

1995 OFFICIAL ENTRY

MONROVIA LOS ANGELES CALIFORNIA

(Community) (County) (State)

List the individuals who actively participated in filling out the All-America City Award application.

NAME/TITLE	ORGANIZATION
<u>Richard Singer, Executive Vice President</u>	Monrovia Chamber of Commerce
<u>Rod Gould, City Manger</u>	City of Monrovia
Louise Taylor, Superintendent	Monrovia Unified School District

All-America City Award Contact (Major contact person available throughout competition and for follow-up)

NAME: Charlotte Schamadan

TITLE: Chair

ORGANIZATION: All-America City Committee

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FAX NUMBER (626) 358-7834 DATE April 4, 1995

COMMUNITY STATISTICS

Form of GOVERNMENT (if applicable)

Council Manager Mayor-Council
Commission

MEDIAN FAMILY INCOME: \$35,684.000

Source: 1990 Census

POPULATION (1990 or most recent)

37,545

Source: 1994 Department of Finance

PERCENTAGE of FAMILIES BELOW POVERTY

LEVEL: 12.4%

Source: 1990 Census

POPULATION PERCENTAGE CHANGE
(+ or -)

(1980-1990) +17% Source:

Source: 1980 and 1990 Census

UNEMPLOYMENT RATE: 6.9%

POPULATION DENSITY

(1990 or most recent) 2,731 per square mile

Source: 37,545 divided by 13,75 square miles

PERCENTAGE MINORITY 59%

Source: 1990 Census

RACIAL/ETHNIC POPULATION
BREAKDOWN

White (Non-Hispanic) 41.0%

Black 10.5%

Hispanic (of any origin) 28.5%

Asian 4.5%

Native American 0.5%

Source 1990 Census

POPULATION BREAKDOWN by AGE GROUP

Below 18 years 25.65%

18-24 10.96%

25-44 37.00%

45-64 15.57%

Over 65 10.83%

WORKFORCE DISTRIBUTION by INDUSTRY

Manufacturing 18%

Trade (retail/wholesale) 20%

Agriculture 2%

Services 31%

Other 29%

Source 1990 Census

COMMUNITY BACKGROUND: Set the background for your community situation, not the three specific projects described in subsequent application questions but the community environment which contributed to and/or resulted from these undertakings. A) The most basic challenges and concerns of the community; B) extent and nature of citizen participation in community improvement efforts; C) degree of success in realizing community goals; and D) success in including diverse populations in all phases of community improvement.

Established in May, 1886, Monrovia is the fourth oldest city in Los Angeles County. Monrovia has enjoyed a long, rich history and is a full-service city with its own police and fire protection, well-rounded recreational and library programs and 121 acres of urban parks and wilderness areas to serve its diverse population of 37,500. The city offers a complete range of housing - apartments, condominiums, affordable homes and exclusive foothill estates. It boasts a commercial sector of more than 1,750 businesses ranging from industrial giants such as McDonnell Douglas to the family-owned Dollmakers shop in the heart of the Old Town shopping district.

But Monrovia has seen some tough times. In the 1960s and early 1970s, Monrovia struggled. It was the only city in Los Angeles County to experience a population decline during that period of otherwise rapid growth. The city's commercial base eroded and the downtown retail district suffered a vacancy rate of more than 40%. Crime was on the rise; Monrovia had lost its luster and was viewed by some as a dangerous place. Those traveling through the city were advised to keep their windows up and doors locked while traversing the main arterials as quickly as possible. The pessimism of that time was captured by the common expression around town, "Will the last person out of Monrovia please turn off the lights." There was racial conflict. Monrovia was written off by many. But not by Monrovians.

Today, Monrovia is respected and acknowledged throughout our Region as a city that has reversed this downward spiral -- indeed, it was one of only 11 cities within Los Angeles and Orange Counties that saw property values appreciate in 1994. This has happened because the community took control of its destiny, involving everyone in a long-term program so basic that we call it. **The Three R's – Civic Renewal, Public Safety Resurgence and Economic Revival.** The process is centered around a cooperative effort of the City of Monrovia, the Monrovia Unified School District and the Monrovia Chamber of Commerce, an effort that won the prestigious Helen Putnam Award from the League of California Cities in 1990. Through this process and the renewed involvement of Monrovia's diverse population, we have accomplished great things; the creation of more than 6,500 jobs; construction of a million square feet of research and industrial space; the opening of a 29-acre regional shopping center, two major hotels and seven restaurants; the creation of a new auto center; and a \$1 million beautification of the central business district that recreated Old Town Monrovia, bolstering our small retail base and bringing new pride to the community and a focal point of community identity. We have provided nearly 1,000 units of affordable housing, as well, and dozens of non-profit and volunteer organizations coordinate nearly 100 public events each year, providing a small town, close-knit community atmosphere that celebrates our diversity and reminds us of our commonality.

Monrovia has a diverse population - economically, ethnically and racially (White 41%; Hispanic 28.5%; African-American, 10.5%; Asian, 4.5%; Native American, .05%; others, 15%). The diversity is reflected, although not yet proportionately, in the City Council itself, as well as on boards, commissions and community leadership. The Mayor, Bob Bartlett. immediate past president of the League of California Cities) is an African-American. Councilmember Lara Blakley is Cuban born and California raised. Similar diverse representation is emerging throughout the community on the School Board, the Chamber of Commerce Board, on committees and in agencies. Diverse inclusion is now a conscious focus of community attention. Today, Monrovia is viewed as a city offering a high quality of life, while striving to overcome the urban problems associated with the region. Monrovia is proud of their well-maintained neighborhoods, improving schools, revitalized commercial areas and the wealth of opportunities for community involvement

Monrovia is truly an ALL America City

1. On the next two pages, assess how well your community is doing, based on each of NCL's ten Civic Index

components (Review carefully the Civic Index included with application). Support your claims with examples. Please be candid and include not only positive assessments, but negatives ones, indicating what is being done to overcome weaknesses.

We scored Monrovia on a scale of 1 to 10 on the Civic Index components.

A. Citizen Participation

Monrovia enjoys robust citizen participation as evidenced by the numbers involved in issues and problem-solving. Voter turn-out at the most recent municipal election was 34.5% and participation in public meetings is far greater than cities twice **Monrovia's size. With 160 Neighborhood** Watch groups, three active senior clubs **with more than 500 members**, six service clubs and a host of special interest organizations, Monrovia

have a variety of means to get involved and be informed. local government solicits early input through neighborhood and stakeholder meetings to decide important issues. When the schools asked parents this year to vote on a new plan for school uniforms, 91% of them cast ballots (and approved the plan at every school). A survey mailed to local residents to gauge satisfaction with City service drew an impressively-high 25% response; phone responses, were 90%. SCORE: 3

B. Community Leadership

This is an area of real strength. Monrovia's leaders are results-oriented risk-takers, willing to share power and credit, as exemplified by the City/School/Chamber partnership described in PROJECT ONE. Monrovia's leaders meet often, formally and informally, to discuss community issues. The Monrovia Leadership Academy trains the next generation of leaders from all parts of the community. Part of its charge is to respond to the phenomenal growth in the Latino community in Monrovia, which is still not fully represented in community leadership. The fact that Monrovia remained quiet during the Los Angeles riots was due in part to the fact that the community's leaders communicate often and productively. All these factors contribute to a community that enjoys regional respect and influence disproportionate to its modest size.

SCORE: 9

C. Government Performance

The City's 1995 Citizen Satisfaction Survey (conducted by the Calif. State Univ. at Long Beach) showed 70.2% of Monrovia residents rating their City government as going "very well" or "well". Only 2.5% rated it "poor" or "very poor."¹¹ Monrovia has long enjoyed a reputation for progressive and efficient governance and has some of the lowest tax and fee schedules in the region. The City is scandal free and has been cited numerous times for innovative management and visible achievements in reviving the local economy and infrastructure. Municipal service reductions were avoided through the recession by changing and improving service delivery. Monrovia's government leaders are accessible to citizens. The Management Service Institute found Monrovia to be one of the most efficient cities it has ever studied.

Score: 9

D. Volunteerism and Philanthropy

The Monrovia Volunteer Center recruits and places hundreds of volunteers each year, in addition to the 450 that serve City programs and 300 plus working in the schools (who have donated 9,656 hours of service so far this year). There are 40 non-profit organizations in Monrovia that rely exclusively on volunteers to accomplish their work. The City of Monrovia has begun its own in-house philanthropy called "The We Care Foundation." The United Way handles corporate fundraising and the Unity Center seeks funds to aid the homeless and hungry. The School District enjoys support of a Schools Foundation and Chamber of Commerce Adopt-A-School, Teachers' wish List and Business Partnership programs. The Boys & Girls Club recently opened after receiving grants totaling \$125,000 from three separate foundations in and around the community.

SCORE: 9

E. Intergroup Relations

This is an area where Monrovia does better than most, but is still working very hard to make significant improvement. Cultural and ethnic minorities are unevenly represented in various civic activities. A need assessment conducted three years ago indicated an interest in additional cultural awareness/diversity training. Civic organizations are diversifying their board. The schools work in this regard every day. This year's Au-Monrovia Town Meeting was devoted exclusively to finding ways of increasing intracommunity communication and participation, with excellent results. We are making good progress, knowing that this is an area that will always need attention.

SCORE:3

F. Civic Education

Graduating seniors from Monrovia High School must successfully complete a class in constitutional principles. The schools are planning for a community participation Requirement for graduation. The District registers more than 90% of its 18-year-olds to vote. Students In Government Day involves 40 youths each year. A student representative reports at every City Council meeting and a student sits with the School Board. A youth council helps direct operations of the Boys & Girls Club. Students were represented on the Drug Abuse Task Force referenced in PROJECT TWO. Youths participated in the most recent Town Meeting, referenced in PROJECT ONE. The Leadership Academy, referenced in PROJECT ONE, and members of the League of Women Voters help instill civic education. Third graders use a history text written about Monrovia by Monrovians.

SCORE: 8

G. Community Information Sharing

Monrovia lacks a community newspaper. To compensate, we developed a non-profit that prints a citywide newsletter, *A(Monrovia Today* with 77% readership). We created public access cable station KGEM Channel 3, with a studio at Clifton Middle School, a weekly local news show and training so that residents can produce their own shows. Students at both middle schools are likewise trained to produce shows and do their own school news on the local channel. The City held 17 public budget meetings to form its financial plan and dozens of neighborhood meetings before revising its General Plan. The Coordinating Council helps keep everyone on schedule, as does the Community Information Booth at the Family Festival (PROJECT THREE). Neighborhood Bulletin Boards are being considered by a Town Meeting Task force. A Neighborhood Watch newsletter - to 2,000 homes.

SCORE: 8

H. Capacity for Cooperation and Consensus Building

Monrovians, having learned to work together, have an apparently unlimited capacity for cooperative endeavors. wherever they find shared goal.. Tremendous strides have been made by pooling resources, and little is now done in this community that doesn't involve a coalition of some sort -City/Chamber/Schools, Drug Awareness Task Force, leadership Academy, Police Academy, Ministerial Association, Police and Fire Explorers, Town Meeting task forces, KGEM, community newsletter, Boys & Girls Club, economic development, Neighborhood Watch, Unity Center, Family Preservation & Support Network, Child Care Task Force, Commerce and Cities Consortium, Community Activist Policing... Most recently, the City, Schools, YMCA and Boys & Girls Club formed the Youth and Family Network to co-produce such projects as Family Night Out and an all-

city track meet. Cooperation and consensus building are the way things are done in Monrovia.

SCORE: 10

I. Community vision and Pride

There are few small cities that exhibit such active civic pride as does Monrovia. People have praised the community for retaining its hometown atmosphere. Resident love to discuss the improvement Monrovia has made in the last 20 years. The city holds two major parades each year involving thousands, as well as concerts in the park all summer long that draw about 1,000 residents per week. The Family Festival (PROJECT THREE) is the largest of its kind in the state. T-shirts emblazoned "Monrovia, A Great Little American Town, sold out in just two weeks. Monrovia opened its own Historical Museum in 1993 supported entirely by residents, without public funding. The partnerships among the various agencies and non-profits in town create and maintain a shared vision of Monrovia's future. When specific issues are addressed, ad hoc committees spring up to plan and coordinate action.

SCORE: 10

J. Regional Cooperation

The City is actively involved with others in the San Gabriel Valley in dealing with regional and sub-regional problems. Monrovia was a founder Of the Commerce and Cities Consortium to retain businesses and a Council of Governments to do planning and mediate disputes in the Valley. The City is also heavily involved in the Independent Cities Assn., water and sanitation associations, planning council, transit district and has begun meeting with the councils of neighboring cities and unincorporated areas. Monrovia cooperates with surrounding cities for fire dispatch. solid waste, business development and recycling and transportation services. The Schools belong to the San Gabriel Valley Coalition of Schools, with one Monrovia trustee on that group's coordinating committee. The Chamber is a regional leader in forging joint projects with other Valley business groups.

SCORE: 9

2. NCL believes a strong civic infrastructure provides the skills and processes for a community to effectively add stress important local issues. Using the ten components of NCL's Civic Index as a guide, discuss how your community's civic infrastructure helped the community address its key challenges. Give examples of how your community has encouraged:

- collaboration between community sectors
- broad-based citizen involvement
- shared decision making among diverse segments of the population

Monrovia continues to progress through the 1990's in Southern California despite long odds. Earthquakes, fires, drought, floods, mud slides, riots, violent crime, recession, unemployment, declining revenues and radically changing demographics are all part of life in Los Angeles County. While other cities in this region simply hang on, Monrovia finds new ways to continue its urban and community renewal.

Economics is a continuing challenge for Monrovia. The community has experienced corporate downsizing and large industries moving from the area, (including our second and third largest private sector employers), a soft retail market, drops in auto and real estate sales, fluctuations in market values and excess leasable office space. Since 1991, the City has faced declining revenues and losses of 26% of its property tax each year to the State. The School District has lost State funding for special programs, depleted its reserves and has not seen an increase for inflation for four years. And yet, Monrovia is doing far more than simply treading water.

City services are being enhanced through new efficiencies and reinvention. The School District has mounted a restructuring campaign called Monrovia Schools 2000, directing all its schools to work with their communities to revamp testing approaches to meet the needs of students in the 21st Century. This is a banner year for economic development in Monrovia, with the addition of major new businesses. The City and Schools have found that by combining resources they can avoid spending the taxpayers' dollar twice; the collaborative arrangement featured in PROJECT ONE has saved the City and School District 51 million in one-time costs and more than \$128,000 annually in avoided duplicative costs. The Family Festival (referenced in PROJECT THREE) and various Chamber of Commerce efforts stimulate business interest in our city. The use of non-profits to promote housing (Monrovia Resources Development Corporation, referenced in PROJECT TWO) and youth services (Boys & Girls Club, referenced in ONE, TWO and THREE) are examples of non-governmental community responses to needs. The Boys & Girls Club's first fundraising - involved 400 people and netted more money than any other event in Monrovia's history, despite the economy.

Monrovia collaborates with surrounding cities for the provision of specific services, such as trash recycling, fire dispatch, animal control and regional economic development. The City, Schools and Chamber of Commerce are working with Monrovia's Santa Anita Family Service to bring 9 other communities into a regional coalition for Family Preservation & Support Services. The Mayor is a member of the Boards of the Southern California Association of Governments (SCAG), transit and sanitation district, and the Independent Cities Association, and was till 1994 President of the League of California Cities. A City Councilwoman is on the Board of the National League of Cities. Four of the five City Council Members are on the Monrovia Board of the Boys & Girls Club.

But it is shared decision-making that is key to Monrovia's success. The City employs neighborhood meetings on land use and zoning issues and town meetings on budget issues to achieve community consensus. The School District employs stakeholder meetings to deal with issues such as school business year-round schooling and school uniforms. The community's leaders are heavily involved and easily accessible to constituents. Thus, in a time when confidence in government in general may be at all time low, Monrovians feel a part of their meetings and responses to both the City Satisfaction Survey (25% return on a mail survey, with phone interviews, key person interview, focus group, etc) and the School's parent-vote on student uniforms (91% participation with 75 - 95% approval per school). When new development impacts an area, meetings are noticed to entire neighborhoods, far beyond the legal requirement. Monrovians know that they are the driving force behind their local government and are proud of what they have done to create an All America City.

IA. Briefly describe the first of the three main citizen-driven projects (Project 1) that has significantly impacted the community since 1992. Project 1 should illustrate the community's ability to anticipate Problems by proactively dealing *with* community challenges.

By the early 1990's, Monrovia had made great progress, But was a maturing community, with civic leaders retiring or dying; there was high turnover in staff and volunteers. We

were experiencing new youth problems involving gangs and drugs spilling over from the greater Los Angeles region. Our demographics shifted radically (the Hispanic population increased by 166% from 1980 to 1990). The recession caused economic dislocation, with businesses closing and jobs disappearing. Property values were dropping and money was hard to come by for government, schools, non-profits and businesses alike. A plan was needed for **Civic Renewal**. Monrovia's unique City/School/Chamber partnership has returned big dividends for years - a swim center, a Boys & Girl club, a cable TV studio, a sports complex, facilities management consulting. shared redevelopment fund: and a community newsletter, among others. That partnership worked well, but was limited. Monrovia's leaders ran the risk of making important new decisions from narrow perspectives. We widened the partnership to include the entire multi-ethnic, multicultural community.. We turned our annual joint retreat into an All-Monrovia Town Meeting to draw new leadership, examine wider community needs and spark community-wide participation.

1B. How did the community come to identify the issue addressed in Project 1 as a community priority?

Monrovia has been working proactively as a community for several years through the joint City/School/Chamber partnership that evolved around shared goals and is structured on continuous, integrated communications. Through Chamber of Commerce sponsored committees and -lining retreats. We had great results (including state-wide recognition and a demand for us to present 'how-to' programs to other communities), but because of our maturing community, we had to ensure that the partnership endured. We also realized that we were "talking to ourselves" to a great degree, with participation from school administrators and principals, City elected officials and department the Chamber of Commerce Board of Directors and staff. While there was some ethnic diversity represented, the group was not representative of the greater community. Given the serious nature of our emerging problems, we needed wider community involvement Through expanded participation, we see new progress in identifying needs, problem-solving and strategic planning Our retreats - and now Town Meetings- have resulted in spin-off committees and a report-beck process, through which we have spotlighted problems, brainstormed solutions, set priorities and established structures and timelines for meeting our goals. New faces are moving into leadership positions and more people of a greater variety are involved in the process. Participation in the Town Meeting has tripled in three years.

1C. What significant impacts has this project had on the community? Include quantifiable results as well as changes in the way the community confronts critical local issues.

The expanded partnership - the City, Schools, and Chamber working now with diverse individual residents, organizations, neighborhood groups, churches, etc.---- has resulted in an explosion of new projects and is getting results: Youth activity opportunities have been increased by 30%. The founding of a Boys & Girls Club to address needs of under-served youth (it opened this past year with more than \$450,000 raised locally and is now working with more than children per week); the development of the Monrovia leadership Academy to train a new, more diverse generation of community leaders that has seen 22 highly-diverse participants in its first two classes (one Hispanic graduate was recently appointed to the Planning Commission); the production of bi-annual "Celebrate Monrovia" Community Fairs to showcase community groups and recruit new volunteers for non-profit organizations and programs; the creation of Monrovia schools 2000 to bring broad-based community and parent involvement into school restructuring curriculum planning and decision-making; and the creation of new School-Business partnerships to bring resources into the workplace, as well as business help into the

classrooms. City-Chamber cooperation has resulted in the most comprehensive commercial recycling program in the state.

1D. What attempts were made to involve the citizens directly affected by the projects in program development and to what extent were they successful? How were diverse segments of the population involved in the decision-making process?

The 1995 All-Monrovia Town Meeting, aided hundreds of individual invitations and announcements from 40 pulpits, was our most diverse meeting yet, with 140 Monrovia residents in attendance representing a variety of ethnic and racial groups (67% white, 20% African-American, 3.1% Asian and 10% Hispanic), age ranges (12% under 18, 20% over 65) and nearly every neighborhood in the community. The group formed three task forces to further Civic Renewal plans for improved intracommunications, wider participation in civic affairs and the creation of a child development-centered community. They decided to hold another Town Meeting for youths later this year. The Leadership Academy is in its second successful year, with 22 students ranging in age from their 20 to 50, including African-American and Latino residents, business owners, blue and white-collar workers having gone through the classes. The Boys & Girls Club drew its leadership and support from throughout the community and is serving youths from every neighborhood, economic and social group. Those youths help design and implement their own programs, with wide community support. More than 3,650 parents participated in the community decision on school uniforms.

1F For Project 1, list the principal groups and organizations involved and the number of members participating in these efforts. Summarize their contribution to the project.

Name	Number of Members Participating in Project	Contribution
Chamber of Commerce	500	Organization, communications, Funding
City of Monrovia	200 Employees	Funding, staffing, site procurement, planning
Monrovia Unified School District	700 Employees 6,800 Enrolled	Site procurement, planning
Ministerial Association	30 churches	Site, participation

1F. For Project 1, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name/Title	Organization/Address	Telephone
Ken Woodruff, President	Chamber of Commerce 620 S. Myrtle Ave. Monrovia, CA 91016	(626) 358-1159
Mary Wilcox, Councilmember	City of Monrovia 415 S. Ivy Ave. Monrovia, CA 91016	(626) 359-3231
Francine Cash, Past President	Monrovia Unified School District 325 E. Huntington Dr.	(626) 359-9181

2A. Briefly describe the second main project (Project 2) that has significantly impacted the community since 1992. Project 2 should illustrate the community's ability to respond in collaborative and resourceful way to a current critical problem. Describe who specifically was involved in program development and how decisions were made.

For the past few years, spurred by Town Meeting discussions, Monrovia mobilized community wide to combat gangs, drugs and blighted neighborhoods. A series of innovative efforts have been coordinated under the Community Activist Policing Program (CAP), the major component of our Public Safety Resurgence. Monrovia's CAP has been identified by the National League of Cities as one of the 10 most advanced community-based policing Programs in the nation and draws on a wide variety of City and community resources, including police and code enforcement officers, build inspectors, fire services, recreation staff; social service agencies, churches, schools and business and volunteer groups. Other components of CAP include a special police enforcement team focused on gangs and drugs, a bicycle patrol and the first and most active drug loitering ordinance in the state. Monrovia this past year also instituted an innovative truancy ordinance (first of its kind in the state). Project CARY (*Cooperation for At-Risk Youth*) involves the City, School District and Santa Anita Family Service, providing guidance for troubled youth and families. Monrovia has also expanded its DARE anti-Drug program from elementary through high schools. A Neighborhood Recreation Program (NRP) brings recreation opportunities to low-income children each summer and involves neighborhood residents in planning and implementation.

2B. How did the community come to identify the issue addressed in Project 2 as a community priority?

By the end of the 1980's Monrovia was forced to acknowledge the emergence of street sales of rock cocaine (crack). Four regional gangs had begun to operate in and around Monrovia with more than 800 identified members. Graffiti was spreading throughout the community. The City presented the problems to community leaders at the annual *Chamber/City/Schools retreat*. Community leaders agreed that the drug and gang situation *was a serious threat*. The Monrovia Drug Awareness Task Force *was established* and ultimately included residents *and business pop-c* from throughout the community. Monrovia's efforts have spawned more than 40 prevention, intervention and enforcement activities since drug abuse was identified as a major challenge and the community organized to fight it. A Police Department videotape shown at a City Council meeting, depicting deplorable living conditions in some neighborhoods and cocaine sales occurring openly in front of children, It brought immediate action from the Council to deploy the special enforcement team to fight crime and create a program to bring recreation programs to the most troubled areas. Emerging gang activity and guns on campuses in the spring of 1994 resulted in the Safe City / Safe Schools Committee (SCSS) to ensure the safety of our children. A Citizens Police Academy was formed to forge new links with residents.

2C. What significant impacts has this project had on the community? Include quantifiable results as well as changes in the way the community confronts critical local issues.

Part One Crime in Monrovia has dropped 26% in 5 years a result of the Public Safety Resurgence program, with its CAP, NRP, SCSS, DARE and CARY components, the anti-loitering and anti-truancy laws and increased citizen participation in problem solving. These combined strategies have eliminated substandard living conditions, narcotics trafficking and gang intimidation in 25 Monrovia neighborhoods. Monrovia has

160 active Neighborhood Watch groups as well, and 48 people have been through the Citizen Police Academy, with 38 more on a waiting list. The summer Neighborhood Recreation Program began in two areas and has since expanded to year-round at school sites and a third neighborhood. Involved children are offered free Boys & Girls club and YMCA memberships. Adults are offered literacy training, parenting education and counseling services. The program now serves 120 families. Graffiti anywhere in Monrovia is abated now within 48 hours. Chronic drunks are identified and moved on, cleaning up commercial streets. The Handy-Worker Program hires local residents to perform housing rehabilitation too low and moderate income residents in CAP project areas.

Neighborhoods have received better lighting and sidewalk treatments and landlords are counseled in property maintenance and tenant selection, evaluation and eviction. In addition, the City has provided more than \$10,000 per year in asset forfeiture money for drug education in the schools. Where drug houses have been closed and some demolished, the community Redevelopment Agency has built high quality, affordable housing, bringing new home ownership to the neighborhoods.

2D. What attempts were made to involve the citizens directly affected by the projects in program development and to what extent were they successful? How were diverse segments of the population involved in the decision-making process?

Most CAP initiatives begin with a block party where City, Schools, social service and neighborhood leaders meet with residents and solicit their active participation. In the following weeks, the neighbors see stepped-up police presence, code enforcement, recreation programs for the children, active involvement of police chaplains and physical improvements, including better lighting and sidewalk treatments. Contributions toward funding anti-drug programs and youth memberships in the YMCA and Boys & Girls Club come from local service clubs and business organizations. 38 local youths are involved in the Police and Fire Department Explorer Programs. 86 residents and business people have completed or enrolled in the Citizens Police Academy. 2,257 elementary students have graduated from the DARE program and 245 more will graduate in June. Residents are hired regularly to perform housing rehabilitation. The community-based Monrovia Resources Development Corporation has helped plan and provide 134 units of new affordable housing. In these ways, diverse segments of the population are involved and served. More than 40 cities have visited Monrovia to better understand Community Activist Policing and the wide involvement of residents in its implementation.

2E. For Project 2, list the principal groups and organizations involved and the number of members participating in these efforts. Summarize their contribution to the project.

Name	Number of Members Participating in Project	Contribution
City of Monrovia	200 Employees	Police & code enforcement, & Redevelopment Agency 6 Employees recreational activities, housing rehabilitation
Neighborhood Watch	2,000 Members	Information & support
Drug Abuse Task Force	35 Members	Planning & coordination
Service Clubs	1-0	Members Financial contribution.
Ministerial Assn.	30 churches	Counseling, contributions
Volunteer Chaplains	7	Front line help

Resources Dev. Corp. 20 Members

Affordable Housing

2F. For Project 2, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name/Title	Organization/Address	Telephone
Joseph Santoro	Chief of Police City of Monrovia 415 S. Ivy Monrovia, CA 91016	(626) 359-1152
Fred Loya, Ph.D.	Co-Chair Drug Abuse Task Force 605 S. Myrtle Ave. Monrovia CA 91016	(626) 359-9358
Pastor William Ripley	Past President Monrovia Ministerial Assn. 101 E. Foothill Blvd. Monrovia, CA 91016	(626) 358-3297

3A. Briefly describe the third main project (Project 3) that has significantly impacted the community since 1992.

Monrovia's coalition and cooperative experience have served it well in combating the severe impacts of a faltering Southern California economy in the early 1990s. Monrovia, as other area communities, has faced business closures, mergers and downsizing, loss of jobs and the resulting effects on sales, vacant retail and office space and declining property values. Our third and fifth largest employers moved out of state, taking 800 jobs with them. In the face of this, Monrovia - through its Redevelopment Agency, Community Development Department, Chamber of Commerce, Old Town Merchants Association, and regional cooperative efforts - has been able to attract new firms to the community, bolster tax revenues, increase sales for existing businesses, maintain a balanced and healthy retail sector, and add 1,000 jobs! Our Economic Revival program relies on pooled resources and efforts, aggressive marketing, well-planned and well-managed development and innovative and entrepreneurial responses to our economic challenges. From creation of the Friday Night Family Festival bolstering our Old Town, to building and marketing affordable housing - to helping small retailers prepare for competition from a new Wal-Mart now under development in a neighboring community - Monrovia has used every means possible to survive the recession and has emerged as a leader in the area's economic recovery.

3B. How did the community come to identify the issue addressed in Project 3 as a community priority?

The problem wasn't hard to identify. Monrovia, like everywhere else in this region, was losing jobs and businesses to the worst economic downturn since the Great Depression. Commercial property values dropped and vacancies increased. With fewer and smaller resources for the community to draw upon, non-profits were experiencing severe declines in donations and the City and School faced increased funding crises. It became obvious that all of our community goals depended on a revitalized local economy. The City and Chamber of Commerce, through existing committees and on-going dialog, began stepping up Economic Development efforts. Monrovia was a founding agency of the San Gabriel Valley Commerce and Cities Consortium, working with other cities for regional

planning, marketing and retention efforts. The Chamber offered more Business Retention programs-seminars, workshops, publications, etc. - to aid local firms and became involved in regional support efforts. The City, Chamber and Downtown Merchants brainstormed, then collaborated to create an event (The Family Festival) that would bolster Old Town, the historic heart of the community. The Chamber coordinated efforts to bring hotel visitors to other shopping areas in the city and assisted hotels in attracting new visitors. Monrovia's long history of cooperative economic development paid off again.

3C. What significant impacts has this project had on the community? Include quantifiable results as well as changes in the way the community confronts critical local issues.

Monrovia is now in the forefront of Southern California's economic recovery and has been able to maintain its quality of life and business climate through these difficult years. Sales tax revenue has increased in the last five quarters, returning to pre-recession levels. Large, diverse businesses have been attracted to the community (Kentmaster, GNP Computers, Modern Homecare, Lawry's Foods, Datatape, Vinyl Technologies, COMPUSA, Office Depot, Michael's, Family Fitness, Toys R Us, Metro Infinity, Claim Jumper Restaurant, etc.) bringing with them more than 1,000 new jobs without seriously impacting existing businesses. The Family Festival has brought a 30% increase in weekday foot traffic in the Old Town and retail vacancies fill quickly. The Festival is the largest of its kind in the state and draws at least 6,000 people per week to Old Town, many from as far away 1120 miles. Monrovia was one of just 11 cities in Los Angeles and Orange Counties to see rising property values in 1994. The City, Redevelopment Agency and Monrovia Resources Development Corp. have built 145 units of affordable housing since 1991 and assisted in the development of 290 low-income senior units. The City, Chamber and Old Town Merchants are continuing their formal meetings to develop a five-year - for Old Town addressing parking, lighting, liquor licenses, marketing and infrastructure financing. The City is also working closely with neighboring Arcadia to jointly develop abutting commercial property.

3D. What attempts were made to involve the citizens directly affected by the projects in program development and to what extent were they successful? How were diverse segments of the population involved in the decision-making process?

It is rare when a decision affecting business in Monrovia does not involve the businesses themselves.

Represented by the Chamber of Commerce and Old Town Merchants Assn., as well as by special committees that address specific issues, businesses have been involved in Economic Revival efforts every step of the way. The Family Festival uses resources of all three organizations and has also involved the community's auto dealers, hot rod clubs, churches and civic organizations, and each week provides a meeting place for people of all ages, incomes and ethnic backgrounds. When a new business development might affect nearby residents, those neighborhoods are brought into discussions. Plans for a CompUSA/Office Depot development required 6 neighborhood meetings involving as many as 85 nearby residents before receiving the neighbors' blessing and resulting in both a better development and improved neighborhood. The Monrovia Resources Development Corp. is made up of business and residential representatives from the neighborhoods themselves. Cooperative marketing efforts by the community's auto dealers, hotel and restaurant operators are encouraged. In Economic Revival as in every other aspect of Monrovia life, cooperative efforts lead the way to success.

3E. For Project 3, list the principal groups and organizations involved and the number of members participating in these efforts. Summarize their contribution to the project

Name	Number of Members Participating in Project	Contribution
Old Town Merchants Assn	220 Businesses	Family Festival administration
Chamber of Commerce	500 Businesses	Coordination, Communications, etc.
City of Monrovia	200 Employees	Planning, marketing, staffing, etc.
Redevelopment Agency	6 Employees	Funding, staffing, etc.
Resource Development Agency	15 Members/ Employees	Planning, marketing

3F. For Project 3, identify three individuals who were active leaders. (Include leaders from the public, private and nonprofit sectors.)

Name/Title	Organization/Address	Telephone
Pam Fitzpatrick	Old Town Merchants Assn. Merchant 129 E. Colorado #116 Monrovia, CA, 91016	(626) 3576-1091
Don Hopper,	Asst. City Mgr. City of Monrovia 415 S. Ivy Ave. Monrovia, CA 91016	(626) 359-3231
Dick Singer	Monrovia Chamber of Commerce	(626)358-1159
Executive Vice President	620 S. Myrtle Ave. Monrovia, CA 91016	