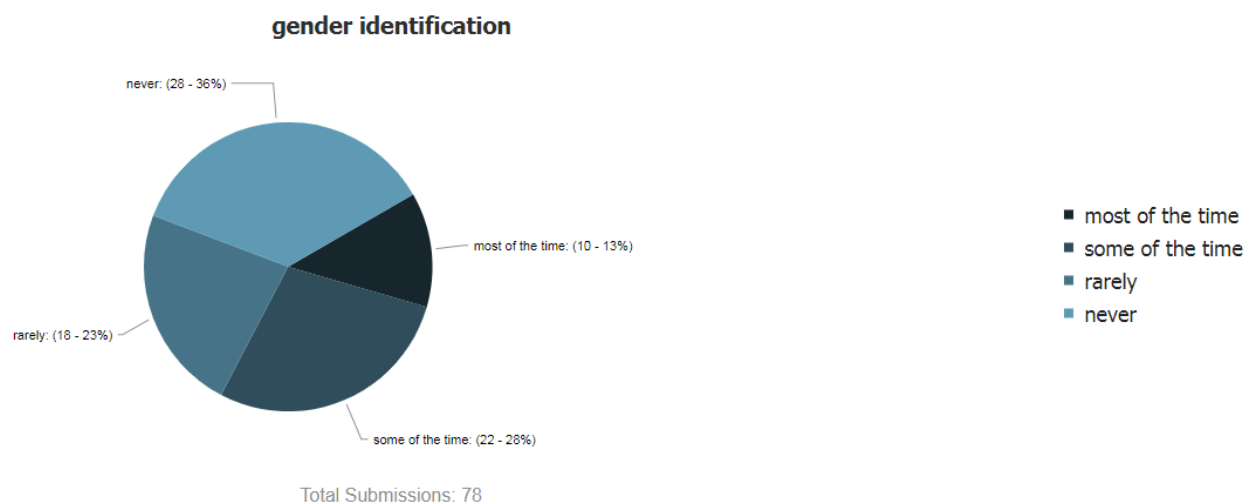
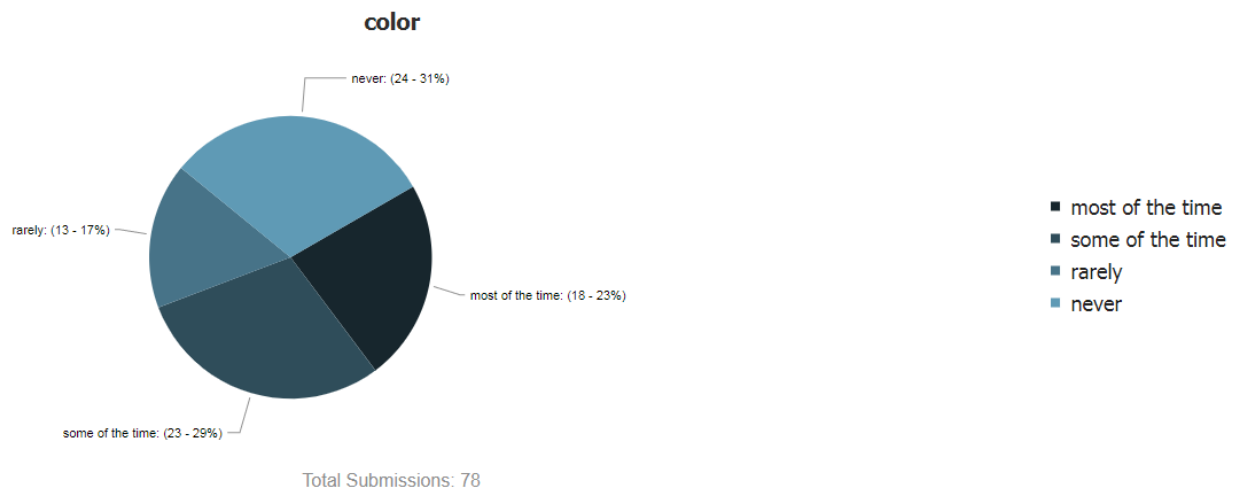
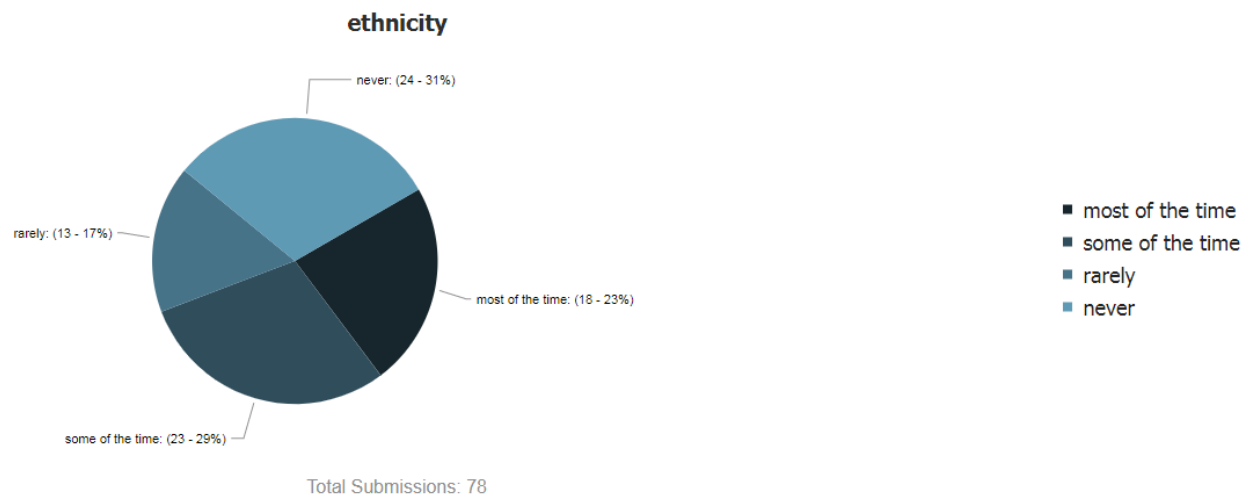


- SIGNIFICANTLY INCREASED
- SOMEWHAT INCREASED
- ABOUT THE SAME
- SOMEWHAT DECREASED
- SIGNIFICANTLY DECREASED
- DON'T KNOW

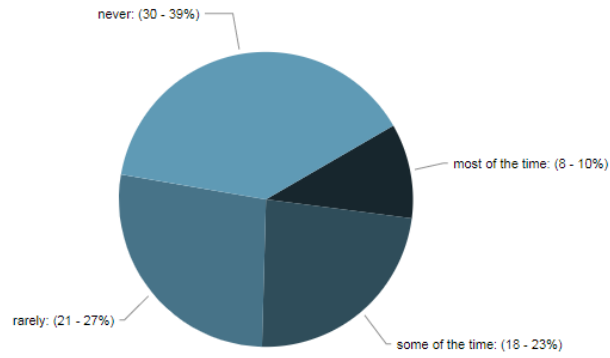
race



- most of the time
- some of the time
- rarely
- never



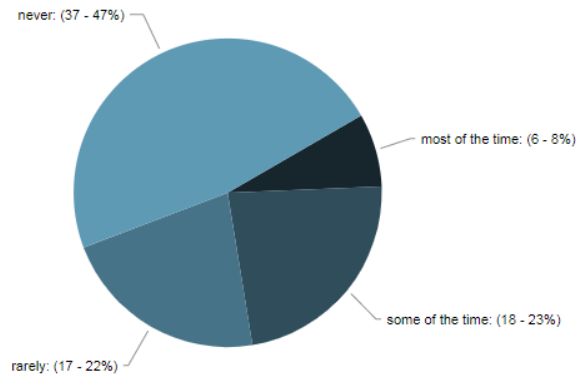
sexual identification



Total Submissions: 77

- most of the time
- some of the time
- rarely
- never

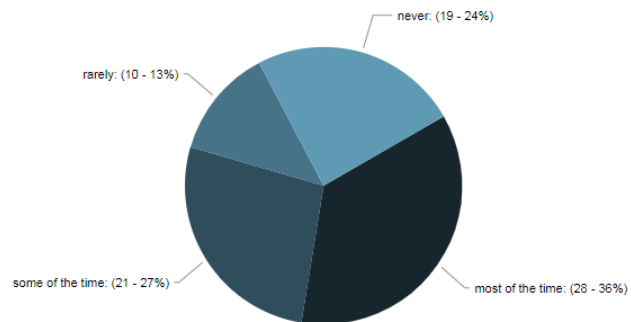
religious affiliation



Total Submissions: 78

- most of the time
- some of the time
- rarely
- never

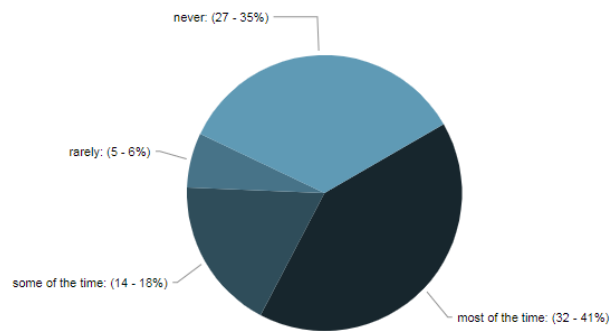
financial circumstances



Total Submissions: 78

- most of the time
- some of the time
- rarely
- never

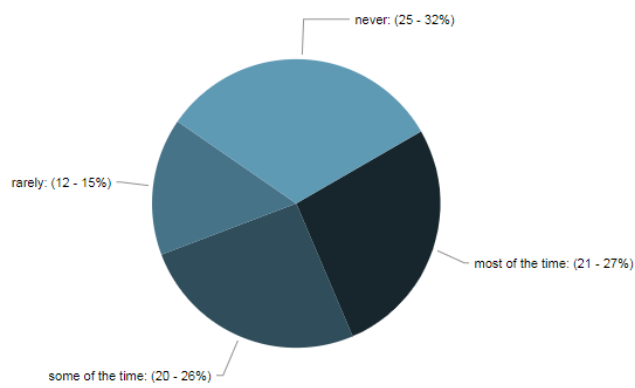
shelter status



Total Submissions: 78

- most of the time
- some of the time
- rarely
- never

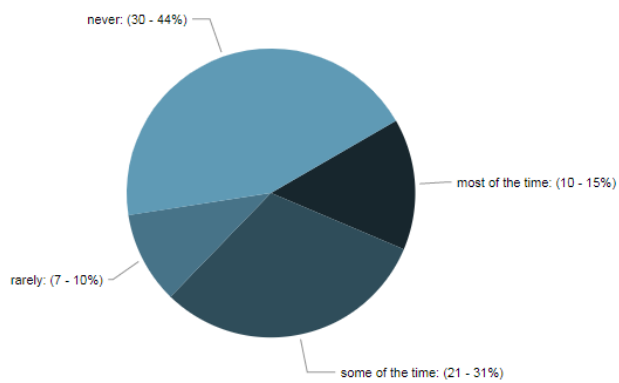
immigration status



Total Submissions: 78

- most of the time
- some of the time
- rarely
- never

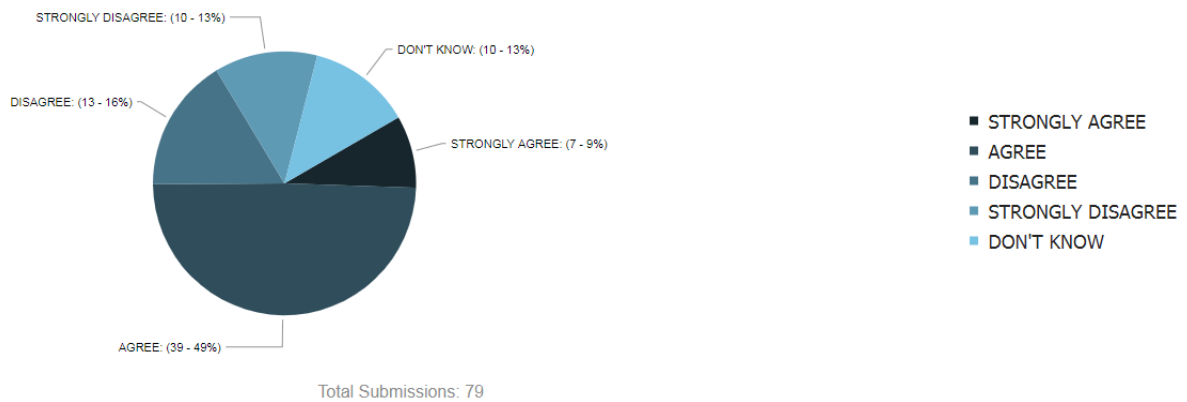
other difference



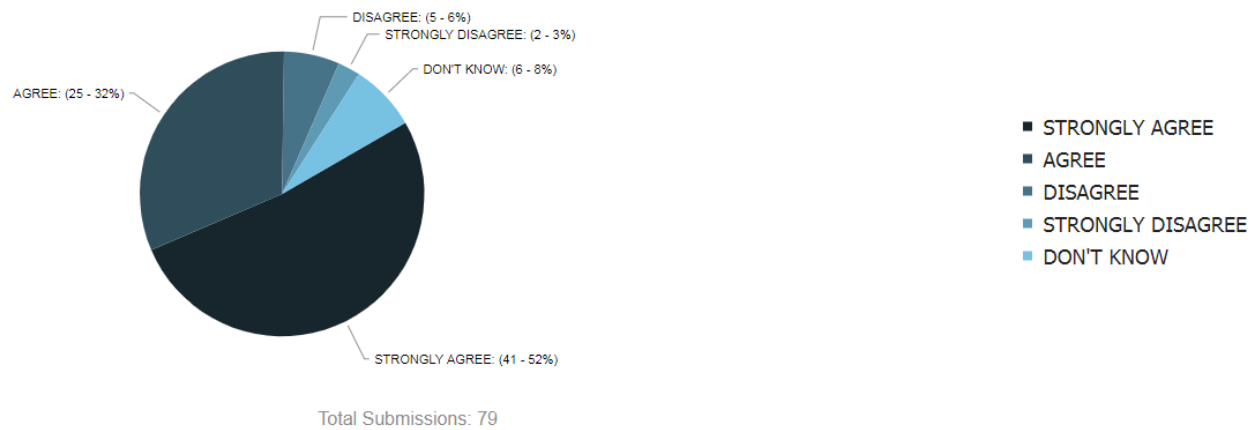
Total Submissions: 68

- most of the time
- some of the time
- rarely
- never

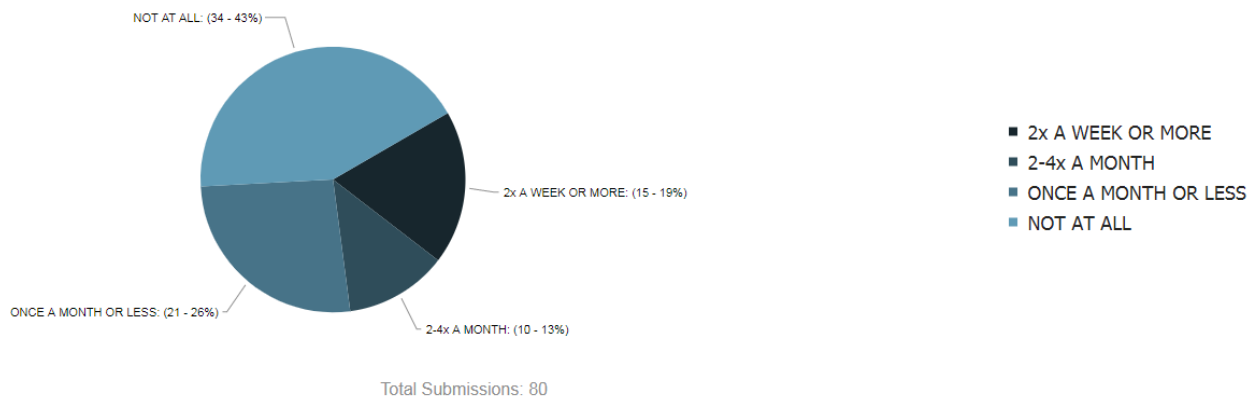
When people first move to Santa Cruz, they are generally welcomed into the community.



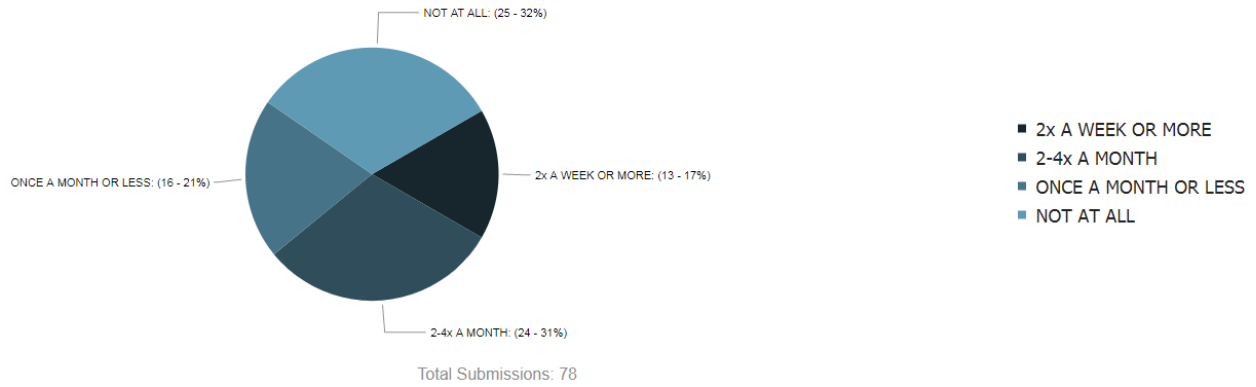
Santa Cruz's diversity is an asset to the City.



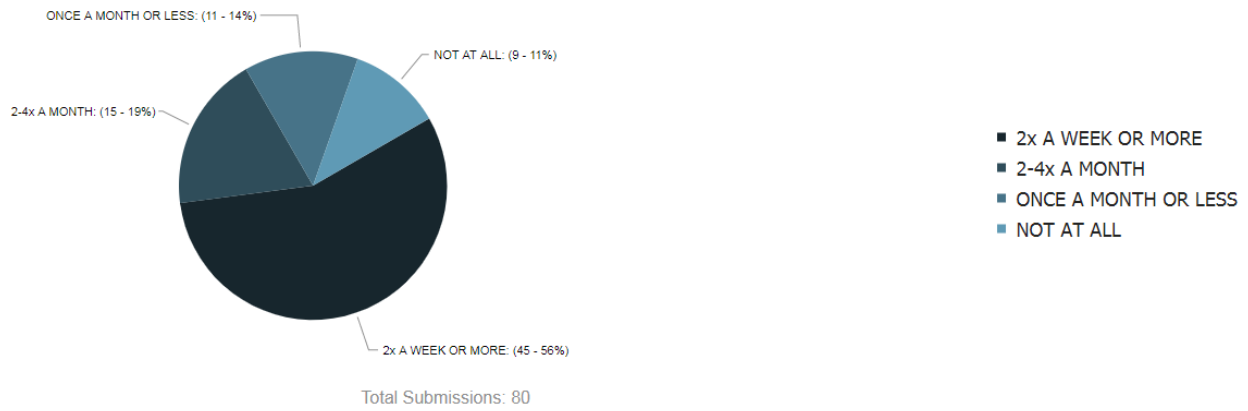
Used bus, rail, subway or other public transportation instead of driving



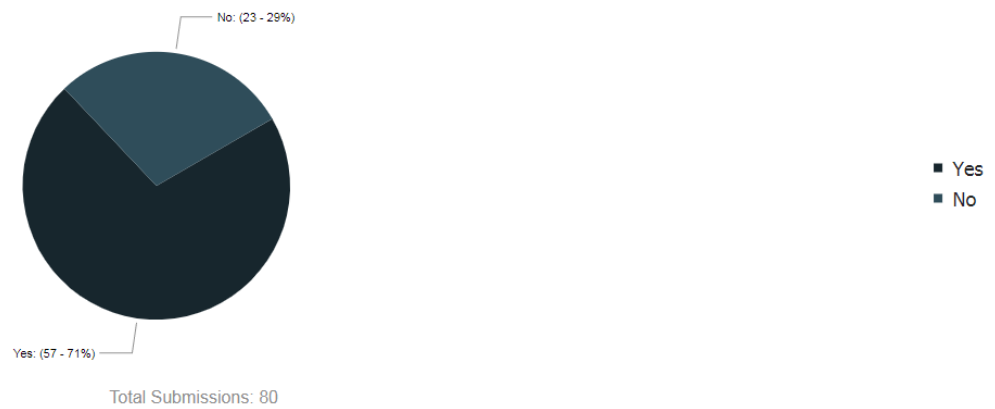
Carpooled with other adults or children instead of driving alone



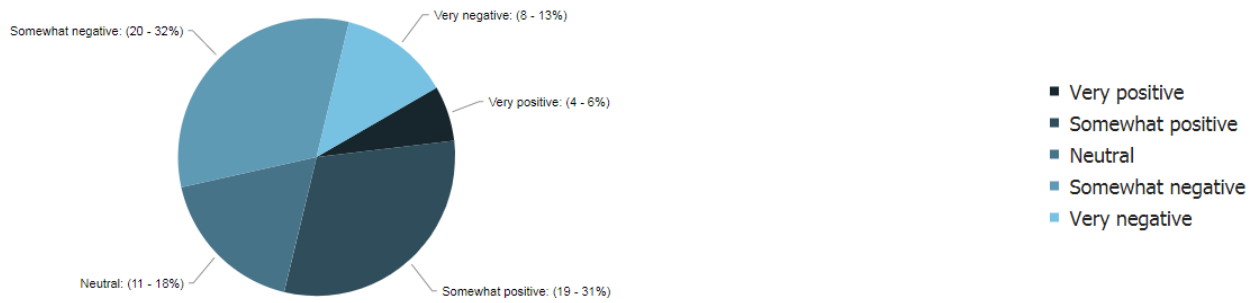
Walked or biked instead of driving



Do you think that local government will have an impact on your health and well-being in the next 6 months?

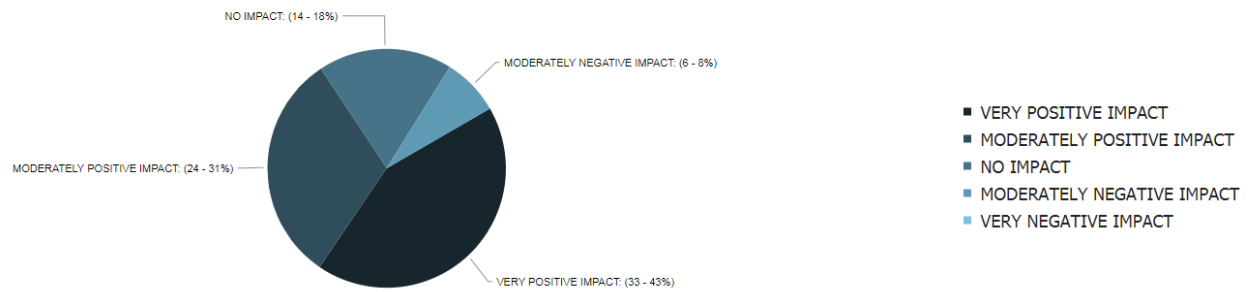


If yes, what do you think the impact will be?



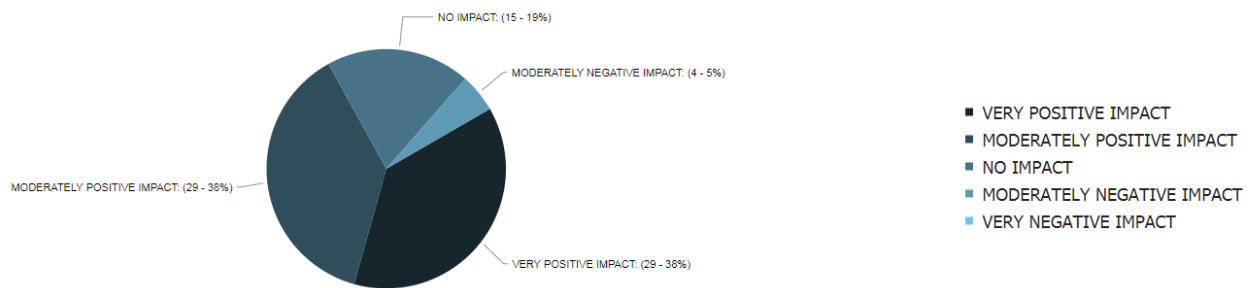
Total Submissions: 62

Water treatment and distribution



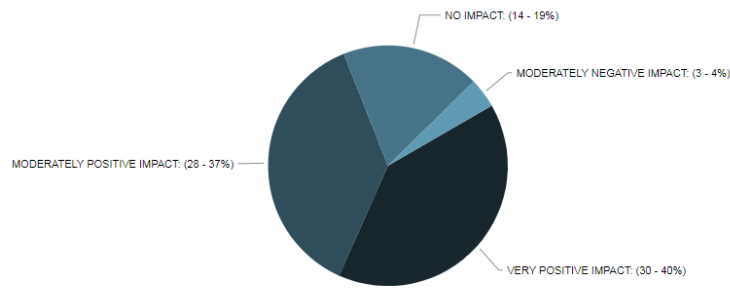
Total Submissions: 77

Wastewater collection and treatment



Total Submissions: 77

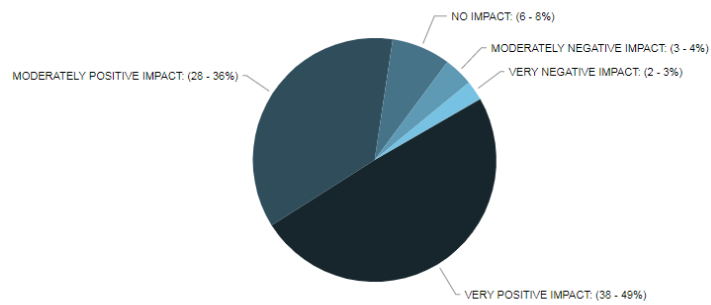
Solid waste collection



Total Submissions: 75

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

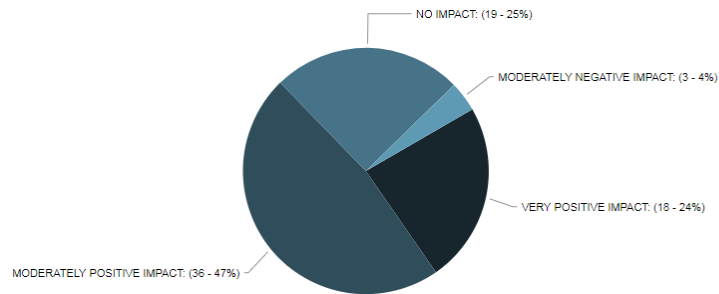
Parks / Open spaces / Beaches



Total Submissions: 77

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

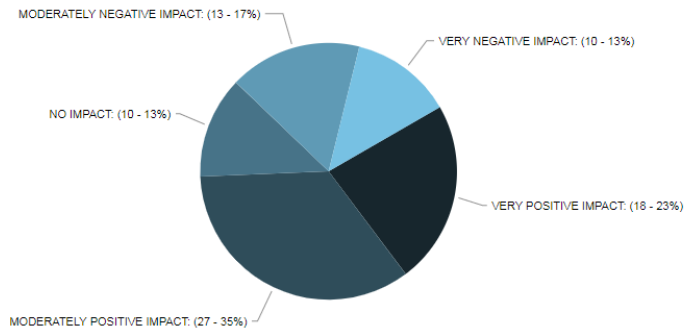
Recreation events / Programs / Classes



Total Submissions: 76

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

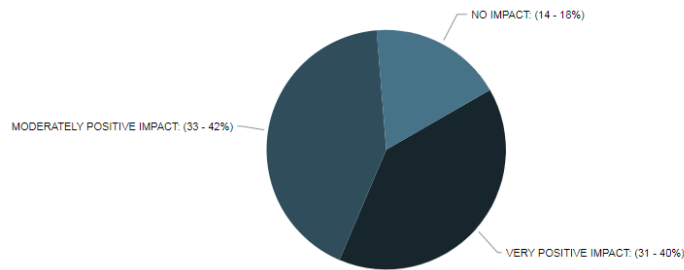
Police



Total Submissions: 78

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

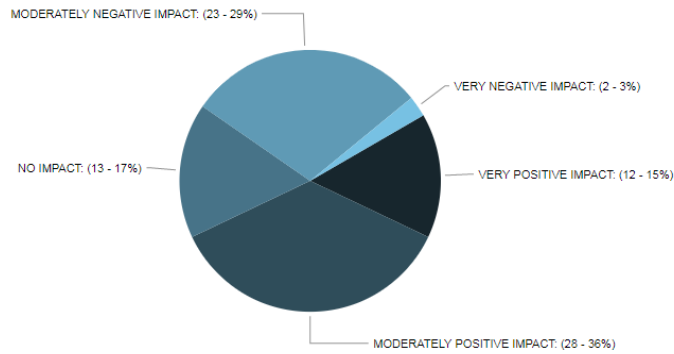
Fire



Total Submissions: 78

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

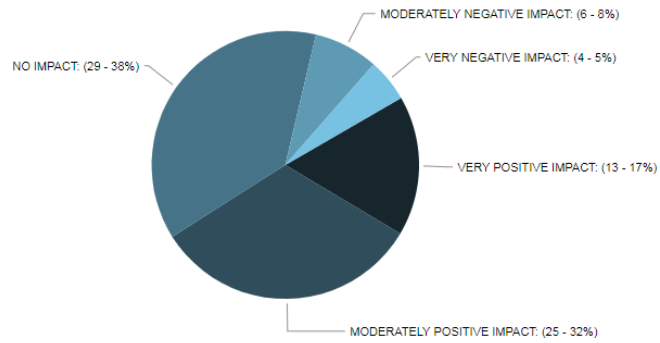
Street quality



Total Submissions: 78

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

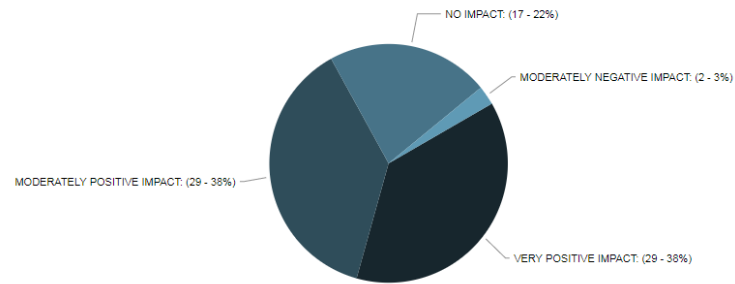
Street lighting



Total Submissions: 77

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

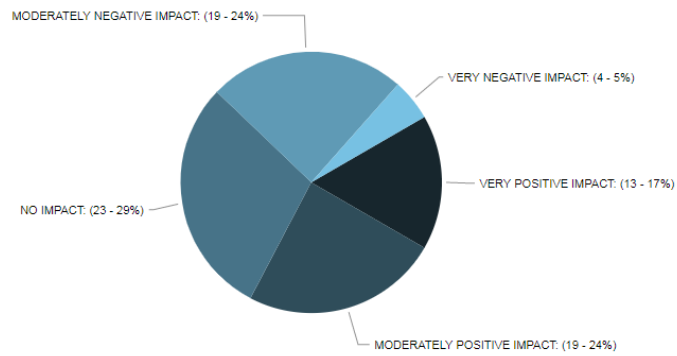
Library services



Total Submissions: 77

- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

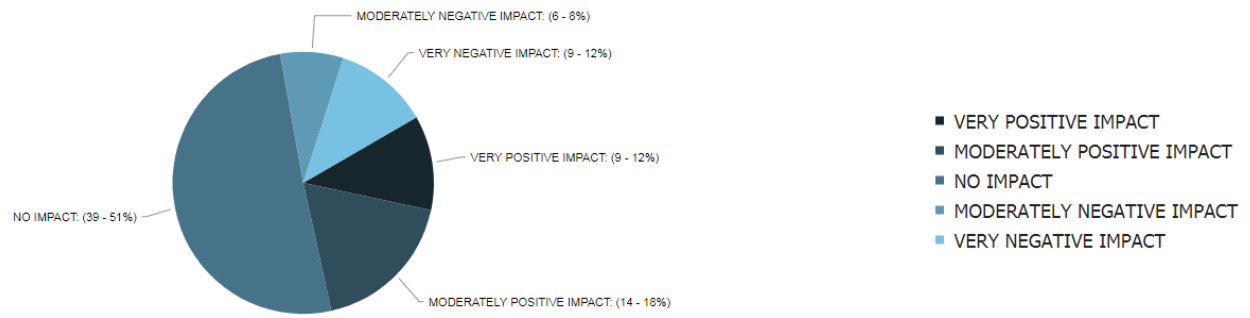
Traffic safety



Total Submissions: 78

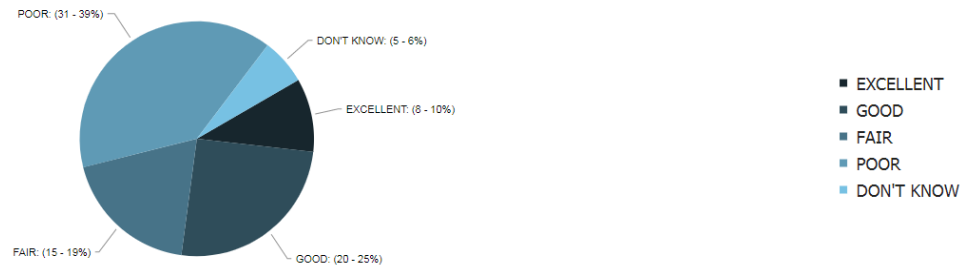
- VERY POSITIVE IMPACT
- MODERATELY POSITIVE IMPACT
- NO IMPACT
- MODERATELY NEGATIVE IMPACT
- VERY NEGATIVE IMPACT

Blight abatement



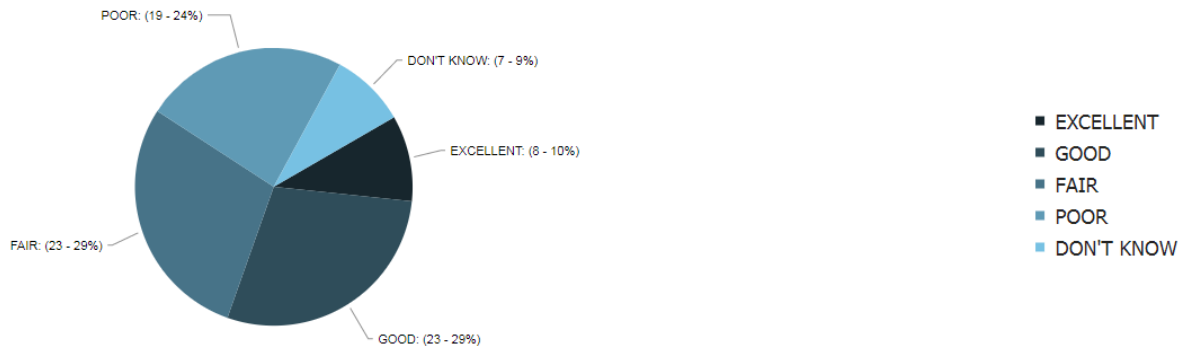
Total Submissions: 77

The overall confidence that Santa Cruz City government operates in a way that is open and accountable to the public



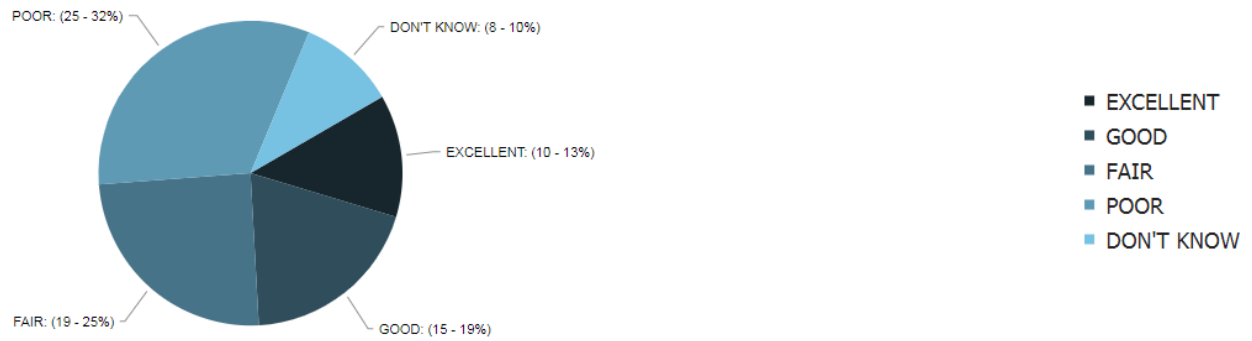
Total Submissions: 79

The job Santa Cruz City government does at welcoming citizen involvement



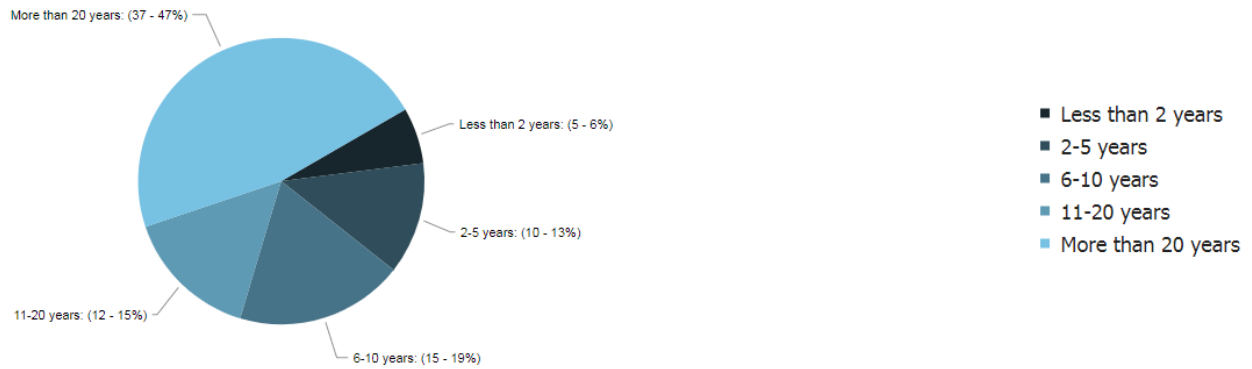
Total Submissions: 80

Treating all residents fairly



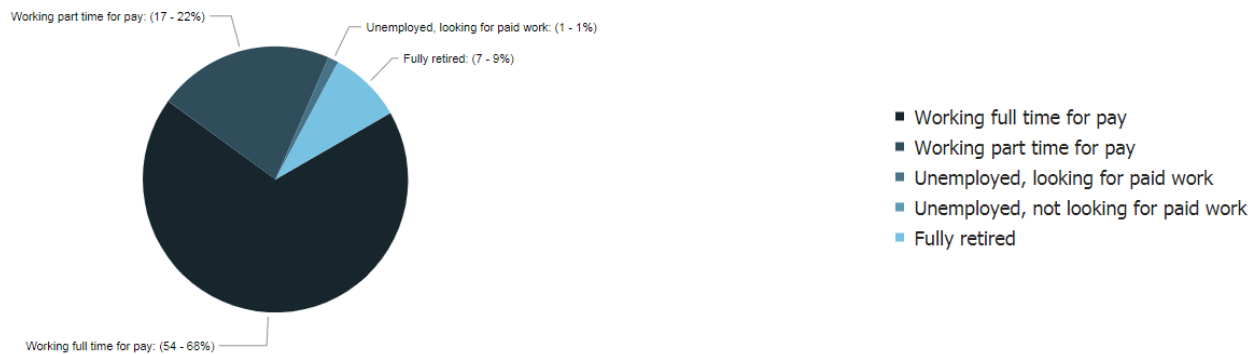
Total Submissions: 77

How many years have you lived in Santa Cruz?



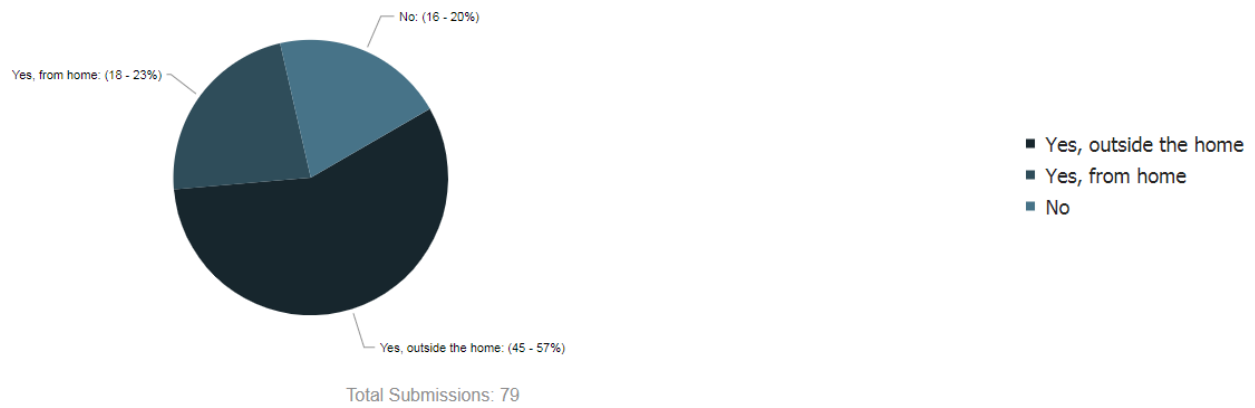
Total Submissions: 79

What is your employment status?



Total Submissions: 79

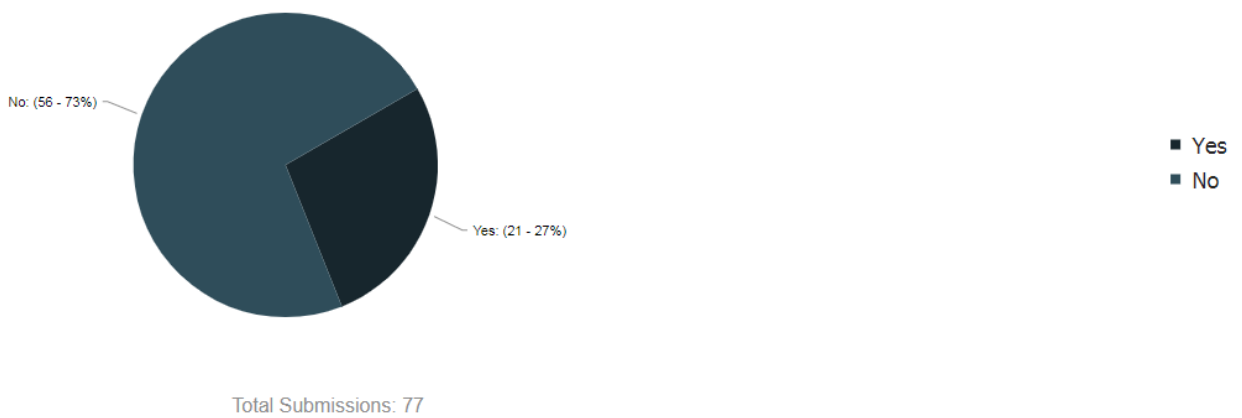
Do you work inside the boundaries of Santa Cruz?



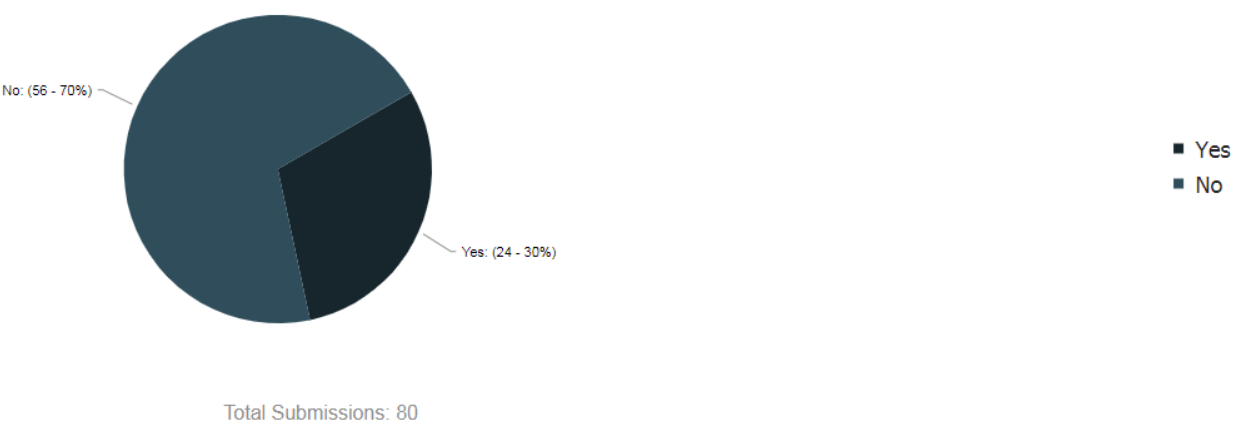
Is your house, apartment or mobile home...?



Do any children 17 or under live in your household?



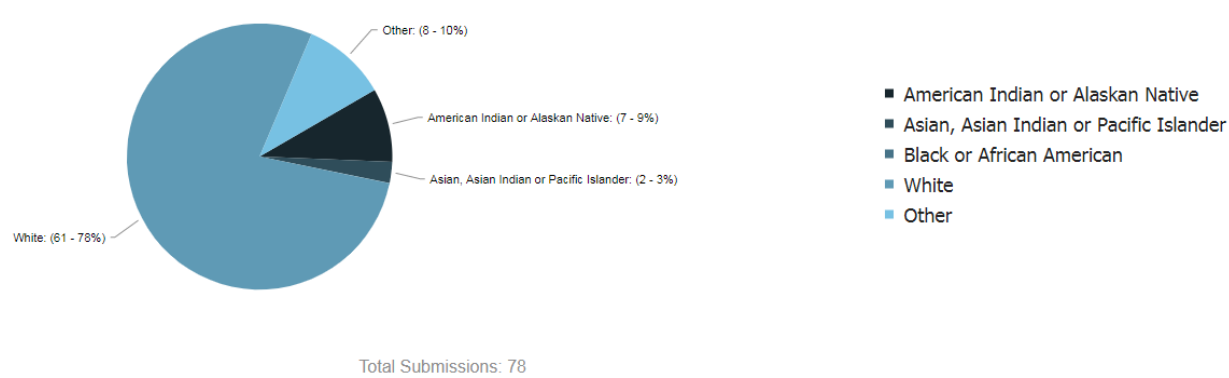
Are you or any other members of your household aged 65 or older?



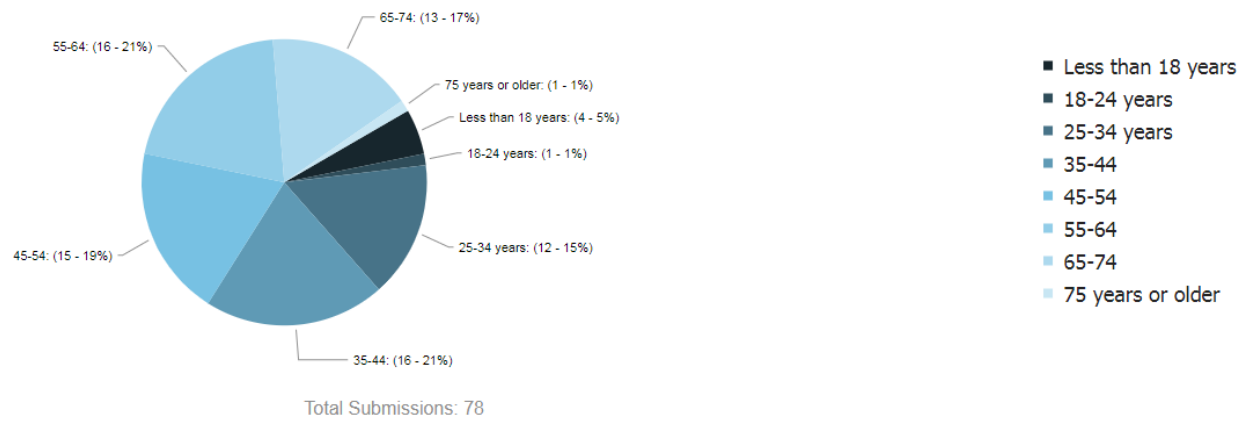
Are you Spanish, Hispanic or Latino/Latina?



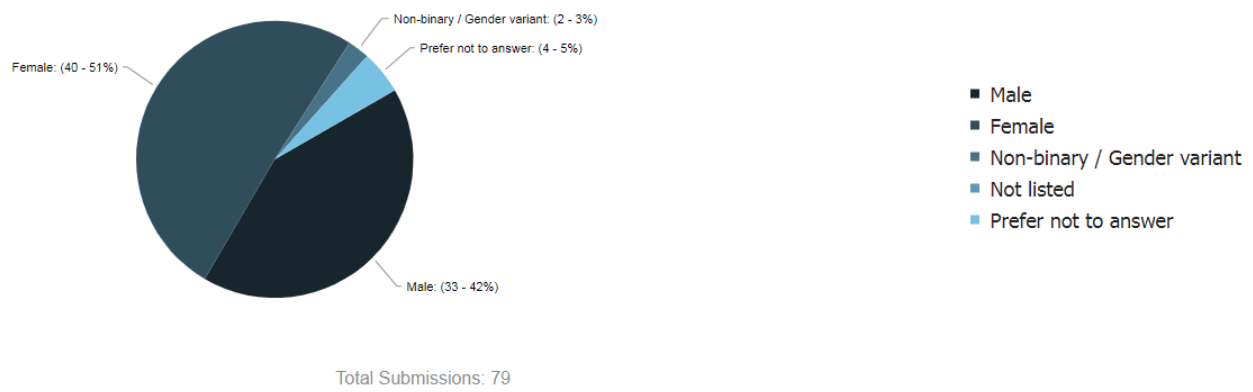
What is your race? (Please mark all that apply.)



In which category is your age?



What is your gender?



How would you rate the overall quality of life in Santa Cruz?

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
Excellent	10% (1)	7.35% (5)
Good	20% (2)	51.47% (35)
Fair	20% (2)	33.82% (23)
Poor	30% (3)	7.35% (5)
Don't know	20% (2)	0% (0)
Total	10	68

Santa Cruz as a place to live

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	27.94% (19)
GOOD	20% (2)	39.71% (27)
FAIR	20% (2)	26.47% (18)
POOR	20% (2)	5.88% (4)
DON'T KNOW	10% (1)	0% (0)
Total	10	68

Your neighborhood as a place to live

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	25% (17)
GOOD	10% (1)	55.88% (38)
FAIR	40% (4)	14.71% (10)
POOR	10% (1)	4.41% (3)
DON'T KNOW	10% (1)	0% (0)
Total	10	68

Santa Cruz as a place to raise children

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
EXCELLENT	30% (3)	13.24% (9)
GOOD	20% (2)	27.94% (19)
FAIR	10% (1)	26.47% (18)
POOR	30% (3)	17.65% (12)
DON'T KNOW	10% (1)	11.76% (8)
Total	10	68

Santa Cruz as a place to work

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	40% (4)	10.29% (7)
GOOD	0% (0)	30.88% (21)
FAIR	20% (2)	23.53% (16)
POOR	30% (3)	32.35% (22)
DON'T KNOW	10% (1)	1.47% (1)
Total	10	68

Santa Cruz as a place to visit

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	50% (5)	45.59% (31)
GOOD	10% (1)	33.82% (23)
FAIR	40% (4)	13.24% (9)
POOR	0% (0)	1.47% (1)
DON'T KNOW	0% (0)	5.88% (4)
Total	10	68

Santa Cruz as a place to visit

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	50% (5)	45.59% (31)
GOOD	10% (1)	33.82% (23)
FAIR	40% (4)	13.24% (9)
POOR	0% (0)	1.47% (1)
DON'T KNOW	0% (0)	5.88% (4)
Total	10	68

The overall quality of life in Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	0% (0)
EXCELLENT	40% (4)	13.24% (9)
GOOD	10% (1)	48.53% (33)
FAIR	20% (2)	30.88% (21)
POOR	20% (2)	7.35% (5)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Overall feeling of safety in Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	40% (4)	11.76% (8)
GOOD	20% (2)	38.24% (26)
FAIR	10% (1)	32.35% (22)
POOR	30% (3)	16.18% (11)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Sense of community

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	4.41% (3)
EXCELLENT	50% (5)	23.53% (16)
GOOD	0% (0)	33.82% (23)
FAIR	10% (1)	27.94% (19)
POOR	40% (4)	10.29% (7)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Health and wellness opportunities in Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	41.18% (28)
GOOD	0% (0)	26.47% (18)
FAIR	40% (4)	23.53% (16)
POOR	30% (3)	5.88% (4)
DON'T KNOW	0% (0)	1.47% (1)
Total	10	68

Overall opportunities for education and enrichment

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	40% (4)	30.88% (21)
GOOD	10% (1)	47.06% (32)
FAIR	20% (2)	14.71% (10)
POOR	30% (3)	5.88% (4)
DON'T KNOW	0% (0)	1.47% (1)
Total	10	68

Recreational and fitness opportunities

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	40% (4)	61.76% (42)
GOOD	30% (3)	30.88% (21)
FAIR	10% (1)	4.41% (3)
POOR	20% (2)	2.94% (2)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Accessibility of affordable quality housing

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	1.47% (1)
GOOD	0% (0)	4.41% (3)
FAIR	0% (0)	2.94% (2)
POOR	70% (7)	88.24% (60)
DON'T KNOW	0% (0)	1.47% (1)
Total	10	68

Accessibility of affordable quality food

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	17.65% (12)
GOOD	10% (1)	36.76% (25)
FAIR	10% (1)	29.41% (20)
POOR	50% (5)	14.71% (10)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Accessibility of affordable quality health care

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	5.88% (4)
GOOD	0% (0)	20.59% (14)
FAIR	30% (3)	39.71% (27)
POOR	40% (4)	29.41% (20)
DON'T KNOW	0% (0)	4.41% (3)
Total	10	68

Accessibility of preventive health services

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	5.88% (4)
GOOD	0% (0)	39.71% (27)
FAIR	20% (2)	29.41% (20)
POOR	50% (5)	17.65% (12)
DON'T KNOW	0% (0)	7.35% (5)
Total	10	68

Accessibility of affordable quality mental health care

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	2.94% (2)
GOOD	0% (0)	10.29% (7)
FAIR	20% (2)	25% (17)
POOR	50% (5)	45.59% (31)
DON'T KNOW	0% (0)	16.18% (11)
Total	10	68

Accessibility of affordable quality child care/preschool

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	2.94% (2)
GOOD	0% (0)	8.82% (6)
FAIR	20% (2)	20.59% (14)
POOR	50% (5)	29.41% (20)
DON'T KNOW	0% (0)	36.76% (25)
Total	10	68

K-12 education

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
EXCELLENT	30% (3)	4.41% (3)
GOOD	0% (0)	35.29% (24)
FAIR	60% (6)	23.53% (16)
POOR	0% (0)	11.76% (8)
DON'T KNOW	10% (1)	22.06% (15)
Total	10	68

Employment opportunities

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	5.88% (4)
GOOD	0% (0)	10.29% (7)
FAIR	30% (3)	36.76% (25)
POOR	40% (4)	38.24% (26)
DON'T KNOW	0% (0)	7.35% (5)
Total	10	68

Cost of living in Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	2.94% (2)
GOOD	0% (0)	2.94% (2)
FAIR	0% (0)	10.29% (7)
POOR	70% (7)	82.35% (56)
DON'T KNOW	0% (0)	1.47% (1)
Total	10	68

Opportunities to participate in community matters

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	40% (4)	35.29% (24)
GOOD	0% (0)	47.06% (32)
FAIR	40% (4)	13.24% (9)
POOR	20% (2)	1.47% (1)
DON'T KNOW	0% (0)	2.94% (2)
Total	10	68

Openness and acceptance of the community toward people of diverse backgrounds

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	25% (17)
GOOD	10% (1)	36.76% (25)
FAIR	20% (2)	14.71% (10)
POOR	40% (4)	23.53% (16)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Quality of overall natural environment in Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
EXCELLENT	40% (4)	52.94% (36)
GOOD	40% (4)	36.76% (25)
FAIR	20% (2)	7.35% (5)
POOR	0% (0)	0% (0)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Overall "built environment" of Santa Cruz (including overall design, buildings, parks and transpo...

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	2.94% (2)
GOOD	10% (1)	39.71% (27)
FAIR	60% (6)	42.65% (29)
POOR	0% (0)	14.71% (10)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Overall economic health of Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	30% (3)	4.41% (3)
GOOD	0% (0)	14.71% (10)
FAIR	40% (4)	44.12% (30)
POOR	30% (3)	27.94% (19)
DON'T KNOW	0% (0)	7.35% (5)
Total	10	68

Air quality

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	40% (4)	48.53% (33)
GOOD	40% (4)	42.65% (29)
FAIR	20% (2)	7.35% (5)
POOR	0% (0)	1.47% (1)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Cleanliness of Santa Cruz

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
EXCELLENT	40% (4)	5.88% (4)
GOOD	30% (3)	55.88% (38)
FAIR	30% (3)	27.94% (19)
POOR	0% (0)	8.82% (6)
DON'T KNOW	0% (0)	0% (0)
Total	10	68

Overall level of crime

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
SIGNIFICANTLY INCREASED	40% (4)	14.71% (10)
SOMEWHAT INCREASED	0% (0)	30.88% (21)
ABOUT THE SAME	30% (3)	33.82% (23)
SOMEWHAT DECREASED	10% (1)	4.41% (3)
SIGNIFICANTLY DECREASED	10% (1)	1.47% (1)
DON'T KNOW	10% (1)	14.71% (10)
Total	10	68

race

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	80% (8)	16.18% (11)
some of the time	10% (1)	30.88% (21)
rarely	0% (0)	16.18% (11)
never	0% (0)	33.82% (23)
Total	10	68

ethnicity

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	80% (8)	14.71% (10)
some of the time	10% (1)	30.88% (21)
rarely	0% (0)	17.65% (12)
never	0% (0)	33.82% (23)
Total	10	68

color

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	70% (7)	16.18% (11)
some of the time	20% (2)	29.41% (20)
rarely	0% (0)	17.65% (12)
never	0% (0)	33.82% (23)
Total	10	68

gender identification

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	40% (4)	8.82% (6)
some of the time	20% (2)	27.94% (19)
rarely	0% (0)	25% (17)
never	30% (3)	35.29% (24)
Total	10	68

sexual identification

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	4.41% (3)
most of the time	40% (4)	5.88% (4)
some of the time	10% (1)	23.53% (16)
rarely	10% (1)	27.94% (19)
never	30% (3)	38.24% (26)
Total	10	68

religious affiliation

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	40% (4)	2.94% (2)
some of the time	10% (1)	22.06% (15)
rarely	10% (1)	23.53% (16)
never	30% (3)	48.53% (33)
Total	10	68

financial circumstances

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	50% (5)	33.82% (23)
some of the time	10% (1)	26.47% (18)
rarely	20% (2)	11.76% (8)
never	10% (1)	25% (17)
Total	10	68

shelter status

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	50% (5)	38.24% (26)
some of the time	0% (0)	20.59% (14)
rarely	0% (0)	5.88% (4)
never	40% (4)	32.35% (22)
Total	10	68

immigration status

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	2.94% (2)
most of the time	60% (6)	20.59% (14)
some of the time	10% (1)	27.94% (19)
rarely	10% (1)	14.71% (10)
never	10% (1)	33.82% (23)
Total	10	68

other difference

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	10% (1)	16.18% (11)
most of the time	50% (5)	7.35% (5)
some of the time	10% (1)	29.41% (20)
rarely	0% (0)	8.82% (6)
never	30% (3)	38.24% (26)
Total	10	68

When people first move to Santa Cruz, they are generally welcomed into the community.

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
STRONGLY AGREE	30% (3)	5.88% (4)
AGREE	30% (3)	52.94% (36)
DISAGREE	0% (0)	17.65% (12)
STRONGLY DISAGREE	40% (4)	8.82% (6)
DON'T KNOW	0% (0)	13.24% (9)
Total	10	68

Santa Cruz's diversity is an asset to the City.

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
STRONGLY AGREE	80% (8)	48.53% (33)
AGREE	10% (1)	33.82% (23)
DISAGREE	0% (0)	7.35% (5)
STRONGLY DISAGREE	0% (0)	2.94% (2)
DON'T KNOW	10% (1)	5.88% (4)
Total	10	68

Do you think that local government will have an impact on your health and well-being in the nex...

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
Yes	100% (10)	69.12% (47)
No	0% (0)	30.88% (21)
Total	10	68

If yes, what do you think the impact will be?

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	23.53% (16)
Very positive	30% (3)	1.47% (1)
Somewhat positive	10% (1)	26.47% (18)
Neutral	10% (1)	14.71% (10)
Somewhat negative	40% (4)	23.53% (16)
Very negative	10% (1)	10.29% (7)
Total	10	68

Parks / Open spaces / Beaches

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
VERY POSITIVE IMPACT	60% (6)	47.06% (32)
MODERATELY POSITIVE IMPACT	30% (3)	36.76% (25)
NO IMPACT	0% (0)	7.35% (5)
MODERATELY NEGATIVE IMPACT	0% (0)	4.41% (3)
VERY NEGATIVE IMPACT	10% (1)	1.47% (1)
Total	10	68

Recreation events / Programs / Classes

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	4.41% (3)
VERY POSITIVE IMPACT	40% (4)	20.59% (14)
MODERATELY POSITIVE IMPACT	40% (4)	47.06% (32)
NO IMPACT	10% (1)	25% (17)
MODERATELY NEGATIVE IMPACT	10% (1)	2.94% (2)
VERY NEGATIVE IMPACT	0% (0)	0% (0)
Total	10	68

Police

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
VERY POSITIVE IMPACT	30% (3)	22.06% (15)
MODERATELY POSITIVE IMPACT	20% (2)	36.76% (25)
NO IMPACT	10% (1)	11.76% (8)
MODERATELY NEGATIVE IMPACT	20% (2)	16.18% (11)
VERY NEGATIVE IMPACT	20% (2)	11.76% (8)
Total	10	68

Fire

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	1.47% (1)
VERY POSITIVE IMPACT	50% (5)	38.24% (26)
MODERATELY POSITIVE IMPACT	30% (3)	44.12% (30)
NO IMPACT	20% (2)	16.18% (11)
MODERATELY NEGATIVE IMPACT	0% (0)	0% (0)
VERY NEGATIVE IMPACT	0% (0)	0% (0)
Total	10	68

Affordable and quality housing

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
VERY POSITIVE IMPACT	50% (5)	13.24% (9)
MODERATELY POSITIVE IMPACT	0% (0)	13.24% (9)
NO IMPACT	10% (1)	23.53% (16)
MODERATELY NEGATIVE IMPACT	0% (0)	25% (17)
VERY NEGATIVE IMPACT	40% (4)	22.06% (15)
Total	10	68

The overall confidence that Santa Cruz City government operates in a way that is open and account...

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	7.35% (5)
GOOD	20% (2)	26.47% (18)
FAIR	0% (0)	22.06% (15)
POOR	50% (5)	38.24% (26)
DON'T KNOW	0% (0)	5.88% (4)
Total	10	68

The job Santa Cruz City government does at welcoming citizen involvement

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	0% (0)
EXCELLENT	30% (3)	5.88% (4)
GOOD	10% (1)	32.35% (22)
FAIR	0% (0)	33.82% (23)
POOR	50% (5)	20.59% (14)
DON'T KNOW	10% (1)	7.35% (5)
Total	10	68

Treating all residents fairly

Are you Spanish, Hispanic or Latino/Latina?

	Yes, I consider myself to be Spanish, Hispanic or Latino/Latina	No, not Spanish, Hispanic or Latino/Latina
No answered	0% (0)	2.94% (2)
EXCELLENT	30% (3)	10.29% (7)
GOOD	10% (1)	20.59% (14)
FAIR	0% (0)	27.94% (19)
POOR	60% (6)	27.94% (19)
DON'T KNOW	0% (0)	10.29% (7)
Total	10	68

APPENDIX L – LISTENING TOUR PARTICIPATING AGENCIES

SANTA CRUZ EMPLOYERS

University of California, Santa Cruz

County of Santa Cruz

Poly (formerly Plantronics)

Santa Cruz Beach Boardwalk

Costco

New Teacher Center

Looker Data Sciences

DBA Santa Cruz Nutritionals

The Crow's Nest Restaurant

New Leaf Community Market

Whole Foods Market

Dream Inn

Santa Cruz Community Health Centers

Amazon AWS

Santa Cruz Bicycles

CCOF

COMMUNITY PROGRAMS

Advocacy

Big Brothers Big Sisters

Boys & Girls Club

Cabrillo College Stroke Center

California Rural Legal Assistance (CRLA)

Campus Kids Connection

Central Coast Center for Independent Living (CCCIL)

Community Action Board (CAB)

Community Bridges

Conflict Resolution Center (CRC)

Court Appointed Special Advocates (CASA)

Dientes

Diversity Center

Emeline Child Care Center

Encompass

Familia Center

Families in Transition (FIT)

Family Service Agency of the Central Coast

Food What

Grey Bears

Homeless Garden Project (HGP)

Homeless Services Center (HSC)

Human Care Alliance

Life Lab

Monarch

Neighborhood Childcare Center (NCC)

Parents Center

Planned Parenthood

Santa Cruz Toddler Care Center

Santa Cruz Community Health Centers*

Second Harvest Food Bank

Senior Citizens Legal Services

Senior Network Services

Seniors Council of Santa Cruz and San Benito Counties

United Way of Santa Cruz County

Vista Center for the Blind & Visually Impaired

Volunteer Center

Walnut Avenue Women's Center
Womencare

DOWNTOWN ASSOCIATION

Luma Yoga
Pacific Cookie Company
David Lyng Realty
Cognito Clothing
Sereno Group Realtors
Artisans & Agency
Stripe and Stripe Men

SANTA CRUZ COUNTY BUSINESS COUNCIL

Allen Property Group, Inc.
American Medical Response
Appenrodt Commercial Properties
The Armada Group
AT&T
Barry Swenson Builder
Bay Federal Credit Union
Berger Lewis Accountancy
Bogard Construction, Inc.
BPR Properties
Burgstrom/Kramer
Cabrillo College*
Chaminade Resort & Spa
Comerica Bank
The Crow's Nest Restaurant*
Cruzio Internet
David Lyng Real Estate
Devcon Construction, Inc.
Dominican Hospital
Driscoll's

Youth City Council – Boomerang Foundation

Fybr Bamboo
Lúpulo Craft Beer House
Soif Wine Bar and Merchant
Dell Williams Jewelers
Yoso Wellness Spa
Nourish
William Kempf Architects

Emergent Systems
Erik's DeliCafe
First Alarm & Patrol
Goodwill Industries
Graniterock
Grunsky Law Firm
Hilton Santa Cruz-Scotts Valley
Hotel Paradox
Hutchinson & Bloodgood LLP
Kaiser Permanente
K&D Landscaping
Interwest Insurance Services
Iversen Design
Ledyard/Performance Foodservice
Lighthouse Bank
Lomak Property Group
Marianne's Ice Cream
McSherry and Hudson Insurance
Oliver Property Management
PG&E

Pajaro Dunes Company
Pajaro Valley Chamber of Commerce
Palo Alto Medical Foundation/Sutter Health
Petrinovich Pugh and Co. LLP
Physicians Medical Group of Santa Cruz County
Plantronics*
Register-Pajaronian
Santa Cruz Community Credit Union
Santa Cruz County Association of Realtors
Santa Cruz County Bank
Santa Cruz Hotel Group
Santa Cruz Seaside Company
Santa Cruz Sentinel
Scurich Insurance Services
Seascape Resort

ENVIRONMENTAL GROUPS

Campaign for Sustainable Transportation
Central Coast Electric Auto Owners Association
Eat for the Earth

HEALTH IMPROVEMENT PARTNERSHIP OF SANTA CRUZ COUNTY

Cabrillo College**
Central California Alliance for Health
Community Foundation Santa Cruz County
Dientes Community Dental Care*
Dignity Health Medical Group
Dignity Health – Dominican Hospital*
Encompass Community Services*
Hospice of Santa Cruz
Janus of Santa Cruz
Kaiser Permanente*

Shadowbrook Restaurant
Sherman and Boone Real Estate
Slatter Construction
Small Business Development Center – Cabrillo College*
South Swell Ventures
Stearns & More Capital
Strickland Design Group
Superior Foods
Toyota of Santa Cruz
Triad Electric
University of California, Santa Cruz*
Watsonville Coast Produce
Watsonville Community Hospital
Wells Fargo Commercial Banking
Wells Fargo Insurance Services

Ecology Action
Extinction Rebellion
SC CAN

Office of Assemblymember Stone
Office of Senator Monning
Pajaro Valley Community Health Trust
Palo Alto Medical Foundation*
Planned Parenthood Mar Monte*
Salud Para La Gente
Santa Cruz Community Health Centers**
Santa Cruz County Health Services Agency
Santa Cruz County Human Services Department

Santa Cruz County Medical Society

Stanford Children's Health

Sutter Maternity & Surgery Center

BEACH FLATS COMMUNITY

LOUDEN NELSON COMMUNITY CENTER

Teen Center

United Way of Santa Cruz County*

Watsonville Community Hospital*

Senior Center

UNITED WAY OF SANTA CRUZ COUNTY – CHILDREN'S NETWORK

GREEN SCHOOLS COMMITTEE

APPENDIX M – HIAP LISTENING TOUR SESSION NOTES

BEACH FLATS COMMUNITY

DOWNTOWN ASSOCIATION

EARLY CARE & EDUCATION

ENVIRONMENTAL GROUPS

GENERAL COMMUNITY

HEALTH IMPROVEMENT PARTNERSHIP COUNCIL

SENIOR LUNCH GROUP

TEEN CENTER

POLICE AND FIRE CHIEFS

SANTA CRUZ COUNTY BUSINESS COUNCIL

UNITED WAY OF SANTA CRUZ COUNTY-CHILDREN'S NETWORK



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
BEACH FLATS COMMUNITY
8/15/2019

COMMENTS

- Getting the streets and sidewalks fixed
- Available composting/recycling
- Hydration stations
- Supporting the community center facility
- Having instructive recycling cans (concern with trash contaminating blue recycling cans)
- Available bags for picking up after dogs
- Connecting regarding the kids' activities, access and getting them registered for the parks/rec programs and school support
- Regular communication with the City / better relationship with the City
- Increased police presence is helpful
- Clearing up / stopping vandalism
- Public artwork / park beautification for community development
- Bring more parents on board
- Plan outreach during a school event. Educate the children
- Health/Safety of the neighborhood and park (park trashed by users and tourists, needle found in the park)
- Tenant health (unaddressed health concerns in rented homes)



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
DOWNTOWN ASSOCIATION
8/6/2019

ATTENDING:

Artisans & Agency
Cognito Clothing

Lúpulo Craft Beer House
Pacific Cookie Company

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Happy
- Healthy
- Balanced
- Equitable

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Ban on flavored tobacco (Mayor's Input)
- Alternatives to motorized transport
- Jump Bikes
- Biking (Green Bike Lanes/Trestle/Easy Access)
- Ban on bags, straws, etc. Gives tourists an opportunity to build awareness/educate
- Supportive of revitalization of Downtown and the river levee

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Missing parking and affordable housing (Don't give too much away and be firm with the use of the HiAP lens)
- Training of what should happen for Downtown if we are on lockdown
- Lack of notification / system for contacting businesses on what to do
- Mental illness and drug addiction
- Lack of enforcement of open drug dealing (Louden Nelson, parking lots at all hours)
- Confusion around homeless laws and what you can do when folks are sleeping on your property and on sidewalks
- Police: Building a relationship and community through walking around / getting out of cars... Don't know the new sergeant / had more police presence that felt community based.
- Seems things have shifted since Police Department took over ranger program

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Get to know the business folks / walk around

- Having more mental health outreach in the downtown area
- Eyes on the street
- Activating the spaces
- Affordability (Lost staff and friends due to lack of affordable housing) => Reduces school enrollment
- Want diversity
- Finding not so obvious partnerships:
 - Prioritizing shifting Calvary Parking Lot to affordable housing... Can City work together? Can possibly do subterranean parking with 2-3 stories of affordable housing.
- Ground level retail seems like a formula (mixed use) because we have existing retail vacancies. Let's not add more spaces to sit vacant until other spaces are rented. Does not necessarily reflect what is needed.
- Work with developers to provide a facility for childcare instead of more retail as we are lacking those especially with all the new housing that is coming online. (Mayor's Input)
- Look to the little things that add happiness:
 - Parking spaces at middle school in Salinas didn't just say "COMPACT" but said "Live, Laugh, Love" and is easy / brings joy
 - Rainbow colored cross walks => "Place-making" => Reduce obstacles for this (Mayor's Input)
- Mural where people can take selfies (e.g., Artisans and Agency Rainbow Wall was easy but makes people happy)

QUESTIONS/COMMENTS:

- "Small steps have huge impact."
- "Feel there have been a lot of positive things but they get less attention than the negative... Tout the horn about what we are doing."
- "Kids do training in school, yet have no training downtown with employers."
- What do you do for people outside of your businesses for safe space?
- Where are the rangers? What is the situation with writing citations?
- Whose is responsible for providing more mental health outreach in the downtown area?



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
EDUCATION AND EARLY CARE & EDUCATION
9/20/2019

ATTENDING:

David Brody
Nicole Young

Molly Parkson
Faris Sabah

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Active people outside
- Being able to anticipate; plan things out, less reactive
- Happy, Healthy, Ready for school, college & career
- Young people and adults are fully equipped
- Hopeful
- Real physical aesthetic as well—parks, side-walks, in schools—see it where we fail; youth see this and very quickly think they are not valued
- I want every street to look beautiful, a flower pot in every corner
- Equity—we don't see the inconsistencies in based on neighborhoods and zip codes but that we see it spread out equitably
- Integration of different voices
- A sense of shared responsibility, roots in the community, belonging
- Sense of agency, everyone has their own power
- Maximizing our resources in the natural resources that we have here

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Experience with use of Loudon Nelson—used it for daughter's play
- Great interest to articulate and work together on aligning our roles
- Culture of collaborating
- Jump Bikes!
- There are a lot of services and programs with kids; a lot of opportunities for kids
- We are really blessed to have the support of the general community to get support for the schools
- Access to decision makers and stakeholders
- Activism-political, social, environmental... forward thinking across generations; has really changed how Santa Cruz has and hasn't grown

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Polarization of the political environment has been damaging to the effort; when people take activism and lose a sense of compromise for the greater good
- In some cases you are so tied to your own cause that you leave a lot of people behind
- Access to public areas—they don't want to go downtown because it's scary and smells; they don't want to go to the beach because it's not clean
- The sense is that there is an anti-growth sentiment in the City; need to get over the hump and have the city get behind growth to allow for people to live in the community
- We know that in SC and in the County there is a real deficit of high quality child care and in particular infant and toddler care; It is crisis level
- Can't attract workforce because you can't provide the wages—it's very expensive and you still can't pay the wages
- Housing
- 'Cautiously' second what was said about downtown and the perception of lack of safety
- Challenge of creating a culture of acceptance, safety, community

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Think about how we create a culture of acceptance and respect
- The safety issue-Local manifestation of Federal and State to provide support for behavioral health issues
- Often times the entrance into justice system is behavioral health and the trauma that goes with it—without that, it's hard to imagine what we are going to be able to do at the local level... but it must change
- Creating more alignment and synchronicity between various efforts
- Continuing to bring people together so that we start to fit better together; creates faith; part of the hope we need to bring; part of the bigger contrast—if there is a large system working together, don't you want to join and not be out there on your own; we need to sell the various collaborative efforts; see it as tangible and make it understandable for the general community; Maybe lead to some consolidation of the non-profits—there is opportunity for more effectiveness
- CORE—not just as funding mechanism but the 8 core conditions... that's been a way that we have been able to engage people beyond the \$s; use the framework to create a common vision; HiAP is how you turn it into action—what are the connections of any one project to all of the elements of health and wellbeing; one way to get closer to integration and alignment
- 0-5 we talk about our work to create an integrated system of care; we need a system that supports families that they can be resilient within
- Jump Bike example—need to understand the importance of these small 'wins'; need to think tactically; another example is Street Teams—visible things that show the community that we are working together
- Diversify our facades

- Example: Guards—not utilized by various sections of our community; need a recruitment program; access to these programs need to change

QUESTIONS/COMMENTS:

- About the connections—who is raising our children? It's not just families, it's the entire community; there has to be multiple layers of connection with our children; I think the city can play a role in that and should



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
ENVIRONMENTAL GROUPS
8/19/2019

ATTENDING:

Beth Love, *Eat for the Earth*
Beverly Dechaux, *Central Coast Electric Auto Owners Association*
Bob Morgan, *Campaign for Sustainable Transportation*
Dana Bagshaw, *SC CAN, Campaign for Sustainable Transportation*
Ami Chen Mills-Naim, *Extinction Rebellion*
Doug Hull, *SC CAN*

Carol Long, *SC CAN*
Brett Garrett, *SC CAN*
Jim Mulherin, *SC CAN*
Pauline Seales, *SC CAN*
Piet Canin, *Ecology Action*
Tyler Maldonado, *Extinction Rebellion*
Jeffrey Smedberg
Margalete Ezekiel
Dr. Nancy Glock-Greeneich

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Parks (see Mark Lakeman's presentation at Loudon Nelson)
- Security
- Home (structure)
- Holistic
- Integrity
- Proactive
- Prepared
- Food-forests
- Sustainable food
- Socialize
- Resilience x3
- Responsibility
- Speed of response
- Vibrant
- Healthy
- Happy
- Compost/Food waste system
- Healthy transportation system
- Clean

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- JUMP Bikes
- Free bus passes for downtown
- Staff want to get work done and do good for community
- We have an aware community and leaders
- Commitment to active transportation
- Proactive citizenry
- This listening session
- Rail Trail x2
- Bike lanes
- Bike/ped bridge
- Green lanes
- EV charging and fleet x2
- Bike month and city's support
- Staff are professional and driven
- Depth of talent

- World class talent in all kinds of disciplines x2
- Goodwill of community
- This listening session x2

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Enough velocity to address climate change
- Bandwidth of staff and funding limitations
- Process to heal divided community in an inclusive way
- Face the facts of climate change
- Educating the community and providing solutions
- Compost collection x2
- See ideas from film "Wasted" with Anthony Bourdain
- More secure bike parking
- Invest more in public transportation and carpooling
- Align action with existing plans x2
- General population does not understand nature of climate change
- Tend to mental health with respect to climate crisis
- Attention to biodiversity
- Recognition that climate crisis is about consumer lifestyle
- Aggressive zero emissions goal x2
- Good ideas from this listening session that are not implemented
- Make climate action plan be leading document for the city
- Lack of unity of focus among department heads
- Collaboration with UCSC
- Change that the city is funded by increased consumerism/capitalism
- Recognition that we will arrive at a point where tipping points cascade and we no longer have control to stop or slow it.
- Citizen assemblies
- Business as usual does not work.
- Recognition that what we eat is a key concern
- Consumption based emissions
- Having economics rule
- Clarity on recycling
- Energy manager for city
- Full time climate action manager

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Supporting ways people eat in a healthy way for us and the earth
- Reference plans in place and that City Council members vote accordingly in alignment to policies in place
- Dynamic facilitation or wisdom circles to heal divide.
- Empower/Use the community to educate
- Speed up and streamline process of government
- Need truth telling about crisis from local government
- Public education regarding the climate crisis as it relates to consumer lifestyle
- Public education on climate solutions
- Bridging differences by understanding constraints and gifts each group has to offer
- Encourage the rest of community by not taking a business as usual approach
- Every department head should review every project or policy under the lens of climate action
- Invite experts (Ram Ramanathan) to have discussions

- Natural gas ban is a low hanging fruit to pursue
- Need an equity focused weatherization program (There is [Central Coast Energy Services](#))
- Future for our children
- Climate change is a global health opportunity
- Connecting with businesses and other groups
- Working with UCSC
- Have zero emissions goals and bring SLO here to communicate how they are doing it



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
GENERAL COMMUNITY LISTENING SESSION
8/11/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Thriving
- Resilient
- Cohesive
- Housed
- Fed
- Equity
- Celebrate diversity
- Refreshed
- Joyful
- Non-toxic environment
- Love
- Collective community
- Public transit
- Education
- Co-creative
- Access to public bathrooms
- Greenspace
- Psychiatric well-being
- Contribution
- Opportunities for dialogue
- Breathable
- Multigenerational
- Happy
- Free from corporate control
- Artistic
- Bike friendly
- Tolerance
- Free community events
- Accepting
- Activities
- Access to healthcare
- Access to pay phones
- Safe
- Recreational opportunities

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Volunteerism
- Good recreational opportunities
- Parks & Rec. Department
- Free events
- Bike lanes
- Vision/Innovation
- Experimentation
- Weather
- Access to elected staff
- Music and art
- Sense of community
- Farmer's markets and community gardens
- Access to food / Variety of diets
- Good organic farms
- Engaged community
- JUMP bikes
- Health conscious community
- Environmentally aware community
- University as hub of educated people
- Greenbelts
- Access to oceans and redwoods

- Public schools
- Access to health care

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Living wages
- Affordable childcare
- Citizens assembly
- Citizen involvement
- Non-democratic process
- Development on impacts
- Lack of funding: Not eligible for certain grants because of the City's designation as a rural area
- Data of LGBT
- Free compost
- Repeat offender accountability
- Freedom from microwaves/radiation
- Rehabilitation efforts rather than "safe" needles
- Affordable housing
- Alternative health options
- Support of immigrants
- Personal rapid transit
- Willingness to embrace transit
- Blameless practical solutions
- Access to bathrooms/showers
- Zero emissions goal
- Zero waste campaign
- Personal responsibility for pollution
- Solution to Hwy 1 traffic

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Reassessment of development
- Prioritize zero waste emission goals
- Vision Zero
- Ban leaf blowers
- Support for public transit
- LGBT data collection
- Change rural designation
- Staff training in HiAP
- More community outreach
- Stop small 5G cell towers
- Intergenerational / Low income housing

QUESTIONS/COMMENTS:

- What type of policy or legislation will be used to implement HiAP? We do not yet know as we are still in the evaluation process.
- Isn't health the County's responsibility? This HiAP effort recognizes that the City's decision making impacts community well-being. We are discussing how the City and County can work together on HiAP
- Will HiAP be applied as a lens? Yes. Will it involve finance and be connected to the City Budget? We do not yet know as we are still in the evaluation process.
- What does the City do about issues that may not be visible, but have a large health impact? We hope that the process recommendations will create reflection on the three pillars that will daylight typically invisible issues.
- HiAP gets past shame and blame.
- Media focus on HiAP
- Improve data collection and the transparency of data from the local government (especially in underrepresented communities)
- Prioritize mental health and homelessness
- Geo-Engineering; air quality concerns from airplane pollutions on people and crops

- Impacts on climate by outdoor industrial equipment (leaf blowers, lawn mowers, construction equipment, etc.)
- Please use the framework with respect to cell phone towers.
- One person expressed concern over the needle exchange for person living without housing.
- The 418 Project's facility may be in danger of displacement due to planned large developments. The 418 Project focuses on dance and art as it contributes to mental and physical well-being.
- We should address the psychological impacts of climate change especially on vulnerable populations such as persons living without housing.
- The City should adopt a leaf blower ban to help deal with climate change and outdoor air quality.
- The Diversity Center asks that we consider utilizing data for the LGBTQ community in our monitoring, e.g. Santa Clara County Health Disparities work.



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
GREEN SCHOOLS COMMITTEE MEETING
11/7/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Peaceful
- Communicative
- Cohesive
- Diverse
- Organized
- Bright
- Less crazed + confused
- Happy
- Resilience
- Collaborative
- Thriving
- Inclusive
- Inclusive (Environmentally involved)
- Healthier

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Access to nature and natural spaces
- Teacher Leadership Institute (Teachers talking across disciplines)
- Engagement in nature
- Education
- Focus on change
- Resources
- Communication
- Love and understanding of the natural world
- Collaboration between agencies to benefit stakeholders
- Love of place
- Engagement
- Environmental consciousness (awareness)
- Educating interested parties

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Social equality in ability to access those natural spaces
- Access for underserved populations (nature, health, safety, education)
- Tolerance
- Perspectives
- Awareness / Solutions (w/ agreement)
- Equity among groups
- Better policing to make downtown more "habitable"
- A place for the [homeless] to go
- Traffic
- Access to housing

- Inadequate behavioral health resources for youth
- Voices of all community members, especially marginalized, in leadership + decision making
- Funding research + development affordable housing
- Opportunity for greater collaboration
- Younger kids' interests

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Outreach to more diverse communities
- Translate materials into Spanish
- Refocus on a different population
- Energy change – focus on Santa Cruz Energy – wind/solar fields
- Funding action to assist groups
- Fewer [homeless] people on the streets
- An insistence on civility
- Compost in green bin
- Maintain a lens on community wellness in governance
- Strategic networks that nurture understanding + collaboration among diverse groups + perspectives
- Collaborate w/ other cities + counties, learn from each other around the world
- Bringing people together, educational awareness of environmental issues and solutions
- Create a wave [energy] generator in the harbor



HEALTH IN ALL POLICIES MAYOR'S LISTENING TOUR

HEALTH IMPROVEMENT PARTNERSHIP COALITION
8/8/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Thriving for everybody
- Housing is healthcare
- Food is medicine
- Active
- Resilient
- Solidarity
- Dignified
- Vibrant
- Reaching fullest potential
- Compassionate
- At peace
- Happy
- Engaged
- Safe
- Participating

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Community Health centers are doing work on the frontlines and undergoing a lot of change. Less about medical visit and more about whole person, compassion, integrating into all we do.
- Commitment to upstreamthrive by 3; the “social determinants of health” is a community wide concept that people understand and is a huge strength.
- Second greatest declines of uninsured in the State because of HCA.
- Collaboration and HIPC convening those groups.
- How health providers come together around a family in need; moved through systems in the county so they don’t have to leave.
- General sense of innovation that is slowly coming and sense that it is possible and can work.
- People are willing to wrestle with ideas vs. coming to conclusions too fast.
- Engagement from people in all parts of the system so healthcare consumers want the system and are activated. Strength in Santa Cruz County.
- Focus on systems work here that is really helpful; healthy kids.
- Across all elected bodies there is a knowledge base and value system that serves us well.
- Alliance has been around 25 years with 65k among the best Medicare / Medi-Cal models in the nation.

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- See some knowledge and awareness of evidence based practices around harm reduction that is not present in our elected officials and is having negative impact that is stunning; reactivity that is moving in a negative direction.
- Shortage of primary care positions and high levels of burnout.
- Healthcare leadership in terms of workforce... There is a small workforce in leadership and admins.
- Affordable housing.
- Economic opportunity.
- Behavioral health services for children.
- Partial outpatient out of the county; no bridge between acute and outpatient for children and adults.
- All the systems focus that we have, there is an opportunity to become more disciplined and achieve a shared outcome. We are doing so much it contributes to burnout; evidence based results to prioritize to gain traction; there is a wellness but it's hard; could improve things faster.
- Impact on immigrants of relentless policy and other factors; worry for short and long term health impacts.
- Pace of change is so rapid and consistent it is a challenge to keep it up; Opportunity is there but it is relentless which makes it hard to navigate.
- Frequently notice that a lot of people are trying to solve same project in spheres but can be counter productive because its not coordinated especially in health care technology.
- Missing a societal norm that housing is healthcare and it's better to get people housed and serve most vulnerable for values and economic reasons. Don't have very good local media source to educate our community about everything we know so end up butting heads when there is opportunity for growth and expansions, face NIMBYs in community.
- Transportation infrastructure that results in hour long commutes contributes to economic divide.
- Social determinants for health and public health approach... If you follow this to the source, you are talking about politics and how resources are allocated which are fundamental structures of our society; it is beyond health care providers; revolution needed.

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Equity agenda for city; criteria by which elected and policymakers would use to make decisions about resource allocation and that lots of questions are answered around health and equity decisions. Maybe it's a list of 8 things all local governments do to filter decisions. They will share.
- County/City partnership for evidence based information campaign / well-being index.
- Well-being indexing through partnership with the cities.
- Have not had a county hospital in 50 years; have one that is closing... What is the City's role on working with counties to solve these issues?... Would be exciting.
- Holding the City and especially other cities in alignment with what the health goals are and designating City resources in ways that support health goals.

- Importance of connecting dots; it will be really important to have a narrative to understand how these initiatives connect. If we don't spend a little time on the framework, people will get confused.
- Regarding implementation for the public; show them how decisions fit with framework to help them understand. Start with something concrete and less daunting.
- Big decisions about community end up with elected officials; we need them to make courageous decisions even when there is fear in the community or if the loudest voice doesn't have the evidence. Make bold decisions even if it is unpopular with some groups.
- Give electeds credibility for doing evidence based decision making like a report card to counter the fear of loudest voices taking over. Hard to argue with evidence and alignment with values.
- Working with HIP
- Community Participation: Find ways to engage folks more and participate in decision making and some of the delivery of services and how it is done. Work together with local government on active participation. A lot of opportunity to do more of it better. How do you really bring community to the table?
- Competing demands for limited resources and people not as well versed in theory and philosophy... We need to look at dollars that are coming down and policies coming from the state, not just us. It's how we frame local control for State money; connecting with State, e.g. new governor priorities. Don't just think local, for example, housing. Its to the discipline; advance something both are aligned with.
- Encourage electeds to not worry so much about the nonprofit itself but rather what you are trying to achieve and don't be so "fair" because you are trying to make an impact through evidence. Let off the hook because nonprofits have their own institutional complex.
- Competing goals and priorities... If housing is one of those fundamental pieces for health then what are the 2, 3, 4 other priorities?



HEALTH IN ALL POLICIES MAYOR'S LISTENING TOUR

LOUDEN NELSON SENIORS LUNCH GROUP
9/23/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Beautiful landscaping throughout; no leaves
- Happy families
- Smooth/Safe sidewalks
- Homeless cared for w/ individual needs addressed
- Homeless centers that won't evict
- Zero homelessness
- Access to bathroom facilities
- Transitional housing (more); need based
- Access to clean drinking water
- Fruit trees

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Meals on Wheels
- Lift Line
- Exercise classes
- Bicycles/Jump Bikes
- Volunteers/Volunteerism
- Babies/New Life

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Cracked sidewalks
- Obstruction of pedestrian walkways by skateboards and bikes; Skateboarders and cyclists riding on pedestrian walkways
- Homelessness
- Littered needles

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Accessible bathrooms
- Listen
- More community volunteer policing
- Affordable housing
- More respect for homeless
- Safe overnight parking zones (not for camping)
- Kiosks and safety presence downtown
- Emergency response near homeless centers

QUESTIONS/COMMENTS

- The City's role in regards to heroin



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
LOUDEN NELSON TEEN CENTER
9/17/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Safety
- Aware/Informed Community
- "Hippie Mindset"/Activists
- Efficient
- Equality
- Get rid of "Troll Hunters";
Homeless=Trolls
- Family

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Teen Center

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Local homeless resources / homeless shelters
- Affordable housing
- More affordable public transportation
- Increase public transportation hours of access (i.e. 35A Bus to Scotts Valley)
- Puppies
- Jump Bike stations by schools; Jump Bikes are in such high demand that teens have a difficult time securing one after school.
- Cheaper Jump Bikes (students/need based)
- More City-wide student discounts
- Homework leading to lack of sleep
- Balance of school and recreation
- After-school locations for teens

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- More homeless shelters
- Decrease school-day or homework to allow for more leisure/recreation time/sleep
- Getting rid of nicotine vapes/flavored tobacco
- Affordable housing
- Lower taxes; would lessen burden on house payments/rent
- Raise awareness for healthy environment/climate change/littering (students)
- Access to healthy food

- More healthy/vegan/vegetarian food options (restaurants)
- More affordable organic/healthy groceries
- Expand the affordability of school meals
- Quality of school meals should be raised if cost does not decrease
- Accessible healthcare
- Re-pave San Lorenzo River walkway
- Safe bike and walking paths
- Put sidewalks everywhere
- Turn the teen center into a mansion and provide a 10 day yacht excursion

QUESTIONS/COMMENTS:

- End of Seaside by Laurent + Bay Street (no sidewalks)



HEALTH IN ALL POLICIES MAYOR'S LISTENING TOUR

CITY OF SANTA CRUZ POLICE AND FIRE DEPARTMENT CHIEFS
9/27/2019

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Reducing bike accidents through infrastructure
- Drunk driving probation
- Community volunteers
- Community dialogues
- Core SVCs + Employees/Citizen Governance Academy

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Maternity leave extended
- Sustained funding
- Measuring things (i.e. Homeless; Can't trust P-I-T Count)
- Administering Grants – Don't have staff

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Look at wholistic European Models
- PD will pay someone to write grant proposals
- Write grant admin into proposals
- Will help w/ training
- Bond vs PSDF + Pass through cost to renters
- Hiring practices → What's possible for recruitment in diversity
- 5 events + reported to community for police + facilitate → PD can help design → Go to where they are

QUESTIONS/COMMENTS:

POLICE DEPARTMENT

- Policy on safety + health is important
- Public Safety Committee
 - Gun policy
 - Homeless camp
 - Mechanism/severity vs # of assaults
- Supports agenda report modification + having to explain how every decision impacts 3 pillars
- Video training on designing perfect community; good to use in training

- Training – Show balance + talk about safety; tensions between how we respond to equity
- How do we design a way to reduce assault grants from GF when CC says something is worth doing?

FIRE DEPARTMENT

- Foundational shift strategy w/ collaboration on issues beyond our control
- What does success look like? How long? How do we measure success?
- Rental Inspection
- Life safety inspections vs not leaving people in homes



HEALTH IN ALL POLICIES
MAYOR'S LISTENING TOUR
SANTA CRUZ COUNTY BUSINESS COUNCIL
8/15/2019

ATTENDING:

Bay Federal

Cabrillo

California Apartment Association

Cruzio

Dominican

Dream Inn

Driscolls

Envision Housing

JRG Attorneys

Kind Peoples

Marianne's Ice Cream

Pajaro Dunes

Santa Cruz Works

SCC Bank

SC Sentinel

Shadowbrook

Triad Electric

UCSC

USI Insurance

Vertical Air Solutions

Wells Fargo

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Food Security – access
- Productive City Council
- Affordable housing – adequate amount for Santa Cruz
- Diverse population

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Concerned with short term solutions for long term issues; not looking into effective long term (sustainable) solutions
- Concerned with healthcare and housing
- Lack of City & County collaboration
- Parking and Traffic (Lack of framework)
- Lack of mental health and substance abuse efforts

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Framework: If you don't have a framework, work becomes less organized/focused and output may be less effective or inconsistent
- Inventory on current policies (General Plan) in line with HiAP

- City Council work with staff and subcommittees review work
- Support transition to non-car-centric city

QUESTIONS/COMMENTS:

- Scale/Scope of City work in implementation? How would it look organizationally? Scorecard?
- Will the City try to improve food access, housing, transportation, public safety, education, sustainability, climate change, parks, air and water quality, criminal justice, and economic development all at once with HiAP?
 - Mayor: HiAP is about how the City looks at all of these policies; it's the lens of equity, sustainability, public health that we will be using to make decisions; not about doing more but using a framework for a different way of looking at how we are looking at policies
- What is equity and how is it achieved? How does the City define it?
- Hard to argue with already made decisions
- United Way's focus on healthy kids
 - Community health assessment
 - Increase opportunity in all areas of community
 - Data tracking
- Continuity – What is the future of HiAP when the City changes administration?
 - Mayor: HiAP will be successful if the staff and institution have embraced it. How do we implement HiAP in such a way that it becomes institutionalized?



HEALTH IN ALL POLICIES MAYOR'S LISTENING TOUR

UNITED WAY OF SANTA CRUZ COUNTY – CHILDREN'S NETWORK
9/25/2019

WHEN YOU ENVISION SUCCESSFUL COMMUNITY WELL-BEING, IN ONE WORD, WHAT DOES THE COMMUNITY LOOK LIKE?

- Collective Impact
- Safety/Security (Physical + Emotional + Behavioral)
- Children are valued
- Healthy
- Well-Being
- Equitable
- Sustainable
- Opportunity for all
- Collaboration/Communication
- Dignity
- Respect
- Integrity
- Forward-thinking
- Active/Engaged
- Thriving
- Hopeful/Joyful
- Homes
- Walkable neighborhoods

WHAT IS ONE THING THAT IS WORKING IN CONTRIBUTING TO WELL-BEING IN OUR CITY?

- Great collaboration and ideas
- Leadership
- Datashare
- Place where people can connect
- Approachable City Council; Representatives to Community Partnership Agencies
- Food truck event
- The people
- Engaged public
- Collaboration
- Parks & Rec. – Parks programs
- Naturally beautiful environment/landscape
- Open spaces
- Jump Bikes
- Value diverse local businesses
- Mixed use buildings
- Access / Conservation / Use of resources
- Giving
- Open minded
- Overall safe

WHAT IS ONE THING THAT IS CURRENTLY MISSING THAT DOESN'T ALLOW US TO REACH THIS VISION OF COMMUNITY WELL-BEING?

- Affordable Housing
- Housing for farmworkers and teachers
- Drug use; Better enforcement of drug laws; Support for addicts
- Mental Health
- Harm reduction programs
- Dignified homelessness solutions
- Opportunities for homeless families + low-income working families

- Restrictions and lack of funds
- Unbalance
- Living wages
- Cost of living
- Retaining qualified teachers
- Streamline of programs
- Duplicate Efforts (Collaboration)
- Safety
- Mobility
- Safe bike and walking spaces
- Access to healthcare facilities
- Open community space
- Representation of diverse groups in all levels of City/County leadership
- Inequity in having a voice in community / City policies / planning
- Approachable City Council who encourage equitable input

WHAT'S POSSIBLE? WHAT IS ONE ACTION THE CITY CAN TAKE TO REALIZE THIS VISION?

- Well-being dialogues
- Building healthy neighborhoods
- Affordable housing for teachers
- Reducing barriers to programs for kids (Library, Parks, MAH, Aquarium) – One card for all; Eliminate paperwork
- Access to programs and information (Parks programs)
- Partnership with schools
- Support services for homeless + homeless families (showers, storage basics, etc.)
- Advocate universal ACEs / trauma screening
- Increase awareness and psycho-education (anticipatory guidance)
- Less parking, more bike paths
- Scooters / More alternative forms of transportation
- Equity lens
- More venues for marginalized populations to feel they have a voice
- Public Hearings
- Outreach for feedback
- Prioritize inclusion of HiAP

QUESTIONS/COMMENTS:

- Emphasis on safety?
- Its time cities take ownership of all aspects of members of their communities – including their health. I believe that if programs/agencies come together – as a whole it would be more effective
- More scholarships for Parks & Rec. (Underserved youth)
- Reducing barriers to programs for kids (Library, Parks, MAH, Aquarium) – One card for all; Eliminate paperwork
- Scooters
- More partnerships with schools
- Better include marginalized / Spanish speaking communities
- Check out living-future.org
- Living community challenge will complement HiAP
- It makes sense that HiAP should guide our policies rather than profit or greed
- Keep the energy going!

APPENDIX N – SCREENING TOOLS

GOVERNMENT ALLIANCE ON RACE & EQUITY – Racial Equity Toolkit: An Opportunity to Operationalize Equity

RACE EQUITY TOOLS – Racial Equity Impact Assessments of Economic Policies and Public Budgets

DIVERSITY INCLUSION TOOLKIT – Diversity & Inclusion Culture & Climate Self-Assessment Toolkit

RACE FORWARD – An Introduction to Racial Equity Assessment Tools; Racial Equity Impact Assessment

CALIFORNIA GOVERNOR’S OFFICE OF PLANNING AND RESEARCH – Resiliency Guidebook: Equity Checklist

MULTNOMAH COUNTY OFFICE OF DIVERSITY AND EQUITY – Equity and Empowerment Lens 2012

SEATTLE RACE AND SOCIAL JUSTICE INITIATIVE – Racial Equity Toolkit

KING COUNTY EQUITY AND SOCIAL JUSTICE – 2015 Equity Impact Review Process Overview; The Determinants of Equity

MONTEREY COUNTY HEALTH DEPARTMENT – The Road to Health Equity in Our Community: Social Determinants of Health in Monterey County