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PARTNERS
for a Better
PALMDALE

Implementation Plan

March 15, 2007



PALMDALE
a place to call home

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Executive Summary

The City of Palmdale strategic planning process shows that public safety and community value are of utmost importance to the community in the foreseeable future. Palmdale currently enjoys a progressive approach to reducing crime through its Partners Against Crime (PAC) program, which is an integrated multi departmental program for attacking crime. The PAC program was implemented in 1992 to combat crime, enhance traditional policing techniques and improve quality of life in Palmdale. This program emphasizes a cooperative, comprehensive approach to combating crime and preserving the quality of life in Palmdale. It establishes a framework to examine, anticipate, and respond to the city's ever-changing demographics and needs. This program has been successful for many years and is an example for other cities to follow. City staff members have embraced these PAC philosophies and incorporated the strategies in many ongoing programs.

The City plans to utilize and enhance the foundation and principles established by the PAC program through the implementation of the Partners for a Better Palmdale (PBP) program. The PBP program provides a structure that is responsive to the community's needs, is innovative and flexible, with a bias for action and outcomes. To improve public safety and build community value, the City plans to improve its ability to mobilize city resources across functions and departments and to work strategically, in partnership with the community, to achieve better outcomes through the PBP program.

The mission statement of the PBP program is as follows: "Our vision is to make Palmdale the safest, healthiest and most vibrant city possible by bringing together the resources of businesses, neighborhoods, community groups, individuals and government." The PBP program aims to collaborate with individuals, businesses, community groups and government to build community value and trust with citizens.

Listed below are the initiatives consistent with these goals. Each will be described in further detail in this report. These initiatives are a major step toward building quality of life for all citizens of Palmdale:

- 1) Expand and Develop Youth Programs:** The PBP program plans to target and engage youth by expanding the existing Families in *Action* program. The PBP hopes to establish a community-wide investment in, collaboration with, and appreciation for youth and their families.
- 2) Establish Neighborhood Houses:** The neighborhoods must be strengthened in order to develop strategies for supporting and engaging youth. The PBP focuses on neighborhoods and strives to address the problems and opportunities unique to each neighborhood through the Neighborhood Houses.
- 3) Expand Neighborhood Watch Program:** The community's ability to improve public safety and build community value is enhanced by developing awareness at the neighborhood level, facilitating processes to better navigate neighborhood issues, and providing sensitivity in addressing citizens' needs. Neighborhood Watch is one of the most effective and least costly ways to prevent crime. It relies on the participation of

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citizens to serve as the eyes and ears of law enforcement and to take an active role in preserving the safety of their community.

4) Establish a Citizens Academy: The PBP framework is designed to integrate the City's vision and interests with those of stakeholders and citizens. The Citizens Academy would consist of a series of evening workshops for volunteers and aspiring neighborhood leaders. The goal is to educate citizens so that they will have better understanding of local government, the community, the resources, and how to get things done. Citizens Academy enhances participation in and awareness of government.

5) Expand and Develop Family Oriented Education and Mediation Program: "It takes a village to raise a child" is an old African proverb and it has become the rallying point for some youth and family coalitions. Families are a key component of the PBP program. Additional classes and workshops should be offered through the existing Families *in Action* program to address a variety of family needs.

6) Establish a Neighborhood Commission: The PBP's strategy is to strengthen and support neighborhoods within a solid, organized structure. One of the ways PBP seeks to accomplish its mission is through the Neighborhood Commission, a body of representatives from neighborhoods, community-based organizations, non-profits, businesses, schools, local government, as well as youth leaders. A neighborhood commission should be formed in the future to provide leadership, policy guidance and support to PBP.

7) Establish Loans and Grants Program for Building Community Value: The strategies call for strengthening and supporting neighborhoods so that they can become resource centers for the youth and families living in them. The existing housing loan and grant programs will be offered at all locations. Additional loan programs utilizing general funds should also be offered at a later date to non-income qualified applicants.

8) Establish a Centralized Volunteer Program: One of the goals of PBP is to increase volunteerism in efforts to build community value. The City will systematically recruit, select, screen, assess and assign volunteers to PBP and other City programs.

9) Develop Community Partnerships through an External Task Force: The PBP program strives to integrate the City's vision and interests with those of stakeholders and citizens. Partnerships must be formed with other government entities, businesses and community groups to share resources and engage residents through an External Task Force.

These strategies and initiatives develop a sense of community in the city. The PBP framework allows for the attainment of these goals through a series of separately identifiable tasks, connected through a commonality of mission, to fight crime and create community value.

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Overview

Background

During strategic planning session meetings held with members of the City Council, the need to create a framework that would allow city departments to work in partnership with the neighborhoods to improve public safety and to build community value was expressed. It is often expressed that something must be done about crime and the sense of community in the city. Palmdale is enjoying very successful commercial, industrial and residential growth, and it is important to maintain and improve the quality of life for all residents. It is apparent that a flexible and innovative program that is responsive to the community's needs should be implemented to achieve continuous improvement in service delivery.

Subsequently, city staff held several brainstorming sessions with the council members and key staff members to gather more information, exchange ideas and explore opportunities. As a result of these sessions, a draft framework was formulated, and an internal task force was formed with key staff members. The goal of this task force was to make recommendations and draft an Implementation Plan for the City Council's review and approval.

Partners for a Better Palmdale (PBP) - Vision Statement and Goals

"Our vision is to make Palmdale the most safe, healthy and vibrant city possible by bringing together the resources of individuals, businesses, neighborhoods, community groups, and government."

PBP Goals

1. Improve community safety
2. Build a healthy community
3. Create opportunities to bring community together
4. Enhance participation in and awareness of government
5. Provide services for people of all ages
6. Increase volunteerism

The goals are outlined in detail under Exhibit 6.

Proposed Framework and Strategies

Youth under the age of 19 make up about 38.7 percent of the Palmdale population according to the US Census. The community needs to act swiftly and decisively to improve the way it invests in its most important resource - our nation's youth. The PBP intends to create a structure to support and strengthen neighborhoods to share responsibility for the well-being and development of youth.

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Exhibit 1 describes the proposed framework. It is desired to achieve our vision and related goals through the proposed structure. Under this structure, the following strategies are proposed:

- I) Offer programs and activities to engage youth
- II) Establish Neighborhood Houses to better serve the residents
- III) Expand our existing Neighborhood Watch Program and establish a systematic structure to organize the NW groups
- IV) Establish a Citizens Academy to train all volunteers
- V) Expand and develop family-oriented education and mediation program through Families in *Action*
- VI) Establish a Neighborhood Commission in the future to provide leadership, policy guidance and support
- VII) Offer financial aids to residents through loans and grants to build community value
- VIII) Establish a volunteer management program to systematically recruit and manage volunteers
- IX) Partner with other government entities, businesses and community groups to share resources and engage residents through an External Task Force

Each component is explained in detail in this Implementation Plan. The Partners for a Better Palmdale Implementation Plan comprises background information, needs assessments, strategies, key messages, implementation tactics and recommendations for each component.

ATTACHMENTS:

- Exhibit 1: Framework
- Exhibit 2: Budget (Work In Progress)
- Exhibit 3: Menu
- Exhibit 4: Marketing Plan
- Exhibit 5: Schedule (Work In Progress)
- Exhibit 6: PBP Goals (Work In Progress)
- Exhibit 7: Evaluation Criteria (Work In Progress)

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I. Youth Engagement

Background: Youth under the age of 19 make up about 38.7 percent of the Palmdale population according to the US Census. However, this is a large segment of the population that is often excluded from participation in civic opportunities, decision-making, and planning. Research tells us that including the energy and voices of all young people increases their sense of belonging within their communities and contributes to their positive development. Working with young people in a collaborative atmosphere requires shifting our view of young people as future citizens to young people as today's citizens.

Needs Assessment: In order to build and sustain a more positive quality of life and a safer and healthier community for Palmdale residents, the City must find ways to include and value all our youth as part of this program. It is vital that we include outreach to the many different kinds of young people in our community, including the disadvantaged, difficult, alienated, and troubled youth, as well as those young people successful in school and other activities. Our goal is for programs to be designed by youth for youth, to encourage positive decision-making abilities in youth by supporting motivation and positive attitudes, and to provide opportunities for youth to learn and use new skills and knowledge.

Strategy: Target young people through YOUth Voice and Families in *Action* programs

- Implement YOUth Voice to engage youth
- Collaborate with other youth organizations in the community and sponsor youth events
- Offer Anger Management curriculum and other workshops and seminars

Recommendations

A) Implement YOUth Voice to engage youth

1. Hire additional staff
2. Provide outreach to both the very young population (early school-age) and the adolescent population (middle and high school students). Suggestions for outreach include:
 - i) School meetings
 - ii) Out-of-school meetings
 - iii) Food
 - iv) Fun activities (picnic, ice cream social, kids-only movie in the park)
 - v) Posters located in places young people frequent
 - vi) Press coverage
 - vii) Advertisements in the community newspaper, in school newspapers, at the movie theater, in churches, at youth organizations (Girl Scouts, Boy Scouts)
 - viii) Getting a few kids involved and asking them to bring a friend

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- ix) Providing sponsorships to an event or activity that a youth-led group organizes
 - x) Teen Rally
 - xi) Internet places such as My Space, Face Book
 - xii) Providing transportation
 - xiii) Meeting kids in the park, at the mall, etc.
 - xiv) Engage parents
 - xv) Hold activities in neighborhoods
3. Encourage youth interest and participation in city government
- i) A Youth Policy Sheet issued by the City Council
 - ii) A proclamation declaring the importance of youth in our community
 - iii) Designated youth time at City Council meetings and Planning Commission meetings
4. Other programs to engage youth:
- i) Community Service
 - ii) Senior Project mentoring
 - iii) Life skills workshops
 - iv) Mentoring (both by adults and peer to peer)
 - v) Drug/Alcohol Education
 - vi) Gang Prevention and Intervention programs
 - vii) Internship Programs/Job Shadowing within business community
 - viii) Children of Divorce group
 - ix) Youth Safety Fair
 - x) Coordination with Scouting programs
 - xi) Education and utilization of the South Valley WorkSource Center
 - xii) Recreation programs
 - xiii) Mediation Services and Training
 - xiv) Youth Courts
 - xv) Teen Responsibility classes (*currently offered*)
 - xvi) Youth Academy (parallel to the Citizens Academy)
 - xvii) Youth Council
 - xviii) Young people's 'hang out' spot
 - xix) Service Learning projects
 - xx) Adventure and Challenging Activities
- B) Collaborate with other youth organizations in the community, and sponsor youth events
- C) Offer Anger Management curriculum and other workshop and seminars
- 1. A curriculum called Working Out Conflicts, *How to Keep Cool, Stay Safe, and Get Along* by Naomi Drew, M.A.
 - 2. Built around 25 – 45 minute sessions, or they can be combined into eight or nine two-hour sessions

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3. Offer up to two classes per week
4. Stimulate group conversation and role-playing

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II. Neighborhood Houses

Background: The City's Housing Division has in the past used a Neighborhood House (Storefront Home) in Focus Neighborhood #3 as the neighborhood headquarters to carry out its housing assistance and revitalization activities. Currently, the Housing Division is in the process of developing another Neighborhood House in its focus neighborhood.

Needs Assessment: To proactively address the community's need, the Neighborhood Houses should be established in strategically targeted locations. This will also allow City staff and resources to be more visible and accessible. With the establishment of Neighborhood Houses, it is anticipated that the interaction between the City, residents and community groups will improve significantly.

Strategy: Utilize Neighborhood Houses to accomplish PBP mission and build community capacity

- Set up criteria and identify target neighborhoods
- Select Neighborhood House location in each target neighborhood
- Explore opportunities and make arrangements to provide a Neighborhood House in each target neighborhood
- Identify and implement services and programs at each Neighborhood House

Recommendations:

- A) Set up selection criteria and identify neighborhoods
1. If practical, each neighborhood should be approximately one square mile in size.
 2. If practical, there should be at least one school in area.
 3. Up to two per Planning Commission District, plus two at large (total of 10 maximum) OR, select by greatest need regardless of area in the City
 4. Other criteria
 - i. Crime rate (LASO provides by area)
 - ii. Section 8 Housing (LA Co. provides)
 - iii. Poverty levels (Census Maps)
 - iv. Age/condition of housing (physical surveys)
 - v. Child abuse referral info
 5. Create multiple map overlays

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- B) Select neighborhood house location in each neighborhood
 - 1. Neighborhood House or “storefront” location should be chosen in each neighborhood

- C) Explore opportunities and make arrangements to provide neighborhood houses in each neighborhood. Possibilities include the following:
 - 1. Rent or purchase house in area (3-12 months)
 - i) Will attempt to get donated properties if possible
 - ii) Monthly maintenance costs include utilities, maintenance of property, security, etc.
 - iii) Rehabilitation and furnishing of house initially needed.

 - 2. Purchase RV (3-4 months)
 - i) Provide mobility. Only one or two needed for 10 areas.
 - ii) Cost for purchase and retrofit about \$100,000/each

 - 3. Coordinate with Schools (3-6 months)
 - i) Palmdale School District to provide space
 - ii) Hours of operation limited by school hours
 - iii) Rent or free space
 - iv) Storage of materials may pose an issue

 - 4. Park & Recreation buildings (immediate)
 - i) Limited number of buildings
 - ii) Limited hours of operation
 - iii) Size may be limited
 - iv) Storage of materials may pose an issue

 - 5. Coordinate with Churches (3-6 months)
 - i) Limited hours of operation
 - ii) Storage of materials may pose an issue
 - iii) Church-State separation legal issues
 - iv) Rent or free space

 - 6. Leased Office Space (2-4 months)
 - i) Rent
 - ii) Allows for flexible hours

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- D) Identify and implement services and programs at each Neighborhood House
1. Recommended hours of operation are four hours per day (staggered throughout the week), Monday through Friday.
 2. Most activities would occur in the Neighborhood Houses, and in cooperation with the school districts and other community groups.
 3. We hope to utilize schools in the neighborhood for large neighborhood activities such as National Night Out, holiday celebrations, large meetings, etc.
 4. A wide range of programs can be provided through the Neighborhood House (Personalized by location)
 - i) Tutors (volunteers and PSD personnel)
 - ii) Law Enforcement/Public Safety/Neighborhood Watch
 - iii) After school programs (Park & Rec)
 - iv) Tax Return information and services (volunteer)
 - v) Code Enforcement
 - vi) Building and Safety permits
 - vii) Housing Program applications and processing
 - viii) Housing Rehab Program: samples of work
 - ix) Community meeting house/special events
 - x) Meet the Mayor/City Council members/City staff
 - xi) GIS access
 - xii) Complaint/suggestion forms
 - xiii) Voter registration/polling place
 - xiv) Palmdale Playhouse-Neighborhood Theatre
 - xv) Bookmobile
 - xiv) Parenting Classes
 - xv) Youth Programs
 - xvi) Los Angeles County Social Services & EDD
 - xvii) Church programs/services
 - xviii) Chamber of Commerce business classes
 - xix) AVC registration, info, classes
 - xx) Public Health classes and services (Kaiser, LA County)
 - xxi) SAVES information
 - xxii) Neighborhood Volunteer Force sign-up & project list
 - xxiii) AVTA schedule
 - xxiv) Senior Commission and senior services (meals on wheels, etc)
 - xxv) Other programs on the Menu

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III) Neighborhood Watch

Background: The Neighborhood Watch Program is a working network of concerned and proactive citizens throughout the City. Meetings are conducted in neighborhoods to establish an effective crime prevention plan and address public safety issues identified by the participants. Each neighborhood in the program has developed relationships both within themselves and with law enforcement entities to protect them against crime. Based on the Neighborhood Watch group's need, level of interest and motivation, the number of active groups varies year to year. Currently the City works with 65 active groups, in the single-family homes and regularly meets with another 50 apartment watch and mobile home community watch groups annually. Active status is defined by holding a formal meeting once a year.

Needs Assessment: The most popular program of the Crime Prevention office is the Neighborhood Watch program. Neighborhood Watch is one of the most effective and least costly ways to prevent crime. It relies on the participation of citizens to serve as the eyes and ears of law enforcement and to take an active role in preserving the safety of their community. It is a program designed to assist neighborhoods who are experiencing crime problems, and for neighborhoods which have not experienced problems and wish to maintain a crime-free neighborhood. Participation in Neighborhood Watch helps to improve the safety of the area in which it is organized. Our goal is to increase the number of groups as well as to create a system to organize and manage these Neighborhood Watch groups.

Strategy: Enhance and expand Neighborhood and Apartment Watch Programs

- Increase number of community watch groups in Palmdale
- Enhance the scope of existing programs
- Develop Neighborhood Identity

Recommendations:

A) Increase number of community watch groups in Palmdale

1. Hire additional staff
2. Define 4 regions, along existing Planning Commission Districts
3. Assign staff to each region. See attached organization chart.
 - i) Assess each region: resources, demographics, resident problems and concerns, crime and code violations.
 - ii) Identify Neighborhood Districts and map on GIS
 - iii) Develop Neighborhood Watch groups
 - iv) Create Neighborhood Associations for each district.

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- v) Survey residents

B) Enhance the scope of existing programs

1. Actively engage residents by seeking information about what would help them develop community value within their own neighborhood.

2. Resident contact strategies:

- i) Hold community-wide informational neighborhood watch meetings
- ii) Hold a “year in review” community meeting
- iii) Hold Adopt-a-Wall community meetings and trainings
- iv) Expand National Night Out event
- v) Develop a Community Works Initiative
- vi) Promote CERT program.
- vii) Develop a formal Block Parent program
- viii) Develop newsletters; on-line, citywide and neighborhood
- ix) Establish “new neighbor greeting” committees
- x) Establish neighborhood clean-up days
- xi) Establish district volunteer assistance programs
- xii) Promote emergency preparedness readiness
- xiii) Schedule follow-up watch group meeting at the end of current meeting
- xiv) Meet monthly with Neighborhood District Associations

3. Community education strategies:

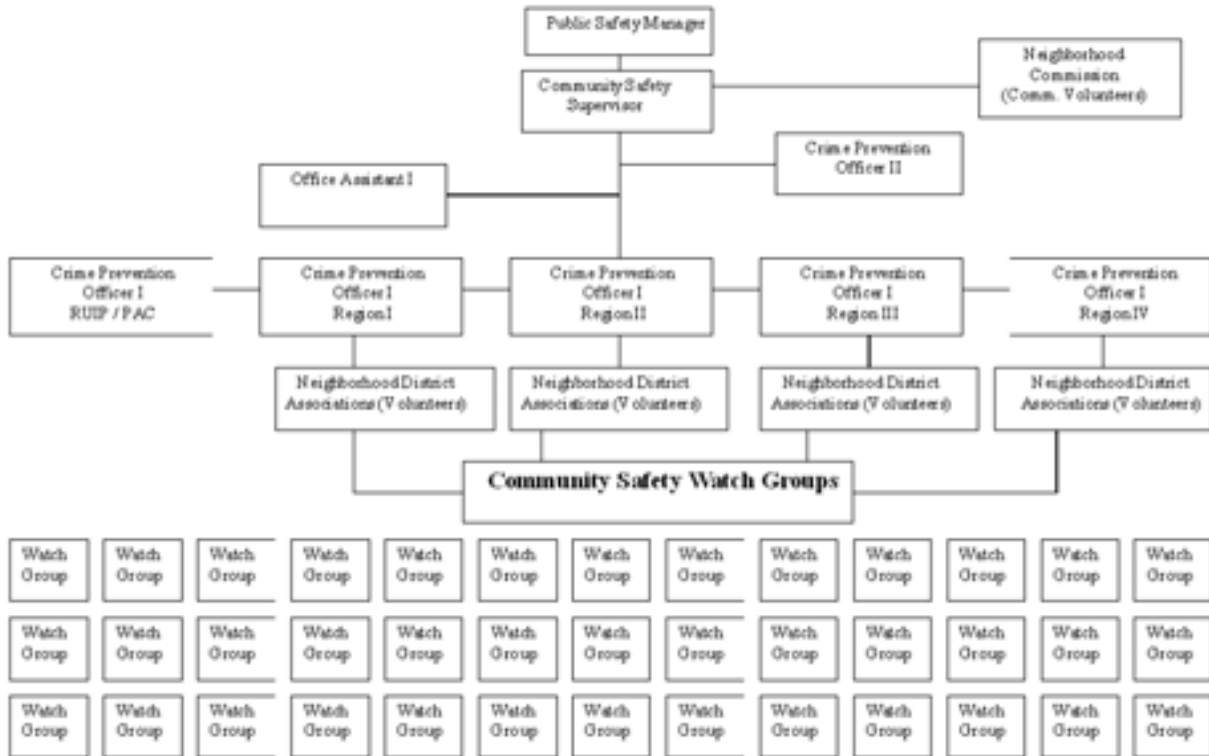
- i) Crime Campaigns i.e. Crime prevention month, 3-D Month, etc.
- ii) Regular press releases to promote offerings and to advise public of accomplishments
- iv) Increase community class offerings for ID Theft, Personal Safety, Home Security Burglary Prevention
- v) Utilize Channel 27 and local media outlets
- vi) Revamp crime prevention e-newsletter
- vii) Revamp public safety Web site; update information, provide ability for public to sign-up online, or request materials online

C) Develop neighborhood identity

1. Develop neighborhood names
2. Encourage and assist with annual block parties
3. Hold neighborhood decorating contests; “best dressed yards”, encourage healthy competition
4. Encourage neighborhood and district community watch group Web sites
5. Encourage neighborhood Web sites, newsletters

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Community watch groups Organization chart



Updated 12/18/06

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IV. Citizens Academy

Background: Citizen academies emerge as a part of the local governments' ongoing efforts to build community capacity. Citizens Academy would consist of a series of evening workshops for volunteers and aspiring neighborhood leaders. Sessions would be taught by City staff and augmented by other community leaders such as the mayor, councilmembers and commissioners.

Needs Assessment: Training programs like the citizen academies build a solid foundation upon which to increase the capacity of individual neighborhoods to work with the city in helping to address their needs, interests and concerns. Graduates of these programs typically have a better understanding of local government, the community, the resources, and how to get things done. They have greater clarity about what it takes to lead in neighborhood organizations. Through the academy, graduates also develop relationships with city staff as well as an instant support network of colleagues. Our goal is to enhance participation in and awareness of government through the Citizens Academy and use graduates, if interested, as volunteers.

Strategy: Establish a Citizens Academy to educate the citizens and volunteers on the operations and resources of city government.

- Teach citizens how city government operates and how it is managed
- Provide citizens the opportunity to interact with city staff and elected officials

Recommendations

- A) Teach citizens how city government operates and how it is managed
1. Hold Citizens Academy one night per week for nine weeks
 2. The Academy will consist of nine three-hour sessions held in one evening per week
 3. The Academy will be held up to six times a year depending on participation and demand.
 4. Teach citizens how the City works in conjunction with outside agencies to create solutions for challenges facing growing cities and impact of crime
 5. Explain day-to-day management within the City
 6. Discussion topics: challenges, resources, opportunities, and limitations
 7. The Academy is free to participants who reside within the City of Palmdale.

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8. Due to class size and demand, applications will be used and participants will be selected after the applications are accepted and screened.
 7. Screening will include background investigations consistent with City policy
- B) Provide citizens the opportunity to interact with each other, city staff and elected officials
1. Interactions during the Academy
 2. Form Alumni Association
 3. Interact through recognition events and gatherings

Proposed Curriculum

Session One- City Overview

City Manager
Mayor & City Council
Planning Commissioners
City Attorney

Session Two- Public Safety

Public Safety Office
Code Enforcement
Building and Safety

Session Three-Public Safety

Los Angeles County Sheriff's Department and PAC
Los Angeles County Fire Department

Session Four-Public Safety

Section Eight
State Parole/Probation

Session Five-City Services

Parks and Recreation
Families In Action
Library
Playhouse

Session Six-Administration, Budget and Finance

Communications Department
Finance Department
City Clerk
Human Resources

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Session Seven-Development Review

Planning Department
Building and Safety
Engineering
Economic Development & Housing

Session Eight-Public Works

Overview of Public Works Department
PAC clean up crews
Street Maintenance
Park Maintenance

Session Nine-Wrap up and Discussion of PBP Program

Evaluation of academy and staff
Discussion of Citizens Academy (Part II)

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V. Family Support

Background: It's an almost universal belief that parents are responsible for how their children understand and relate to the world. The problem with this perception is that many perfectly fine parents have children whose behaviors, by any standard, are unacceptable. All parents need information, encouragement, training, and support to raise healthy children. No parent has all the answers to all the challenges they may face. To address the need for information, Families in *Action* currently offers five different parent education curriculums totaling 29 different blocks of classes throughout the fiscal year. The program focuses on teaching various levels of parenting skills, starting with basic skills for new parents and continuing through helping parents deal with out of control adolescents.

Needs Assessment: Additional classes and workshops should be offered to complete the complement of seminars addressing a variety of family needs. While the list of class offerings currently scheduled is impressive, there are many additional and exciting classes and workshops that can be helpful to families.

Strategy: Expand Families in *Action*

- Offer more classes and workshops
- Commit additional resources to research and coordinate additional programs
- Contract additional independent instructors and facilitators
- Assist with transportation or provide services in the neighborhood

Recommendations:

- A) Offer more classes and workshops
 - 1. Use independent contractors to conduct classes
 - 2. New classes may include the following:
 - i) Single Parenting
 - ii) New Baby Parenting
 - iii) Healthy Marriages/Relationships
 - iv) Adult Life Skills, including budgeting
 - v) Employment and interviewing workshops
 - vi) Mentoring, both peer to peer and adult to youth
 - vii) English classes
 - viii) Family volunteering
 - ix) Team Decision Making conferences
 - x) Mediation Services
 - xi) Civic/Community responsibility and engagement
- B) Commit additional resources to research and coordinate additional programs
- C) Contract additional independent instructors and facilitators

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- D) Assist with transportation or provide services in the neighborhood

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VI. Neighborhood Commission

Background: In some cities such as Hampton, Virginia, the Neighborhood Commission is formed to provide a mechanism for shared leadership of the program, for joint mobilization around citywide neighborhood strategies, and for relationship building.

Needs Assessment: PBP needs a vehicle to implement policy, identify resources for neighborhood projects, and approve financial aid for neighborhood projects. One of the ways PBP seeks to accomplish our mission is through the Neighborhood Commission, a body of representatives from neighborhoods, community-based organizations, non-profits, business, schools, local government, as well as youth leaders.

Strategy: Form a Neighborhood Commission, which would provide leadership, policy guidance and support to PBP.

- Set up criteria on formation and make recommendations to the City Council
- Make recommendation to the City Council on composition
- Define roles and responsibilities
- Draft an ordinance to form the Neighborhood Commission

Recommendations:

- A) Set up criteria on formation and make recommendations to the City Council. Some recommendations include:
1. The size of the Commission needs to be large enough to represent key individuals and groups, but small enough to allow for building relationships, open dialogue, support and development of projects.
 2. Youth need to play a role on the Commission since decisions will be made that affect them in their neighborhoods.
 3. Need to have adequate neighborhood representation on the Commission to established legitimacy, facilitate communication with residents and create more open channels of communication between residents and City staff.
 4. City management needs to provide support and have staff play a role on the Commission to assure City representation, collaboration and access to key resources while maintaining the Commission's autonomy.
 5. The PBP External Task Force needs to play a role in the nomination process. Residents need to play a role in the appointment process.
 6. A clearly defined mission and purpose for the Commission is critical.

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7. The Commission needs to be high profile to attract the attention necessary to be successful both in obtaining resources and recruiting a necessary number of residents who are interested in participating at some level.
8. The Commission needs to be able to play a role of advocate for the residents when called for, while avoiding conflict with other Councils, Boards, Commissions or lead supporters.
9. The Commission needs to be connected to the neighborhoods to ensure that decisions are made with critical information provided by residents.
10. The role of the Commission needs to be clearly identified. It should play a more “big picture” advisory role and leave implementation to nonprofits, volunteers, city and neighborhood based groups.
11. The Commission will work directly with the City designated liaison.

B) Make recommendation to the City Council on composition

1. The Neighborhood Commission shall consist of:
 - i) Neighborhood Representatives: One neighborhood representative per each geographic district.
 - ii) Institutional Representatives: Three representatives affiliated with any of the three noted groups (faith community, private business & nonprofit), not necessarily always drawing one member from each.
 - iii) School Representatives: One representative is nominated by each of the following District Superintendents - Palmdale Elementary School District, Westside Elementary School District and Antelope Valley Union High School District.
 - iv) City Government Representatives
 - v) Youth Representative: Two members of the Palmdale Youth Council shall be nominated by the Youth Council for participation on the Neighborhood Commission and shall be appointed by City Council.

C) Define roles and responsibilities

1. Serve as an advisory body regarding City policy on issues that impact neighborhoods.

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2. Coordinate efforts of the Neighborhood Watch, Citizens Academy, City services, services provided at Neighborhood Houses and community resources to achieve the mission and vision set by Partners for a Better Palmdale.
 3. Actively seek to engage efforts of various groups, individuals and organizations to improve Palmdale's neighborhoods.
 4. Monitor services provided within neighborhoods, assisting with the dissemination of service or program information within these areas. Support and engage in program evaluation and assess customer satisfaction. Provide recommendations for modified or additional services.
 5. Build a network of relationships that encourages collaboration among all groups contributing to Partners for a Better Palmdale. Provide leadership, guidance and support of individuals and groups involved in this effort to ensure cohesiveness, collaboration and sharing of resources.
 6. Play a strategic or global role in guiding neighborhood policy and programs by building consensus around Partners for a Better Palmdale goals and objectives.
 7. Assist the City staff and Council by focusing attention on specific issues of community concern, encouraging citizen participation and involvement in the ongoing management of their community's grass roots perspective on issues of importance, and make recommendations based on thorough review of alternatives from those perspectives.
 8. Support neighborhoods by identifying and expanding resources. Ensure existing assets and resources already in the neighborhoods are utilized. Work to expand the ways in which neighborhoods can interact and provide increased opportunities in order for them to identify specific strengths and needs within those areas.
 9. Encourage strengthened community leadership within neighborhoods.
 10. Address needs expressed by residents. Coordinate and encourage communication.
 12. Refer residents in need of home improvement funding to the Housing Division of Economic Development for further information on funds available and required applicant qualifications.
- D) Draft an ordinance to form the Neighborhood Commission

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VII. Loans and Grants

Background: Currently there are housing funds available for low-income families. The following types of housing loans and grants are available:

- Single Family Rehabilitation Loan Program
 - For low income families
 - Up to \$20,000, deferred repayment
 - For Health & Safety, repair and appearance
- Emergency Grant Program
 - For very low income families
 - Up to \$6,000
 - For immediate Health & Safety
- Rental Rehabilitation Loan Program
 - For low income apartments
 - Owner must agree
 - Amount varies depending on available funds
- Mobile Home Rehabilitation Loan Program
 - For low income families
 - Up to \$10,000, deferred repayment
 - For Health & Safety, repair and appearance

In addition, Community Development Block Grant (CDBG) Funds are available for installation and repair of sidewalks, and for disabled access cut outs.

Needs Assessment: The existing Housing loan and grant programs can be offered at all locations. Additional loan programs utilizing general funds should also be offered to non-income qualified applicants for neighborhood improvements.

Strategy: Provide grants and funds for neighborhood improvements

- Offer Housing loans and grants to all eligible residents
- Offer low interest loans to all other residents through general fund

Recommendations:

- A) Offer Housing loans and grants to all eligible residents
 - 1) Promote and advertise the loan program to increase participation
- B) Offer low interest loans to all other residents through general fund
 - 1) Types of loans utilizing general fund money
 - i) 30 year repayment at 5%, up to \$10,000
 - ii) For Health & Safety violations first
 - iii) After H&S taken care of, can be used for:
 - (1) Fences

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- (2) Landscaping
- (3) Exterior and Interior Paint
- (4) Roofs
- (5) Driveways
- (6) Heating and Air Conditioning
- (7) Windows and Doors
- (8) Exterior Lighting
- iv) Loan documents to be drafted by legal counsel
- v) City must conduct due diligence and financial check
- vi) Note due and payable to City for criminal activity
- vii) City must be willing to foreclose if necessary
- viii) Applicant must have been turned down by conventional lenders

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VIII. Volunteer Program

Background: The City of Palmdale currently uses volunteers in several functions such as the Library, Parks and Recreation, Playhouse and Airpark. Each department is responsible for recruitment and management of its volunteers.

Needs Assessment: It is expected that PBP would be very volunteer-intensive. The volunteers are needed to help assist City staff with day-to-day management of the program as well to be our “eyes and ears” in the community. One of the goals of PBP is to increase volunteerism in our efforts to build community value. It is envisioned that the Volunteer Program would be a part of a large community outreach effort for the PBP.

Strategy: Formally establish a Volunteer Program

- Recruit, select, screen, assess and assign volunteers to PBP and other City programs
- Coordinate volunteer training and Citizens Academy
- Organize reward and recognition programs for all City volunteers

Recommendations

- A) Recruit, select, screen, assess and assign volunteers to PBP and other City programs
 1. Inventory current volunteer activities
 2. Get input from departments on their needs
 3. Develop one uniform volunteer application form for all programs
 4. Assist Communications Department in putting together a marketing campaign
 5. Accept applications
 6. Process and screen all volunteers
- B) Coordinate volunteer training and Citizens Academy
 1. Provide volunteer orientation sessions for all volunteers
 2. Coordinate Citizen Academy for all PBP volunteers
- C) Organize reward and recognition programs for all City volunteers

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IX. Community Partnerships – External Task Force

Needs Assessment: The vision of PBP is to bring together the resources of individuals, businesses, neighborhoods, community groups, and government to make Palmdale the safest, healthiest and most vibrant city possible. Partnerships with other governmental entities, community groups and businesses must be formed to achieve the vision. The PBP needs to build a network of relationships that encourages collaboration and sharing of resources. This entity would also serve as an advisory group that would provide leadership and guidance through implementation.

Strategy: Establish External Task Force to solicit input and explore opportunities

- Identify members
- Define roles and responsibilities
- Establish External Task Force

Recommendations:

- A) Identify members
1. Chambers of Commerce
 2. Service Organizations
 3. School Districts
 4. Los Angeles County and other governmental entities
 5. Fire Department
 6. Non-profits
 7. Concerned individuals
 8. Private Business owners
 9. Law enforcement
 10. Medical field
 11. Military
 12. Transportation agencies – AVTA
 13. Youth
 14. Faith community
 15. Other service providers – SCE, The Gas Company, Waste Management
- B) Define roles and responsibilities
1. Meet with City Manager
 2. Kick start Program
 3. Provide leadership, strategic input and guidance
 4. Provide guidance and assistance to PBP Implementation Team
 5. Numbers and Meetings
 - i) About 10-20 members
 - ii) Meet monthly
 - iii) Assign city staff liaison
 6. The External Task Force should be formed immediately upon City Council's approval of the Implementation Plan.
- C) Establish External Task Force

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Conclusion

The Partnership for a Better Palmdale strives to enhance the quality of life, improve public safety and build community value in Palmdale. The Task Force is pleased to submit its Implementation Plan to the City Council, and looks forward to implementing the mission and goals of the PBP.

Next Steps:

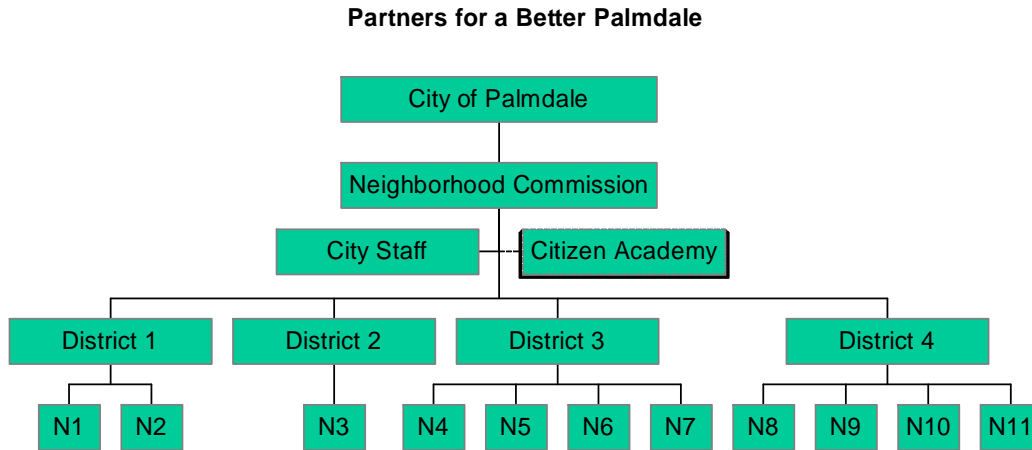
- Present draft Implementation Plan to City Council
- Form PBP Implementation Team
- Establish External Task Force
- Establish evaluation criteria and performance indicators
- Recommend approval to City Council
- Implement PBP

EXHIBITS:

- Exhibit 1: Framework
- Exhibit 2: Budget (Work In Progress)
- Exhibit 3: Menu
- Exhibit 4: Strategic Communications Plan
- Exhibit 5: Schedule (Work In Progress)
- Exhibit 6: PBP Goals (Work In Progress)
- Exhibit 7: Evaluation Criteria (Work In Progress)

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Exhibit 1 Framework



- Menu**
- Law Enforcement
 - PAC
 - Schools
 - Crime Prevention Programs and Services
 - Drug & Life Skills Education Program (DALE)
 - Crime Prevention Educational Seminars
 - Code Enforcement
 - P&R Programs
 - Public Works
 - Building & Safety
 - Financial Assistance (Loans/Grants)
 - Neighborhoods Houses
 - Graffiti Abatement Program
 - Youth Programs
 - Families in Action Services
 - Families in Action Courses
 - Mediation Services
 - Social Service Organizations

- Theater
- Library
- Others

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Exhibit 2

Budget

(Work In Progress)

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Exhibit 3

Menu

The City currently offers a variety of programs and services. In addition, the City can collaborate with other entities to provide services and programs needed by the neighborhood residents. The following menu items will be utilized to achieve the goals of the program. A detailed menu is also listed in this exhibit.

MENU

Law Enforcement
Crime Prevention Programs and Services
PAC
Crime Prevention Educational Seminars
Drug and Life Skills Education Program (DALE)
Graffiti Abatement Program
Code Enforcement
Building and safety
Families in *Action* Services
Families in *Action* Courses
Youth Programs
Mediation Services
Neighborhood Houses
Schools
Parks and Recreation programs
Public Works
Financial Assistance
Social Service Organizations
Theatre
Library
Others

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Detailed Menu List

Law enforcement

- Sheriff
- PAC deputies
- Mall deputies

Crime Prevention Programs and Services

- Neighborhood Watch services
- Business Watch
- Apartment Watch
- Kid Printing – Child Identification program
- Home Security Surveys
- Building Security Surveys
- Block Captain Exchange Neighborhood Watch newsletter
- Crime Prevention Through Environmental Design review process
- CPTED inspections
- Parking Enforcement

PAC

- Crime Free Multi-Family Housing and Mobile Home Park Certification
- Parking Permit and Infraction Notices
- PAC clean-up crew

Crime Prevention Educational Seminars

- Senior Safety presentations
- Bicycle Safety training
- Pedestrian Safety training
- Child Safety presentations
- Home Security presentations
- Operation Identification training
- Identity Theft and Phishing and Pharming Lecture Series
- Landlord Training
- Shoplifting Prevention
- Credit Card/Bad Check Fraud
- Detection Counterfeit Currency
- Workplace Violence Prevention
- Burglary Prevention
- Robbery Protocol

Drug and Life Skills Education Program (DALE)

- Drug Prevention lessons
- Life-skills: goal setting, decision making, bonding with others, identification and managing emotions, communication skills
- 4th through 6th grades

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Graffiti Abatement Program

- Graffiti Hotline
- Adopt-A-Wall
- Graffiti Restitution Awards
- Graffiti Removal

Code Enforcement

- Nuisance Abatement
- Code compliance

Building & Safety

- Rental Inspection Program
- Housing, safety, construction complaints

Families In Action Services

- A support network for parents
- Student truant behavior intervention
- Gain (Welfare-to Work) program

Families in Action Courses

- 1,2,3,4 Parents
- Parenting Skills for Parents with Strong Willed or Out of Control Children
- Love and Logic
- Cooperative Parenting and Divorce
- Strengthening Stepfamilies
- A Teen Guide to Choosing Success, Choosing Life
- Strong Willed Teens
- Teen Responsibility classes
- Anger Management (New)
- Single Parenting (New)
- New Baby Parenting (New)
- Healthy Marriages/Relationships (New)
- Adult Life Skills (New)
- Family Volunteering (New)
- Mentoring (New)
- English classes (New)

P&R Programs

- Year-round and after-school programs
- Recreational programs for youth and adults
- Homework assistance
- Computer lab
- Parks and Rec facilities

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Public Works

- Maintenance
- Traffic
- Capital Improvement Programs

Youth Programs

- Parks & Rec Programs
- Community Service
- Senior project mentoring
- Life Skills workshops
- Mentoring and mediation services
- Drug/Alcohol Education
- Gang Prevention and Intervention
- Internship Programs
- Youth Safety Fair
- Coordinate with Scouting programs
- Referrals to South Valley WorkSource Center
- Teen Court
- Youth Academy
- Youth Council

Mediation Services

Neighborhood Houses

- Tutors
- Law Enforcement/NW staffing
- After school programs (Park & Rec)
- Tax Return information and services
- Code Enforcement
- B&S permits
- Housing applications and processing
- Housing Rehab Program
- Community meetings
- Complaint/Suggestion Forms
- Voter registration/polling place
- Bookmobile
- Parenting classes and workshops
- Youth Programs
- AVC registration, information
- Public health classes and services
- SAVES information
- Volunteer information and sign-up
- Rose Parade Float – volunteer information and sign-up

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Schools

- Tutoring
- After-school programs

Financial aid

- Loans
- Grants
- Mortgage Assistance
- Single-family rehabilitation
- Rental rehabilitation

Social Service Organizations

- Rotary Groups
- Kiwanis Groups

Theatre

- Summer theatre camps
- Palmdale City Players
- Other performing arts groups

Library

- Literacy Program
- Bookmobile
- Story time at the Youth Library
- Book Clubs

Others

- Programs offered by churches
- Programs offered by businesses
- Service Organizations
- Chambers
- Legal
- Housing legal-aid

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Exhibit 4

Strategic Communications Plan

The Partners for a Better Palmdale strategic communications plan comprises the following five parts: goals, key messages, strategies, implementation tactics and evaluation measures.

GOALS

The mission statement of the Partners for a Better Palmdale program is the following: “Our vision is to make Palmdale the safest, healthiest and most vibrant city possible by bringing together the resources of businesses, neighborhoods, community groups, individuals and government.”

The goals of the strategic communications plan directly relate to the mission statement.

- To educate Palmdale residents about the existence of the Partners for a Better Palmdale program.
- To educate Palmdale residents about the City’s mission, services, operations and accomplishments through the Citizens Academy.
- To educate Palmdale residents about public safety goals and crime prevention strategies.
- To educate Palmdale residents about opportunities for a healthy lifestyle.
- To increase collaboration among Palmdale residents of all ages, community groups, elected officials and City staff.
- To increase Palmdale residents’ awareness of and participation in the services and activities of the City.
- To increase Palmdale residents’ awareness of and participation in the City’s volunteer program.

KEY MESSAGES

A variety of communications tools will be used to deliver the following key messages:

- The City believes that community safety is its number one priority
- The City believes in building a healthy community
- The City values bringing residents together to participate in positive activities
- The City values residents’ participation in and awareness of government
- The City is committed to providing services for people of all ages
- The City strives to increase volunteerism

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STRATEGIES

The communications department staff efforts will be concentrated in four key communication strategy areas. These include the following:

➤ Strategy One: Public Information

A variety of collateral material and multimedia presentations will be used to communicate effectively with residents. The City's Web site and the new cable channel Palmdale 27 also provide very effective ways to communicate.

➤ Strategy Two: Media Relations

The communications department will continue to develop and maintain productive working relationships with both local and Los Angeles area media representatives.

➤ Strategy Three: Community Relations

The communications department will participate in community events and enhance its relationships with a variety of community, business and nonprofit organizations and other agencies to facilitate citizen involvement with the City.

➤ Strategy Four: Internal Communications

The communications department will use a variety of tools to educate and inform City staff about the new Partners for a Better Palmdale program goals and activities. This will encourage communication among all levels of the organization and buy-in for the program.

IMPLEMENTATION TACTICS

The communications department will utilize different tactics for each strategy area.

Strategy One: Public Information tactics include but are not limited to scrolling slides of info about PBP on Ch. 27, a special page on City's Web site with links, a brochure in English to describe the new PBP program, a brochure in Spanish to describe the new PBP program, articles about the program in Palmdale News, a special edition of Backdrop Palmdale on Ch. 27 about the PBP program.

Strategy Two: Media Relations tactics include but are not limited to editorial board meetings with key media outlets and key City staff to explain new PBP program, designating a spokesperson from each participating division to work with communications dept. to respond to media inquiries, holding press conferences to announce the program and new developments as they arise, issuing press releases/PSAs, making personal visits with all media news directors to follow up and

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update them on PBP program, interviewing with AV Today and radio stations, regular media briefings with mayor and regular press releases about program.

Strategy Three: Community Relations tactics include but are not limited to forming a Speakers Bureau, conducting City Hall tours, having display booths at conferences, festivals, TNOTS and the Antelope Valley Mall, promoting the Citizens Academy at Neighborhood, Apartment, Business Watch meetings, placing articles in the BW and NW and chambers of commerce and other organizations' newsletters.

Strategy Four: Internal Communications tactics include but are not limited to City manager meetings with staff in council chamber to explain new program, department heads follow up with staff in regular staff meetings to explain their department's role in program, regular citywide e-mails to explain components of program, posting details about program on Intranet.

EVALUATION

The results of the strategic communications plan will be measured in a number of ways—by output indicators, efficiency indicators, outcome indicators and quality indicators. We recommend both formal and informal surveying of citizens, and the measurements will be both qualitative and quantitative.

Output indicators include but are not limited to the following:

- Number of press releases, public service announcements, media alerts produced per month
- Number of ads placed in local newspapers and radio stations
- Number of media contacts per month
- Number of stories about the program appearing in newspapers, radio and TV
- Number of speeches delivered per month
- Number of informational brochures produced
- Number of meetings per month
- Number of hits on the PBP section of the City Web site

Efficiency indicators include information such as the following:

- Average cost per newsletter or brochure per citizen reached
- Average cost per ad placement per citizen reached
- Average cost per City Hall tour per citizen reached

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Outcome indicators include the following:

- Number of citizens who participate in the Citizens Academy
- Number of citizens who participate in collaborative events
- Number of citizens who volunteer in City programs/departments
- Percent of citizens who feel safe in the City
- Percent of citizens who feel they are well informed about City services/programs
- Percent of citizens who feel that the City maintains good community relations

Quality indicators would measure responses including but not limited to the following:

- Average level of citizen satisfaction with notification about City's public safety programs
- Average level of citizen satisfaction with notification about the Citizens Academy, City Hall tours and Speakers Bureau
- Average level of media satisfaction with the City departments' response to inquiries and accuracy of information
- Average level of satisfaction among employees about internal communications such as the Intranet and citywide e-mails

It is recommended that early in this process a formal, scientific telephone survey is administered to gauge residents' satisfaction and awareness of public safety and other programs and services in the City. It is important to discover what is most important to residents regarding these programs and to follow up with another survey after a year of implementation of the Partners for a Better Palmdale program to discover how the program may be changed to accommodate priorities and needs of the residents.

Informal surveys may be conducted in the fall edition of Palmdale News and through polls on the City's Web site. Other measurement instruments may be citizen feedback cards at City Hall, at events and at public meetings as well as participant surveys for the Citizens Academy. Informal measures may be taken by asking residents and business owners at City events and business events if they have heard of the new program. The City may wish to use focus groups to obtain feedback.

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**Exhibit 5
Schedule**

(Work In Progress)

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Exhibit 6

**Partners for a Better Palmdale
Goals**

(Work In Progress)

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Exhibit 7

Evaluation Criteria

(Work In Progress)