

Marana, Arizona Carson, California Salinas, California Stockton, California North Lauderdale, Florida Orlando, Florida Tallahassee, Florida Quincy, Illinois Somerville, Massachusetts Tupelo, Mississippi Geneva, New York Asheboro, North Carolina Marshall, Texas Petersburg, Virginia Spokane, Washington Yakima, Washington Carson, California Salinas, California Stockton, California Orlando, Florida Tallahassee, Florida Quincy, Illinois Somerville, Massachusetts Tupelo, Mississippi Geneva, New York Asheboro, North Carolina Marshall, Texas Petersburg, Virginia Washington Yakima, Washington Marana, Arizona Carson, California Salinas, California Stockton, California North Lauderdale, Florida Orlando, Florida Tallahassee, Florida Quincy, Illinois Somerville, Massachusetts Tupelo, Mississippi Geneva, New York Asheboro, North Carolina Marshall, Texas Petersburg, Virginia Washington Yakima, Washington Marana, Arizona Carson, California Salinas, California Stockton, California North Lauderdale, Florida Orlando, Florida Tallahassee, Florida Quincy, Illinois Somerville, Massachusetts Tupelo, Mississippi Geneva, New York Asheboro, North Carolina Marshall, Texas Petersburg, Virginia Washington Yakima, Washington



A program of the National Civic League

Denver, Colorado / June 12-14, 2015





A Partner With Communities Where Children Come First

Proud to support the All-America City Awards and celebrate community-based programs working to improve the lives of young men and boys of color.



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Michael B. Hancock
Mayor



City and County of Denver

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CITY AND COUNTY BUILDING
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TELEPHONE: (720) 865-9090 • FAX: (720) 865-8787
TTY/TTD: (720) 865-9010

June 12, 2015

All-America City Award Participants
Sheraton Denver Downtown Hotel
1550 Court Place
Denver, Colorado 80202



Greetings:

As Chairman of the Board of the National Civic League, it is my pleasure and honor to welcome the 2015 All-America City award participants to the Mile High City. This year we are spotlighting community efforts that engage and support vulnerable boys and young men, including initiatives that promote access to health care, education and jobs. The work is impressive and worth emulating!

The All-America City Award – now in its 66th year – is the National Civic League's flagship program. I congratulate you for living in and representing a community that has demonstrated collaboration, innovation, engagement, inclusiveness and a can-do spirit. In the eyes of the National Civic League Board, staff and the All-America City volunteers, every community here is a winner. We urge you to take full advantage of this unique opportunity to tell your story, bond with your community's participants and learn from others. I encourage you to continue to share the American story of people working together to make things better for all.

I encourage you to take the time to reflect and celebrate the great things that have been accomplished, as well as recommit to the challenges that lie ahead.

On behalf of the City and County of Denver and the National Civic League Board, please accept my gratitude for your dedication to helping all of the youth in your community to succeed in school and in life. I wish all of you a successful and productive event!

Respectfully,

A handwritten signature in black ink, appearing to read "M. Hancock", with a long horizontal flourish extending to the right.

Michael B. Hancock
Mayor

STATE OF COLORADO

EXECUTIVE CHAMBERS

136 State Capitol
Denver, CO 80203 - 1792
Phone (303) 866-2471



John Hickenlooper
Governor



Dear All-America City Participants,

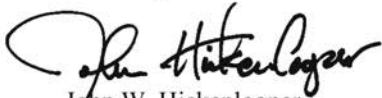
On behalf of the State of Colorado, it is our pleasure to welcome you to the 2015 All-America City Awards. We are proud to be able to host this event on its 66th anniversary.

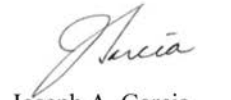
Thank you for your commitment to public service and the hard work you have done for the world around you. As we come together for this celebration of our youth, it is important to remember that in order to create significant change in our communities, we must collaborate. In the past year, our administration has worked with leaders in the private, public and nonprofit sectors to help Colorado work toward becoming the healthiest state in the nation and strengthen our early literacy program, Colorado Reads. We will continue to look for ways to collaborate in order to create innovative solutions to address the most pressing needs of our youth and our communities.

Once again, we are privileged to be able to host community leaders from towns, cities and communities across our great nation. We are confident the 2015 All-America City Awards will be a rewarding experience to inspire you to head home to address important and complex issues.

You have our best wishes for a successful and memorable event!

Sincerely,


John W. Hickenlooper
Governor


Joseph A. Garcia
Lieutenant Governor

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7TH DISTRICT, COLORADO

WASHINGTON OFFICE:
1410 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
PHONE: (202) 225-2645
FAX: (202) 225-5278

DISTRICT OFFICE:
12800 WEST COLFAX AVENUE
SUITE B-400
LAKEWOOD, CO 80215
PHONE: (303) 274-7944
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April 21, 2015

All-America City Award Participants
Sheraton Denver Downtown
1550 Court Place
Denver, CO 80202

Dear All-America City Participants:

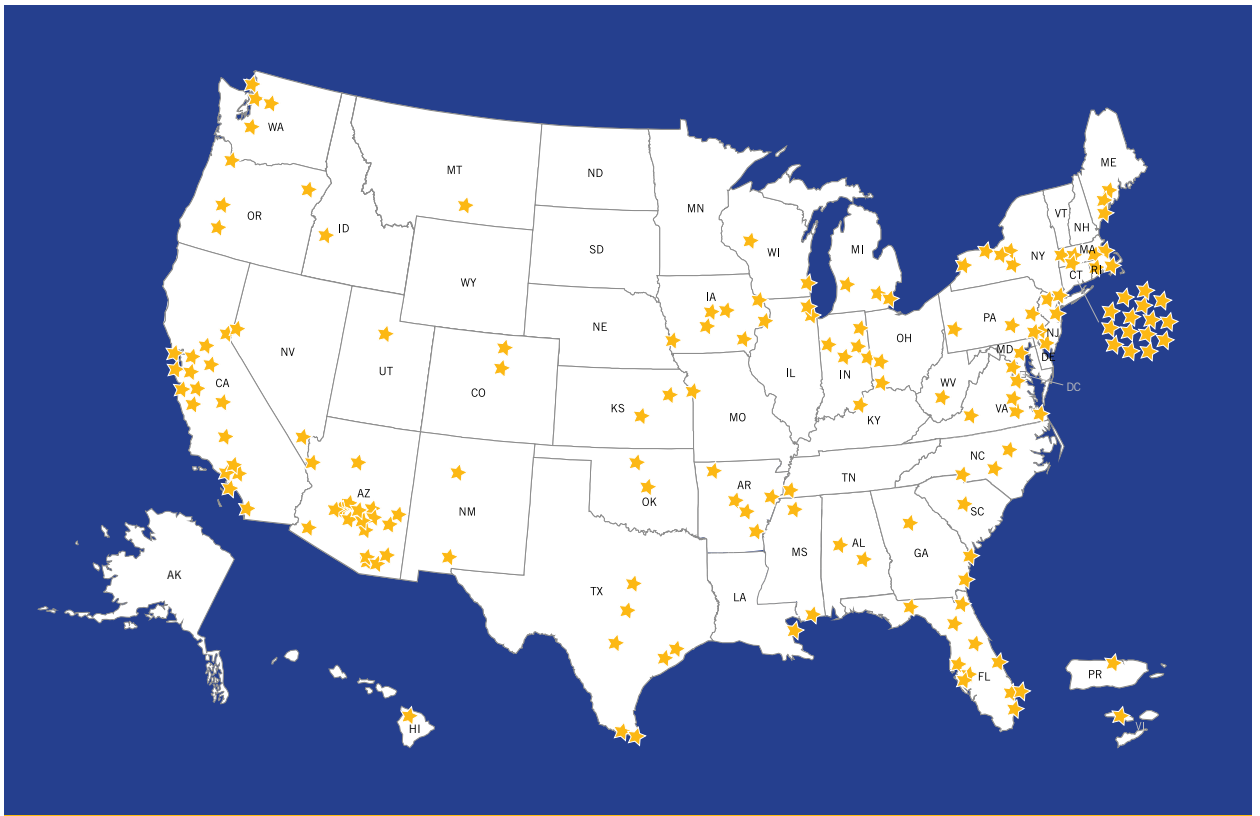
Colorado is proud to host the 2015 All-America City Awards on its 66th anniversary. Our communities are stronger because of the work you do to address our nation's most important issues. This year's awards highlight the importance of engaging and supporting vulnerable boys and young men.

I want to commend you for your work and thank you for your commitment to our communities and our country. Best wishes for a successful event.

Sincerely,

Ed Perlmutter
Member of Congress





COMMUNITIES ACROSS THE NATION ARE MOBILIZING

to ensure that children are healthy and ready for school, attend school every day
and are engaged over the summer months. Are you working together with parents,
schools and teachers to end chronic absence and the summer slide?

JOIN THE GRADE-LEVEL READING NETWORK

WORKSHOP: FRIDAY, JUNE 12 FROM 10:30 AM – 12:00 PM

Supporting Early Learning Success for Boys of Color



gradelevelreading.net @readingby3rd



Better communities. Better health.

WE BELIEVE GOOD HEALTH BELONGS TO ALL OF COLORADO.

When people are surrounded by healthy food, safe neighborhoods, fresh water, and clean air, good health is highly possible. We recognize that healthy communities and a healthy environment are critical to the wellness of every person. That's why in 2014 we invested \$109 million toward Colorado community health initiatives.

CONGRATULATIONS to the All-America award honorees—we salute you for making a healthy difference.

kp.org/communitybenefit

 KAISER PERMANENTE®

2015 All-America City Award Finalists

In alphabetical order by state:

Marana, Arizona

Carson, California

Salinas, California

Stockton, California

North Lauderdale, Florida

Orlando, Florida

Tallahassee, Florida

Quincy, Illinois

Somerville, Massachusetts

Tupelo, Mississippi

Geneva, New York

Asheboro, North Carolina

Marshall, Texas

Petersburg, Virginia

Spokane, Washington

Yakima, Washington



Event Timeline

66th All-America City Awards in 2015
Spotlight on engaging and supporting vulnerable boys and young men
At Sheraton Downtown Denver, 1550 Court Pl, Denver, CO 80202
June 11-14, 2015

Thursday, June 11, 2015

6:00pm – 8:00pm Early Registration, *South Convention Lobby*

Friday, June 12, 2015

7:00am – 7:30am Finalist Community Delegation “Captain” Briefing, *Tower Court A*

8:00am – 3:30pm Registration, *South Convention Lobby*

8:00am – 9:35am Finalist Presentation Rehearsals, *Grand Ballroom*

10:00am - 2:00pm Site Visit: Belmar Shopping Center & Red Rocks Amphitheatre, Lakewood, CO, sponsored by Alameda Gateway Community Association (pre-registration required, limited availability)

10:30am-12:00pm AAC Promising Practices with presentations by past winners: San Pablo, CA; Dubuque, IA; Thomasville, NC; & Garner, NC *Tower Court A*

10:30am-12:00pm Supporting Early Learning Success for Vulnerable Boys presented by the Campaign for Grade-Level Reading, *Tower Court B*

10:30am-12:00pm Developing Youth Leadership Skills presented by Youth Opportunities Advisory Board, *Tower Court C*

10:30am-12:00pm Connecting Approaches to Engage and Support Boys and Men of Color to the Supports Needed for Women and Girls of Color presented by Frontline Solutions, *Tower Court D*

1:00pm – 2:35pm Finalist Presentation Rehearsals, *Grand Ballroom*

3:00pm – 4:00pm All-America City Awards Opening Plenary, *Grand Ballroom*, Welcome and reflections by Colorado Governor John W. Hickenlooper and Denver Mayor Michael B. Hancock

Keynote Remarks by Patrick Gastón, President, Western Union Foundation

Comments by Patrick Corvington, Senior Fellow, Campaign for Grade-Level Reading

4:00pm – 5:15pm Welcome Reception (and dancing), *South Convention Lobby*, Sponsored by the Campaign for Grade-Level Reading

5:30pm – 8:20pm Finalist Presentation Rehearsals, *Grand Ballroom*

Saturday, June 13, 2015

7:00am – 7:30am Delegate “Captain” Briefing, *Tower Court A*

8:00am – 5:00pm Registration, *South Convention Lobby*

9:00am – 4:10pm Jury Presentations, *Grand Ballroom*

5:00pm – 6:00pm AAC Civic Action Fair, *South Convention Lobby*

6:00pm -- 7:00pm Cultural Entertainment Showcase, *Grand Ballroom*

7:30pm - 9:00pm Film Screening *All the Difference*, *Tower Court B*

Sunday, June 14, 2015

7:00am – 7:30am Delegate “Captain” Briefing, *Tower Court A*

9:00am- 10:35am Jury Presentations, *Grand Ballroom*

11:00am- 12:30pm AAC Festival of Ideas: (Finalist communities’ informal discussions of their projects)

Peer-Learning Workshops

Group 1: Marana, AZ; Carson, CA; Salinas, CA and Stockton, CA, *Tower Court A*

Group 2: Orlando, FL; Tallahassee, FL; Quincy, IL, *Tower Court B*

Group 3: Somerville, MA; Tupelo, MS; Geneva, NY; Asheboro, NC, *Tower Court C*

Group 4: Marshall, TX; Spokane, WA; Petersburg, VA; Yakima, WA, *Tower Court D*

1:30pm – 2:30pm Chief Elected and Appointed Officials Dialogue, *Tower Court D*

3:00pm-4:00pm Informal discussion with Broderick Johnson, Assistant to the President and Cabinet Secretary, and Chair of the My Brother’s Keeper Taskforce, *Grand Ballroom*

6:00pm – 7:00m Pre-Awards Reception (light hors d’oeuvres), *South Convention Lobby*

7:00pm – 8:30pm Award Ceremony

Plenary Speaker Broderick Johnson, Assistant to the President and Cabinet Secretary, and Chair of the My Brother’s Keeper Taskforce, *Grand Ballroom*

8:30pm – 10:30pm Post-Awards Celebration (dancing & light snacks), *South Convention Lobby*



Workshop Descriptions

Friday, June 12th from 10:30am – 12:00pm

AAC Promising Practices with presentations by past winners: San Pablo, CA; Dubuque, IA; Garner, NC; & Thomasville, NC - *Tower Court A*

The examples set by AAC winners inspire other civic leaders and communities to step forward and take action. Participate in a dialogue with four past AAC winners who will share their innovative solutions and adaptable programs addressing local issues. Learn promising practices on workforce development from 2014 AAC San Pablo, CA which helped decrease unemployment—from 22 percent in 2009 to 13.1 percent in 2013—in the San Pablo region. Hear from three-time winner Dubuque, IA on what processes and practices create a sustainable, livable and inclusive community. Engage with Garner, NC on their efforts to support successful citizen initiatives that led to the creation of cultural arts plan in 2011. Hear how the residents of the 2013 AAC Thomasville, NC came together to address poverty and health issues for their vulnerable youth.

Supporting Early Learning Success for Vulnerable Boys sponsored by the Campaign for Grade-Level Reading - *Tower Court B*

Reading proficiently by the end of third grade is a key predictor of high school graduation and career success because it is the time when students transition from learning to read to reading to learn. Yet every year, more than 80 percent of children from low-income families are not reading on grade level. Those who do not hit the proficiency mark by then are four times more likely to drop out of high school. The statistics are even worse for low-income English Language Learners and children of color. Among those who do not read well, the dropout rates are twice as high for African-American and Hispanic students as they are for white students. In fact, just 10 percent of low-income African-American boys and 14 percent of Hispanic boys are reading proficiently, compared to 25 percent for their white peers. Launched in 2010, the Campaign for Grade-Level Reading is a collaborative effort of funders, nonprofit partners, states and communities across the nation to turn this around and put children on the path to success. The workshop will be a discussion of how communities can support early school success for vulnerable boys.

Developing Youth Leadership Skills presented by Youth Opportunities Advisory Board - *Tower Court C*

“Youth engagement is both a road to better community results and a positive result in itself. Youth learn about their communities and how to create better places for themselves and others to live. They develop research, leadership, community organizing, and decision making skills. As young people develop their full civic potential, their lives and the well-being of their communities improve” (Center for the Study of Social Policy). This youth-focused session will share ideas for how young people can take on greater

leadership roles, partner with adults, and effectively engage other youth in their community. Join members of the Youth Opportunities Advisory Board, a diverse group of high school age who promote the youth voice, advise local government and create projects that address youth needs in Boulder, Colorado. Building on their experiences, Youth Opportunities Advisory Board members, and Program Coordinator Allison Bayley, will lead participants through discussions and activities that will equip young people with useful information and tools to be even more effective young leaders.

Connecting Approaches to Engage and Support Boys and Men of Color to the Supports Needed for Women and Girls of Color - *Tower Court D*

Efforts targeting vulnerable boys and men of color have emerged and become more prominent over the last four years. High profile tragedies such as the deaths of Trayvon Martin, Eric Garner, Tamir Rice and Freddie Gray have heightened community awareness around disproportionate outcomes among boys and men of color, and the consequences of systems and structures built with implicit biases. High profile initiatives such as My Brother's Keeper have boosted the public's consciousness to the unique challenges faced by vulnerable boys and men of color. What does that mean for women and girls of color? Are they not also facing disparately negative life outcomes? How does the emergent work targeting boys and men of color impact the supports accessible to women and girls of color? How do we ensure our investments in males of color do not have an adverse effect on women and girls of color? This session will explore these questions, share examples of how the two bodies of work intersect, and offer some recommendations for how to engage in work targeting boys and men of color in ways that are not exclusive to women and girls.

Sunday, June 14th from 11:00am – 12:30pm

AAC Festival of Ideas: Peer-Learning Workshops

AAC brings together communities from across the country and provides an opportunity for innovative leaders and passionate citizens to connect with and learn from their peers. The AAC Festival of Ideas is a dedicated time for finalist communities to speak in-depth about their projects and answer questions to help other communities adapt the ideas and programs.

Group 1: Marana, AZ; Carson, CA; Salinas, CA and Stockton, CA, *Tower Court A*

Group 2: Orlando, FL; Tallahassee, FL; Quincy, IL, *Tower Court B*

Group 3: Somerville, MA; Tupelo, MS; Geneva, NY; Asheboro, NC, *Tower Court C*

Group 4: Marshall, TX; Petersburg, VA; Spokane, WA; Yakima, WA, *Tower Court D*



Thank You!

National Advisory Committee

Tonya Allen, President/CEO, Skillman Foundation
Gay Cook, former Vice President of Strategy and Philanthropic Relations, The Colorado Trust
Dr. Gail Christopher, Vice President for Policy and Senior Advisor, W. K. Kellogg Foundation
Patrick A. Corvington, Senior Fellow, Campaign for Grade-Level Reading
Shawn Dove, Campaign Manager, Campaign for Black Male Achievement
Patrick Gaston, President, Western Union Foundation
Dr. Jarvis Hall, Institute for Civic Engagement and Social Change, North Carolina Central University
Edward M. Jones, Director of Programs, Association of Black Foundation Executives
Joy Moore, JWS Media Consulting
Derek Okubo, Director, Human Rights and Community Participation, City and County of Denver, Colorado
Alberto Olivas, Director, Maricopa Community College Center for Civic Participation
Karyn L. Piña, Associate Vice President Outreach, Arizona State University
Scott Wingerson, Assistant City Manager, City of Gladstone, Missouri

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Kathy Hodgson, Lakewood City Manager
Mayor Bob Murphy, Lakewood, Colorado
Jane McAtee, Southwest Airlines
Bennie Milliner, Denver's Road Home
Terry Minger, National Civic League Board member
Derek Okubo, City and County of Denver
Charles Ozaki, Broomfield City/County Manager
David Palmer, Denver Managing Shareholder, Greenberg Traurig
George Valuck, Executive Director, Alameda Gateway Community Association

NCL Board

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Volunteers

Thank you to the volunteers from the Denver region and those who traveled from across the country to assist including: the delegations from the All-America Cities of Gladstone, Missouri; Dubuque, Iowa; San Pablo, California; Garner, North Carolina; Thomasville, North Carolina; Colorado Springs, Colorado; Aurora, Colorado; and Lakewood, Colorado.

In-Kind

Special thank you to the Alameda Gateway Community Association, Denver's Road Home, City of Lakewood, Colorado, The Campaign for Grade-Level Reading, Joy Moore, Wes Moore, Kaiser Permanente, St. Anthony's Hospital, Southwest Airlines – The Official Airline of the All-America City Awards, Greenberg-Traurig, and others for providing in-kind assistance.

Partners

Kettering Foundation is an NCL Research Partner. Thank you to the Carl and Lily Pforzheimer Foundation.

Staff

A special thank you to the staff of the National Civic League, particularly Sarah Lipscomb, All-America City Award Coordinator.





TOGETHER WE BUILD SUCCESS.



PCL congratulates the 2015 All America City Award finalists on their commitment to cultivating thriving communities by demonstrating innovation, impact, inclusiveness, civic engagement, and cross sector collaboration.

Watch us build at PCL.com



1800 ATTORNEYS | 37 LOCATIONS WORLDWIDE*

Limitless Possibilities

Greenberg Traurig is proud to partner with the
**National Civic League for the
All-America City Awards**

Working to ensure that every voice is heard.

As Greenberg Traurig attorneys, we not only advocate on behalf of our clients, but we are involved in our communities, including several of this year's AAC finalists, to assist people and causes whose voices might not be heard, including youth organizations that support vulnerable boys and young men who are African American, Latino, Native American, Asian Pacific Islander, economically challenged, disabled, LGBTQI, religious and others who are at-risk or under-served.



GREENBERG TRAUIG | DENVER

1200 17TH STREET | SUITE 2400 | DENVER, CO 80202 | 303.572.6500

GREENBERG TRAUIG, LLP | ATTORNEYS AT LAW | WWW.GTLAW.COM

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25184

Rehearsal Schedule

All Rehearsals will take place in the Grand Ballroom

Rehearsals are closed to all except the rehearsing community

Friday, June 12, 2015

- 8:00 am – 8:20 am Marana, Arizona
8:25 am – 8:45 am Carson, California
8:50 am – 9:10 am Salinas, California
9:15 am – 9:35 am Stockton, California
- 10:00 am – 2:30 pm **Site Visit:** Belmar Shopping Center & Red Rocks Amphitheatre, Lakewood, CO, sponsored by Alameda Gateway Community Association (pre-registration required, limited availability)
- 10:30 am – 12:00 pm **Workshops**
- 1:00 pm – 1:20 pm Orlando, Florida
1:25 pm – 1:45 pm Tallahassee, Florida
1:50 pm – 2:10 pm Quincy, Illinois
2:15 pm – 2:35 pm Somerville, Massachusetts
- 3:00 pm – 4:00 pm **Opening Plenary: Orientation & Celebration**
- 4:00 pm – 5:15 pm **Welcome Reception – Sponsored by the Campaign for Grade-Level Reading**
- 5:30 pm – 5:50 pm Tupelo, Mississippi
5:55 pm – 6:15 pm Geneva, New York
6:20 pm – 6:40 pm Asheboro, North Carolina
6:45 pm – 7:05 pm Marshall, Texas
7:10 pm – 7:30 pm Petersburg, Virginia
7:35 pm – 7:55 pm Spokane, Washington
8:00 pm – 8:20 pm Yakima, Washington



Presentation Schedule

All Presentations will take place in the Grand Ballroom

All participants are encouraged to attend finalist presentations

Saturday, June 13, 2015

9:00 am – 9:10 am	Jury Introductions
9:15 am – 9:35 am	Marana, Arizona
9:40 am – 10:00 am	Carson, California
10:05 am – 10:25 am	Salinas, California

Break

10:50 am – 11:10 am	Stockton, California
11:15 am – 11:35 am	Orlando, Florida

Lunch

1:30 pm – 1:50 pm	Tallahassee, Florida
1:55 pm – 2:15 pm	Quincy, Illinois
2:20 pm – 2:40 pm	Somerville, Massachusetts

Break

3:00 pm – 3:20 pm	Tupelo, Mississippi
3:25 pm – 3:45 pm	Geneva, New York
3:50 pm – 4:10 pm	Asheboro, North Carolina

Sunday, June 14, 2015

9:00 am – 9:20 am	Marshall, Texas
9:25 am – 9:45 am	Petersburg, Virginia
9:50 am – 10:10 am	Spokane, Washington
10:15 am – 10:35 am	Yakima, Washington



All-America City Award

A Program of National Civic League



National Civic League was founded in 1894 (as the National Municipal League) by civic reformers such as Theodore Roosevelt, Louis Brandeis, Marshall Field and Charles Evans Hughes. Its mission was to address the corruption and ineffectiveness of local government. NCL played a key role in promoting professional city management and created the ever popular Model City Charter (now in its 8th edition and in continuous use for 85 years). For more than 60 years, NCL has connected people to each other and people to their government. NCL coined the phrase “civic infrastructure” and created the original Civic Index more than 20 years ago. Now, NCL is a community coach and trainer helping people build their capacity to work toward win-win solutions in fiscal sustainability, comprehensive community development, environmental stewardship, racial equity, immigrant integration, and transportation oriented development.

The All-America City Award started in 1949. Gideon Seymour, managing editor of the Minneapolis Star Tribune, appointed reporter Jean James to cover NCL’s National Conference on Governance in St. Paul. In addition to covering the event, James was assigned to ask NCL (then called the National Municipal League) to support an award to recognize the best-governed cities in America.

Instead, NCL suggested recognizing cities where citizen action had succeeded in making these communities a better place to live. Thus, the All-America City Award was born. It is called All-America City Award, rather than All-American City Award, because it recognizes the whole community and not an individual. George Gallup, Sr., the renowned public opinion pollster, served as president of the National Municipal League Board and Chairman of the All-America City Award jury that selected the winning cities. Gallup described the award as “...a Nobel prize for constructive citizenship.”

Winning the All-America City Award reinvigorates a community’s sense of civic pride. All-America City winners and finalists also experience heightened national attention – a proven boost for the recruitment of industry, jobs, and investment. Perhaps as important as the tangible benefits of being named an All-America City are the benefits a community derives from completing the application and making its presentation to the jury. The application process presents a unique opportunity for people to evaluate their community and foster new partnerships. At the jury presentation, the delegation bonds with each other and networks with the other finalists. Most importantly, All-America Cities teach and inspire others throughout the nation that are struggling with similar issues how to meet their challenges in innovative and collaborative ways. It is common to find previous All-America Cities or prospective applicants attending the jury presentations to hear the pearls of wisdom from the finalists.

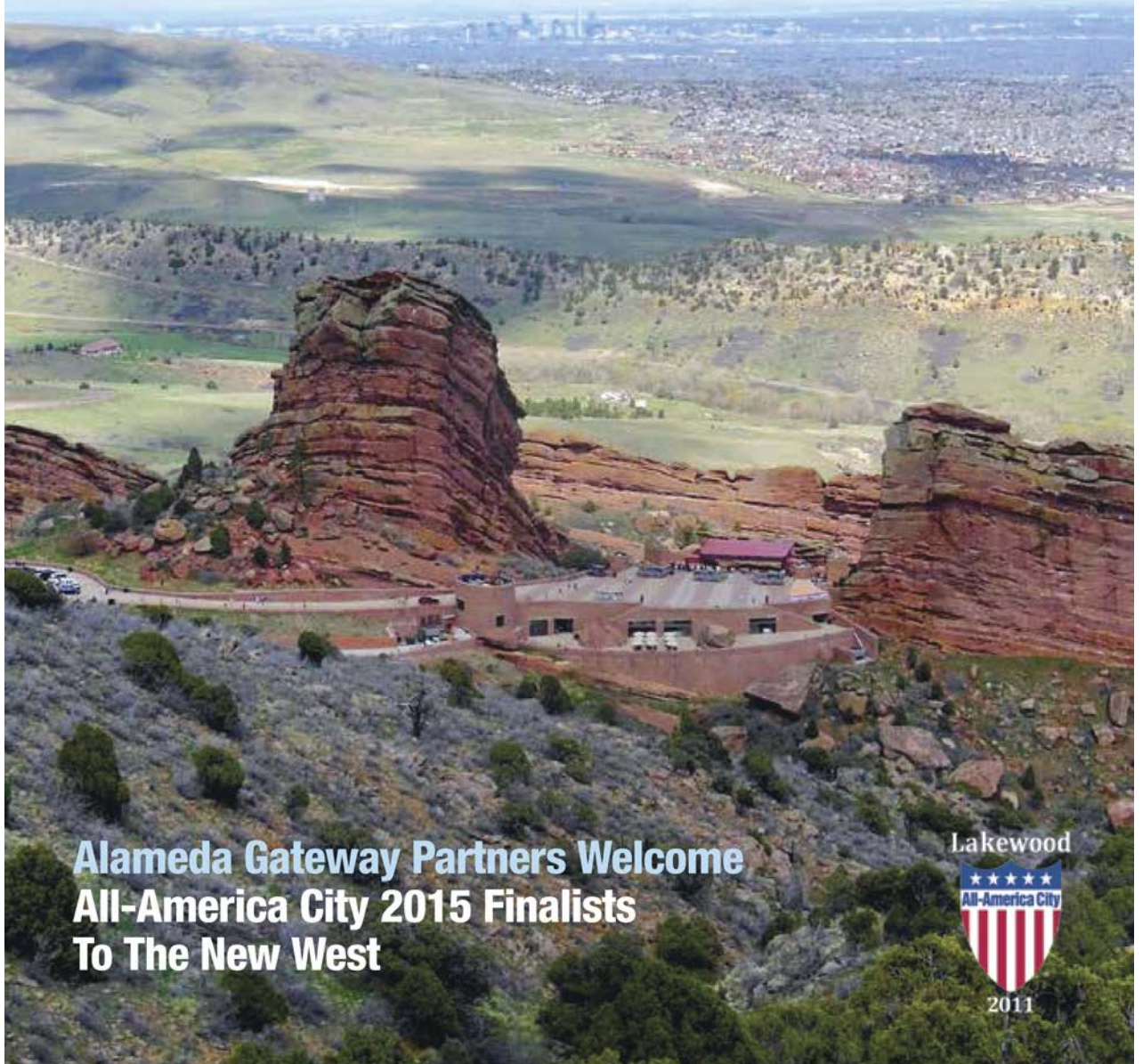
All-America Cities have been neighborhoods, towns, cities, counties, and regions. The communities honored each year are models of civic excellence. They demonstrate they are problem solvers. They provide examples of how they have been collaborative, innovative, impactful, and promoted civic engagement. Since its inception, over 600 communities have won the All-America City Award designation and more than 2,000 others have been finalists. Some communities have won the award five or six times.



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**Alameda Gateway Partners Welcome
All-America City 2015 Finalists
To The New West**

Lakewood



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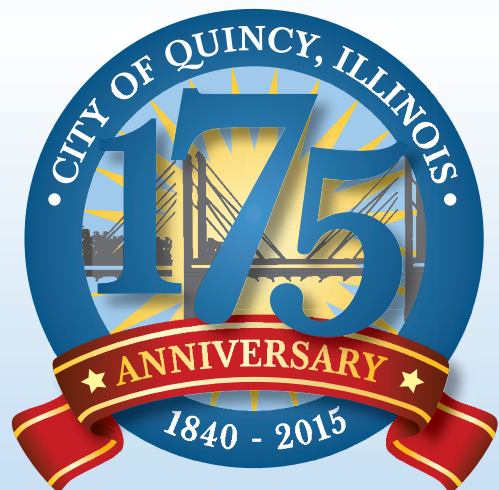
Quincy, Illinois

The Gem City



Quincy, Illinois is celebrating its 175th anniversary in 2015. Nestled on the banks of the mighty Mississippi, Quincy is alive with history, architecture, the arts and nature. Our town truly is a gem on the bluffs of the Mississippi.

It is an honor to be a finalist for the 2015 All-America City.



#Quincy175

www.Quincy175.com
<http://www.quincyl.gov>



2015 All-America City Award Supporters





A



**CONGRATULATIONS TO
THE 2015 ALL-AMERICA
CITY FINALISTS.**

*Aurora, Colorado wishes you the
best of luck in the competition.*



CONGRATULATIONS TO THE 2015 ALL-AMERICA CITY AWARD FINALISTS



DUBLIN
CALIFORNIA
THE NEW
AMERICAN
BACKYARD

WE COMMEND YOUR COMMITMENT
TO CIVIC ENGAGEMENT AND COLLABORATION



DENVER
THE MILE HIGH CITY



WELCOME TO DENVER!

**BEST WISHES & GOOD LUCK
TO ALL OUR AAC FINALISTS!**



TOGETHER we can ensure that
all young people reach their full potential.

CONGRATULATIONS 2015 All-America City Award Finalists



Mile High United Way

2015 All-America City Finalist Program Summaries

Marana, Arizona

Positive Behavior Intervention Support

A partnership between the Marana Unified School District and the Marana Health Center (MHC) is implementing a multi-tiered positive behavior intervention support system (PBIS) for local students. The purpose is to close the gap in services due to a shortage of counselors and social workers in the schools. PBIS is a prominent philosophy in schools across the United States that emphasizes a shift from punitive structures of behavior enforcement to positive reinforcement of successful behaviors and consistent interventions into negative behavioral traits. PBIS is based on principles of inclusion, collaboration and shared responsibility.

“Wraparound” interventions allow students to independently develop a counseling committee made up of their teachers, parents and peers, and to develop a set of goals in collaboration with counselors. Once the process begins, wraparound meetings are held once a quarter. Since the earliest adoption of the program elements, referrals for student discipline have dropped more than 73 percent district-wide. Referrals for male students, who make up the majority of referrals, dropped at nearly the same proportion.

#Doing it Right

Youth in targeted Southern Arizona communities have multiple risk factors for teen pregnancy, such as high rates of substance abuse, a high dropout rate, community disorganization, crime, and poverty. Local Hispanic and Native American youth and families also experience challenges with interlacing their ancestral community norms and values with those of the dominant U.S. culture. Arizona Youth Partnership, in strategic collaboration with Pima Prevention Partnership, is conducting a Competitive Abstinence Education program known as #DoingItRight to increase commitment to sexual abstinence among underserved Latino and Native American youth living in three contiguous Arizona counties; Gila, Pima and Santa Cruz. Through an innovative social media

training approach in the form of an after school club, 14-19 year olds create and sustain online communities to share information and promote healthy relationships and sexual abstinence to their peers using Twitter, Facebook, Pinterest, Tumblr, YouTube and Instagram. #DoingItRight reaches as many youth as possible who are struggling with different issues and gives them tools they can implement within their lives. Club members hope to make an impact on their peers in areas such as substance abuse, teen pregnancy, online bullying and sexually transmitted diseases. The goal of the program is to create a caring, supportive environment where high expectations are the norm and where youth have the chance to develop positive relationships and connections with adults, peers, and the community.

The Marana Citizens’ Forum

Established by the town council in 2011, the Marana Citizens’ Forum is a new model for engaging citizens and community partners that has been replicated throughout the state of Arizona. Each forum session includes 32 delegates who bring a wide range of viewpoints and expertise to the discussion. They make recommendations on town-wide issues to the mayor and council. Before each session, a pool of topics is presented to the town council for consideration. (The topics come from forum delegates, council and staff.) At a scheduled meeting, each council member selects his or her top three choices in an anonymous tally, and the final three selections are presented to the forum delegates at orientation. By majority vote, delegates then select their top choice for deliberation during that session. After choosing the topic, the remaining ones are returned to the pool for possible consideration at a future session. The Marana Citizens’ Forum meets frequently over a seven to eight week period. At the orientation meeting, the town manager presents an overview of the process and expectations of the delegates. The relatively short length of each meeting is designed to help delegates focus on the big picture rather than minutiae. Some meetings such as “issue framing” and “public deliberation” last longer due to the in-depth nature of the consensus process. The public deliberation session is facilitated and recorded by skilled professionals who are brought in to help delegates create consensus statements for their topic.

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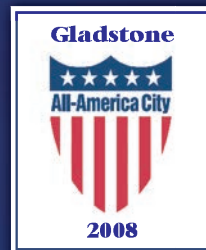
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Carson, California

Gang Diversion Team

The Gang Diversion Team was established in 2006 after a pastor approached former Chief Deputy Todd Rogers for assistance in helping a man leave a gang, and Rogers realized there were no such programs available in Carson. The Team works to: 1) reduce negative outcomes associated with youth involved in gang activity, and 2) increase positive relationships with caregivers and other adults. Viewing the community as the answer to supporting these young people, the Gang Diversion Team established effective cross-sector collaboration between community members, schools, religious organizations, law enforcement and the juvenile court system. A case management approach is used to provide services to the youth and their families. To effectively use resources and create appropriate treatment plans, the program uses a four level system of risk assessment for gang membership/involvement that better informs the targeted interventions needed. A partnership with California State University, Dominguez Hills Criminal Justice program helps supplement the program's small staff, and provides clients with mentors, advice and resources from student interns who use the experience to fulfill field work study requirements. More than 50 community-based agencies throughout Los Angeles County have been involved with the program including unique partners like the P.S. I Love You Foundation, who provides tutoring and self-esteem classes. The Gang Diversion Team in Carson successfully connects youths and guardians to resources and supportive adults that will help respond to life challenges.

Male Success Alliance

In 2008, after reviewing some disturbing graduation figures, former California State University, Dominguez Hills (CSUDH) President Mildred Garcia formed the Male Success Alliance (MSA). These figures showed that only two out of every 10 Latino students at CSUDH would graduate while only one in 10 African American students would graduate. The purpose of MSA is to improve access to higher education, retention, and graduation rates of young men of color through academic support, professional development, and mentoring. To become a member of MSA, students fill out an application, attend an orientation meeting, a "rites of passage" excursion such as hiking, dragon boating, or rock climbing, and

finally, a General Body rites of Passage Ceremony. Participants are provided with a community of support and the resources needed to help succeed in school and life. Resources include workshops that cover areas such as personal and professional development, leadership, and social justice issues. Smaller workshop sessions focus on brotherhood and address issues of sexism, homophobia and masculinity. To be more effective in its mission of increasing college graduation rates among young men of color, MSA partnered with two high schools and two middle schools to provide academic enrichment, character development, mentoring, and college access. Every year the MSA hosts an annual spring summit where more than 650 high school and middle school students are invited to CSUDH for an interactive conference designed to equip students with the necessary tools and resources to be successful.

Joseph B. Jr. and Mary Anne O'Neal Stroke Center

Each year about 800,000 people in the United States have a stroke, making it the leading cause of serious long-term disability in the country. Many survivors cannot afford to pay for their therapy out-of-pocket and most hospital's stroke centers offer nothing beyond support groups. In 2004, the Joseph B. Jr. and Mary Anne O'Neal Stroke Center was formed to fill this gap in the Carson community. Beginning as a stroke support group in 1999, the Center expanded by following the model developed by the Palm Springs Center. The Center's services are available to anyone for free, not just Carson residents. The Center provides a variety of rehabilitative services as well as a fitness center, exercise classes and community events. There are several holiday-themed potlucks and group excursions such as trips to aquariums, museums and overnight trips. Every year there is also a reunion where clients come together to celebrate and evaluate the year. Support groups are also offered for survivors and for care givers. The Stroke Center uses partnerships with local universities to expand the services they are able to provide. Through a partnership with California State University, Long Beach, speech therapy sessions have been expanded to provide one-on-one attention in the group setting. Occupational therapy services were also improved through a partnership with California State University, Dominguez Hills. The professors and student interns have been able to provide one-on-one therapy sessions and attend the exercise classes

to encourage attendance and assist clients with the activities.

Salinas, California

Community Alliance for Safety and Peace (CASP)

With 3,000 certified or affiliated gang members in Salinas, improving safety by reducing gang violence is a top priority for the city. In January of 2009, Community Alliance for Safety and Peace (CASP) emerged from two like-minded organizations: the City of Salinas' Community Safety Alliance and the Violence Prevention Subcommittee of the Monterey County Children's Council. A multidisciplinary team of leaders from 30-plus organizations formed what is currently known as the General Assembly, a professional learning community, that meets twice monthly to assess, plan, and implement effective strategies to sustain a peaceful community. An early CASP activity included uniting in a campaign called For Our Future / Para Nuestro Futuro which includes an informational website, public health campaigns, and coordination of community events. The group also helped establish the first ever Community Safety Division within the Administration Department of the City of Salinas and a Youth Council. With deep community engagement as a pillar of CASP's strategy, a Comprehensive Strategy for Community-wide Violence Reduction for Salinas was created through "Progress Toward Peace" community forums with 120 listening sessions (including middle and high school students) and with technical assistance from the City of San Jose. The first step was to implement a pilot action plan in the Hebron Heights neighborhood. The action plan holds several components that build relationships and leadership capacity in the community, provide the targeted services to individuals and their families, and increase a sense of safety. These components include: 1) a Cross Functional Team, 2) Community Policing, 3) a Leadership Academy, and 4) Night Walks. Since 2010, Salinas has seen a drop in all recorded crime statistics.

The Youth-Led Ciclovía Salinas

Ciclovía Salinas is the only youth-led open streets initiative and the first open streets initiative in Monterey County. Open Streets initiatives temporarily close streets to auto traffic so they can be used for biking, walking and other physically active uses. A

diverse coalition of individuals and organizations team up in a variety of ways to make Ciclovía Salinas possible and successful. The Youth Planning Committee enlisted the help of local government, foundations, media outlets, nonprofits, neighborhood associations, faith-based entities, as well as large, medium and small businesses. The youth saw Ciclovía Salinas as a way to address five goals: 1) showcase the valuable assets of Salinas to improve the perception of the city; 2) promote health and well-being; 3) physically unite the community, which has been historically segregated; 4) boost the local economy along the route; and 5) foster youth leadership development. Along the route that connects East Salinas and Downtown Salinas are free activities such as open-air salsa, baile folklórico, and zumba dance classes; bike polo demonstrations; crossfit activities; hula hoop games; face painting; kids' zone with tricycles and the educational "Wheelie Mobilee;" cheerleading clinic; soccer clinic; football game, bookmobile; plus live music and art. The event has grown each year: in 2013 13 students were involved in the planning, 35 community partners participated, and 2,500 attended. In 2014, more than 50 students helped plan the event, 50 community partners were involved and more than 3,000 people participated in the event.

Steinbeck Innovation

In direct response to the departure of Salinas' largest employer (Capital One) in 2012, the Steinbeck Innovation Foundation is galvanizing the region's agricultural industry, educational resources, and innovative drive by not only building local jobs and prosperity, but also cultivating a competitive industry focused on solving the world's food, water and energy-related challenges. The City of Salinas seeded the Industrial Cluster in an innovative partnership process, launching an entirely new model for economic growth supported by local government and in partnership with regional business and academic visionaries. The Steinbeck Innovation Foundation is expanding opportunities for researchers, students and entrepreneurs, and drawing corporate partnerships to Steinbeck Country, which reaches from Silicon Valley to the Paso Robles Wine Country with Salinas in the middle. The city of Salinas helps to financially support the Steinbeck Innovation's FastTrac® NewVenture™ Program which offers an eight-week intensive program for aspiring and early stage entrepreneurs through a series of courses and hands-on workshops building business competency



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and exploring the viability of their individual business models. The city offers full scholarships to Salinas residents who wish to participate in the program, but cannot for financial reasons. In 2014, 22 Salinas residents graduated from the program. Another program offered to Salinas residents is CoderDojo Steinbeck Country. Youth learn how to code, develop websites, apps, programs, games and explore technology in a creative environment. Operating out of the Hartnell College - Alisal Campus in East Salinas, the bulk of volunteers are college students from Hartnell and CSUMB. Programming also takes place at various elementary schools as well as Millennium Charter High School.

Stockton, California

San Joaquin County Alliance for Boys and Men of Color (BMoC)

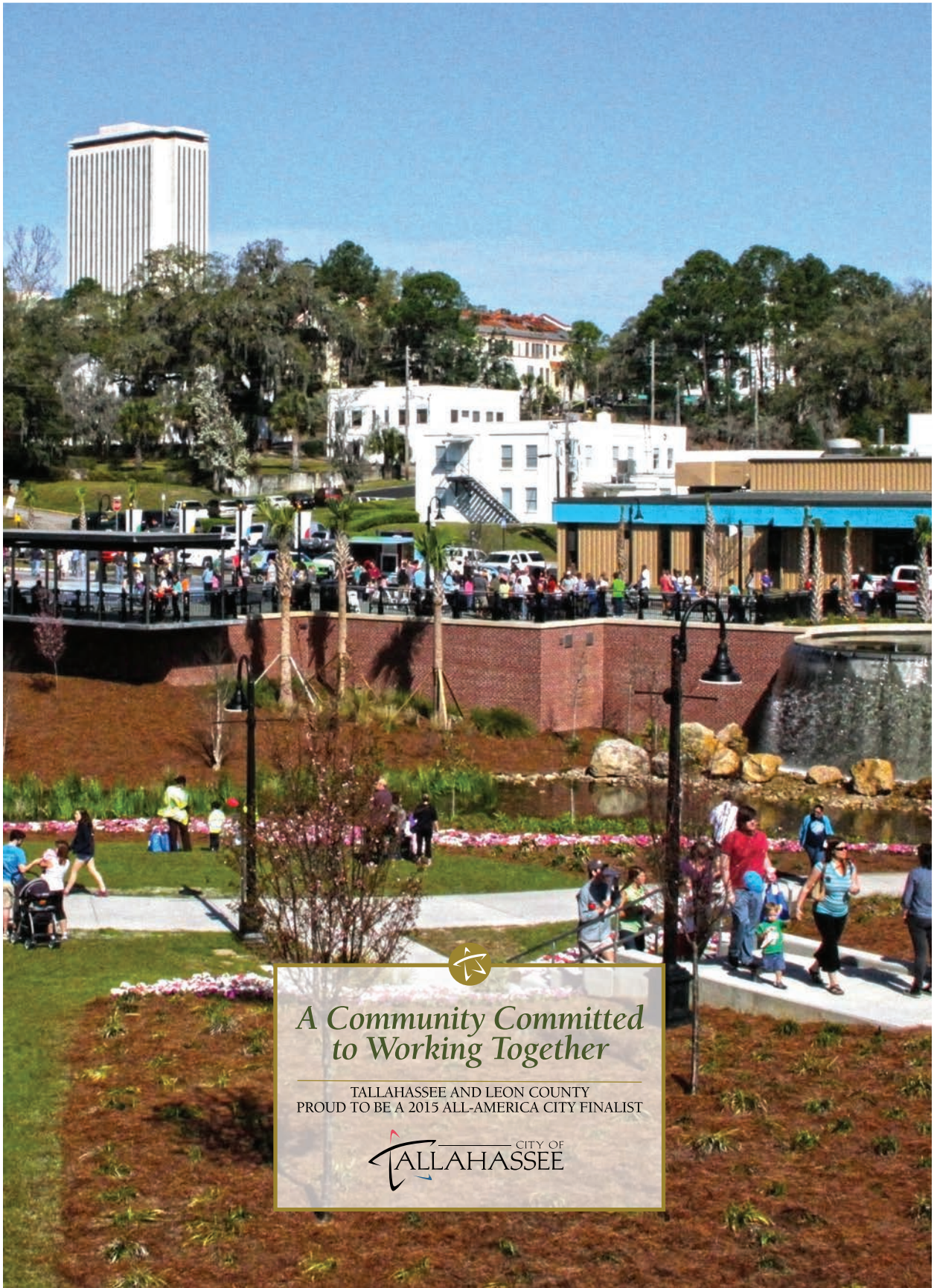
In San Joaquin County, young people (10-24) are three times more likely to be murdered than in California overall – and young men and boys of color make up the vast majority of these deaths. More than 90 percent of all males living in poverty in the county are men of color. Through mentoring efforts and community collaborations, BMoC is working to lay the groundwork to change those statistics. BMoC's local alliance brings together members of the community, systems leaders and youth. Youth help set the alliance's priorities, attend advocacy trainings and organize local meetings and events. Bringing together system leaders, community members and youth on a regular basis has changed the conversation locally resulting in more opportunities for boys and men of color. The local alliance also hosts yearly multi-day summits focused on breaking down barriers for boys and young men of color and fostering greater collaboration among groups. Part of the summit is a one-day youth conference focused on institutional inequities that create ongoing barriers for young men and their families. The final day of the summit includes a run that stops at sites where young men were killed in Stockton. As a result of BMoC's efforts, Stockton has adopted a "ban the box" policy – removing questions about previous convictions from job applications – thereby making it easier for formerly incarcerated young men to find employment. And the local school district agreed to stop using willful defiance as grounds for suspension – an overly broad term disproportionately used to discipline boys and young men of color.

Positive Youth Justice Initiative

San Joaquin County is one of four counties in California participating in the Sierra Health Foundation's Positive Youth Justice Initiative (PYJI). In San Joaquin PYJI is focused on supporting "crossover" youth – young people who are in and out of incarceration and on a path to adult incarceration. These young people have often failed to receive the support, tools and opportunities to achieve their full potential – and research indicates that the outcomes for these young people are troubling. In San Joaquin County, Fathers and Families of San Joaquin (FFSJ), a local fathers and family empowerment organization was chosen to provide positive youth development programs to crossover youth. These positive youth development groups are available to those currently in placement, under supervision and aftercare. FFSJ delivered a program using the "El Joven Noble" curriculum that focuses on healthy rites of passage for teens, character development and healthy adolescent development. Another facet of the work is providing youth with opportunities to participate in pro-social groups focused on employment, education and civic leadership. Finally the work of FFSJ sought to offer youth the chance to develop community and build networks with and among community leaders and the capacity to represent student voice in local coalitions and partnerships. Although the long term impact remains to be seen, after just one year the program has fostered stronger communication and collaboration among key groups and systems working with crossover youth. And community groups have stepped forward to offer similar support and positive youth development opportunities.

Project M.E.N.D

In 2011, California enacted the Public Safety Realignment Act (Assembly Bill 109) with the goal of closing the revolving door for low-level inmates in and out of the state's prisons. In San Joaquin County, four groups came together to lead a local effort to reduce recidivism as part of AB 109. These groups included Community Partnerships for Families of San Joaquin, El Concilio, Mary Magdalene Community Services and Fathers and Families of San Joaquin (FFSJ). Together these four groups partnered to provide mentoring and transitional services to participants – including assistance with housing, transportation, behavior services, family support, pro-social activities and most importantly employment. This innovative and coordinated effort has already



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started to produce impressive results. Across the effort only 26.2 percent of Post Release Community Supervision offenders and 31.9 percent of Local Community Supervision offenders were convicted of a new crime after one year of release from state prison or county jail. And the results for those who accepted services from FFSJ are even more striking – for those who made use of FFSJ services the recidivism rate was a remarkable 11.1 percent. Overall the evidence suggests that San Joaquin County’s highly organized and innovative approach is producing real benefits for people in the community and for those seeking to re-enter the community.

North Lauderdale, Florida

The North Lauderdale Fire Explorers

In this program young people get a hands-on look at a fire fighting career. Students attend drills on weekends and over the summer and learn about everything from the care and maintenance of equipment to life-saving skills such as CPR. In the summer, Fire Explorers work eight-hour shifts, and have the opportunity to ride along on real calls. The program currently has twelve members recruited from Somersett Academy, a local charter school with a student body that is 96 percent minority. In an effort to keep such students involved, Edward Monahan and Alberto Martinez, the two fire fighters who founded the program, eased academic standards that they feared might be a barrier to those most in need of guidance. Monahan was involved in the first iteration of the program that was initially established in 2003. Ending in 2009 due to budget cuts, Monahan was passionate about getting the program restarted in 2014. The Explorers Program promotes inter-city collaboration because students participating in North Lauderdale have the opportunity to work with (and compete against) Explorers Teams from other cities during regional drills and competitions. Nearby entities that also operate Explorers Programs include the cities of Margate, Lauderhill and Fort Lauderdale and the Broward Sheriff’s Office Fire-Rescue Department.

The North Lauderdale Teen Club

The club was established in 1991 after local leaders noticed that children over the age of 12 had few opportunities to take part in organized, city-run activities. The city offered sports teams, recreation

programs and after-school care for younger children, and hosted plenty of events for adults and families, but teens were slipping through the cracks. City officials decided early on to make the club a self-supporting endeavor funded by dues and the teens’ own efforts. Students organized car washes and sold concessions at community events to earn funds for trips and activities, and paid monthly dues. As North Lauderdale has evolved into a more diverse community, Teen Club organizers have taken steps to ensure that club membership continues to mirror the larger population. Today, 80 percent of the club’s 44 members come from minority households – and the club has a waiting list of 50 students. A major focus of the Teen Club since its inception has been community service. Students are required to work at community events and help out with the city’s summer camp not only to earn funds for field trips, but also to give back to the community.

The North Lauderdale Community Justice Program

This collaboration between the city and the Broward County Sheriff’s Office is an intervention program designed for first time juvenile offenders aged seven to 17 that serves as an alternative to appearing in court. The students involved are generally charged with crimes ranging from petty theft to battery. Young people serve 30 hours of community service and meet as a group once a week to learn life skills and anger management techniques. The program is entirely free of charge and includes a mandatory five week class for parents. In addition to fulfilling their on-site community service requirements, participants take field trips to venues such as Horses for the Handicapped and area nursing homes where they provide companionship and lend a hand as needed. Each student is required to have a “Restorative Justice Conference” with his or her victim. During this meeting, young offenders face their victims and explain why they committed the act in question. They work with the people affected by the crime to make amends in whatever way possible. Strategies used in the past have included the students writing letters of apology, paying restitution, completing an essay or performing additional service hours. The objective is to drive home the impact of the crime and help students realize the far-reaching consequences of violent and/or criminal behavior.

Orlando, Florida

My Brother's Keeper Orlando

In 2012, Orlando began a comprehensive review of data documenting strengths, opportunities, barriers, and challenges facing youth including Black Boys and Young Men (BBYM). The data helped to inform a yearlong conversation with neighborhood leaders, youth, schools, civic groups, businesses, faith leaders, police officers, funding partners and non-profits, who together created an action plan to achieve critical goals for BBYM. In November of 2014, Mayor Buddy Dyer and members of Orlando's My Brother's Keeper Youth Advisory Council announced their My Brother's Keeper Initiative at the Florida Citrus Bowl Stadium. MBK Orlando aims to ensure that all young people in Orlando are positioned to succeed. It addresses the multitude of challenges that place Orlando's Black Boys and Young Men (BBYM) at educational, economic and social disadvantage compared with other children, youth and young adults. Since 2012, efforts include successful replication of Harlem Children's Zone Model in Orlando's highest poverty neighborhood, home to 2,200 young people and a population that is 96 percent African-American; a partnership with the local school district including establishment of 21st Century Community Learning Centers at every Title I middle school; and evidence-informed transformation of after school and summer programs at 16 city recreation centers. Orlando's MBK action plan aims to achieve six goals: 1) fully engage youth voice; 2) connect BBYM with positive adult role models 3) reduce disproportional representation of BBYM in the justice system; 4) "move the needle" on academic performance; 5) expand employment opportunities for BBYM; 6) counteract negative perceptions and encourage and inspire BBYM.

Downtown Orlando's Decade of Revitalization

In 2003, newly elected Mayor Dyer gathered a 27-member Downtown Strategic Transition Team, a diverse cross section of residents to create a shared plan for the revitalization of downtown Orlando. The task force spent six months establishing a 20-point action plan to revitalize, strengthen and promote downtown Orlando as the economic hub of the region, a leader in arts, culture, sports and entertainment, and a livable residential neighborhood. Shortly after, Mayor Dyer also launched Pathways for Parramore, a complete effort

to revitalize downtown Orlando's historic Parramore Heritage area which had become Orlando's most blighted community. After ten years, 140 of 166 recommendations have been completed or are in progress including a new event arena, performing arts center, renovated Orlando Citrus Bowl football stadium, new residential and commercial high-rise buildings and educational institutions. Also, Parramore has new housing units and increased homeownership, reduced crime and more opportunities for children and families, including new programming for the more than 2,000 young people who call Parramore home. In April 2014, a new taskforce was created to build off the great work that began in 2003. The newest task force has 71 members and a 26-member executive advisory committee. The task force was challenged to imagine ways for downtown Orlando to become the nation's highest quality urban environment. Innovative outreach plans to inform the new downtown plan include the #OYes/#ONo social media initiative that encouraged the sharing of photos, videos, links, comments – anything that represents what we need more of (#OYes) or less of (#ONo) in Downtown Orlando.

ORLANDO CARES

In 2010, the City of Orlando won a Leadership Grant from Cities of Service to find innovative ways to address local needs through impact volunteerism. Through stakeholder meetings and extensive community input, Orlando citizens chose to focus their volunteerism on improving youth literacy and education, decreasing youth crime and improving overall community safety. The University of Central Florida assisted in the research and planning phases of the service plan and helped develop the metrics to track program progress. ORLANDO CARES engages volunteers from many places including retiree groups, such as the Retired Seniors Volunteer Persons (RSVP), Foster Grand Parents (FGP) and retired teachers groups; students from Rollins College, UCF and Valencia College; and AmeriCorps VISTAs and Public Allies of Central Florida. Since 2011, more than 2,300 volunteers have engaged in a variety of programs that have assisted 6,300 youth. The six programs within ORLANDO CARES are: Preschool Ambassadors, Third Grade Reads powered by Read2Succeed, Mayor Buddy's Book Club, The Garden, PathFinders and Take Heart Orlando. In less than four years, the outcomes the volunteers have helped accomplish for these programs are impressive: 100 percent of PathFinders' students avoided any type of criminal activity with

zero arrests for the year; 95 percent of The Garden students learned the importance of incorporating fresh produce in their diets; and 100 percent of Third Grade Reads students increased their reading fluency.

Tallahassee, Florida

Distinguished Young Gentlemen of America, Inc.

In 2008, three African-American men, recent graduates of Florida A&M University (FAMU) began a conversation about the state of young black men in America that would eventually lead them to found Distinguished Young Gentlemen of America, Inc. (DYG). DYG is a Tallahassee-based, non-profit committed to addressing the multi-dimensional challenges affecting young African-American males. DYG's strategies encompass an innovative, accelerated student curriculum that helps vulnerable African-American 9-12th graders develop the academic and leadership skills to serve as positive, influential role models for their peers. In 2009, DYG launched its first effort, a comprehensive summer enrichment program for 40 local boys. The program soon expanded to a year-round program with services offered on a daily basis. DYG provides students with critical support through mentoring, tutoring, academic coaching and community engagement. The academic mentoring and college preparation has paid off: Average student GPA increased from 2.8 in 2012 (before the introduction of tutoring) to 3.20 in 2014. For the past three years, 96.7 percent of DYG graduating seniors attended a 2- or 4-year college or technical training academy, earning more than \$2.1 million in scholarships to institutions. As important as academic tutoring and mentoring are the "manly deeds" that instill in students a sense of civic responsibility. Since 2013, students have facilitated or participated in 31 community engagement service projects that enable peer-to-peer engagement and establish the bonds between students and the community. Leadership development is another essential component of the DYG curriculum. Since 2012 students have participated in 17 comprehensive leadership development workshops. Students have leveraged those skills speaking out on violence against youth at the Florida House of Representatives. Nearly 375 students have participated in DYG since 2009, and in turn they've mentored nearly 2,000 youth. Thousands more have been influenced

through peer-to-peer interactions with DYG students – during community engagements, DYG step shows, or other displays of their leadership. The DYG approach has been so successful that it has expanded to neighboring counties as well as Chicago, Atlanta, and Washington.

Cascades Park

Based on the collective vision of Tallahassee residents, Cascades Park is a \$30 million, 24-acre state-of-the-art storm water management facility cleverly disguised as a world-class park. For decades, Tallahassee struggled with how to address two major issues 1) destructive, even deadly flooding, and 2) the toxic wasteland on the site where the city was first founded. Through collaborative engagement and input from all sectors – including citizens' working groups, neighborhood commissions, community organizations, entertainers, local businesses and government – Cascades Park not only alleviated flooding issues, but rehabilitated the site of the city's founding. The park is a walkable, mixed-use facility with space for recreation, reflection, civic education, and entertainment (including a 3,500 seat amphitheater) and a cutting edge water quality and flood mitigation project. The park also provides opportunities to learn about and reflect on Tallahassee's history. One key feature is the Smokey Hollow Commemoration - a historical tribute to the vibrant African-American neighborhood that once sat on the park grounds. In the 1960s, the city used eminent domain to forcibly dismantle Smokey Hollow. Rather than ignore this ugly part of Tallahassee's history, a group of former neighborhood residents, historians, and others came together to collect oral histories and artifacts related to life in the community and to design the Smokey Hollow Commemoration. What's more, in addition to the civic engagement and education, construction of the park helped the local economy, generating 300 construction jobs, and helping to revitalize nearby Gaines Street and attracting \$400 million in private sector investment.

Neighborhood REACH

The first of its kind, REACH brings together a myriad of city and community services focused on improving the quality of life within Tallahassee's lower-income and older neighborhoods. REACH began with a focus on helping low-income residents reduce their energy usage and costs. But, some of the city's poorest residents believed that the city-owned and operated

utilities had deliberately overcharged them. To rebuild trust and overcome potential obstacles, REACH began at the grassroots, engaging the community through churches, neighborhood associations and direct personal contact. The team then went door-to-door to provide residents with free energy assessments, education and installation of energy-saving products to help lower utility costs. At the urging of community partners and leaders, the work didn't stop with energy efficiency. It evolved so that, while at the home, the team now refers residents to other services such as Emergency Home Repair Program, Elder Care Services, or the Housing Authority. The Fire Department secured grant funding to install smoke detectors and distribute fire extinguishers at no cost to residents. Other groups partnered with residents to repair sidewalks and street lights, replace faded signs, and landscape parks. The first area served by REACH was the Bond community - before REACH, each winter the Bond community used 8-15 percent more energy per household than the city-wide average. After REACH, Bond's winter usage was 7 percent less than the city average - saving residents \$18 - \$25 each month. Overall, REACH has served 6,000+ homes, providing nearly 760,000 in financial assistance and saving approximately 6,300 Megawatt hours each year. These savings helped reduce consumption enough to defer the need to build another generating plant. REACH has bridged the gap between the City and residents, forming a bond citizens and local service agencies while bringing a sense of pride, ownership and stewardship to neighbors and neighborhoods.

Quincy, Illinois

Teen REACH

Teen REACH (Responsibility, Education, Achievement, Caring and Hope) is an after-school program that aims to improve the likelihood of future success, provide positive choices, reduce at-risk behaviors, and develop career goals. While the program receives some support from grants, it is the local business community that believes in the mission and provides the majority of the financial support to sustain the program. Operating in a former elementary school building in a low-income neighborhood, all Teen REACH participants qualify for free and reduced lunch and participate in the program free of charge. In addition to providing a safe place after school,

Teen REACH provides six core services: academics, life skills, parental involvement, recreation, sports or cultural/artistic activities, positive adult mentoring, and service learning. A family-type environment is created by staff and participants. Students are transported from school to the program and from the program home. A family-style dinner is served each evening. Volunteers are a vital part of the program. A retired newspaper editor volunteers each week to teach writing skills. Mentors from the community college help with homework and tutoring and provide a college readiness class. Students are also able to participate in College for Kids at the local community college over the summer. Teen REACH has an average daily attendance of 40 students with an annual enrollment of 130 students. Students who participate at least four days a week have seen an average GPA increase of two letter grades.

United Way of Adams County Financial Sustainability Initiative

In 2013, United Way of Adams County launched the Financial Sustainability Initiative after seeing the need to engage volunteers, corporate partners, educators and social service agencies to enhance financial sustainability in the community. The initiative seeks to help individuals and families achieve and maintain economic independence and help youth develop skills that prepare them for a successful future. Services provided include: financial coaching, income tax preparation, college/career readiness, and financial literacy for youth. As part of the youth financial literacy effort, a Junior Achievement program has been implemented in the Adams County Schools for Kindergarten through 12th grade. The program helps students understand the importance of economic independence and gives them the tools and knowledge to become financially responsible adults. Partnerships with area foundations and institutions have enabled this programming to be offered at no cost to the schools. Junior Achievement (JA) uses a unique delivery system in which a community volunteer comes into the classroom to teach the curriculum. In the previous year, 140 community members volunteered 455 hours. The program now serves 4,316 students, up from 1,300 students the school year before. According to the program's evaluation, the JA program has helped Quincy students better understand the importance of an education (49 percent) as opposed to their non-JA peers (31 percent); 71 percent of middle school students reported JA motivated them to work harder

to achieve educational and work goals; 83 percent of JA alumni said it helped them prepare for the world of work; and 85 percent of alumni reported feeling confident in their ability to manage their personal finances effectively.

Chaddock Boys School

Founded in 1853, Chaddock Boys School (which opened to girls in 1982), provides a comprehensive range of programs for youth (birth to 21) and their families, from outpatient counseling and community services to foster care to residential treatment and educational services, including those provided in the public schools and an accredited special education school on the agency's main campus. The children and young adults that seek support from Chaddock have often experienced trauma resulting from abuse and neglect. Chaddock's Developmental Trauma and Attachment Program, DTAP, is a treatment framework based on brain functioning and developmental growth of children who have experienced severe abuse and neglect in formative years. Families from 29 states, and children from 17 countries of origin, have brought their children to Chaddock. The agency has also extended their reach internationally by training professionals from five different continents. Locally, the school serves students from 43 Illinois school districts through their campus-based special education school. Because Chaddock is a fully accredited school, students who have attended have the opportunity to receive their high school diploma from Chaddock or have their credits transfer back to their home school district. In addition to addressing the behavioral health and educational needs of young people, Chaddock also strives to help those it serves learn to be contributing members of the community through volunteerism. The Quincy community has generously supported Chaddock through volunteerism and financial contributions. Chaddock, in turn, gives back to the community by making the gym, indoor swimming pool and sports fields available free of charge to dozens of community groups.

Somerville, Massachusetts

Center for Teen Empowerment

Teen Empowerment (TE) engages young people as leaders in local efforts to turn their peers away from

violence, gangs, and drugs, and toward positive community involvement. TE organizes in communities with high rates of youth violence, among other risk factors, and places with low rates of youth achievement. Through the program, youth are trained as community organizers and develop effective strategies that involve their peers in creating positive social and instructional change in their communities and schools. Teen Empowerment began in some of the highest risk neighborhoods in Boston, expanding into Somerville in 2004 at the height of an epidemic of youth substance abuse and suicide. Since its implementation in Somerville, Teen Empowerment has statistically and significantly contributed to the reduction in youth substance abuse, high school dropout rates, and violent crimes among youth in the city. Teen Empowerment Somerville also serves as the lead facilitator for the community-wide Youth Workers Network. TE hires low-income, urban teens to identify the most pressing issues in their communities and to develop a strategy to address those issues. Each year, more than 90 TE youth organizers conduct more than 150 initiatives involving more than 5,000 youth, residents, public officials, and police in efforts to build peace, tolerance, and community. As part of this process, TE has resolved more than 200 conflicts including those related to homicide, gang activity, and hate crimes and helped to substantially reduce youth violence in urban neighborhoods. In addition, TE provides consulting and training to help other service providers adapt TE methods for use in their own programs.

The Pocket Change Initiative

The Pocket Change initiative helps cultivate new job opportunities and gives recent high school graduates and younger workers better incentives to obtain jobs in a competitive market by arming them with the necessary tools and experience. In 2012, Mayor Curtatone convened a Jobs Advisory Committee to review the city's job market and labor needs. This cross-sector collaboration included employers, workforce development providers and other community stakeholders. Among the primary findings were the need to streamline the city's workforce programming and pay specific attention to the skills gap that are preventing local employers from hiring local residents. Pocket Change is designed to connect low-income, out-of-school young adults to full-time employment opportunities and reduce their chances of unemployment. Because many of the program's

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participants have little formal work experience, the program links them with “micro-level” jobs around the city that provide a bit of “pocket change” and teach on-the-job skills. Pocket Change participants also take part in a series of soft-skill workshops that focus on job readiness skills, such as interviewing, resume writing and group dynamics, as well as hard-skill training such as commercial drivers’ licensing, restaurant training and other certificate programs. The initiative aims to reduce unemployment for low-income youth in Somerville by 10 percent over 10 years, and is planned and implemented under the guidance of both employers and youth from Somerville’s community. In 2014, Pocket Change partnered with Help Around Town, a website that allows businesses and residents to post one-off jobs and part-time employment opportunities at no cost to them, to expand the program to the entire community.

Using Music as Prevention

Music education in Somerville provides the opportunity for students to learn to play an instrument beginning in middle school. What sets Somerville apart is that no student pays to learn. In 2007, Richard Saunders, the school district’s music director, began to experiment and implement strategies to improve participation in “active music making” at all grade levels in Somerville. Understanding that financial barriers were contributing to declining enrollment, Saunders sought to bring music into the community at reduced rates. Mayor Curtatone committed \$100,000 to purchase beginner instruments, and program enrollment skyrocketed. These days every seventh and eighth grader in Somerville participates in one of the school music ensembles, up from a mere 15 percent in 2005. All programs are open to musicians of all levels and abilities, and there is no audition required. The programs look for new, interesting, and innovative ways for youth to channel their emotions, to find acceptance among peers of different backgrounds. Other community programs have augmented the schools effort, El Sistema Somerville is an after-school music education program that provides ensemble-based music instruction to third, fourth, fifth, and sixth grade students. One of the 12 programs operated around the world, Somerville Grooversity is an innovative and creative drumming project that promotes music as an educational resource, entertainment, and as a catalyst for social change.

Tupelo, Mississippi

Tupelo Responds to Disaster

On April 28, 2014, a tornado tore through the heart of Tupelo. The storm damaged or destroyed 650 homes and 50 commercial buildings – but miraculously there were no fatalities. However, the process of repairing and rebuilding was incredibly daunting. From the beginning, the American Red Cross, Salvation Army and the United Way distributed food and water, prepared sleeping quarters and readied themselves for an outpouring of volunteers. About 2,600 people registered to help in just the first weekend. But the volunteer effort that was to come would dwarf anything the community could have expected. After the devastation of Hurricane Katrina, Steve Tybor and other Tupelo residents created Eight Days of Hope – a faith-based organization that has helped thousands of people across the country affected by natural disasters repair and rebuild their homes (without any cost to the homeowner) in an eight day blitz of volunteering and building. Now, this national organization was called upon to serve their own community. Logistical and financial challenges that would normally take four to five months to complete were dispatched in only 6 weeks as community leaders worked to organize efforts and raise nearly \$500,000 to support the effort. All told the group worked on 250 homes, five churches and three city parks – rebuilding some from the ground up. In just eight days volunteers provided more than 150,000 hours of work, valued at nearly \$5 million.

Tupelo Aquatic Center

A partnership between the Tupelo Department of parks and recreation and the Tupelo Public School District in 2009 led to the creation of “Safe and Swim” a program designed to teach water safety to every elementary school child in the city. Later in 2009, representatives from the Tupelo Aquatic Club, Shockwave Swim Team, Tupelo Convention and Visitors Bureau and the Parks and Recreation Department began discussions about the possibility of a new aquatics facility. These conversations led to the construction of a \$12 million Aquatic Center with an Olympic-sized pool that can host major swimming competitions. Since its opening in 2013 the center has hosted 1,364 competitors whose families and fans have provided \$385,654 in economic impact. The center has a large teaching pool and offers lessons and aerobics for all ages. The “Safe and Swim”



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program continues with first and second graders bused in to receive a full week of swimming lessons in the fall and spring semesters. In 2011, the parks and recreation department created the Tupelo Challengers Special Olympic Swim Team, training special-needs athletes in physical fitness and technical skills. The program operates with an army of volunteers who teach, coach and build strong relationships as competitors prepare each week. In addition to enhancing the quality of life for residents, the Tupelo Aquatic Center is a destination venue for sports tourism. Tourism is a key part of the city's revenue. In 2013, more than 277,000 visitors came to the city with an economic contribution of \$75 million.

Tupelo Engages and Supports Vulnerable Boys and Young Men

The Boys and Girls Club as well as Big Brothers Big Sisters have been staples in the community for years, but as community demographics change so have approaches to programs initiated to address changing needs. This includes the creation of the Police Athletic League (PAL), Plant-a-Seed, and El Centro. PAL has reached more than 5,000 youth since its creation in 2005, the result of a pick-up basketball game in a local church gym where officers, residents and youth played together with respect for one another. PAL helps develop a closer bond between officers and the community they serve through athletics and other programs. In 2014, the city purchased an existing church gym and with new space attendance increased. Plant-a-Seed provides 16-18 year olds with summer employment with the city. Counselors at Tupelo High and local church leaders recommend candidates who learn how to conduct themselves during an interview, how to dress properly and how to write a resume. In the past three years more than 100 students out of the 400 candidates have found work with the city over the summer. Former participants credit the program with influencing their decisions to pursue careers as firefighters or paramedics. El Centro works to bridge the educational divide created by poverty and language barriers among Latino residents in Tupelo. It provides citizenship classes, a computer resource center and English as a second language classes for adults.

Geneva, New York

Geneva 2020

Modeled on a collective impact process that was successfully implemented in Cincinnati, Ohio, Geneva 2020 is a collaborative effort to advance the Geneva schools and build a stronger community. Although the graduation rate of the local high school was on par with the national average of about 70 percent, a coordinated effort was necessary to improve the school success rates of students with disabilities, students of color, and English Language learners. The Geneva 2020 initiative seeks to harness the resources of the entire community, from non-profits to businesses to individuals, in order to provide assistance in three key areas identified by the Geneva City School District as being critical to the future of Geneva's children: expanding career and college readiness opportunities, and promoting inclusive literacy programming toward an improved graduation rate. Efforts include college visits to Hobart and William Smith Colleges (HWS), an annual series on college life skills hosted by The African American Men's Association, an SAT prep program, corporate donations of lab coats, efforts to increase the number of students in internships and weekly tutoring by students from HWS. Between 2010 and 2013 the graduation rate for Geneva students increased from 70 percent to 82 percent. What's more Geneva 2020 has given the entire community a shared language and a common mission, one that allows a shift from a deficit model to a frame of reference that defines how to think about school success opportunities for all children.

Neighborhood Revitalization

The city created the Office of Neighborhood Initiatives with the goal of helping to build Geneva into a thriving small city with a vibrant downtown. Since the study, neighborhood associations have been created in each of Geneva's 11 neighborhoods. These neighborhood associations have undergone leadership training through NeighborWorks Rochester, helping residents to arm themselves with the tools and skills they need to take charge of their communities. Now, each neighborhood has an identity and events (Pumpkin Roll, Harvest Fest, etc) that reflect the local character and highlights their strengths. Residents have become more involved through monthly meetings and resident driven initiatives to help make their neighborhoods safer

and more beautiful. In 2014 alone, 1,357 resident volunteers and 3,061 resident participants engaged in neighborhood events in the City of Geneva. Through programs such as the Engaged Resident Series (a monthly forum based on a topic of interest expressed by current events or conditions in the community), the City of Geneva's Comprehensive Plan Steering Committee (including 20 individuals from various cross-sections), neighborhood association meetings, and more, there has been a strong emphasis on decision making and consensus building citizen and city-led programs.

Downtown Revitalization

The revitalization and civic investment in Geneva's downtown has paid off. Geneva has been named one of the "100 Best Small Towns in America" by Prentice Hall. But, ask any long-term resident and they will tell you downtown Geneva was not a place you would call thriving ten years ago. This development has been an intentional and collaborative undertaking, an investment of time, money, effort and resources, but the result can be seen the first Friday of every month when residents flock to the downtown streets for Geneva Night Out. Downtown Geneva is now not only one of the safest areas to be, it is one of the most booming with activity. The outsides of buildings were transformed with paint and new signage. Flowers were hung. Light poles were painted. A once eerie one-way street had lights placed above it and became transformed into one of the most romantic strolls in the downtown area. What started as a fundraiser for the public library has become a slogan for a new community vision. "Love Geneva" started as a program supporting the library's foundation. Now local businesses offer discounts to residents with their Love Geneva card, encouraging people to shop and eat local. "Love Geneva" has become the community vision, and those who once felt ashamed and trapped by living in Geneva, now live there by choice.

Asheboro, North Carolina

The Dream Center

Many children in the Asheboro area lack a safe and enriching afterschool environment in large part due to the financial burden these programs leave on a family. Learning of this community need, a group with the North Ridge Church began to develop a free

after-school program that could serve those students and their families. After receiving a 21st Century Community Learning Center grant in 2010, the Dream Center was established to provide before and after school, weekend and summer school academic enrichment opportunities for children attending low-performing schools. Monday through Friday, 80 students from area schools are transported to the Dream Center where they enjoy extended educational opportunities, homework help, dinner and time with positive mentors. Students also have the opportunity to participate in community service activities and connect with various community visitors about career options. Not only does the Dream Center provide enrichment opportunities for students, it also helps working parents stay in the workforce longer. Some parents credit the Center with enabling them to keep their current job. Once a month, the Dream Center offers Parents Night where staff help parents engage in their student's learning. Parents Nights also provide critical fellowship and peer support to parents. In order to meet the additional needs of families, Dream Center partners with the North Ridge Church to offer counseling, clothing, food assistance and referrals to other community resources.

Boys and Girls Club of Central Asheboro

The Boys and Girls Club of Central Asheboro resides in the East Side Community and serves more than 200 members a year for just \$2 per student. The club not only provides a safe place to go after school, but also extended learning opportunities. Homework assistance and a nutritious snack are provided during "power hour" and a variety of learning experiences such as Healthy Habits, to promote healthy lifestyles; Triple Play, to promote physical activity; Smart Moves/Smart Girls to provide mentorship and information on pregnancy and substance issues are available to students while attending the club. Students also have the unique opportunity to participate in the Yes! East Side, a grassroots program that was created in partnership with NC Trees, a local nonprofit focusing on bettering the community through environmental education. Through this 11 year-old partnership students learn about trees, ecosystems, community service, agriculture, horticulture, and the importance of caring for the Earth. The partnership has helped organize various community service projects such as cleaning up waterways, hosting recycling events and trash pick-ups in the neighborhoods. Staff members give the

students access to as many outside opportunities as possible including overnight camps, college tours, business tours, hiking, zip lining, a trip to Washington D.C. to learn about government and a chance to make a difference in their local neighborhood by planning a walk for breast cancer.

Midnight Basketball

The goal of Midnight Basketball is simple: keep at-risk youth off the streets through a structured, adult-supervised environment that cultivates growth, maturity, competitiveness, teamwork and a positive attitude. Involvement in sports has been shown to help raise GPAs, test scores, attendance rates, graduation rates and lower discipline referrals and drop outs. Midnight Basketball was originally the idea of G. Van Stadnifer in 1986 as an alternative for young adults to drugs, crime and other social problems. Although the program originally did play until midnight, they now play between 5:00pm and 10:00pm Tuesday and Thursday nights in June and July. Midnight Basketball targets students who do not play in other sports leagues due to the financial burden, transportation issues, or are not selected for a school or competitive team. Participants are ages 8-18 and a record number of 220 played in the 2014 league. The cost to compete is \$15, but scholarships are available to participants thanks to the program sponsors. Midnight Basketball would not be possible without its partnership with the United Way of Randolph County, the primary source of finance for the program. Additionally, the staff partners with Asheboro City and Randolph County Schools to bring awareness of the program. They also work with staff at Schools in Communities to help target the most at-risk students to engage in the program. And lastly, they engage with community leaders to help bring positive role models in as coaches for the league's teams.

Marshall, Texas

The Boys & Girls Clubs of the Big Pines

Founded in 1992, the Boys & Girls Clubs of the Big Pines experienced explosive growth after 2005 under the dynamic leadership of a new director. The local chapter went from just 80 students to more than 1,500 at 13 sites across Harrison County. The national organization lauded the BGC of the Big Pines for

having the highest growth and impact of any in the eight-state southwest region. BGC of the Big Pines serves an incredibly diverse group of young people, 54 percent of whom are African-American and 12 percent Hispanic. Roughly 57 percent are from single parent households and 80 percent qualify for free and reduced school lunches. Cross collaborative partnerships are a key element in the club's success. With strong relationships with the area schools districts and an after-school program, the club emphasizes affordability. Students pay only \$25 for a full school year of after-school programs. The club offers a variety of hands-on, high-yield learning activities including computer skills, photography, music lessons, healthy cooking classes, foreign language study, creative writing, public speaking, sewing, clay animation, robotics and community service. In 2006, the Marshall City Commission voted unanimously to change the name of the street where the local headquarters is located to "Positive Place" to correspond to the national club's slogan of "A Positive Place for Kids." The change was meant to convey the community commitment to providing opportunity, education and support to young people becoming productive, caring and responsible citizens.

The Buard History Trail and Wiley College

In the past fifteen years, Marshall has made a concentrated effort to research, document, and preserve its history with a particular interest in sharing historical accounts, materials and buildings with young people. The effort has focused on commemorating important sites associated with Marshall's role in African-American history and the civil rights movement which resulted in the Buard History Trail. The Trail is named after Rebecca Buard (1909-2000), who was a teacher at Marshall's first African-American high school and Wiley College. Sites include information on Professor Melvin B. Tolson who inspired a generation of students at Wiley College, the oldest historically African-American college west of the Mississippi. He led the college team to a national debate championship in the 1930s. This feat was celebrated in the 2007 film, *The Great Debaters*. In 1941, one of those debaters, James Farmer, Jr., helped found the Congress on Racial Equality (CORE). Marshall's Courthouse Square was the site of the largest Civil Rights-related sit-ins in Texas. In addition to preserving and celebrating the town's civil rights history a coalition of community-minded volunteers and businesses have stepped up to work with the city and county on the revitalization of

Marshall's historic downtown and adjacent neighborhoods. In little more than a decade, significant historic buildings have been restored or renovated, including the Texas & Pacific Depot (1912), which houses Marshall's Amtrak station and a T&P history museum; the 1901 Harrison County Courthouse; and the Joe Weisman & Company building which was the first department store in the state of Texas and is now the site of various retail businesses and a restaurant. A \$1.4 million endowment has been established through the sale of "historic tax credits" to assist with the ongoing preservation of the Harrison County Court House.

Get Healthy Marshall

Mayor Ed Smith and his wife, Amanda Smith, led a community-wide effort called Get Healthy Marshall. Along with its monthly community potluck dinners, the community sponsors an annual Health Fest. The three day festival features lectures, cooking demonstrations, and classes presented by an array of nationally-respected doctors, scientific researchers, chefs, nutritionists, and fitness experts. The festival also showcases chefs and fitness instructors from the community. Marshall's faith-based community has also gotten involved in the community collaboration to get healthier. Reverend Develous Bright, pastor of Ebenezer Methodist Church in the New Town/Wiley College neighborhood, is working with his church members to incorporate lessons on how to cook healthier and prepare group meals together on the same night as Bible study. The Harrison County office of Texas A&M's AgriLife Extension Service partnered with members of the local Master Gardeners, the Farmers Market, and members of Get Healthy Marshall to initiate a "Grow Green Marshall" Youth Community Garden Project. Students, ages 12-18, from schools throughout Marshall receive guidance on planting vegetables and herbs in a 5,200 square foot community garden in downtown Marshall. Students learn not only organic gardening and how to provide ongoing care for a variety of crops, but also business skills as the local downtown restaurants purchase their fresh produce and herbs. This program builds on the community's already strong 4-H and Future Farmers of America programs. Mission Marshall initiated a new program in 2014, Fresh Produce Program which provides community members in need with fresh fruits and vegetables on the first and third Fridays of every month.

Petersburg, Virginia

Concerned Black Men of Petersburg

The US Census estimates that 30 percent of children below the age of 18 in Petersburg are living in poverty. It also estimates that only 45 percent of black men graduate from high school and 22 percent of black men who begin a four year degree complete it in six years. Concerned Black Men of Petersburg, Inc (CBM-P) have been actively working to positively effect those statistics in Petersburg since 1993. CBM-P supports black men through a focus on education, personal values, family, conflict resolution and community service. CBM-P seeks to provide a mentoring relationship to facilitate the development of young men who work well, play well, love well and expect things to be well in their lives. To achieve this the organization focuses on: mentoring, exposing young men to positive experiences and demonstrating exemplary behavior to them, and providing family-oriented events. In addition to these efforts CBM-P offers seminars, an annual lock-in, and team leadership opportunities as well as conflict resolution programs. Through these programs CBM-P has helped two generations learn the art of manliness and provided examples of what it means to be a man.

Parks and Leisure Services Summer Program

The city of Petersburg Parks and Leisure Services Department provides an eight week comprehensive Summer Program for at-risk youth from 6-14. Programs are held at local schools, faith-based institutions, and recreation sites throughout the city. And to ensure that financial barriers do not prevent youth from participating, the Summer Program is offered at no cost. The Summer Sports Camp is designed for boys from 6-14 and includes several programming components: sports, the art of chivalry, nutrition, gardening and job skills training (for teen participants). The program targets 75 boys and is staffed by camp leaders who are college students and serve as role models as well. The city of Petersburg is the largest employer of youth throughout the Tri-Cities area during the summer. Overall, the Parks and Leisure Programs employ 100 teens and young adults during the summer. In addition to the programs listed above, young people can participate in myriad other activities and courses including: golf, fishing, baseball, aerobics/dance, gardening, life skills and tennis.

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Petersburg Freedom Support Center

Military families across the nation often experience great difficulty connecting with and navigating vast systems of care. The search can be daunting and frustrating and many veterans and their families struggle to adjust to civilian life after their service. While there are thousands of programs for Virginia's military families and veterans there was no single starting point for those in the Tri-Cities area. This changed with the opening of the Petersburg Freedom Support Center which provides customized comprehensive services to veterans and their families. The ONESTOP houses on-site provider organizations. Within less than 13 months the ONESTOP has served 1,654 individuals or nearly 60 percent of the estimated eligible population. A comprehensive approach to serving veterans has included a focus on transportation addressed in part by locating the Center in an accessible area and providing a reduced rate bus pass. Other areas of focus include re-entry to community from prison and housing. To date the program has helped individuals and families secure: full or part-time employment, free casual/dress attire for job interviews, register for postsecondary education programs, secure housing with financial

assistance and enroll in Veterans Affairs medical/healthcare. With the Center those who have served their country will continue to have consistent access to the best available services and resources.

Spokane, Washington

Community Attendance Support Teams (CAST)

In 2009, Priority Spokane, a collaboration of organizations working to create a vibrant future for Spokane County, was examining county-wide community indicators to determine how best to foster measurable improvements in key areas of community vitality. Knowing that one of the key factors of a healthy community is an educated workforce, the community of Spokane became concerned when the 2009 graduation rate for Spokane Public Schools (SPS) was only 62.1 percent. Priority Spokane helped spark a community-wide initiative around educational attainment with a focus on raising the graduation rate, decreasing the dropout rate, and preparing all students to be



college/career ready. By framing this as a community problem, the initiative was able to bring in many partners to help. Research conducted at Gonzaga University recommended that SPS develop an Early Warning System (EWS) focusing on attendance, behavior and course completions to help identify and support the neediest students. Priority Spokane, SPS, and community partners implemented CAST as a way to resolve the student's attendance problem before a truancy petition needed to be filed with the court. CAST meets twice a month at each school and includes the student, parent/guardian, school counselor, assistant principal, representatives from community organizations and the CAST coordinator. These meetings are meant to provide support and help uncover the root cause of problems facing the student and their family. The 2013-14 school year was the first full year of implementation for CAST across all middle schools, which provided 86 high-risk students an individualized plan. CAST has shown promising results after its first year with an 11.6 percent improved attendance rate.

Youth and Police Initiative

In 2013, Frank Straub was hired by Mayor Condon to lead the Spokane Police Department. Chief Straub recognized the need to engage youth in the community, not only as a crime-prevention opportunity but as a relationship-building one. With crime and gang violence increasing in the Spokane community, Chief Straub saw the Youth and Police Initiative (YPI), as developed by the North American Family Institute, as part of the solution. The Spokane Police Department began YPI in January of 2014. In that year 61 officers connected with more than 100 youth at nine locations throughout the city. YPI is an early intervention and prevention program that works to build trust in the law while reducing stereotypes. There are four key components to YPI: 1) assessment and collaborative development: the YPI coordinator works with community organizations to identify youth for the program and rotate the location of the program to various community centers, schools, the youth homeless shelter, and Juvenile Detention. 2) Youth Training includes public speaking, group process, open discussion, goal development and "method role playing", which give the youth and police the opportunity to walk in each other's shoes. 3) Police Training Implementation incorporates interactive techniques that address team building, practical understanding of police approaches and scenarios geared to invoke constructive discussion about positive ways that youth

and police can interact. 4) YPI Graduation Dinner is an important concluding event for YPI graduates and their families, SPD staff, and city and community leaders.

Communities in Schools of Spokane County

Since 2008, Communities In Schools of Spokane County (CISSC) has surrounded students in Spokane Public Schools and Cheney Public Schools with a web of support, empowering them to stay in school and achieve in life. CISSC provides case management of supportive interventions for at least 10 percent of the youth in each school and provides PrimeTime Mentoring in another 18 schools to provide social-emotional support through weekly on-campus support by caring community members. Food insecurity impacts many of the youth served by CISSC. Through a partnership with At the Core and 2nd Harvest Food Bank, CISSC provides weekend emergency food to 2,000 youth, setting up food pantries in four schools. CISSC also provides clothing to students in the area. CISSC helped establish the only school-based health clinic in Spokane County in 2011. Additionally, CISSC has created relationships with another health clinic and dental clinic in the Hillyard area and students whose parents sign permission forms can be escorted to the clinic and dentist by site coordinators. Through deliberate partnerships with college students and various faith communities, CISSC is able to match students of color to mentors of color. CISSC also administers the evidence-based Strengthening Families Program for students (10-14). In this program youth and parents are offered separate age-appropriate course for the first hour, and then come together at the end for a project-oriented family session. All of these efforts are leading to positive results as 82 percent of the 306 students that received case management services made progress toward goals related to attendance, behavior and course work.

Yakima, Washington

Yakima's Gang Free Initiative

Gang violence and gang related crime have been a challenge for the Yakima community for years. In 2010, the violent murder of a teenage boy in broad daylight shocked the community and catalyzed action to address the gang issues. A dedicated group of business owners, educators, youth services providers, media, community activists, elected officials and many

others joined forces to address three identifiable pillars of an anti-gang offense: suppression, intervention and prevention. To aid in suppression effort, Yakima City Council provided an additional \$2 million in funding for law enforcement. Intervention efforts have been strengthened through significant additional funding for service providers including those offering mental health groups, employment opportunities, tutoring programs, and life-skills education. For example, Yakima's Gang Resistance Education and Training (GREAT) program takes advantage of the combined assets of the Yakima Police Department and the Yakima School District to target at-risk elementary school and middle school age-kids and provides them with tools to avoid using delinquent behavior and violence to solve problems. GFI prevention programs are primarily provided by the Yakima Police Athletic League (YPAL), which is housed in a repurposed senior citizen center in a low-income, predominantly Latino area. YPAL offers kids between eight and 18 skill building activities such as cooking classes, art classes, and positive decision making classes. Physical activities and leadership and community service opportunities are also available to youth through YPAL. In the last two years, the rate of serious crimes, including homicide, assault, robbery, burglary, has dropped by nearly 22 percent. Since its height in the late 1980s, the rate of serious crime is down by nearly 70 percent.

The Perfect Attendance Creates Excellence Program

Research clearly shows that regular school attendance is important for all students, but it is especially critical in Yakima for Latino students who come from primarily Spanish-speaking homes. Nearly half of all Yakima School District students are involved in transitional bilingual programs. Last year, across Yakima School District there were more than 33,000 unexcused absences. After learning of the significant truancy problem in the Yakima School District, a local car dealership Bud Clary Toyota of Yakima, decided to take on the challenge of improving school attendance as part of its "Clary Cares" community outreach efforts. Focusing on providing a tangible, attainable incentive for students to strive to be in school each day, the Bud Clary staff create the Perfect Attendance Creates Excellence program (PACE). PACE targets kindergarten through 5th grade students in

19 area elementary schools and rewards kids who achieve perfect attendance for an entire school year with a brand new bike and safety helmet. To encourage family involvement in helping students achieve perfect attendance, 10,000 letters printed in Spanish and English were sent to parents explaining how they can support their children. Mid-June each year, the Yakima business community collaborates to host a celebration for the students. More than 1,200 students, parents, teachers, principals and volunteers attend. City of Tieton Police Department officers lead bike safety classes and staff from the local radio stations and bike shops help fit helmets. Since PACE began, almost 800 students have earned a new bike and the program has inspired as many as 10,000 students to improve attendance.

100 Jobs for 100 Kids

Yakima's unemployment rate is more than eight percent, nearly two percentage points higher than the Washington State average. Job opportunities are particularly scarce for teenage boys and girls from Yakima's poorest neighborhoods. Long-time Yakima community leader, Ester Huey, brought together businesses, service clubs, nonprofits, professional associations, and elected officials in 2006 to share ideas about how the community could provide at-risk youth work experience and a paycheck during the summer break. The group created 100 Jobs for 100 Kids to serve Yakima's youth ages 14 to 19. To kick off the project each year, the Southeast Yakima Community Center hosts a large Job and Career Fair attended by more than 300 youth. During the event, experienced Yakima business professionals conduct mock interviews, teach pre-employment workshops, assess the job readiness of attendees and assist students in developing resumes. Attendees can also earn their food handlers card, allowing them to work in restaurants, for catering companies, at coffee shops or other food establishments. Working an average of five days a week, four hours a day, 100 Jobs for 100 Kids participants are paid minimum wage and earn almost \$760 for the summer. In 2014, 108 kids were employed thanks to the project and took home a combined salary of nearly \$81,000. Since it began, the program has provided well over \$600,000 in wages to nearly 1,000 Yakima youth.

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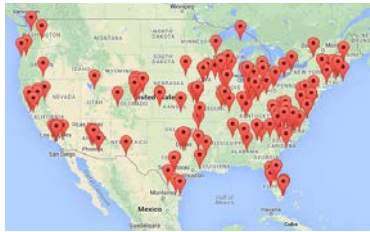
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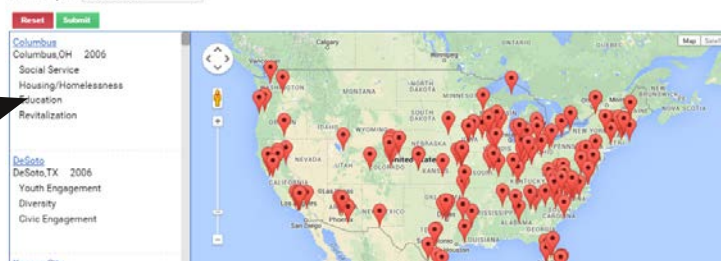
All-America City Promising Practices Database

Search for innovative projects from AAC Communities (winners and finalists) since 2005

Postal Code: Search area: 500 Miles State: year:

Arts and Culture Civic Engagement Community Center Crime/Safety Disaster or Emergency Response/Preparation Diversity Economic Development Education Environment/Open space Food Access/Healthy Living/Obesity Grade Level Reading Health/Healthcare Housing/Homelessness HS Graduation/Higher Education Literacy Other Parks and Rec Revitalization Smart Growth Social Service Transportation/Infrastructure Veterans Youth Youth Engagement

community size:



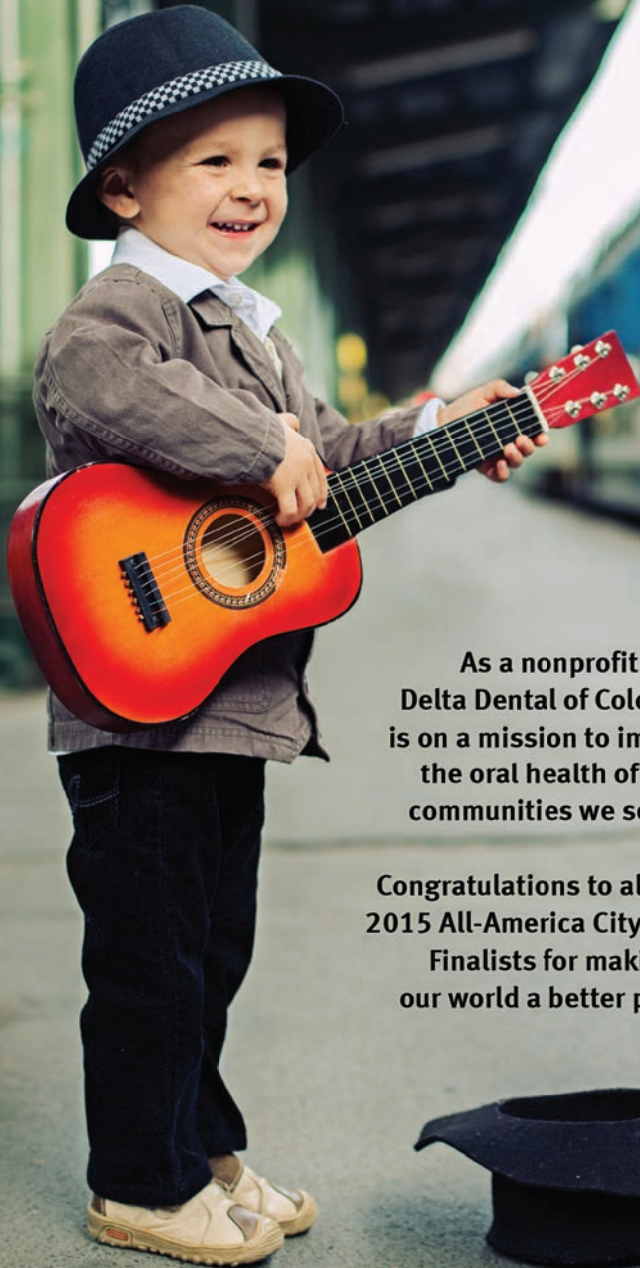
Join NCL

NCL has memberships options for individuals (\$100) and local governments/organizations (\$250). All memberships include four issues of the National Civic Review, an invitation to attend the All-America City Awards, recognition in the AAC program, and access to **the Promising Practices Database**.

To become a member visit www.nationalcivicleague.org/membership



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