

**CITY OF GLENDALE  
COMMISSION ON  
THE STATUS OF WOMEN**

**STRATEGIC PLAN  
2009 • 2014**



**PREPARED BY  
THE STRATEGIC PLANNING SUBCOMMITTEE**

# STRATEGIC PLAN 2009 • 2014

## City Council

Frank Quintero, Mayor  
Dave Weaver  
Ara Najarian  
John Drayman  
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## Commission on the Status of Women

### Chair

- Paula Devine

### Vice Chair

- Elizabeth Manasserian

### Commissioners

- Linda Goodman Pillsbury
- Angele Ketefian
- Marie Lemelle
- Ruth Sowby
- Grace Walker

### Student, Ex Officio Commissioners

- Talar Malakian
- Jill Marucut

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## **EXECUTIVE SUMMARY**

Since its first meeting in February 2004, the Commission on the Status of Women (CSW) has actively recommended policy to City Council, developed and implemented programming focused on the core mission objectives within the scope of City Council direction and the CSW Mission (developed in March 2004).

The purpose of the CSW is to advance social justice and equity and to ensure equality of rights and opportunities for all women and girls in Glendale; as such, the CSW has rigorously focused its policy recommendations and programming in three primary areas:

- Economic Self-Sufficiency and Financial Literacy
- Women's Leadership
- Women's Health (including Violence Awareness and Prevention)

Additionally, the CSW develops all its programming under the umbrella of an annual “Special Focus.”

- 2007 - Year of the Glendale Girl
- 2008 - Women Lead
- 2009 - “Women's Health: A Top Priority.”
- 2010 - Year of the Volunteer: Women Helping Women

The Special Focus provides a topical framework to enhance and enrich the standing annual programs as well special events during the year.



**Paula Devine and Karla Kerlin at  
Take Back the Night 2008 (SAAM)**



## **KEY ACCOMPLISHMENTS 2004 - 2008**

- Generating approximately \$110,000.00 in external funding for CSW programming through grants and fundraising since 2005
- Adoption of Resolution #08-211 by Glendale City Council in Support of Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)
- Developing and implementing the CSW Strategic Plan 2004 (2005)
- Publishing an in-depth report on issues relevant to women entitled the CSW Status Report 2004 - 2006 (2006)
- Developing and implementing annual city-wide educational/ programmatic campaigns for Sex Assault Awareness Month (April), Domestic Violence Awareness Month (October), Women's Heart Health Month (February), Yellow Ribbon Week (January, Anti-violence)
- Developing and implementing the Women's Words of Wisdom Salons (community forums), including Money Matter\$, Dollar\$ and Sense, Lessons Learned from the Campaign Trail series.
- Developing, funding, implementing and managing a comprehensive leadership skills camp/ mentorship program for teen girls (addresses: self-awareness, financial literacy, healthy relationships/ teen dating safety/ self defense, fitness and nutrition, political leadership, non-traditional career options)
- In two years (2007, 2008), serving over 100 girls ages 11 - 19 through the Rosie Goes to Wall Street Program
- In four years, achieving 100% voluntary school participation in the Hands Project component of Yellow Ribbon Week, bringing the message "Hands and Words are Not For Hurting Myself or Others" to over 30,000 GUSD students, faculty and administration annually
- Developing strong alliances, collaborations, and networks throughout a large, diverse community, with local groups and agencies including (but not limited to): the Glendale Unified School District, Glendale Community College, service organizations (including Soroptimist International of Glendale, Glendale Kiwanis, Glendale Rotary, and the Armenian Relief Society), Glendale Arts, the Downtown Merchants' Association, other local governments, county departments and leadership, statewide departments, and elected officials
- Co-sponsoring the Project Five-O LA Policy Summit 2008: Ending Violence Against Women, bringing over 200 policy leaders to Los Angeles from local, county and state levels to develop concrete policy recommendations (implementation of recommendations is currently underway)
- Collaborating with Los Angeles County Domestic Violence Council and the LA City Commission for Women to Bring CUT IT OUT! to the greater Los Angeles area
- Launching the award-winning, nationally-recognized CUT IT OUT! Program in the City of Glendale to educate and mobilize our beauty professionals in the city in the campaign against domestic violence to 125 salons in our city.

## **AIMS & GOALS: 2009 - 2014**

### **Strategic planning:**

- Incorporate evaluation criteria and tools in program design
- Increase efficacy of the commission on the status of women
- Prioritize issues to maximize effectiveness

### **Communication:**

- Develop comprehensive marketing strategy
- Build alliances & collaborate with other city council, city boards and commissions
- Build alliances & collaborate with community based organizations and schools
- Build alliances & collaborate with local businesses, merchant groups and Chambers of Commerce
- Recognize women's accomplishments and contributions to the community

### **Program & Policy**

- Gather existing information
- Identify existing resources
- Increase understanding of the status of women and girls in Glendale
- Increase number and quality of avenues of access to information regarding and relevant to women
- Develop and recommend policies
- Develop and recommend programs

### **Development**

- Explore options for a permanent, long-term funding source
- Develop public/private partnerships to enhance sponsorships and funding opportunities
- Explore options for volunteer recruitment and retention policies



**Camp Rosie Participants**

*The CSW thanks all former members for their  
tireless & dedicated service:*

**Commissioners**

Lena Bozoyan, 2003 -2006  
Karen Compton, 2003 - 2005  
Raana Hasnat, 2003 - 2005  
Pauline Field, 2003 - 2005  
Karla Kerlin, 2003 - 2008  
Lisa Koontz, 2006 - 2007  
Nayiri Nahabedian, 2003 - 2007  
Dr. Maria Rochart, 2003 - 2006

**Student Ex Officio Commissioners**

(Appointed by the Commission on the Status of Women,  
1 year term)

**2004 - 2005**

Nairi Chopurian (Glendale Community College, UCLA)  
Pronita Saxena (Crescenta Valley High School)

**2005 - 2006**

Maria Garcia (Glendale Community College)  
Jennifer Westhoff (Sacred Heart Academy)

**2006 - 2007**

Ani Tribunyan (Glendale High School)  
Joanna Yim (Crescenta Valley High School)

**2007 - 2008**

Susie Keyvanian (Glendale High School)  
Elaine Panlaqui (Glendale High School)

## HISTORY

The Glendale City Council established, by ordinance, the Commission on the Status of Women (CSW) as an advisory commission on August 5, 2003.

The Commission on the Status of Women is charged by City Council with the following duties and responsibilities:

- assesses and evaluates the needs and issues of women in the city;
- informs and advises the City Council, city departments and divisions, and other community agencies and organizations of those needs and issues;
- recommends programs or legislation to the City Council to promote and ensure equal rights and opportunities to and for women in the city;
- promotes education on issues regarding the needs of women and prepares and distributes such information;
- provides outreach information and education that empowers women to achieve self-sufficiency and self-esteem; and
- maintains an active liaison with groups, organizations, agencies and individuals in regard to issues related to women.

Currently, the Commission on the Status of Women is comprised of six members:

- Ms. Paula Devine and Ms. Elizabeth Manasserian, Chair and Vice-Chair of the Commission on the Status of Women (to February 2010)
- Commissioners include: Ms. Angele Ketefian, Ms. Linda Goodman Pillsbury, Ms. Marie Lemelle, Dr. Ruth Sowby, and Ms. Grace Walker.
- There are two Student Ex Officio Commissioners, Ms. Talar Malakian and Ms. Jill Marucut.

Former CSW members continue to actively serve the community in a number of ways:

- Dr. Maria Rochart is a gubernatorial appointee to a state commission.
- The Honorable Karla Kerlin is a gubernatorial appointment to the Los Angeles Superior Court judicial bench.
- The Honorable Nayiri Nahabedian was elected to the Glendale Unified School District Board of Education.

## VISION

Glendale is a city where the fully realized potential of all women and girls enriches the entire community; where all women and girls have equal rights, opportunities, and choices exercised freely, comfortably and safely; where all women and girls have a strong voice and equal participation in the affairs of the community; and where diversity is celebrated.

## VALUES

Our work shall be guided by the following values:

*Equality*  
*Justice*

*Fairness*  
*Empowerment*

*Diversity*  
*Knowledge*

*Collaboration*  
*Respect*

## PLEDGE TO OUR COMMUNITY

Given these values, the City of Glendale Commission on the Status of Women, in order to build trust and establish credibility in the community, pledges to work in an open, collaborative, and culturally inclusive manner for the betterment of all women and girls who live, work or study in Glendale; to be respectful and sensitive to the City's many diverse cultures; and to acknowledge the services provided by existing agencies which support and assist women.

## MISSION

The purpose of the City of Glendale Commission on the Status of Women, is to advance social justice and equity and to ensure equality of rights and opportunities for all women and girls in Glendale by building new and strengthening existing bridges between the City's diverse groups, organizations, agencies and individuals; by increasing the level of knowledge in the community regarding women's issues and the status of women in our community; by encouraging and promoting participation and by increasing visibility of women in all spheres of life in Glendale (including home, work, school, and government).



Melina Sardar works with campers

## **STRATEGIC AIMS AND GOALS**

The CSW has established the following Strategic Aims and Goals:

### **STRATEGIC AIM I: STRATEGIC PLANNING**

#### **GOALS:**

- **DEVELOP A COMPREHENSIVE AND FLEXIBLE WORK PLAN**
- **INCORPORATE EVALUATION CRITERIA AND TOOLS IN PROGRAM DESIGN**
- **INCREASE EFFICACY OF THE COMMISSION ON THE STATUS OF WOMEN**
- **PRIORITIZE ISSUES TO MAXIMIZE EFFECTIVENESS**

To accomplish the goals of this Strategic Aim, the Commission has a Strategic Planning Committee which recommends revisions and modifications, when needed, to the Strategic Plan. The Strategic Plan was first presented to City Council in January 2005 and is scheduled for review and revision every 3 to 5 years.

The Commission recognizes that, given the depth and breadth of the issues women face, it is necessary to prioritize the issues to maximize the Commission's overall effectiveness.

The Commission on the Status of Women respectfully submits this updated Strategic Plan to City Council for their review. Hereafter, the CSW will review the Strategic Plan every three to five years and submit it to the City Council in January of the following year.

As an integral part of the internal review and evaluation process, the Commission is committed to continually assess its progress in meeting the stated objectives.



**Survivor art at the Clothesline Project Exhibit (SAAM)**



**STRATEGIC AIM II: COMMUNICATION**

**GOALS:**

- **DEVELOP COMPREHENSIVE MARKETING STRATEGIES**
- **BUILD ALLIANCES & COLLABORATE WITH OTHER CITY COUNCIL, CITY BOARDS AND COMMISSIONS**
- **BUILD ALLIANCES & COLLABORATE WITH COMMUNITY BASED ORGANIZATIONS AND SCHOOLS**
- **BUILD ALLIANCES & COLLABORATE WITH LOCAL BUSINESSES, MERCHANT GROUPS AND CHAMBERS OF COMMERCE**
- **RECOGNIZE WOMEN'S ACCOMPLISHMENTS**

To accomplish the goals of this Strategic Aim,, the Commission initially formed a Communication Committee and is now in the process of developing a comprehensive marketing and public relations plan.

Consistent with the value of Collaboration, the CSW has actively built alliances with many members and groups in our community, including:

City Council, other City Boards, and Commissions

Other community-based groups, service organizations

Glendale Unified School District and the Glendale Community College

Local businesses and merchant groups

The CSW is also an active and respected member of the Association of California Commissions on the Status of Women (ACCW) and has served on the Executive Committee for ACCW and the National Association of Commissions on the Status of Women (NACW).

**STRATEGIC AIM III: POLICY AND PROGRAM DEVELOPMENT**

**GOALS:**

- **GATHER EXISTING INFORMATION**
- **IDENTIFY EXISTING RESOURCES**
- **INCREASE UNDERSTANDING OF THE STATUS OF WOMEN AND GIRLS IN GLENDALE**
- **INCREASE NUMBER AND QUALITY OF AVENUES OF ACCESS TO INFORMATION REGARDING AND RELEVANT TO WOMEN**
- **DEVELOP AND RECOMMEND POLICIES**
- **DEVELOP AND RECOMMEND PROGRAMS**

To accomplish the goals of this Strategic Aim, the CSW has formed the Policy, Program and Planning Committee to coordinate meaningful development of policy recommendation and programming.

**GATHER EXISTING INFORMATION**

The Commission understands that in order to serve effectively our diverse community and be able to make beneficial recommendations to City Council, the status of women and girls in our community must be clearly understood and will continue to research and identify issues of relevance to the status of women and girls in our community.

The CSW published the CSW Status Report 2004 - 2006 in December 2006 (presented to City Council in January 2007) which provided an update regarding the status of women and the activities of the CSW.

**IDENTIFY EXISTING RESOURCES**

The CSW is also actively identifying existing resources that serve women's needs consistent with our mission and working to increase access to those resources for those who need them the most. Additionally, the CSW works with other City agencies to publicize their work, such as the Department of Parks, Recreation and Community Service's Youth and Family Services Program's Social Services Resource Guide.

## **INCREASE UNDERSTANDING OF THE STATUS OF WOMEN AND GIRLS IN GLENDALE**

### *Create New Sources of Knowledge*

As the Commission's base of knowledge regarding issues facing our community continues to grow, we are better able to serve and educate our community. We are in continuing research in order to understand better, and subsequently better educate, the community on the status of women and girls in Glendale.

## **INCREASE NUMBER AND QUALITY OF AVENUES OF ACCESS TO INFORMATION REGARDING AND RELEVANT TO WOMEN**

In order to increase the number and quality of avenues of access to information, services and resources relevant to women and their family needs, the CSW was the first City Board or Commission to have a website hosted by the City ([www.ci.glendale.ca.us/women](http://www.ci.glendale.ca.us/women)).

Currently, the CSW is exploring options for an online newsletter that could be distributed via the internet.

The CSW is also committed to reaching those women who may not have computer skills or access, and as such works with the Verdugo Jobs Center, the Glendale Public Library and the department of Parks, Recreation and Community Service to distribute information on their public counters.

## **DEVELOP AND RECOMMEND POLICIES**

As an advisory body to City Council, one of the primary functions of the Commission is policy recommendation.

As such the Commission will keep abreast of current and impending Glendale policies and how they may affect the women and girls of Glendale and provide analysis and recommendations to City Council. These policies will address the core issues of the Commission, as they are identified, such as the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW), and the Violence Against Women Act (VAWA).

On November 25, 2008 (International Day to Eliminate Violence Against Women), the City Council of Glendale unanimously adopted a Resolution of Support for CEDAW, as a result of a recommendation made by the Commission on the Status of Women.

## **DEVELOP AND PROVIDE PROGRAMMING**

The Commission will continue to provide relevant programming for the community, particularly in accordance with each year's special topic focus. Examples of programs include, but are not limited to:

### *Educational Programs*

- Women's History
- Voter education and outreach
- Non-traditional job training
- Economic literacy

### *Violence Against Women*

- Domestic Violence
- Sexual Assault Prevention and Intervention
- Child Abuse

### *Women's Visibility*

- Celebrating and learning from diversity between women
- Recognition of the outstanding accomplishments of Glendale women
- Mentoring Programs



**Survivor art at the Clothesline Project Exhibit (SAAM)**

**STRATEGIC AIM IV: DEVELOPMENT**

**GOALS:**

- **EXPLORE OPTIONS FOR A PERMANENT, LONG-TERM FUNDING SOURCE**
- **DEVELOP PUBLIC/PRIVATE PARTNERSHIPS TO ENHANCE SPONSORSHIPS AND FUNDING OPPORTUNITIES**
- **EXPLORE OPTIONS FOR VOLUNTEER RECRUITMENT AND RETENTION POLICIES**

Ideally, for the continued success of the Commission, it is desirable to develop a long-term, local funding source for revenue or support. While the opportunities for a long-term financial commitment seem to be diminishing in this economic climate, the CSW is committed to continuing to explore various funding opportunities. In addition to long-term funding sources, the Commission will continue to actively seeks partnerships with public entities, foundations, corporations, and private individuals to enhance opportunities for funding and grants. The Development Committee will also work with appropriate City Departments and Divisions to secure grants to fund programs approved by City Council for implementation throughout the City.

## **SIGNATURE PROGRAMS OF THE CSW**

### **Money Matter\$**

The CSW has a core function of educating women and girls on the topic of financial security and literacy and as such has developed a highly successful series of “salons” or community dialogues called the Money Matter\$ series. Each salon features local Certified Public Accountants or attorneys who volunteer their time to provide training on a wide array of topics, ranging from basic budgeting to estate planning. The salons have also been produced as collaborations with the former Senator Jack Scott's office and the California Society of CPAs (CalCPA), using the Dollars and Sense campaign of CalCPA.

### **CAMP ROSIE**

The Commission developed, funded, and implemented the signature Camp Rosie Project (Rosie Goes to Wall Street), a business and leadership skills development project aimed at reaching at-risk and low-income girls in the City. Camp Rosie a fully grant funded program that incorporates both a summer intensive component (3 week, full-time day camp experience) and a longer term mentoring component - the Leadership Circle. Camp Rosie provides education and training in a wide array of self development: self-awareness, financial literacy, political participation, healthy relationships/teen dating safety, fitness and nutrition, entrepreneurship and non-traditional careers, and self-defense.

Camp Rosie enjoys ongoing support from the Women's Foundation of California, Los Angeles Donor Circle as well as local service groups, including Soroptimist International of Glendale, which gave a special Foundation Grant to the project, and Glendale Kiwanis. Camp Rosie is unique in the strong collaborative nature of the camp; many of the services provided to the girls are by local businesses and entrepreneurs, and the camp has been held both at a City Park and at the campus of Glendale Community College.

### **SAAM & 31 Days of DVAM**

For its city-wide domestic violence campaign, the Commission has reviewed the domestic violence programs in Glendale and in the community at large to determine existing services.

The Commission has an active relationship with the Glendale YWCA and its Women's Services Center on two major educational initiatives in the City - both during April for Sex Assault Awareness Month and in October for Domestic Violence Awareness Month.



## **SIGNATURE PROGRAMS OF THE CSW** *(cont'd)*

### **Hands and Words are Not For Hurting Project**

As part of the domestic violence awareness and prevention project, the Commission aims to “break the cycle” of violence through the education of Glendale's youth. The Commission has successfully and effectively partnered with Glendale Unified School District (GUSD) to bring additional anti-violence curricula to the district, through our partnership in Yellow Ribbon Week (every January). January 2009, marks the fourth year of this partnership, with 100% participation across the district - including the GUSD Administration.

### **Ready, Set, VOTE!**

The CSW has formed a partnership with the Glendale/Burbank Chapter of the League of Women Voters for continuing voter outreach projects. The Commission and the League of Women Voters has instituted regular voter outreach and education programs through the Ready, Set, VOTE! Series - providing education on all ballot initiatives for the community - as well as providing materials for registration and education on the importance of voting at all CSW events.

### **Women at the Table: How to Get Appointed to a City Board/Commission**

In partnership with the Office of the Glendale City Clerk, the CSW hosts an annual informative mixer to discuss why/how women's voices are needed at the “table” and the many ways that diversity makes a positive difference and impact. The nuts-and-bolts of board and commission service is also covered - with applications, openings, and the process broken down into easy details. This event also features a dialogue with current board and commission members from across the city, to provide an accurate sense of what appointment entails.

### **Girls on the Run**

Girls on the Run is a fitness and empowerment program for girls in 3rd - 8th grades. The program includes a fun and interactive curriculum to encourage positive emotional, social, mental, and physical development. The program is for every girl, regardless of fitness level, size or shape. The program combines training for a 3.1 mile run/walk event with self-esteem enhancing, uplifting workouts. As a prevention program, Girls on the Run initiates healthy decision-making about difficult issues and encourages open and honest dialogue with parents/caretakers before it's too late. The program launched in Spring 2008 at Verdugo Woodlands Elementary School; with the support of the CSW, GOTR Los Angeles is currently in the process of expanding throughout the GUSD and Los Angeles County.

## **Contact the CSW**

**Commission on the Status of Women**

**City of Glendale, Management Services  
613 East Broadway, Suite 200  
Glendale, CA 91206**

**women@ci.glendale.ca.us**

**www.ci.glendale.ca.us/women**

**818.548.4844**

**Staff Liaison**

**Christine Baboomian**