



Leaders at the Core of Better Communities

2011 Annual Awards Program
Program Excellence Awards Nomination Form

Deadline for Nominations: March 11, 2011

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: Holiday Safety Outreach Center

Jurisdiction(s) where program originated: Town of Colma, CA

Jurisdiction population(s): 1,600

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2010, to be eligible. The start date should not include the initial planning phase.)

Month: December Year: 2008

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Milwaukee, Wisconsin, September 2011. (Each individual listed MUST be an ICMA member to be recognized.):

Name: Laura S. Allen

Title: City Manager Jurisdiction: Town of Colma

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Laura S. Allen
Title: City Manager Jurisdiction: Town of Colma
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City: Colma State/Province: CA
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Holiday Safety Outreach Center**

Brief Descriptive Narrative:

About Colma:

The Town of Colma, known worldwide as the "City of Souls," is the smallest city in San Mateo County, California with 1,600 residents — and 1.5 million "souls." However, Colma is more than just 16 cemeteries.

Colma's commercial buildings make a distinct architectural statement resulting from design standards that encourage Spanish-Mediterranean motifs. Within its two-square miles, the Town enjoys a strong tax base with one of Northern California's most complete collections of car dealerships, two shopping centers, and a cardroom.

The Town of Colma's five-member City Council sets government and planning policies for the Town. This small-town approach to modern, municipal government reflects a commitment to both a healthy business climate and a harmonious relationship with residents. While the Town has a small residential population, its attractive retail shopping options draw a large number of visitors to Colma, especially during the holiday season.

Problem Assessment:

The Town, like many cities in California, is experiencing a decrease in sales tax revenues. The anchor tenant at one of the Town's major shopping centers, 280 Metro Mall, left in 2006, and in 2008 the space was still vacant. For the City Council, this vacant space became the primary symbol of the economic decline in our community.

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Since 2008 the Town has seen the closure of several automobile dealerships and a decrease in sales tax revenue from \$8 million to \$6 million annually.

In this same time period, merchants at the 280 Metro Mall were voicing their concern regarding the loss of the anchor tenant and a decrease in on-site security personnel provided by mall management. These concerns were expressed to the Mayor, the CEO of the Colma/Daly City Chamber of Commerce, and the City Manager during the annual Mayor/Chamber Walk through the 280 Metro Mall. Between 2006 and 2008, these concerns increased and the Council indicated an interest in partnering with the mall management company, Kimco Realty Corporation, to assist the merchants.

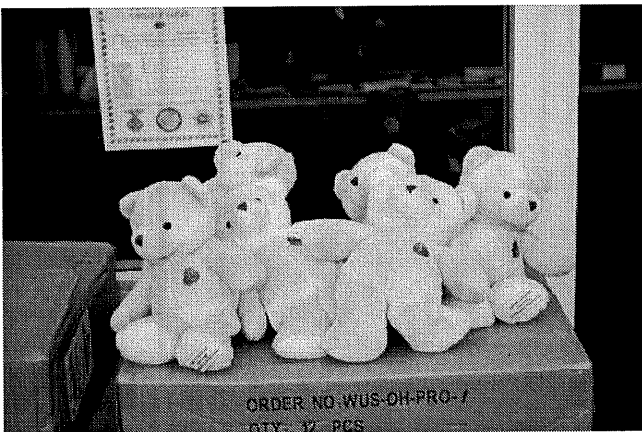
The idea of establishing a Holiday Safety Outreach Center came out of the follow up meeting between Kimco Realty Corporation, the Mayor, and the City Manager in the fall of 2008. Kimco Realty Corporation offered free use of vacant space at the 280 Metro Mall. The Town agreed to provide Police Department personnel on-site on a temporary basis to give tips to merchants and shoppers regarding personal and business safety, and fraud, identity theft and retail loss prevention as well as walk the mall visiting the businesses and greeting shoppers during the holiday shopping season.

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Discussions between the City Manager and the Police Chief lead to the partnership with the Colma Fire Protection District to assist in staffing the Center and to leverage the opportunity to present information on emergency preparedness.



As the program developed, the partnership grew to include the Colma/Daly City Chamber of Commerce and Seton Medical Center. The Chamber of Commerce offered marketing assistance and outreach to the merchants in the mall. Seton Medical Center provided adorable, hypo-allergenic teddy bears to hand out to small children visiting the Holiday Safety Outreach Center with their parents.



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Starting in December of 2008, the Town of Colma has hosted a Holiday Safety Outreach Center at 280 Metro Mall in each of the past three years. The Center is a collaborative effort between the Town and its community partners: Colma/Daly City Chamber of Commerce, Colma Fire Protection District, Kimco Realty Corporation, and Seton Medical Center. In December of 2009, the Town added frequent visits from Santa Claus to the program.

Program Implementation and Costs:

The Holiday Safety Outreach Center was open for 28 hours over a 3 week time frame using 80 hours of staff time at a cost of approximately \$4,500. The Town used mostly on-duty personnel and all cross sections of the Police Department including officers, sergeants, dispatchers, and the Community Service Officer. Grant funds were used to cover some minimal non-personnel costs. The marketing was provided by the Colma/Daly City Chamber of Commerce at no charge to the Town or the businesses. The teddy bears were donated by Seton Medical Center, which donated hundreds of them to emergency personnel throughout San Mateo County.

Tangible Results:

The Holiday Safety Outreach Center was opened for a period of two weeks prior to the Christmas holiday in 2009 and 2010. During this period, the Police Department had 51 calls for service. For the same time period in 2007 and 2008 the Department had 63 calls for service. This means that while the Holiday Safety Outreach Center was open

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there was a 20% decline in calls for service at the 280 Metro Mall (2007 and 2008 = 63 calls; 2009 and 2010 = 51 calls). The Department also saw a reduction in arrests for FY 2009-10 from FY 2007-08 by 20% (down from 9 arrests in FY 2007-08 to 7 in FY 2009-10).

The Town considers this program to be successful because most of the businesses at 280 Metro Mall have visited the Holiday Safety Outreach Center, and expressed their appreciation to the Mayor, and the City Manager during the last Mayor/Chamber Walk. In addition, the management of the local Target at the other shopping center has asked the Town to add a Holiday Safety Outreach Center to their store during the 2011 holiday season.

Lessons Learned:

1. Vacant retail spaces create community engagement opportunities
2. A common problem creates a common goal – the economic downturn made partnering easier as a result.
3. Safety is a big issue with small businesses
4. Attract the children and the parents will follow