

Plemons-Eakle Neighborhood Association



A Strategic Plan for the Future of PENA

2014 Strategic Plan

Facilitated by: The Panhandle Regional Planning Commission

[A voluntarily developed plan developed by and for the membership of the Plemons-Eakle Neighborhood Association to establish goals and strategies for organizational and community development]

Introduction

"Reduce your plan to writing. The moment you complete this, you will have definitely given concrete form to the intangible desire."

--Napoleon Hill (1883-1970 American Writer):

The Plemons-Eakle Neighborhood Association (PENA) was established in 1980 by residents of the Plemons-Eakle Neighborhood as a mechanism to preserve the historic character of one of the oldest neighborhoods in the Texas Panhandle and guide area activities in a manner which would be positive for the residents, properties, and community. Participation and activities in PENA have ebbed and flowed over the last 35 years, but a constant focus on maintaining a historic and livable community has been present within the organization.

Historic neighborhoods in the State of Texas tend to do one of three things. Some communities stagnate and see an influx of undesirable activities come into an area that leads to a gradual decline in the quality of life and, consequently, property values in a neighborhood. Other historic neighborhoods have given way to new development with historical buildings and diverse histories being torn down and turned into shopping centers and cookie cutter buildings. Finally, some historic neighborhoods have actively sought to maintain their historic identities and buildings while consciously evolving into contemporary 21st century communities.

The leadership of PENA has identified that the neighborhood and organization are at a crossroads at which it must identify which of these three options will take hold of the neighborhood going forward. Fortunately, this proactive approach has allowed the organization to choose to go down the path of preserving the neighborhood's historic and eclectic nature while also developing a plan to maintain its relevance and place of import in the Amarillo community. By assessing the challenges facing the neighborhood and developing strategies to turn those challenges into opportunities PENA will be better prepared for success in the future.

Eleanor Roosevelt stated, "It takes as much energy to wish as it does to plan." To this end the leadership of PENA decided to come together in an effort to quit wishing and develop a plan of action to make the goals that residents want to happen become a reality. On March 31 and April 1, 2014 people representing very different interests and experiences within the PENA community came together in an effort to establish a joint vision for the group and identify a series of strategies that will help the group meet the joint goals and objectives of the Association.

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Process

As 2013 came to a close the leadership of the Plemons-Eakle Neighborhood Association (PENA) approached the Panhandle Regional Planning Commission (PRPC) seeking guidance on how the organization might best move forward in pursuit of its goals. Concepts such as the appointment of a paid staff member were discussed; but, ultimately it became evident that going through a process to identify the direction that the group wanted to go would be a very logical first step forward. As such PRPC Staff prepared a proposal for Strategic Planning Services to PENA that would help the group identify its direction at a low cost before the group moved forward with a slate of strategies. Kyle G. Ingham, Local Government Services Director at PRPC, and his Staff worked closely with the PENA Board of Directors and leadership to develop a Strategic Planning Session to be held over the course of two evenings in late March and Early April of 2014. In order to ensure that a diverse set of interests and perspective were to be included in the Strategic Planning Process members of PENA from throughout the area with very diverse backgrounds and perspectives volunteered and were invited to participate in the process.

The first meeting of the Strategic Planning Team was held at 5:30 on March 31, 2014 in the Amarillo Building in Downtown Amarillo. As the session began each of 14 participants had the opportunity to introduce themselves, identify their areas of focus for PENA, and establish their professional and personal interests that could be of use to the organization. From there PRPC Staff established the process that the group was to undertake in an effort to establish a prioritized series of Needs that would lead to the development of Goals, Objectives, and Strategies targeted at the areas of focus deemed by the Strategic Planning Team to be the most important. Additionally, a traditional Strength/Weakness/Opportunity/Threat (SWOT) Analysis would be conducted to develop an idea of the community's assets and specific challenges. At the conclusion of the session the group planned to establish a Mission and/or Vision Statement for the organization based on the developments of the Planning Session.

The first order of business for the Strategic Planning Team was to discuss and define a series of topics that were relevant to the PENA organization and the neighborhood in general. In preparation for the meeting each of the participants had been provided with a handout that broke 26 specific topics into five broad categories including Communication, Finances, Beautification, General Issues, and Safety. The Team went through each topic to establish consensus of what

each topic entailed and then sought to identify other potential areas of focus that were not covered.

Once each topic was defined by the Team, members then had the opportunity to individually score each topic on how important the topic was to them with a score of 5 being high and a score of 1 being low. The rankings of each participant were considered equally in a formula with an average score for each topic being established. Once the scores were established for each topic a ranking was assigned based on how the score compared to other topics. Essentially, the process established the top priority and each subsequent priority for PENA based on the ranking provided by each participant. This ensured that the group spent their limited amount of available time on those topics that were agreed upon to be the most important to the group.

As the scores for each topic were being tabulated the group had a chance to identify the Strengths, Weaknesses, Opportunities, and Threats in the neighborhood. An analysis of where the group has an opportunity to succeed and grow while honestly considering the challenges facing the area enabled the Planning Team to more effectively discuss the issues as the Planning Session moved forward. The many Strengths of the community were centered around the historic nature of the area and the diversity of the people who live and play in the neighborhood. The Weaknesses that PENA will need to address generally relate to aging infrastructure issues and concerns over the changing nature of the neighborhood. Opportunities lie in the Association's potential to improve communication and vision while also utilizing the historic nature of the area as a catalyst for improvement. The primary Threats identified relate to large institutions in the neighborhood gradually changing the residential nature of the area to other uses.

Once the top Needs for PENA were established and prioritized the group then had an opportunity to identify in both quantitative and qualitative manners the evidence behind those needs. By identifying why the primary issues facing the association are so important the group was then able to move forward in planning methods to address the Needs. With the Needs established and validated through evidence and examples the Planning Team then embarked on a process to establish a singular Goal and multiple Objectives associated with each of the primary Needs. For each Need, a broad Goal was established so that PENA may have an overarching focus related to their activities to address the Need. Subsequently, multiple Objectives were

identified for each Need so that benchmarks could be put in place in order for residents see gradual progress being made towards overall attainment of each Goal. Objectives generally related directly to the evidence of Need and reducing the symptomatic problems associated with the Needs. Finally, the Planning Team developed a series of Strategies tied to each Need that may be pursued to help PENA achieve its goals. PENA may choose to implement or pursue multiple Strategies under each Need category independently or in unison with other Strategies. In order to establish a methodology by which the Strategies may be implemented the Planning Team identified potential funding streams as necessary and established who would ultimately be responsible for undertaking each of the Strategies identified. As the Planning Team worked through this process it was able to identify realistic and productive ways of addressing each of the primary needs identified by the group.

As the planning session came to a close the Team determined that it would be beneficial to update the organization's Mission Statement that provides a broad explanation of what PENA wants to be. The Team also opted to establish a Vision Statement that documents the group's belief in who they are to be as a group and community. In developing the Mission Statement the Planning Team went back to the organization's bylaws and focused on the entity's original "purpose" as a starting point. By updating this statement with a more contemporary focus the Planning Team was able to establish a very strong, concise, and applicable Mission Statement. From there, members chose to develop a Vision Statement which establishes the philosophical beliefs of what the organization and community should be if PENA is to be successful. The very simple yet applicable Mission Statement is: "To use service and example to inspire residents to improve, preserve, and enjoy our community."

By choosing to go through a Strategic Planning process the membership of PENA opted to work together in an effort to find common ground and goals in a mutual effort to make their community a better place. While Planning Team members did not always agree on everything it was quite clear that they were willing to work together and consider new and diverse strategies for the betterment of the community. The equitable representation of people from all walks of life with diverse interests in the community allowed for the session to develop a broad array of Strategies and Goals. On pages 10 through 27 of this Plan each of the 9 most important Needs are discussed and addressed. With a limited planning time of only 6 total hours the group was

not able to address all of the topics and challenges facing the community, but the group was able to develop a very strong set of strategies to embark upon going forward.

This Strategic Plan has been developed to be a living and breathing tool for the use of PENA and its membership going forward. It is not expected that each Strategy in this Plan will work or even be implemented and it is completely understood that as time moves forward the Needs and challenges facing PENA and the community will continue to change and evolve. However, over the last half century entities in the private, public, and military sectors have all utilized this type of planning process to ensure that they know where they are going and have a roadmap to help them get there. The foresight of the membership of PENA to go through this process also displays the focus and desire necessary to achieve many of the Goals established in this document. Finally, it is highly important that the organization regularly review, update, and revise this Strategic Plan because as Strategies are implemented a new set of Needs, Goals, and Objectives will become evident.

Strategic Planning Group Members

- Steve Pair
 - PENA President - Involved for 2 ½ years in PENA
 - Director of the Red Cross of Amarillo
 - Focus – Having a good neighborhood for people to live in

- John McManus
 - Involved in PENA for only a few months
 - Computer Program
 - Focus – Safety in the neighborhood

- Dr. David Horsley
 - Started with PENA in 1991
 - English Professor at WTAMU
 - Focus – Handling of abandoned and sub-standard properties

- Denita Reyna
 - Participated in PENA for 2 years
 - Insurance Agent
 - Focus – Safety for kids & property value appreciation

- Mandi Cramer
 - Works for Amarillo National Bank
 - Focus – Substandard Housing

- John Windom
 - Relatively new to PENA activities
 - Works for Amarillo Area Foundation with background in computers & planning
 - Focus - the safety of the neighborhood – ranging from crime to traffic

- Melissa Dailey
 - Been in neighborhood for almost 5 years
 - Works for Downtown Amarillo Inc. with background in planning & development
 - Focus – Protection of property values and attracting investments

- Luiese Tyson
 - Involved in PENA since 1987
 - Has watched the neighborhood's changes over time
 - Focus – Historic preservation & prevention of property deterioration

- Sandra Dunn
 - Longtime resident of the neighborhood
 - Works for the City of Amarillo
 - Focus – Establishing and maintaining a sense of community

- Ginger Nelson
 - Participated in PENA for over 9 years
 - Works as an artist & attorney and is a mom
 - Focus – Property & aesthetics in the community along with business development

- Chuck Lynch
 - Has lived in the neighborhood since 1989
 - Works as an Architect
 - Focus – Aesthetics of the neighborhood and historic preservation

- Leann Overstreet
 - Has lived in the area for 9 years
 - Works as Director of Communications at Ascension Academy
 - Focus – Safety as break-ins throughout the neighborhood are rising

- Randy & Kathy Clark
 - Have lived on Polk Street for 9 years
 - Own an Insurance Business & rental properties in the neighborhood
 - Focus – Crime problems and concerns with neighborhood apartments

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths:

+	Historic Homes
+	Eclectic Population & Culture
+	Mixed Income & Diversity
+	Central Location within the City
+	Deep Sense of History
+	Compassionate People
+	Mature Trees
+	Historic Housing Stock
+	Brick Streets
+	Connected Residents

+	Parks
+	Families Moving In
+	Sidewalks Inside of the Tree-line
+	Walkable Design
+	Amarillo College
+	Tax Incremental Reinvestment Zone
+	Splash Pad at Memorial Park
+	Trains
+	Talented Residents
+	Restaurants & Businesses

Weaknesses:

-	Property Negligence
-	Lack of Youth
-	Illegal Activities at Parks
-	Houses Close to Interstates
-	Inconsistent Sidewalks
-	Many Sex Offenders Registered
-	Functional Walkability
-	Street Safety
-	Homelessness

-	Dying Trees/Drought
-	Parking at Certain Times
-	Dilapidated Properties
-	Interstate Highways Dissecting
-	Large Geographic Size
-	Noise from Traffic & Trains
-	Trash & Aesthetics at Parks
-	Neighborhood Maintenance
-	Northern Parks Problems

Opportunities:

>	Development of a Website
>	Request Stronger Police Presence
>	Block Captains (Communication)
>	State Historic Tax Credits
>	More Representation from South
>	Access Historical Programs

>	Build Relationship with City
>	City's Focus on Downtown
>	Educate People About PENA
>	Historic Recognitions
>	Increase Business Involvement
>	Build Relationship with TXDOT

Threats:

<	Attitudes Against Change
<	Amarillo College Growth
<	Parking Expansion
<	Church Expansions
<	Apathy
<	Lack of Community

<	Water & Landscape Issues
<	Lack of Awareness by Community
<	Realtors Deferring Buyers
<	Public Perceptions
<	Aging Infrastructure
<	Damaging Positive Relationships

Areas of Focus by Rank

Category	Area of Focus	Rank
Communication	Neighborhood	1
General Issues	Substandard Properties	2
General Issues	Historic Preservation	3
Beautification	Property Values	4
Beautification	Lawns & Personal Property	5
Safety	Crime	6
Communication	City Relationship	7
General Issues	Code Compliance	8
Beautification/Safety	Trees (live & dead)	9
General Issues	Aesthetic Standards	10
Communication	Community/Homebuyers	11
Beautification	Sidewalks	12
General Issues	Downtown Development	13
Safety	Streets	14
Communication	Businesses	15
Finance	Income Generation	16
Finance	Expenditures	17
Safety	Lighting	18
Communication	Churches	19
Communication	Amarillo College	20
Beautification	Noise	21
Other	Business/Economic Development	22
Beautification	Outdoor Art	23
General Issues	PENA Boundaries	25

Worksheet #1

Issue Topic: Neighborhood Communication Issue Category: Communication

Need: To increase communication between neighbors in the Plemons-Eakle Neighborhood.

Need Evidence: Small participation by residents in PENA activities

Need Evidence: Some residents have displayed very negative reactions to PENA communication

Need Evidence: Many neighborhood residents express that they are not aware of PENA

Need Evidence: PENA's Facebook page has very little activity or interaction occurring

Need Evidence: Many residents in the community don't even know neighbors' names

Goal: To increase neighborhood participation in PENA activities.

Objective 1: Over 50% of residents in PENA area know who PENA is by 2018

Objective 2: Expand the size of the PENA contact list (hard and digital) by 50% by 2016

Objective 3: Raise the number of families in the neighborhood who know each other annually

Objective 4: To establish over 250 friends on the PENA Facebook page by the end of 2014

Strategy A: Consider a name change for the neighborhood association

Funding: Minimal

Responsibility: PENA Board of Directors

Strategy B: Develop a complete contact list for communication with residents (pull data from PRAD)

Funding: Minimal

Responsibility: Communications Committee/Membership Committee

Strategy C: Utilize emails and digital communication including newsletters (develop a comprehensive email listing for residents & regularly update and manage PENA Facebook page)

Funding: Minimal

Responsibility: Assigned by Board or Hired Contractor

Strategy D: Host regular and consistent community events

Funding: Specific to each event – events as fundraisers and/or General Fund

Responsibility: Social Committee

Worksheet #1 (Continued)

Issue Topic: Neighborhood Communication

Issue Category: Communication

Strategy E: Communicate with neighborhood through street & yard signs

Funding: \$500-\$1,000 annually – PENA General Fund

Responsibility: Communications Committee/Block Captains

Strategy F: Establishment and Selection of Block Groups and Block Captains (requires bylaw modification). Block Captains to be a communication tool and not a safety tool.

Funding: Minimal – Block Captains anticipated to be volunteers

Responsibility: PENA Board of Directors

Strategy G: Host block parties and garage sales for residents as meet & greet events

Funding: Specific to each event – events as fundraisers and/or General Fund

Responsibility: Block Captains

Worksheet #2

Issue Topic: Substandard Properties Issue Category: General Issues

Need: To reduce the number of substandard properties and eyesores within the neighborhood

Need Evidence: The number of properties being converted to rental properties is increasing

Need Evidence: Photographic evidence of houses with peeling paint, poor yards, & graffiti

Need Evidence: Real Estate Agents directing clients away from the neighborhood

Need Evidence: Increasing number of abandoned properties including houses and businesses

Need Evidence: Multiple fires in 2013 to dilapidated structures in the neighborhood

Need Evidence: Many properties have been substandard for years and continue to degrade

Goal: Develop a series of programs that provide residents with resources & tools to maintain and improve structures in the Plemons-Eakle Neighborhood.

Objective 1: Annually more homes rehabilitated and out of substandard status than going in.

Objective 2: Maintain current levels of rental properties in the neighborhood in 2020 Census

Objective 3: Annually reduce the number of eyesore properties in the neighborhood

Objective 4: Reduce the number of reported instances of Realtors degrading the neighborhood

Objective 5: Reduce the number of structure fires reported in the area annually

Strategy A: People or groups of people within the neighborhood buy properties in the neighborhood and upgrade the properties for rental or sale by the purchasers

Funding: \$100,000+ per project – funded by participants

Responsibility: Individuals & Investment Groups

Strategy B: Productive communication with the City of Amarillo regarding Code Enforcement in the area. Utilize an ongoing personal relationship with two-way communication

Funding: Minimal

Responsibility: PENA Board of Directors and/or Designated Representative

Strategy C: Establish a Task Force responsible for tracking down the background and ownership information on substandard homes – Data Gathering

Funding: Minimal

Responsibility: PENA Board of Directors to establish Task Force

Worksheet #2 (Continued)

Issue Topic: Substandard Properties Issue Category: General Issues

Strategy D: Establish communication with renters to identify issues facing them. Identify renters by comparing PRAD list of owners to current residents.

Funding: Minimal

Responsibility: PENA Board of Directors and/or Block Captains

Strategy E: Inquire to the City of Amarillo about potential tax options, tax abatement, or other similar programs that might be available for upgrading homes & businesses in the neighborhood

Funding: Minimal

Responsibility: PENA Board of Directors' Designated Representative

Strategy G Establish a PENA funded grant program to make funds available to individual property owners to begin property upgrades as an incentive and example

Funding: PENA General Fund

Responsibility: PENA Board or Assigned Grant Committee

Strategy H Establish and facilitate work days on properties with willing owners with volunteer laborers from PENA, churches, schools, or other civic clubs. Develop an application process for assistance on the properties.

Funding: Undetermined Amount for Supplies – PENA General Fund

Responsibility: Service Committee

Worksheet #3

Issue Topic: Historic Preservation

Issue Category: General Issues

Need: The neighborhood is highly historic with many designations throughout the area, but a lack of understanding about this fact and its implications threaten many of the areas structures

Need Evidence: When asked, many residents are not aware of the area's historic nature

Need Evidence: Annually, many historic buildings are torn down or negatively altered

Need Evidence: Many properties in the neighborhood are currently state designated as Historic

Need Evidence: Portion of the neighborhood is designated as federal "Historic District"

Need Evidence: Over 1,200 homes in the neighborhood were built before 1950

Goal: To educate the neighborhood's residents about the historic nature of the area and take actions to maintain and preserve the buildings and infrastructure that make the area unique

Objective 1: To educate Amarillo that the area is not an inferior version of Wolflin Village

Objective 2: To put documentation of the Historic neighborhood in the hands of 50% of residents

Objective 3: To see an increase in the number of Historic designations in the area annually

Objective 4: To see a general increase in the number of residents taking pride in historic nature

Strategy A: Secure, edit, and republish (and digitize) the document outlining the history of properties in the neighborhood that was circulated in the 1980's and 1990's

Funding: \$5,000 - \$10,000 funded through the sales proceeds

Responsibility: Lueise Tyson has the Book – Communications Committee

Strategy B: Go through tax records (PRAD) to identify historic properties at risk of being damaged

Funding: Minimal

Responsibility: PENA Board of Directors to establish Task Force

Strategy C: Re-establish historic home tours for the general Amarillo Community

Funding: Minimal

Responsibility: Skeeter Huffaker & Communications Committee

Worksheet #3 (Continued)

Issue Topic: Historic Preservation

Issue Category: General Issues

Strategy D: Actively pursue the Historic Designation of multiple properties in the area – assist residents in working through the pursuit of this designation and putting bronze plaques up

Funding: Cost associated with designation – Homeowner responsibility with possible incentive program developed

Responsibility: Lueise Tyson, David Horsely, & Apprentice

Strategy E: Develop Historic Standards Recommendation Listing for residents as a guide to preserving the historic integrity of properties as work is done in the neighborhood on residences

Funding: \$1,000 - \$5,000 – PENA General Fund

Responsibility: PENA Board of Directors

Worksheet #4

Issue Topic: Property Values

Issue Category: Beautification

Need: Property owners in the neighborhood want their property values to remain stable or increase at a stable and healthy rate as an indicator of a healthy neighborhood

Need Evidence: Median home values in the neighborhood are only half of the national average

Need Evidence: Square footage values in the neighborhood lag behind similar Amarillo areas

Need Evidence: Many residents have heard Realtors directing clients away from the area

Need Evidence: Substandard properties in the area can damage overall property values

Goal: To see gradual and healthy increases in neighborhood property values over the next 10 years

Objective 1: To see average annual property values increase by 10% in 10 years

Objective 2: To close the gap between average PENA values and average Amarillo values annually

Objective 3: To see Realtors promoting the neighborhood with clients

Strategy A: People or groups of people within the neighborhood buy properties in the neighborhood and upgrade the properties for rental or sale by the purchasers (See Worksheet #2)

Funding: \$100,000+ per project – funded by participants

Responsibility: Individuals & Investment Groups

Strategy B: Develop & promote art events and other unique activities that highlight the benefits of the neighborhood to increase interest in property purchases in the area

Funding: \$1,000 - \$5,000 annually – May be funded by actual events

Responsibility: Social Committee/Communications Committee

Strategy C: Pursue a “Bicycle/Pedestrian Friendly Neighborhood” federal designation & utilize a productive relationship with the City of Amarillo to assist in the effort

Funding: Minimal for pursuit & communication

Responsibility: John McManus, Steve Pair, & PENA Board of Directors

Strategy D: Participation in downtown redevelopment activities of the City of Amarillo to help encourage development that is beneficial to PENA

Funding: Minimal

Responsibility: Ginger Nelson & Melissa Daily

Worksheet #4 (Continued)

Issue Topic: Property Values

Issue Category: Beautification

Strategy E: Identify, pursue, & utilize funding to conduct seed projects in the neighborhood to set example and facilitate local investment – Long Term Project – Seek Grants

***Funding:** \$2,500 - \$10,000 per property – Program funds sought through grants
Responsibility: PENA Board of Directors & Relationship with funding agencies*

Strategy F: Utilize advertising & marketing to promote the neighborhood – Develop a formal campaign

***Funding:** \$2,500 - \$10,000 – PENA General Fund
Responsibility: Communications Committee & Consider contracting (possibly Kim May or Double U Marketing)*

Strategy G: Establish Incentive (Carrot) Programs for home-owners including “Best Yard” or “Most Improved Property” recognitions to incentivize property owners to be community examples

***Funding:** Minimal
Responsibility: Marketing Committee*

Strategy H: Develop an ongoing & productive relationship with Amarillo Realtors including participation in association meetings, hosting home tours, and regular communication

***Funding:** Minimal
Responsibility: PENA Board of Directors/Marketing Committee*

Strategy I: Develop neighborhood information packages for large employers to provide to employees that detail the neighborhood depicting affordable housing, historic nature, active lifestyles, downtown proximity, quality schools, old trees, and community events

***Funding:** \$1,000 to \$2,500
Responsibility: Marketing Committee*

Worksheet #5

Issue Topic: Code Compliance, Lawns, & Personal Properties

Issue Category: Beautification

Need: Over the past 20 years residents have noticed property maintenance in the area degrading

Need Evidence: Drought is negatively affecting the appearance of many lawns

Need Evidence: Basic lawn maintenance on many properties is no longer a priority

Need Evidence: Junk such as disabled cars, building materials, cooking equipment, and other unsightly items are becoming more prevalent on properties

Need Evidence: Semi-trucks are regularly parking in the neighborhood illegally

Goal: Reduce the number of properties in the area with illegal and/or unsightly items generally visible

Objective 1: To see at least 3 properties in the area cleaned up annually

Objective 2: To reduce the number of junk vehicles visible in the neighborhood each year

Objective 3: To reduce the number of unkept yards in the neighborhood each year

Strategy A: Pursue and maintain a relationship with productive communication with the City of Amarillo focused on the enforcement of City Codes by the City and a more comprehensive understanding and broad awareness by residents of existing Codes

Funding: Minimal Cost

Responsibility: PENA Board of Directors & Designated Representative

Strategy B: Establish a Task Force working through the Service Committee to help those identified as needing a clean-up with the process of cleaning up the property

Funding: \$2,500 - \$5,000 for equipment and disposal costs

Responsibility: Service Committee

Strategy C: Request a bicycle police officer presence in the neighborhood to focus both on safety and code violations. PENA to work to meet City requirements for this type of service

Funding: High – Potentially seek grant dollars to cover cost

Responsibility: Steve Pair & David Horsely - Grantwriter to be named later

Strategy D: Participate in the Citizen's Police academy to develop relationships with current officers

Funding: Minimal

Responsibility: Individual Responsibility

Worksheet #5 (Continued)

Issue Topic: Code Compliance, Lawns, & Personal Properties

Issue Category: Beautification

Strategy E: Establish a Committee focused primarily on developing guidance for residents to avoid code enforcement issues going forward – Noted that enforcement is not the role of PENA, but guidance that supports City Codes may be useful to residents

***Funding:** Minimal*

***Responsibility:** PENA Board of Directors*

Strategy F: Encourage personal responsibility and proactive activities to keep alleys clean & PENA participants start with keeping personal properties up to code and neat as an example

***Funding:** Minimal*

***Responsibility:** PENA Board of Directors/Service Committee/Individuals*

Worksheet #6

Issue Topic: Crime Issue Category: Safety

Need: As the neighborhood continues to age there is an increasing prevalence of crime apparent

Need Evidence: More resident calls of crimes being reported

Need Evidence: Recently many automobile break-ins and rummaging reported by Planning Team

Need Evidence: Extensive evidence of personal property vandalism and graffiti noticeable

-

Need Evidence: Large personal items such as bicycles and grills being taken from properties

Need Evidence: There are a large number of registered sex offenders in the neighborhood

-

Need Evidence: Planning Team members report hearing gunfire – Police Reports reflect this fact

Goal: To reduce the frequency and prevalence of crimes occurring within the neighborhood

Objective 1: To reduce the number of thefts reported to the City in the neighborhood annually

Objective 2: To reduce the visual prevalence of graffiti and vandalism in the area each year

Objective 3: To reduce the number of reported violent crimes in the neighborhood each year

Objective 4: To reduce the instances of car break-ins and vandalism annually

Strategy A: Establish a neighborhood watch program with high resident participation

Funding: Minimal

Responsibility: PENA Board of Directors

Strategy B: Establish a Block Captain program focused on disseminating safety best practices to residents

Funding: Minimal

Responsibility: PENA Board of Directors/Block Captains

Strategy C: Promote lighting as a crime deterrent throughout the neighborhood on both private properties and in communal areas such as parks

Funding: Cost of lighting ranges from minimal to high depending on location.

Personal property lighting can be done by residents. PENA may seek grant assistance for lighting in communal areas

Responsibility: *PENA Board of Directors & Designated Representative*

Worksheet #6 (Continued)

Issue Topic: Crime

Issue Category: Safety

Strategy D: Request a bicycle police officer presence in the neighborhood to focus both on safety and code violations. PENA to work to meet City requirements for this type of service

Funding: *High – Potentially seek grant dollars to cover cost*

Responsibility: *Steve Pair & David Horsley - Grant writer to be named later*

Strategy E: Develop recommendations for citizens to raise awareness to crime issues and provide guidance to residents related to the most productive actions that can be taken to deter crime and productively respond to crime. (Includes security systems, securing property calling police as necessary, and raising general awareness)

Funding: *Minimal*

Responsibility: *Communications Committee through Facebook*

Strategy F: Seek input and guidance from the Amarillo Police Department on best neighborhood practices to help reduce criminal activity

Funding: *Minimal*

Responsibility: *PENA Board of Directors & Designated Representative*

Strategy G: Consider creation of a Crime Prevention Committee being cognizant of potential challenges

Funding: *Minimal*

Responsibility: *PENA Board of Directors*

Worksheet #7 (Continued)

Issue Topic: City of Amarillo Communication

Issue Category: Communication

Strategy E: Request annual updates from the City of Amarillo on new codes, laws, regulations, and
developments within the City – Invite departmental representatives to come to general
meetings and educate membership

***Funding:** Minimal*

***Responsibility:** PENA Board of Directors & Single Point of Contact*

Worksheet #8

Issue Topic: Aesthetic Standards & Trees Issue Category: General Issues

Need: Many residents in the PENA area are not aware of actions that they can take to improve their properties and neighborhood

Need Evidence: Downtown Standards are present in portions of the neighborhood

Need Evidence: Many residents are currently taking no action to maintain or improve properties

Need Evidence: Many old trees in the neighborhood are falling dangerously because of drought

Need Evidence: Many City ordinances are in place that residents should follow to have safe properties that happen to be aesthetically pleasing within the neighborhood

Need Evidence: Residents often state that they don't know what to do to help improve the area

Goal: To provide the information and tools necessary for residents to continually improve the area

Objective 1: To see a higher percentage of residents proactively improving their properties

Objective 2: To maintain and preserve large historic trees as a key part of the community

Objective 3: To provide guidance to at least 25 residences each year

Objective 4: To continue the expansion of unique & eclectic property improvements

Strategy A: Study the potential of petitioning for an expansion of urban downtown standards into larger portions of the neighborhood

Funding: Study is Minimal

Responsibility: PENA Board of Directors

Strategy B: Develop a PENA tree-trimming program through a Service Committee that utilizes economies of scale to get a reduced rate from a tree-trimming service (Replant Amarillo)

Funding: Cost would be passed on to residents utilizing service

Responsibility: Wes Reeves or Other assigned by PENA Board of Directors

Strategy C: Establish and administer a matching grant program with PENA funds to help people take down and replace dying trees in the neighborhood

Funding: \$5,000+ annually – PENA General Fund or Grant Program

Responsibility: PENA Board of Directors/Grant Committee

Worksheet #8 (Continued)

Issue Topic: Aesthetic Standards & Trees

Issue Category: General Issues

Strategy D: Develop an educational series of programs at general meetings about how to plant, care for, and trim trees including recommendations on tree types. (Utilize landscape architects)

Funding: Minimal

Responsibility: PENA Board of Directors

Strategy E: Create a guidebook for residents containing recommendations on proper home maintenance, maintaining historical character, lawn maintenance, and other property improvements. Noting that the guidebook would be only recommendations as opposed to requirements.

Funding: \$1,000 - \$2,500 for production

Responsibility: Chuck Lynch

Strategy F: Evaluate the activities of other successful neighborhood associations in other cities and develop an educational program for general membership based on best practices.

Funding: Minimal

Responsibility: PENA Board of Directors & Chuck Lynch

Strategy G: Develop a Community Resource Committee that can provide residents with guidance on painting colors and/or architectural best practices upon request as properties are improved

Funding: Minimal

Responsibility: PENA Board of Directors & Ginger Nelson

Worksheet #9

Issue Topic: Income Generation

Issue Category: Finance

Need: The Strategic Planning Team determined that Income Generation needed to be moved up the Strategic Planning List to be addressed in the planning process as many of the strategies associated with other Needs are highly dependent upon funds being available to PENA.

Need Evidence: The necessity of these strategies is evidenced in the previous 8 Worksheets

Goal: To establish programs necessary to generate funds to implement strategies previously noted

Strategy A: Reconstitute the neighborhood's Home Tour program as an income generation source

Funding: Minimal

Responsibility: Skeeter Huffaker & Communications Committee

Strategy B: Establish an annual Neighborhood Garage Sale with proceeds going to PENA

Funding: \$500 - \$1,500 in advertising from the PENA General Fund

Responsibility: Block Captains

Strategy C: Develop, produce & sell PENA t-shirts to residents

Funding: \$1,000 for approximately 70 shirts – PENA General Fund

Responsibility: PENA Board of Directors/Communications Committee

Strategy D: Sell neighborhood signs to residents

Funding: Base stock is still on hand

Responsibility: PENA Board of Directors/Communications Committee

Strategy E: Establish a neighborhood business program where businesses sponsor PENA and receive a certification as a PENA friendly business for \$150 annually

Funding: \$1,000 for Recognition Production

Responsibility: PENA Board of Directors/Communications Committee

Strategy F: Pursue project specific grants

Funding: Minimal if done internally – Cost variable if contracted

Responsibility: PENA Board of Directors

Worksheet #9 (Continued)

Issue Topic: Income Generation

Issue Category: Finance

Strategy G: Increase PENA membership and participation within residents through material general meeting programing content

***Funding:** Minimal*

***Responsibility:** PENA Board of Directors*

Strategy H: Utilize the talent of PENA members to develop notecards and/or other sellable art

***Funding:** Production & distribution costs unknown*

***Responsibility:** PENA Board of Directors or assigned*

Strategy I: Communicate with residents to emphasize 501.c.3 status of PENA and that donations and testamentary gifts are accepted and tax deductible

***Funding:** Minimal*

***Responsibility:** Ginger Nelson/Communications Committee*

Strategy J: Communicate with residents to emphasize 501.c.3 status of PENA and that donations and testamentary gifts are accepted and tax deductible

***Funding:** Minimal*

***Responsibility:** Ginger Nelson/Communications Committee*

Strategy K: Host community events with admission fees for non-residents such as block parties, jazz festivals, art shows, and other broad interest events that highlight the neighborhood

***Funding:** Specific to each event – events as fundraisers and/or General Fund*

***Responsibility:** Block Captains*

Strategy L: Secure, edit, and republish (and digitize) the document outlining the history of properties in the neighborhood that was circulated in the 1980's and 1990's

***Funding:** \$5,000 - \$10,000 funded through the sales proceeds*

***Responsibility:** Lueise Tyson has the Book – Communications Committee*

Plemons-Eakle Neighborhood Association

Mission Statement

“To use service, community, and example to inspire residents to improve, preserve, and enjoy our neighborhood”

Vision Statement

“We believe in the preservation and protection of the unique quality of life, the safety of the neighborhood, the eclectic historical characteristics of our homes & the neighborhood, and the value of properties in the neighborhood for the betterment of the Amarillo Community”

Conclusion

In early 2014, the Board of Directors of the Plemons-Eakle Neighborhood Association (PENA) had the foresight to go through a Strategic Planning Process to identify areas where the organization and the neighborhood that it serves can take action to address community needs. Through a contract with the Panhandle Regional Planning Commission (PRPC) PENA secured experienced professional services to facilitate, document, and record a two-day Strategic Planning Session.

Representatives from diverse geographic, interest, and background areas within the community came together on March 31 & April 1, 2014 over the course of six hours to identify a series of strategies that can be considered to over the course of the next three to five years to address local needs. The strategies that are developed in this document may be undertaken individually, in conjunction with other strategies, or opted to not be implemented by the PENA Board of Directors. The utilization of this proactive approach by PENA will help to ensure that one the oldest neighborhood in the Texas Panhandle will continue to keep its historical and eclectic flavor while moving forward with contemporary and innovative ideas.