



Better communities. Better health.

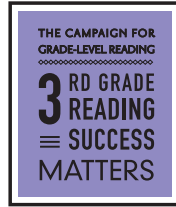
WE BELIEVE GOOD HEALTH BELONGS TO ALL OF COLORADO.

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 2017 we invested more than \$122 million toward Colorado community health initiatives.

kp.org/share/co

 **KAISER PERMANENTE®**

2018 All-America City Award Supporters



Michael B. Hancock
Mayor



City and County of Denver

OFFICE OF THE MAYOR
CITY AND COUNTY BUILDING
DENVER, CO 80202-5390
TELEPHONE: (720) 865-9090 • FAX: (720) 865-8787
TTY/TTD: (720) 865-9010

June 22, 2018

All-America City Award Participants
Hilton Denver City Center
1702 California St.
Denver, Colorado 80202



Greetings:

As the Mayor of Denver, and the former Chairman of the Board of the National Civic League, it is my pleasure and honor to welcome the 2018 All-America City award participants to the Mile High City! This year we are spotlighting inclusive engagement practices that promote equity and bring all voices to the table to help solve our country's most pressing and complex issues. With this focus, the National Civic League hopes to learn more about the inclusive decision-making processes that communities use to problem solve and move forward.

The All-America City Award – now in its 69th 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 am inspired by your All-American stories of the dedicated people working together in your community 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 addressing the challenges that lie ahead.

On behalf of the City and County of Denver, please accept my gratitude for your dedication to bringing all of your community's unique voices to the table. I wish all of you a successful and productive event!

Respectfully,

A handwritten signature in black ink, appearing to read "M. Hancock".

Michael B. Hancock
Mayor





COLORADO
Gov. John Hickenlooper



June 22, 2018

Greetings:

On behalf of the State of Colorado, it is my distinct privilege to welcome you to the 2018 All-America City Awards. We are proud to host this event on its 69th anniversary.

We recognize your commitment to civic engagement and thank you for your dedication to inclusive practices that promote equity. Key to these efforts is the intentional involvement of diverse perspectives in community decision-making. It is imperative that communities collaborate and learn how to best solve our country's most pressing and complex issues. Here in the Centennial State, public, private, and non-profit partners have worked together to help Colorado become the healthiest state in the nation and to strengthen our early literacy programs. We will continue to look for ways to work together to create innovative solutions that address some of the most pressing challenges that Coloradans face.

Once again, Colorado is pleased to host leaders from towns, cities, and communities across our great nation. We are confident the 2018 All-America City Awards will be a transformative experience that will inspire you with new ideas and will equip you with new tools as you head back home. You have our best wishes for a successful and memorable weekend!

Sincerely,

John W. Hickenlooper
Governor

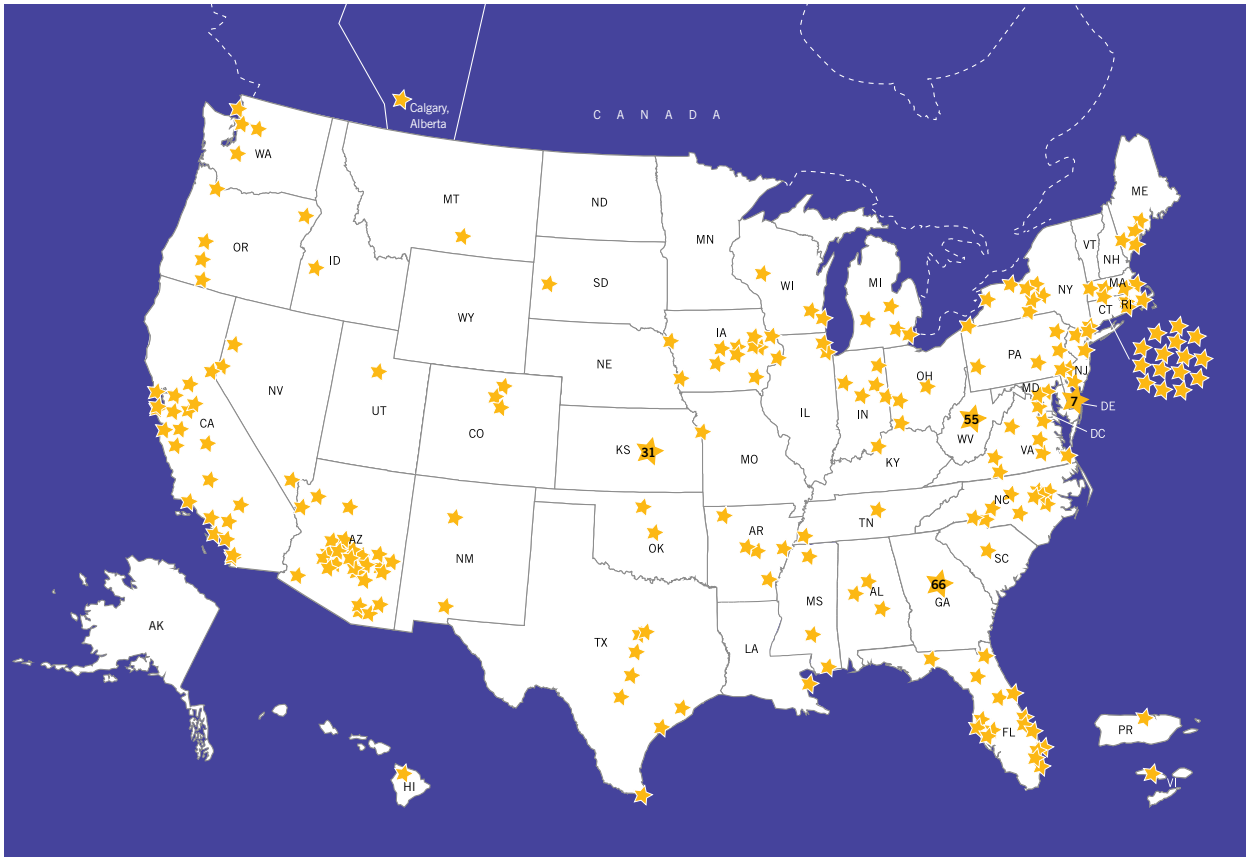
136 State Capitol, Denver, CO 80203 | P 303.866.2471 | F 303.866.2003 | www.colorado.gov/governor



*Proud to support the National
Civic League's 109th National Conference on
Local Governance and their efforts to advance
Truth, Racial Healing & Transformation
in the United States*



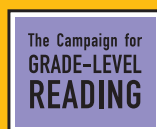
healourcommunities.org



COMMUNITIES ACROSS THE NATION ARE MOBILIZING

to give more children and families the resources they need to develop as early readers and succeed academically — and in life. Working together with parents, schools and teachers, we can ensure that every child is on a path to a more hopeful future.

ARE YOU WITH US? FOLLOW THE MOVEMENT  @READINGBY3RD



gradelevelreading.net / #GLReading

2018 All-America City Award Finalists

In alphabetical order by state:

Springdale, AR

Placentia, CA

Stockton, CA

Longmont, CO

Miami Beach, FL

Decatur, GA

Ann Arbor, MI

Battle Creek, MI

Las Vegas, NV

Charlotte, NC

Cincinnati, OH

Beaverton, OR

Allentown, PA

Columbia, SC

Kershaw County, SC

Mount Pleasant, SC

El Paso, TX

San Antonio, TX

Pasco, WA

Tacoma, WA






**CONGRATULATIONS!
YOU'RE AN ALL – AMERICA CITY!
TAKE PRIDE IN YOUR WIN!**



Let Us Help You Celebrate This Prestigious Award
...through our free Banner Program

- ▷ *Enhance Civic Pride*
- ▷ *Beautify Your City*
- ▷ *Boost Community Identity*
- ▷ *Promote Local Businesses*
- ▷ *#ShareYourShield*

TO LEARN MORE ABOUT THIS PROGRAM

-  **CALL** Vice President of Marketing and Acquisitions, Nicole Rongo at 800-398-3029 x203
-  **EMAIL** nicoler@cgicomcommunications.com
-  **VISIT** nationalcivicleague.org

To request an updated shield logo with your winning year(s) please email aac@ncl.org

Event Timeline

69th All-America City Awards:
Promoting Equity Through Inclusive Civic Engagement





109th National Conference on Local Governance:
Building Community, Achieving Equity






Hilton Denver City Center
1701 California Street, Denver, CO 80202

Thursday, June 21, 2018

6:00pm – 8:00pm   **Registration** *Lower Level 2*

Friday, June 22, 2018


7:00am – 3:00pm   **Registration** *Lower Level 2*

8:00am – 9:30am  **Welcome Breakfast Plenary** *Denver Ballroom*
Former U.S. Senator Fred Harris, member of the Kerner Commission
Dr. Jandel Allen-Davis, Kaiser Permanente

9:45am – 11:00am **Workshop Block 1**

Health Equity
(Room: Penrose 1)  **Waiting for Health Equity**
Chris Lyttle and Sarah McAfee, Center for Health Progress

Skill-building session to build collective awareness of social and institutional inequities and build capacity to eliminate preventable health disparities

Youth and Education
(Room: Denver)  **Viewing Education as a Community-Wide Responsibility**
Dr. Diana Gonzales Worthen, University of Arkansas and UnaComunidad Leyendo!; Al Lopez, Springdale Public Schools and UnaComunidad Leyendo!; Robin Lamott Sparks, Coalition for New Britain's Youth; Sydney Sparks, student, moderated by Ron Fairchild, Campaign for Grade-Level Reading

Young people are educated through experiences that occur both inside and outside of schools. This workshop will explore ways to include parents, youth, schools, municipalities, chambers, foundations and everyday community members in the work of education.

Community-Police Relations
(Room: Penrose 2)  **Pressure Points: How Communities Are Organizing to Push Criminal Justice Reforms**
Sonya Joseph, Faith In New York and Christie Donner, Colorado Criminal Justice Reform Coalition

While communities organize to improve community and police relations, they are also searching for other ways to pressure authorities to reform the criminal justice system. From the courthouse to the school room, community activists are finding pressure points to push criminal justice reform.

All-America City
(Room: Colorado)  **Beyond the Dream: Langston to King, Chance to Kendrick**
Sheryl Davis, San Francisco Human Rights Commission; E'rika Chambers, Collective Impact; and Nico Bremond, Collective Impact

Participants will learn how to use poetry and music to engage in conversations and develop action plans to address social justice issues, with a focus on race. In this session we explore how activists of the past and conscientious rappers of today use their words to encourage action.



Event Timeline, continued

11:15am – 12:30pm

Workshop Block 2

Health Equity
(Room: Penrose 1)



Using Engagement to Gain Ground on Healthy Lifestyles

Zach Dyer, formerly with Worcester Public Health Department and Thelma Craig, Colorado Black Health Collaborative

This workshop will feature programs that are engaging community members in shaping, developing, and implementing systemic changes to improve health outcomes for vulnerable populations.

Youth and Education
(Room: Denver)



Moving Beyond Photo Op Youth Engagement

Sbari Davis, Participatory Budgeting Project and Allison Bayley, Boulder County Public Health

Explore examples of cities which see youth not as future leaders but as current leaders. Youth Councils, Commissions or Initiatives that have meaningful decision-making ability and impact in their communities. Learn strategies to ensure youth participation reflects the full diversity of the community.

Community-Police Relations
(Room: Penrose 2)



How Cities Foster Positive Youth and Police Relationships

Gia Irlando, City and County of Denver; Selena Ramirez, Student; Officer Derrick E. Keeton, Denver Police Department and Danny McLaughlin, Teen Empowerment Somerville

Building relationships between young people and police can bring positive results for your city. Efforts in Massachusetts and Denver help officers and youth see the other with fresh eyes. Officers can learn how to effectively interact with young people, and young people learn the difficulties of policing.

All-America City
(Room: Colorado)



Resident Engagement: How to Change Negatives into Positives

Martín Carcasson, Colorado State University

This workshop dives into social psychology and brain science to understand why public engagement often goes badly, and explores how to use deliberative process design techniques to turn the tables. Better processes work to frame issues as wicked problems, which can often transform adversaries into collaborators and build capacity for local communities to address difficult issues much more productively.

12:30pm – 2:00 pm

Lunch Plenary

Denver Ballroom



Keynote Address.

Supervisor Hilda Solis, Los Angeles County Supervisor, former U.S. Secretary of Labor and former U.S. congresswomen

2:15pm – 3:45pm

Workshop Block 3

Health Equity
(Room: Penrose 1)



HEAL Cities Campaign: Creating Resolutions for Equity in Health

Eliza Lanman, Kaiser Permanente Colorado and Blythe Young, Project Manager, Public Health Advocates, Oakland, California

The session will share lessons learned from nearly ten years of collaboration between cities and their municipal leagues and provide examples of successes from leaders involved in making their communities healthier.

Youth and Education
(Room: Denver)



Reducing Inequality Summer by Summer

Cassie White, City of Boston and Alicia Modestino, Northeastern University

Education goes beyond just the school system – early work experience such as the Boston Summer Youth Employment Program can be a critical factor in determining future success. The largest gains were observed for youth of color, suggesting that the program may have the capacity to reduce inequality across demographic groups.



Event Timeline, continued

Community-
Police Relations
(Room: Penrose 2)



21st Century Policing and Civic Engagement

Karen Chesson, Norfolk Police Department; Sgt. Aprell Copeland, Norfolk Police Department; and Joli Angel Robinson, Dallas Police Department

Go in-depth on various 21st Century Community Policing strategies and stimulate conversation and information sharing for building trust with diverse communities with a focus on racial healing and relationship-building with all communities.

All-America City
(Room: Colorado)



Truth, Racial Healing and Reconciliation

Kevin Kabakula'akea John Fong, Elemental Partners

Learn about racial healing circles, both as an experience and a methodology for transformation in your community.

4:00pm – 4:45pm



Closing Workshop

Taking what we learned and turning it into action.

Dr. Manuel Pastor, University of Southern California; author of Equity, Growth, and Community

Denver Ballroom

5:00pm – 6:00pm



Conference Closing and All-America City Awards Opening Plenary

Colorado Ballroom

Keynote Address.

Rev. Alvin Herring, Faith in Action

6:00pm – 7:00pm



Welcome Reception (and dancing)

Sponsored by the Campaign for Grade-Level Reading

Denver Ballroom

Saturday, June 23, 2018

7:30am – 8:00am

“Captain” Briefing

Independence

8:00am – 5:00pm

Registration

Lower Level 2

9:00am – 4:10pm

Jury Presentations

Colorado Ballroom

10:30am – 11:30am

Thinking, Talking, Tackling Race

Carla Kimbrough, Racial Equity Program Director, National Civic League

Denver Ballroom

Have you scratched your head about the protests about race occurring nationwide, or wondered why others just don't understand the complaints? Have you pondered how to discuss race within and across racial groups? Have you wondered whether – or even how – local government should get involved? If any of these questions have crossed your mind, participate in this interactive and intimate session. Participants will get an opportunity to talk about race, public policy and equitable local government.

11:45am – 12:45pm

Community Conversations: Bridging Divides and Taking Action


Aaron Leavy, Civic Engagement Program Director, National Civic League

Denver Ballroom

At a time when it seems we are more divided than ever before, how can communities come together, find common ground and get things done. Community conversations offer an opportunity for productive, honest discussions that move toward action. Aaron Leavy will discuss the All-America Conversations Toolkit and resources you can use to host conversations, recruit participants, facilitate difficult conversations and identify critical next steps.



Event Timeline, continued

2:00pm – 3:00pm	<p>Civic Infrastructure: Hidden Factor that Enables Communities to Move Forward <i>Aaron Leavy, National Civic League and Doug Linkhart, National Civic League</i></p> <p>Civic Infrastructure the relationships, networks and capacities that communities use to make decisions and solve problems – determines whether communities face their challenges and move forward, or get stuck. The National Civic League’s Civic Index is a self-assessment tool to measure and analyze your community’s civic infrastructure. Learn how to uncover your hidden strengths and unspoken challenges.</p>	<i>Denver Ballroom</i>						
5:00pm – 6:00pm	<p>AAC Civic Action Fair</p>	<i>Denver Ballroom</i>						
6:15pm – 7:15pm	<p>Cultural Entertainment Showcase</p>	<i>Colorado Ballroom</i>						
<p>Sunday, June 24, 2018 </p>								
7:30am – 8:00am	<p>“Captain” Briefing</p>	<i>Independence</i>						
9:00am – 11:40pm	<p>Jury Presentations</p>	<i>Colorado Ballroom</i>						
1:00pm – 2:30pm	<p>AAC Festival of Ideas: <i>(Communities’ peer discussions of their projects)</i></p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <p>Group 1 Springdale, AR <i>Penrose 1</i> Placentia, CA Stockton, CA</p> </td> <td style="vertical-align: top;"> <p>Group 4 Allentown, PA <i>Denver</i> Columbia, SC Kershaw County, SC Mount Pleasant, SC</p> </td> </tr> <tr> <td style="vertical-align: top;"> <p>Group 2 Decatur, GA <i>Penrose 2</i> Battle Creek, MI</p> </td> <td style="vertical-align: top;"> <p>Group 5 El Paso, TX <i>Spruce</i> San Antonio, TX Pasco, WA Tacoma, WA</p> </td> </tr> <tr> <td style="vertical-align: top;"> <p>Group 3 Las Vegas, NV <i>Colorado</i> Charlotte, NC Cincinnati, OH Beaverton, OR</p> </td> <td></td> </tr> </table>	<p>Group 1 Springdale, AR <i>Penrose 1</i> Placentia, CA Stockton, CA</p>	<p>Group 4 Allentown, PA <i>Denver</i> Columbia, SC Kershaw County, SC Mount Pleasant, SC</p>	<p>Group 2 Decatur, GA <i>Penrose 2</i> Battle Creek, MI</p>	<p>Group 5 El Paso, TX <i>Spruce</i> San Antonio, TX Pasco, WA Tacoma, WA</p>	<p>Group 3 Las Vegas, NV <i>Colorado</i> Charlotte, NC Cincinnati, OH Beaverton, OR</p>		
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2:45pm – 3:45pm	<p>Chief Elected and Appointed Officials Dialogue</p>	<i>Independence</i>						
2:45pm – 4:15pm	<p>Our Well-Being Legacy: An Exploratory Dialogue <i>Well Being Trust—Monte Roulier, Community Initiatives and Chris Paterson, Community Initiatives</i></p> <p>How can we catalyze aligned action around what it takes to create and sustain community conditions for intergenerational well-being? What might a bipartisan platform of policies, practices and investments for intergenerational well-being look like? Explore and contribute to these questions while learning about an emerging national conversation in this interactive dialogue session.</p>	<i>Denver 1–4 Ballroom</i>						
5:30pm – 6:30pm	<p>Pre-Awards Reception <i>(light hors d’oeuvres)</i></p>	<i>Denver Ballroom</i>						
6:30pm – 8:00pm	<p>Awards Ceremony</p>	<i>Colorado Ballroom</i>						
8:00pm – 9:30pm	<p>Awards Celebration</p>	<i>Denver Ballroom</i>						



Thank You!

National Council of Advisors

Leon Andrews, Director, Race, Equity and Leadership, National League of Cities
Mary Bunting, City Manager, City of Hampton, Virginia
Kara Carlisle, Vice President of Programs, McKnight Foundation
Ryan Chao, Vice President of Civic Site and Community Change, Annie E. Casey Foundation
Marcia Conner, Executive Director, National Forum for Black Public Administrators
Zach Dyer, Former Deputy Director, Worcester Public Health Department
Chris Gates, Senior Advisor, Bridge Alliance; Elected Fellow, NAPA
Cashauna Hill, Executive Director, Greater New Orleans Fair Housing Action Center
Mike Huggins, former City Manager, Eau Claire, Wisconsin; Member, Clear Vision Eau Claire Board of Directors
Curtis Johnson, Executive Director, Citiscope
Hon. Liane Levetan, former DeKalb County CEO and Georgia State Legislator
Tendai Murasi, Immediate Past President, Trust Africa & International Research Fellow, Kettering Foundation
Charles Ozaki, City and County Manager, City and County of Broomfield, Colorado
Joni Pattillo, former City Manager, Dublin, CA
Sarah Rubin, Public Engagement Program Director, Institute for Local Government of California
Daniel Schugurensky, Professor, School of Public Affairs, Arizona State University; Director, Participatory Governance Initiative
Sean Smoot, Principal Consultant, 21st Century Policing LLC
Mayor Michael Tubbs, City of Stockton, California
Antonella Valmorbidia, Secretary General, ALDA - The European Association for Local Democracy
Michael Wenger, Senior Consultant on Race Relations & Truth, Racial Healing & Transformation for the W.K. Kellogg Foundation
Dr. Lyle Wray, Executive Director, Capital Region Council of Governments, Retiring NCL Board Member
Commissioner Gil Ziffer, City of Tallahassee, Florida

NCL Board

OFFICERS: Board Chair: Valerie Lemmie, Director of Exploratory Research, Kettering Foundation; Board Treasurer: Heather Johnston, City Manager, City of Burnsville, MN; Board Secretary: Alberto Olivas, Executive Director, Congressman Pastor Center for Politics and Public Service, Arizona State University; President: Doug Linkhart, President, National Civic League

MEMBERS: Terec Caldwell-Johnson; James A. Cloar; Hon. Brad Cole; Hon. Bryan Desloge; Lee R. Feldman; Hon. Sherman Lea, Mayor; Hon. Ronald O. Loveridge; Maureen McDonald; Terry Minger; Derek Okubo; Angela N. Romans; Hon. David M. Sander; Anthony Santiago; Cindy Steinhauer; Andy Taft; Hon. Angel Taveras

Volunteers

Thank you to the volunteers from the Denver region and those who traveled from across the country to assist including: Rusty Farmer, the delegations from the All-America Cities of Weslaco, Texas; Garner, North Carolina; Somerville, Massachusetts; Lakewood, Colorado and San Pablo, California.

In-Kind

Special thank you to Kaiser Permanente, City and County of Denver, Delta Dental, Southwest Airlines – The Official Airline of the All-America City Awards, Grant Thornton, Greenberg-Traurig, and others for providing in-kind assistance.

Partners

United Way World Wide, National Forum for Black Public Administrators, Kaiser Permanente, the Kettering Foundation, Robert Wood Johnson Foundation, International City & County Management Association (ICMA), Government Finance Officers' Association (GFOA) and the National League of Cities (NLC). Thank you to the Carl and Lily Pforzheimer Foundation.

Staff

A special thank you to the staff of the National Civic League.



Rehearsal Schedule

All rehearsals will take place in the Colorado ballroom

Friday, June 22, 2018

8:00am-8:20am	Springdale, Arkansas
8:25am-8:45am	Placentia, California
8:50am-9:10am	Stockton, California
9:15am-9:35am	Longmont, Colorado
10:05am-10:25am	Decatur, Georgia
10:30am-10:50am	Battle Creek, Michigan
10:55am-11:15am	Las Vegas, Nevada
11:20am-11:40am	Charlotte, North Carolina
11:45am-12:05pm	Cincinnati, Ohio
12:10pm-12:30pm	Beaverton, Oregon
12:35pm-12:55pm	Allentown, Pennsylvania
1:00pm-1:20pm	Columbia, South Carolina
1:25pm-1:45pm	Kershaw County, South Carolina
1:50pm-2:10pm	Mount Pleasant, South Carolina
2:15pm-2:35pm	El Paso, Texas
2:40pm-3:00pm	San Antonio, Texas
3:05pm-3:25pm	Pasco, Washington
3:30pm-3:50pm	Tacoma, Washington

Presentation Schedule

All presentations will take place in the Colorado ballroom

Saturday, June 23, 2018

9:00am – 9:10am	Jury Introductions
9:15am – 9:35am	Springdale, Arkansas
9:40am – 10:00am	Placentia, California
10:05am – 10:25am	Stockton, California

Break

10:50am – 11:10am	Longmont, Colorado
11:15am – 11:35am	Columbia, South Carolina
11:40am – 12:00pm	Decatur, Georgia

Lunch

1:30pm – 1:50pm	Battle Creek, Michigan
1:55pm – 2:15pm	Las Vegas, Nevada
2:20pm – 2:40pm	Charlotte, North Carolina

Break

3:00pm – 3:20pm	Cincinnati, Ohio
3:25pm – 3:45pm	Beaverton, Oregon
3:50pm – 4:10pm	Allentown, Pennsylvania

Sunday, June 24, 2018

9:00am – 9:20am	Kershaw County, South Carolina
9:25am – 9:45am	Mount Pleasant, South Carolina
9:50am – 10:10am	El Paso, Texas

Break

10:30am – 10:50am	San Antonio, Texas
10:55am – 11:15am	Pasco, Washington
11:20am – 11:40am	Tacoma, Washington



109th National Conference on Local Governance

Building Community, Achieving Equity.



About the Conference

The first National Conference on Local Governance was held in 1894 when a group of civic leaders, political reformers, legal scholars and social scientists met to discuss the future of municipal government in the U.S. The conference had two goals, to form a national organization of civic reformers and to explore new models and practices that would facilitate “good government” in cities and towns. As the mission of the National Civic League evolved in the later half of the twentieth century, so did the nature of the conference, which began to focus more broadly on civic engagement and community governance. The most recent conferences have explored topics such as civic renewal, political reform, collaborative problem-solving and racial equity.

2018 Featured Speakers



Honorable Hilda Solis
Los Angeles County
Supervisor,
Former Congresswoman
Former U.S. Secretary of Labor



Jandel Allen-Davis, MD
Kaiser Permanente
Vice President of Gov't and
External Relations



Honorable Fred Harris
Former U.S. Senator and
member of President
Johnson's Kerner Commission



Prof. Manuel Pastor, PhD
Univ. of Southern California,
author of *Equity, Growth, and
Community*

2018 Conference Tracks

Health Equity

Healthy, thriving communities use all sectors to make better health possible for all residents. From access to fresh food, green space or affordable housing, local government, nonprofits, school districts and businesses all have a role to play. This track focuses on creating a complete picture of health, from physical environments and planning to strategies for promoting mental health. Together these efforts help eliminate disparities and create a community where demographics or a zip code do not determine residents' health outcomes.

Youth and Education

Investing in equitable educational opportunities for youth and adults creates a strong foundation for a thriving community. For this track, education goes beyond just the school system to include all learning opportunities a community can provide for youth and adults through collaborative partnerships with libraries, local governments, nonprofits and more. This track explores strategies and efforts that create spaces for youth to be leaders in the community. The focus of this track is a thriving, learning community that provides equitable, culturally responsive educational opportunities that lead to meaningful work.

Community-Police Relations

Fostering community trust and relationships with police departments is top of mind for many communities. This track explores successful programs that honestly address policing issues and increase safety and well-being for all residents, regardless of race or other characteristics. For this track, education goes beyond just the school system to include all learning opportunities a community can provide for youth and adults through collaborative partnerships with libraries, local governments, nonprofits and more. A thriving, safe community is one where all residents feel welcome and supported by law enforcement and justice systems.

All-America City Award

A Program of National Civic League



Since 1949, the National Civic League has recognized and celebrated the best in American civic innovation with the prestigious All-America City Award. George Gallup, Sr., the renowned public opinion pollster and president of the National Municipal League Board described the award as "...a Nobel prize for constructive citizenship."

The Award, bestowed yearly on 10 communities (more than 520 in all) recognizes the work of communities in using inclusive civic engagement to address critical issues and create stronger connections among residents, businesses and nonprofit and government leaders. Some communities have won as many as seven times!

"...a Nobel prize for constructive citizenship."

George Gallup, Sr.,

The All-America City Award shines a spotlight on the incredible work taking place in communities across the country. The Award is open to all American communities, from major cities, counties and regions to tribes, neighborhoods, towns and villages. By celebrating the best in local innovation, civic engagement and cross-sector collaboration, the All-America City Awards remind us of the potential within every community to tackle tough issues and create real change.

Winning the All-America City Award reinvigorates a community's sense of civic pride. Winners and finalists also experience heightened national attention – boosting recruitment of industry, jobs, and investment. In applying, communities reflect on their strengths, challenges and their progress - presenting a unique opportunity to evaluate the community and foster new partnerships.

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.



Save the Date for the 2019 All-America City Awards and Conference

June 21-23, 2019

National Civic League invites you to participate in 2019 All-America City Awards in Denver, Colorado. Continue to learn from your peers and experts on inclusive civic engagement to create equitable, thriving communities. Bring home more knowledge, tools and ideas to strengthen your community-decision making processes.



A Seven-Time All-America City

roanokeva.gov



The Weiss Institute, an initiative of Say Yes to Education, helps communities expand their capacity for supporting young people along the pathway from early childhood to adult success.



**Weiss
Institute**

www.weissinstitute.org



HELPING COMMUNITIES MAKE IT FASTER, CHEAPER & EASIER TO GO SOLAR



The **SolSmart program**, funded by the U.S. Department of Energy SunShot Initiative, provides national recognition and no-cost technical assistance to help local governments reduce barriers to solar energy growth.

By encouraging solar energy development at the local level, SolSmart helps local governments bring new businesses to your community, promote economic growth, and foster the creation of new jobs.

SOLSMART BY THE NUMBERS

59M people in participating communities.

219 communities receiving Technical Assistance from teams led by The Solar Foundation.

201 communities awarded for their local solar achievements by the teams led by ICMA with the support of the National Civic League, Home Innovation Research Labs, and Meister Consultants Group.

25 All-America City Awardees have achieved



Designation

We congratulate the following communities for being at the forefront of civic and solar innovation, achieving both SolSmart designation and All-America City status:

Ames, IA	El Paso, TX	Kansas City, MO	Maricopa County, AZ	Plano, TX
Atlanta, GA	Fremont, CA	Lincoln, NE	Miami-Dade County, FL	Providence, RI
Austin, TX	Gladstone, MO	Longmont, CO	Miami Beach, FL	San Antonio, TX
Beaverton, OR	Hartford, CT	Louisville, KY	Minneapolis, MN	Santa Rosa, CA
Charlottesville, VA	Indianapolis, IN	Madison, WI	Philadelphia, PA	Somerville, MA

IS YOUR COMMUNITY READY TO BE RECOGNIZED AS A SOLAR CHAMPION? Apply now at SolSmart.org.

solsmart@icma.org |  [@GoSolSmart](https://twitter.com/GoSolSmart) | [#BeSolSmart](https://twitter.com/BeSolSmart)

2018 All-America City Finalist Program Summaries

Springdale, Arkansas

The City of Springdale created the Committee for Civic Engagement and Inclusion and began working on citywide initiatives to better incorporate people of color and new Americans into civic life. The committee includes five city employees and 15 diverse community members. Outcomes include: the creation of the Mayor's Youth Council; creation of multi-language instructional videos to help educate new Americans on services the city offers; translating park signage into multiple languages to increase park safety; starting a Civic Academy open to all residents but heavily geared toward new Americans; creating semi-annual community cohesion forums to facilitate dialogue between community members of color and the City; and a #BetterTogether campaign to increase awareness about the contributions of new Americans and people of color in the community.

WelcomeNWA (Northwest Arkansas) and EngageNWA have held several community and stakeholder forums to encourage dialogue. Last year, EngageNWA held multiple forums that brought residents and leaders together from all walks of life to discuss race, LGBTQA, disability, language, gender, and age as it relates to the community and how people are treated, including their access to important services. The results of these forums were shared with local government officials and community leaders to help guide the work to address these issues in Springdale.

Downtown Revitalization

Downtown Springdale had been in a slow decline for about 30 years. Its movie theatre, local shops, and restaurants closed, and downtown became a shell of its former self. Many residents believed downtown was unsafe, not a place for families. Work in the past three years has changed all of that.

Through a lot of hard work, public meetings, resident input, and community and business support, the City of Springdale adopted the Downtown Springdale Master Plan in December of 2015. Out of that master plan came the Downtown Springdale Alliance- a nonprofit contracted by the City to help create a dynamic and thriving downtown. In only three years, sidewalks, light posts, street banners, bike racks and benches have been constructed, and a new park hosting roughly 50 events each week has opened.

In 2016 alone, nearly 30,000 people came downtown for events. Success built upon success, and the Hogeye Marathon moved to Downtown Springdale for the first time in its 40-year history, as did a farmer's market, and a night market. Seasonal celebrations have also made their way downtown with events such as the Barn Party Summer Series, a four-day celebration called Ozarktober Fest, and Christmas on the Creek. The last three years have completely revitalized and changed Downtown Springdale.

Mayor's Youth Council

In 2016, a resident asked the Mayor's Office if the City had a Youth Council program. Inspired by the idea, the mayor announced in the 2017 State of the City Address that the City would create one. The Youth Council was created to encourage young people to become engaged with their local government, receive mentoring from city officials, perform community service for the benefit of Springdale residents, advise local government officials on the issues that face young people in our community, and learn about local government and the importance of civic participation.

The program is free and competitive and open to 18 students in grades 10-12 from the Springdale School District. The group engages other young people in a topic of the Youth Council's choosing, researches an issue that affects youth in Springdale



and presents potential solutions to the city council. The Youth Council also organizes a service project for the benefit of the community or a city department, and members job shadow a government official.

To further equity in the council, there are no GPA requirements to enter the program. If a student can contribute to the program, they will not be turned away due to their grades. Instead, each student must have an adult sponsor who will help keep them on track with their academics throughout the eight-month program.

Little Free Food Pantries

For nearly 25 years, the Springdale Chamber of Commerce has facilitated a program called Leadership Springdale. The purpose of the program is to educate up-and-coming community leaders on what Springdale has to offer and to encourage networking.

Each class is required to perform a project that has a sustaining impact on Springdale. The 2016-2017 class chose to tackle the issue of food insecurity. Inspired by Little Free Libraries (small structures housing small collections of books that anyone can take to read or leave books for others), the group raised enough money to build and setup little free food pantries around Springdale.

This large undertaking required support from the City, local businesses and donated time and resources. Eventually, five pantries were installed, a few locations include: one in front of City Hall, another near the local community center, and third at the Springdale Housing Authority.

The leadership team stocked the Little Free Pantries for the first six months, and now the community has taken over. The real impact of this project was felt at the local housing authority. Tenants at the housing authority are low-income and/or disabled, and often require additional assistance. The housing authority has taken over the stocking of the pantry and they work to keep it filled for their residents. This project has been sustainable because of the participation from the community.

Placentia, California

When residents of the City of Placentia enter city hall, they are greeted with a large screen that reads, "Placentia: The People ARE the City." These words reflect the City's public commitment to engage and balance the diverse interests within the community.

Over the past 5 years, over 200 community meetings have been held on a variety of subjects, from transit-oriented development to the fiscal health of the small, Orange County city. For instance, a residents' task force conducted a series of open meetings to take suggestions and respond to public concerns about the fiscal health of local government.

The community, in turn, requested additional information and more public meetings. Over the course of 3 years of ongoing outreach, the task force ensured that the community's perspective was front and center when financial options were presented to local officials.

Another example: when considering zoning changes to encourage transit-oriented development opportunities and development plans for the city's Old Town area, local officials met with stakeholders and proposed an amortization clause to preserve the interests of existing property owners and businesses. The innovative proposal, as well as subsequent actions by the City, have helped support small, family-owned businesses in newer development areas.

Bringing Downtown Back: The Placentia Renaissance Project

Placentia has embarked upon a comprehensive plan for the revitalization, activation, and economic growth of the city's Old Town area- the original central business district founded in 1910 around the original train depot and the citrus packing houses.

The Old Town area of the city, specifically the La Jolla district, had become ground zero for criminal gang activity in Orange County for more than 50 years with higher than average rates of violent crimes such as murder, aggravated assault and

robbery. Nevertheless, existing property owners, residents, and businesses have preserved the area with a unique and diverse mix of small businesses, restaurants, and residential uses, meaning that the area never truly lost its small-town charm.

The City plans to restore key features of this area's past while positioning itself for the next twenty years. These efforts are intended to create a new destination by reviving and improving Old Town's unique identity and character to benefit residents, visitors, and the business community. To help with this transformation, the City has adopted an amendment to the zoning code with specific standards to allow a mixed use, pedestrian-oriented retail and residential district, creating new development opportunities for a one-of-a-kind destination within walking distance of the La Jolla neighborhood.

More importantly, it will also support existing retail and restaurant businesses to grow the city's local economy. It will revitalize an existing, aging industrial/manufacturing area plagued by non-conforming and illegal uses and will leverage the construction of Placentia's Metro link station to transform the area into a vibrant destination.

Get Healthy Placentia

A collaborative effort of the City of Placentia and partner organizations, this initiative focuses on programs and policies to promote healthy living and address disease prevention, and to ultimately bring about community-wide transformation in health behaviors and attitudes. Though Placentia has a thriving economy, there are pockets of the community that currently experience poverty, food insecurity, high rates of diseases such as diabetes, and reduced access to recreational space for physical activity.

Over the course of 18 months of meetings, the Community Services Department compiled a list of all free social services offered within the city limits that met the goals of the initiative. This resource identified food programs and soup kitchens, tutoring programs, senior services, teen and family shelters, and other services. All programs and services were overlaid on a city map to identify service gaps within a half-mile. This gap analysis



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revealed areas that still need to be addressed within the city.

The actions that resulted from the first year of effort created tangible change in the most vulnerable Placentia neighborhoods. These successes include: the addition of fitness equipment at 3 parks in low-income areas funded by a healthcare partner; implementation of four, themed community walks in the summer months to encourage physical activity; and the adoption of a 5-year initiative establishing a framework for healthy city policies.

Citizens Fiscal Sustainability Task Force

Like many other U.S. municipalities, Placentia faced a growing and dangerous fiscal crisis after the onset of the 2008 recession. Years of deficit spending and a troubled economic climate left the City with less than \$1.5 million in reserves and a grim five-year financial forecast.

To assist the City in identifying potential cost reduction and revenue enhancement ideas, a Citizens Fiscal Sustainability Task Force was formed. The task force was to closely examine the City's revenue structure and structural budget deficit and make recommendations for creating new revenues and/or reducing costs. The members were from all parts of the city, from the most disadvantaged neighborhood, to the most expensive area, and all parts in between.

The task force held 30 public meetings in various locations around the city, analyzed the City's finances, and prepared a final report of their conclusions for the city council. The report included the current financial health status as well as short, medium, and long-term options based on the City's ten-year financial forecast. The task force completed a comprehensive, long range, fiscal forecast and developed a fiscal sustainability plan with specific recommendations for addressing areas of concern. The plan will be supported by city council policy decisions and recommendations for ongoing community information-sharing and involvement as new alternatives are studied.

Stockton, California

The City of Stockton recognizes that equity must be a key consideration and has recently begun taking steps to address this. The Stockton City Council recently approved a Diversity Audit study looking at city procurement and employment diversity to identify gaps as well as next steps. The Office of the Mayor commissioned the first, "Report on the Status of Women in Stockton" to identify gaps in gender equity in the city. Additionally, all police officers are trained in procedural justice and implicit bias, and the police chief has hosted over 70 reconciliation sessions and use of force listening tours, listening to various community members speak about harms done to them by the police department and ways the department can rebuild community trust.

A new culture of engagement – beyond the official boards and commissions – has started to take hold, and much of the new civic engagement has come from South Stockton, the part of town

that arguably suffered the most from the prejudice of past policy. Efforts to have South Stockton designated as a Promise Zone by HUD included bi-weekly community meetings with attendance by over forty different nonprofits and government agencies; these meetings created a platform for community members to speak directly with anyone from police officers to school district personnel. Many nonprofits have begun to see community engagement as an opportunity to improve their services.

Healing South Stockton

The neighborhood of South Stockton has suffered trauma and chronic stress caused by decades of neglect in education, economic investment, job opportunities, healthy food choices, and others.

While groups have worked to address these specific issues, there has not been a coordinated effort to address trauma collectively – until now. Healing South Stockton (HSS), is a collaborative focused on connecting with residents who have experienced trauma and linking them to culturally appropriate behavioral health services and community supports.

HSS began by working with organizations, schools and faith-based groups to engage residents in focus groups about what they feel contributes to trauma in Stockton and what kind of support is needed, beyond existing services. Based on input from community members and a collective of partners, HSS is mapping the assets of the community - partners, programs, and physical resources - around trauma and social supports. The Stockton Trauma Recovery Center (STRC), run by Fathers and Families of San Joaquin (FFSJ), is working to create a referral system to reduce violence and promote culturally-relevant treatment of trauma. Since 2015, STRC has enrolled over 500 non-duplicated clients into the program and educated more than 1,000 individuals on the benefits and the process involved in acquiring trauma recovery services.

Healing South Stockton has also funded organizations in targeted areas to hire local residents to become "trust builders," who reach

out to residents to share resources, plan community events, and connect people to dedicated neighborhood case managers for additional needs.

Us History

In Stockton, like many cities, the legacies, histories, contributions and cultures of people of color have frequently been forgotten and marginalized. To combat this problem, in 2016, the Little Manila Rising started the ethnic studies-based "Us History" after school program. The goal was: "Putting 'us' back into U.S. History." The program met once a week through the 2016-2017 school year and focused on Mexican American, African American, and Filipino American histories and cultures.

The program included discussions of the Chicano Movement, Black Feminist Theory, redlining, issues facing the undocumented community, among

other topics. In April 2017, the Stockton school district discussed adopting Ethnic Studies as an elective. "Us History" students attended the meeting and spoke about what Ethnic Studies meant to them and what it could mean for their community if it was part of their school's curriculum.

One student said, "In Us History, we were more than educated. We were empowered by our legacy and the legacy of others." By the end of the night, the motion passed by a 7-0 vote.

However, the district was unable to provide training to teachers, raising concerns that the effort might fail from lack of support. Teachers from "Us History" stepped up to help develop the curriculum. With adoption of Ethnic Studies at the district level, the after-school program serves as more of an incubator, creating space to create an example for new Ethnic Studies teachers and providing no-cost training, since the district cannot.

Stockton Scholars

Higher education has for centuries served as both a gateway to the middle class and a vehicle for socioeconomic mobility. Launched in 2018, Stockton Scholars, is a research-informed, collective impact strategy anchored by, but not limited to, a city-wide college scholarship, modeled after successful Promise Programs in Long Beach, Pittsburgh, and Oakland.

The goal is to triple the number of Stockton students who enter and complete college or university over the next decade. Launched with a \$20 million donation from the California Community Foundation, Stockton Scholars makes a simple commitment: if you want to pursue higher education, tuition and fees will not be a barrier. The initial donation provides a scholarship to every Stockton Unified School District graduate for the classes of 2019-2026.

Stockton Scholars recognizes that money is not the sole impediment to degree attainment; as such, the scholarship will be supplemented with the following wraparound services and programmatic initiatives:



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- Approximately 90% of high school seniors who complete Free Application for Federal Student Aid (FAFSA) forms attend college after high school, compared to just 55% of those who do not. To ensure all available federal dollars are accessed, Stockton Scholars will aim for 100% FAFSA completion by 2023.
- Code HS and the Office of the Mayor are launching Code Stockton, an initiative providing all high schools with an “Introduction to Computer Science” course.
- The Reinvent Stockton Foundation will provide the International Brotherhood of Electrical Workers Local Union 595 with a \$10,000 grant to establish a toolbox fund, providing students pursuing an apprenticeship with money to purchase tools and supplies.

Longmont, Colorado

Longmont leaders learned from experience in 1990 when an ordinance around RV parking was met with contempt from residents. They knew they had to do more to intentionally include residents outside of the “regulars,” who did not represent the full demographics of the community. Partnering with community groups, the City of Longmont makes it easier for residents to have a place at the table by meeting them where they are, whether it’s at the El Comité- a grassroots organization dedicated to providing advocacy and social services for Latinos, the local Peruvian festival, a teen mom support group, or various Chamber of Commerce events.

This inclusive engagement has led to several community successes, among them, bringing a community college to Longmont, establishing a community theater, creating a more visually appealing downtown, and building an educational center for teens who perform poorly in traditional school settings. Other successes include a 2005 plan update, “Focus on Longmont,” that led to tremendous improvements in inclusion and support for minority populations and youth, and the newly completed comprehensive city plan, “Envision Longmont,” which featured 14 months of community input.

Supporting Action for Mental Health

In response to local concerns about mental health care, 50 community members formed a coalition called Supporting Action for Mental Health (SAM). SAM is the collaborative effort of local community groups and organizations, faith communities, residents, and local government to raise awareness and address mental health issues in Longmont.

Since its inception, SAM has organized resource fairs and facilitated more than ten Community Conversations to identify, and take steps to remedy, mental health issues facing the community. After receiving a \$200,000 grant from the Colorado Health Foundation, SAM became a formal project directed together by The City of Longmont, Mental Health Partners, and Longmont United Hospital. SAM has used these resources to establish: programming in mental health first aid;

conversations on mental health; an anti-stigma campaign; and additional educational resources.

With a Latino Outreach team of individuals from the youth center, senior center, family resource center, victim advocates, the school district, and an organization serving individuals with disabilities, SAM has actively worked to include monolingual Spanish-speaking members of the community. They are currently working on improving their programming to be more inclusive to LGBTQ+ members of the community as well.

Connecting a Community

NextLight is a community-owned broadband service from Longmont Power & Communications that provides internet services to businesses and residents citywide. Most home users receive their internet without a contract or data cap at the cost of \$49.95 per month. This rate is believed to be the best price for an un-bundled connection in the country.

Longmont has long provided its own core utilities and services. The city council had approved plans for a fiber-optic cable as early as 1997 but faced a number of restrictions from the state legislature. A caveat in the law stated that the restrictions could be set aside by a community vote. The proposal for NextLight promised to make the community more attractive to businesses, while also providing an invaluable resource for the school district. The vote passed easily with a flood of enthusiasm. In its first year, over 50% of the community signed up for service.

NextLight has become the nationwide standard of community broadband services. The school district is nationally recognized for excellence in technology and engagement, and Longmont was named as having the fastest internet speeds in the U.S. by PC Magazine in 2017. Going forward, the City and schools will continue to work together on technology through the Learning Technology Plan. This plan has given students the opportunity to work on projects such as app development, robotics, and design thinking.



An Engaged Community Deals with Disaster

In 2013, the City of Longmont experienced “flooding of biblical proportions” when the average annual rainfall amount fell in just four days. A few years before the flood, city engineers learned of changes made to the local floodplain maps maintained by FEMA. Although at the time, flooding seemed highly unlikely, city officials decided to use this latest information to update their emergency plans. Special efforts were taken to reach vulnerable populations living in mobile home parks located near the creek, through a series of neighborhood meetings and door-to-door visits conducted in both English and Spanish.

The flooding of 2013 proved to be both a test and an opportunity. The flooding was devastating, but the city was prepared. The Emergency Operations Center distributed information to residents through websites, social media, and reverse 911 notifications. Emergency personnel and staff worked around the clock responding to phone



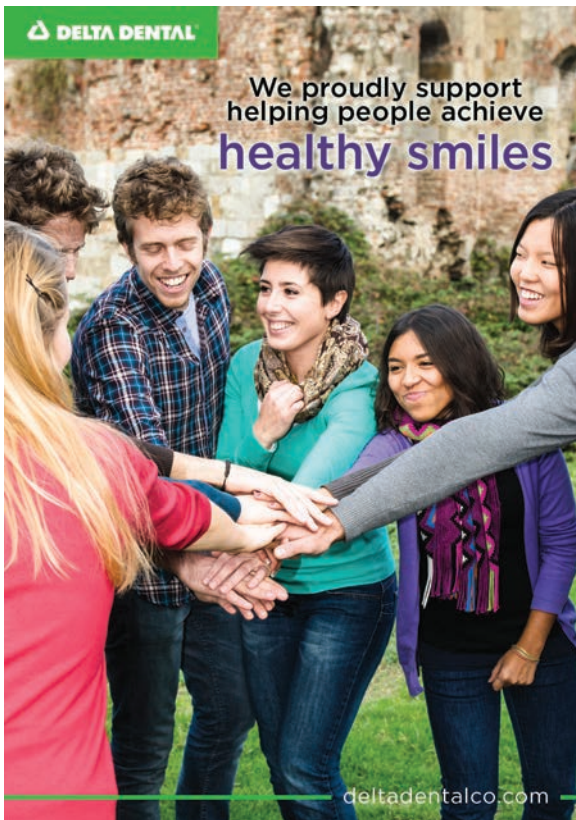
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Miami Beach, Florida

The City of Miami Beach has worked to address environmental issues, sustainable transportation and public education, while maintaining its reputation as a vibrant melting pot and refuge for people from all ages, races, sexual orientations, socio-economic classes and ethnicities. The City counts as an “ultimate resource,” the 45 established neighborhood associations made up of residents who meet as often as monthly or weekly to discuss and organize on topics such as traffic, public safety, resiliency and parks, among others. In 2017, the Miami Beach City Commission unanimously passed the Resident’s Right to Know Ordinance, which requires the City to inform affected parties of proposed policies and projects that affect the quality of life of an area. Additionally, MB Resident Connect, an electronic notification system, was launched to allow users to receive alerts when their chosen keywords appear on agendas.

Rising Above Resiliency Strategy

To address flooding, sea level rise, and climate change, Miami Beach has worked closely with residents, commissions, private developers, community experts, and other cities.

A three-resident Blue Ribbon Panel on Flooding and Sea Level Rise led the public in developing an action plan for storm water infrastructure upgrades to address flooding and sea level rise and recommending changes in land development regulations to help private properties adapt. One panel initiative was hosting resiliency “open houses” in various parts of the city. Each event highlighted new tools to improve dialogue with residents and business owners, with community experts and city professionals available at several stations – each with its own topic – to answer questions and to discuss city efforts.

The City has also used a community-based planning process, which included community design workshops that enabled residents and business owners to help develop the neighborhood design. One adapted neighborhood also became an example of gray to green infrastructure.

calls and providing real-time updates on evacuation areas and shelter locations.

The city was fortunate to suffer no loss of life from the catastrophic event, although many residents were displaced. During cleanup, Longmont realized there was an opportunity to rebuild a more sustainable community by developing more economically diverse housing, increasing social capital for vulnerable populations, and modifying infrastructure.

Also during cleanup, Longmont worked together with other affected communities in the area to pool resources. This effort was the formation of the Boulder County Collaborative which led to the development of more affordable housing and the building of a culture of resilience.



A PROUD PARTNERSHIP FOR 69 YEARS AND COUNTING



To communicate its resiliency strategy, the City launched the Miami Beach Rising Above campaign, which included a website that serves as a one-stop shop for resiliency, climate adaptation and mitigation initiatives, features streamlined information presented in easy-to-understand and visually engaging formats, and promotes public outreach at community events.

Other mitigation efforts include: a polystyrene ban, recycling ordinance, green building ordinance, electric vehicle (EV) charging stations network, living shoreline projects, and green procurement among others. These projects all used public outreach and engagement through resident committees, commission committees, workshops and other public events.

Transportation Master Plan

Miami Beach has reimagined its transit network by prioritizing pedestrians first; cyclists and public transit second, and automobiles third. Transportation planners and engineers collaborated with

residents, local and state governments and other transit organizations to develop its Transportation Master Plan (TMP).

In 2014, the City launched its locally managed, citywide trolley service to provide free, reliable transportation daily in every neighborhood. Its first permanent trolley route served the area with the lowest income and lowest vehicle ownership. The first temporary loop served an area affected by road reconstruction; positive community feedback moved the City to extend the temporary service until the new, improved trolley service was in place. Each state-of-the-art trolley features a wheelchair ramp and lift to allow easy access for passengers.

As part of the Bicycle and Pedestrian Master Plan, the City has a planned bicycle network that includes bicycle repair stations equipped with tools for basic repairs and tune-ups. A free mobile phone application offers bike-related tutorials. In 2017, 275 bike racks were installed in the public right-of-way. Since 2015, the City has installed over 700 bike racks, with 250 more to come. The bright green bike lanes, with their bright color and clearly marked white lines, ensure high visibility. Enhanced lighting, directional signage, traffic calming and crosswalk enhancements have helped to reduce roadway accidents and increase safety.

A quarterly Ciclovía event blocks vehicles from an iconic thoroughfare to allow people to walk and ride. The community festival attracts hundreds for a day of family-friendly and fitness activities.

Education Compact

Since fiscal year 2015/2016, Miami Beach has invested in several priorities, including parental, youth and community engagement, school climate, student achievement, and health and well-being.

The City ensures youth have input in proposed initiatives and programs. The 15-member Quality Education (QEC) and seven-student Youth Commissions pass motions that elected officials consider for possible implementation. A job fair to assist students with employment opportunities and a math and reading tutoring program have also been implemented.



Another initiative is No Place for Hate, an Anti-Defamation's League (ADL) program that counters racism, name-calling and bigotry in schools and includes school-wide and age-appropriate activities that train students and educators to combat hate language. Programs target school climate overall.

The city-funded International Baccalaureate program is available for free at all public schools, giving more than 5,300 students advanced credits accepted at universities and resulting in reduced college debt. Another partnership offers dual enrollment at one high school and one middle school, allowing eligible students to earn credits toward a degree or technical certificate. Overall, college preparation programs have markedly increased graduation rates and academic achievement.

Through Miami Beach's behavioral health access program, the City has collaborated with multiple partners to provide comprehensive on-site services such as social-emotional screenings, behavioral assessments, crisis interventions and counseling at all public schools.

To improve youth awareness of healthy eating, the non-profit Common Threads has partnered with the City since 2017 to provide hands-on cooking instruction and nutrition education through youth and family cooking series.

Decatur, Georgia

The City of Decatur has a history of civic engagement, having involved over 1,500 people in its 2010 strategic planning process, in a town with only 22,000 residents. Typical planning processes involve house dinners, community roundtables and diverse steering committees. Commitment to equity shows in its Better Together program and its Community Action Plan for Equity, Inclusion and Engagement, which is designed to make Decatur a more welcoming, inclusive and equitable place to live, work and visit. City government is in the process of assessing its departments, and training managers and volunteers to bring racial equity into the workplace on a regular and ongoing basis.

Better Together

Decatur's Better Together Initiative was a year-long, community-wide visioning process designed "to cultivate a more just, welcoming, inclusive, equitable and compassionate experience for all who live, visit or work here." Through the initiative, approximately 800 residents worked under the guidance of a Leadership Circle to put together a Community Action Plan for Inclusion, Equity and Engagement that outlines 60 action items for individuals, organizations and local government.

The Leadership Circle, much like a steering committee, was made up of 19 individuals who came from diverse backgrounds. The committee set three goals for the Better Together Initiative: An Equitable and Inclusive City; Racially-Just Community Policing; and Diverse and Affordable Housing. Throughout the process, extra efforts were made to engage immigrants, young people, seniors, lower-income residents, people of color and others who are often underrepresented.

Once the action plan was completed, a diverse 15-member advisory committee was appointed to oversee implementation. Activities to date include creation of a community asset map, a Welcoming America Interactive reception for immigrants, a community conversation focused on "Who Is Decatur" and discussions on how to improve policing, community development and other functions in ways that respect differences and create equitable outcomes.

Community Relations Officers Who Enforce the Law

In 2015, the Decatur Police Department began an effort to reform the way they do policing, dovetailing this work with the Better Together Initiative and work to improve racial equity. The process, which involved extensive community outreach and guidance, has led to community policing being embedded in the Decatur Police department's culture to the point that Decatur Police now refer to themselves as "Community Relations Officers Who Enforce the Law."

As a result of complaints and community concerns,

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Cue the rustle of palm fronds and the hum of a shrimp boat heading home. The slam of an old screen door and the clink of ice cubes in a cold glass of sweet tea. The gentle whisper of a salty sea breeze and the crunch of soft grass underfoot. It's music to your ears, so come on over, y'all.

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Police Chief Mike Booker hired an outside consultant. The consultant organized 24 focus groups of 10-15 residents each to hear perspectives on the department from the community, with special attention to resident groups that had concerns about the police. The focus groups, which included police officers, helped craft a three-year strategic plan for the department that focused on improving the responsiveness of the police to the community.

Implementation of the department's strategic plan includes the use of social media platforms, including Nextdoor.com and Facebook, as a means of staying in touch with the community. Training is another focus area, with new programs to train police officers in working with people of color, the mentally ill, families in crisis and the general public in a manner that shows understanding and respect. Training programs for the community are also included, with a Citizens Police Academy, self-defense classes, kids' programs and other activities aimed at improving mutual respect and understanding between residents and the department.

I Am Decatur

I Am Decatur is a collection of thirty-two portraits and stories from a variety of community residents that represents the diverse backgrounds and lifestyles of people in the community. The collection is the brainchild of Decatur resident and photographer Beate Sass, who was dismayed at the divisions caused by the 2016 presidential elections and worked with local grassroots organizations to create what she calls "a celebration of our differences and of our shared humanity."

The City embraced I Am Decatur as part of its Better Together Initiative and displayed the photos during its annual Welcoming America reception in September 2017, which included a conversation among about 50 people designed to bridge differences. The exhibit also served as a backdrop for a "We Are Decatur" Sunday Supper Community Conversation organized by the Better Together Advisory Board to create an opportunity for the community to gather for conversations across differences. Over 150 residents attended the

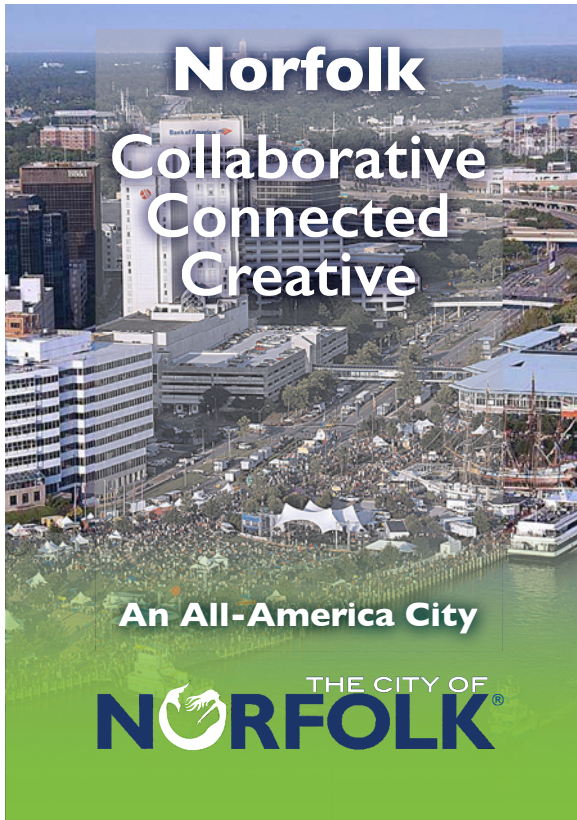
gathering, which has led to the creation of a conversations toolkit for hosting smaller neighborhood gatherings.

Sponsors of the photo collection are now working with local business and tourism associations to display the exhibit in storefronts and other public locations. In addition to the photos, Beate Sass has collected stories from dozens of residents, with those stories being catalogued on a website, all as part of an effort to bridge differences and build connections among the city's different populations.

Battle Creek, Michigan

"We Believe in Battle Creek" is a shared mantra in this city of nearly 52,000 residents. The community launched a door-to-door campaign during a visioning process, BCVision, learning that residents wanted jobs, talent pipelines and a culture of





During the planning phase, a local organization, iEval, gathered research which enabled residents to understand issues, share their interpretations, and pose new questions. The police department identified hot-spot police grids with disproportionate amounts of Part I crimes (violence-related) and Part II crimes (like fraud, or drug-related), in addition to calls for service. This 1.7-square-mile area is now the target area of interest.

In a second resident interpretation session, the Southwestern Michigan Urban League took over facilitation, with targeted questions about potential crime drivers. Conversations produced root causes. Neighbors in the second interpretation session also identified local assets that could help address these issues.

A strategic plan was in the making, built upon meaningful, informed, and embedded neighbor engagement. Working with neighbors to interpret data led to robust and citizen-led ways of setting goals and determining local solutions to addressing multiple drivers of crime, condensed into two drivers: lack of trust and disordered housing.

Many activities emphasizing neighbor engagement are underway, including a neighborhood ambassador program, designed to build leadership capacity among residents and youth; neighborhood action plans to identify priorities and issues; and “We Are” pride projects to cover social activities, beautification projects, and safety activities.

Battle Creek Coalition of Truth, Racial Healing, and Transformation

The Battle Creek Coalition for Truth, Racial Healing, and Transformation (TRHT) is designed to collectively face issues of privilege, race, and bias in Battle Creek. TRHT is a comprehensive, national and community-based process initiated by W.K. Kellogg Foundation to address the historic and contemporary effects of racism. These beliefs limit equal access to quality education, fulfilling employment, safe neighborhoods, equal housing opportunities, and quality health care.

In Battle Creek, the founding members work to

vitality. Battle Creek’s eight Neighborhood Planning Councils are key to much of what city government does. In a journey to change policies that better reflect equity and equal opportunities, city leaders are attending training courses offered through Kellogg Community College’s Center for Diversity and Innovation. Police and fire personnel are attending CDI’s Coaching Essentials for Equity workshop, teaching participants to listen more deeply, have challenging conversations, and create more openness between people, especially as the city works toward racial equity.

Byrne Grant: Improving neighborhoods & reducing crime

In late 2016, Battle Creek was awarded an Edward Byrne Memorial Justice Assistance Grant, which supports criminal justice efforts. The police department leads this initiative, with support from the Community Services Department, and partnerships with several outside organizations.



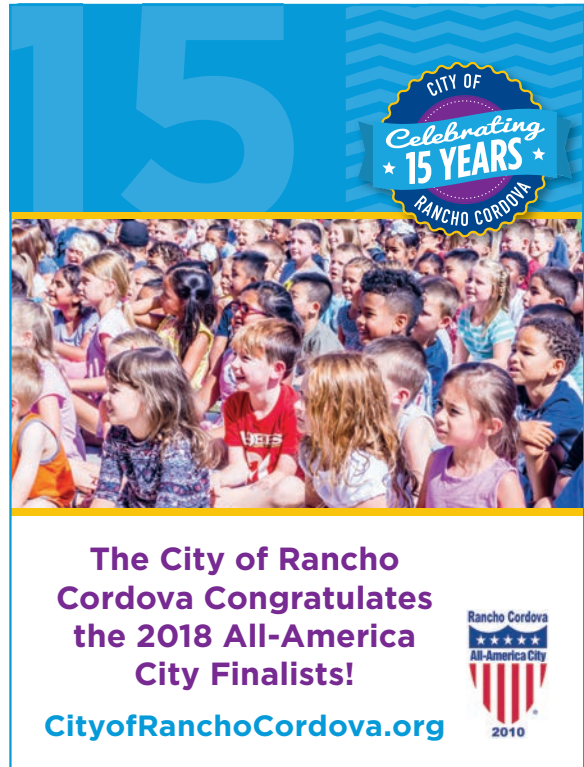
engage the community in dialogue to broaden perspectives, build trust, and promote racial equity. The community leadership team, which meets monthly, is composed of representatives of the Battle Creek Community Foundation, law enforcement, city administrators, and the Center for Diversity and Innovation, among others. Using the TRHT Framework, the team will also recognize progress underway and identify potential allies.

The Battle Creek Coalition organized two National Day of Healing events in January 2017 and 2018. This year's local event was a concert organized by WKKF. Nearly 1,200 students – from five area high schools – attended and heard a message of people coming together in unity and humanity. Also, neighbors gathered at key intersections across the city, holding large heart cut-outs to remind everyone that love is the foundation for changing hearts and minds – a first step toward racial healing. In spring 2018, the local coalition invited residents to multiple events, including a film premiere and community convenings, to generate a collective dream for promoting equity and eliminating racism in Battle Creek.

BCVision

Launched in 2015, BCVision is a community-driven movement for change in Battle Creek. At the time, the W.K. Kellogg Foundation and Kellogg Co. met with local leaders, businesses, and neighbors to discuss how to spark transformation and improve economic conditions in Battle Creek. Since then, these stakeholders have collaborated to create a vision and an actionable, long-term economic development plan that includes neighborhoods and community members who historically have had less access to resources that lead to prosperity.

Since the effort launched, the steering committee, action teams, BCVision supporters, and partnering organizations have worked hard to increase access for all. The group has hosted many community meetings, knocked on more than 30,000 doors, and spoken with thousands of Battle Creek neighbors to receive input. Hundreds of individuals, representing every sector in the community, have contributed. Industry experts evaluated information gathered and identified racial equity, community engagement, and communication as needing the most improvement.



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2010

The team has established three pillars: increasing the number of permanent jobs; building a talent pipeline by increasing college, career and kindergarten readiness; and developing a culture of vitality, positioning the city as a place people choose.

This group will also launch a public data dashboard in 2018, create a resource guide mapping the small business/entrepreneurial ecosystem in the community, and work to establish a fund and deploy \$50,000 into the community to focus on minority-owned businesses. An internship program with the Battle Creek Area Chamber of Commerce and Battle Creek Public Schools has already been established.

Las Vegas, Nevada

As a testament to the strong sense of community, Las Vegas residents came together in the aftermath of the concert shooting last year. Residents stepped up and drove the wounded to



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hospitals, offered shelter, stood in lines for hours to give blood and created a Community Healing Garden.

Las Vegas keeps resident engagement and equity top of mind. City by Design provides residents, stakeholders, staff, and elected officials with a collective vision and plans for a future filled with income equality and economic mobility. Las Vegas is also bridging the digital divide to reach innovative digital inclusion with free community Wi-Fi. Connect Home, a recent city project with the local housing authority, provided free Wi-Fi, technology, and training to public housing and Section 8 residents.

The Harbor

The Harbor is a Juvenile Assessment Center located in Las Vegas that addresses disproportionate minority contact, as it diverts youth, primarily youth of color, from the juvenile justice system. A multi-agency collaboration, the Harbor includes staff and supervision from the Clark County Department of Juvenile Justice Services, the City of Las Vegas, the Department of Family Services, Clark County School District, and many other organizations.

Through collaboration, these agencies provide safe haven for vulnerable teens and their families. The Harbor ensures it is responsive to its participants' needs by including them in decision-making processes by having a youth serve on the Executive Steering Committee. The Harbor helps mitigate barriers to services by not charging families, not requiring insurance, and by allowing undocumented families to receive services.

The Harbor provides assessments and services to get young people back on track after experiencing troubles with drugs and alcohol, truancy, mental health, etc. The Harbor addresses current as well as ongoing needs for each and every youth. Youth can enter the Harbor through law enforcement as an alternative to Department of Juvenile Justice Services booking, through community outreach, or through an agency referral.

Since its inception, the Harbor has assisted over 3,000 youth and families. Of these 3,000 youth,

only 115 have escalated to Juvenile Justice Services. This represents a success rate of approximately 96%. The Harbor is also part of the Las Vegas My Brother's Keeper Alliance, which is a partnership of community organizations focused on community engagement, educational equity, and law enforcement.

Our Stories

In 2010, The Westside School Alumni Foundation (WSAF) was founded to preserve the historic Westside School site, educate the public on its history and value, and to encourage the development of the vacant school as a cultural destination. The Westside School, which opened in 1923, was the first Las Vegas school to open its doors to African American and Native American students. Today, the school site stands as a testament to Las Vegas' ongoing efforts to facilitate racial healing and community dialogue.

One of the first major projects for the WSAF was the development of a book. The book detailed the history of the school and surrounding neighborhood as told by the people who lived it. Photos, artifacts, and personal memorabilia were collected to provide context and insight. Billed as a major community event, the book launch was a huge success and all proceeds of book sales were directly returned to the community through educational stipends and youth scholarships.

In 2016, the City passed a community development plan intent on revitalizing the Westside School community. The community was highly engaged in the visioning process and encouraged to attend meetings and contribute ideas. The resulting plans from this process were incorporated into the Las Vegas 2035 Downtown Master Plan, making it an official city council-approved document to be incorporated into future development.

ReInvent Schools Las Vegas

ReInvent Schools Las Vegas (RSLV) is a collaboration that brings together government, local businesses, private and non-profit organizations, and the community to address educational equity across the school district. As the fifth largest school district in the county, the Clark

County School District – which includes the City of Las Vegas- faces many difficult challenges. Most children at RSLV schools reside within a food desert. In southern Nevada alone, it is reported that 36.8% of children are overweight or obese.

In an effort to reduce the number of students who are overweight or obese, RSLV is working with Create a Change Now, a partnership focused on the new Healthy School, Healthy Life Program. The program has five components; garden clubs, chefs in schools, Let's Move fitness programs/yoga, Pop-Up Produce, and nutrition lessons. All of these programs use different strategies to help students and their families develop healthy relationships with food and nutrition, while learning essential information about health and wellbeing.

Health and wellness is only one of RSLV's initiatives. They have also partnered with AmeriCorps to battle truancy and provide literacy interventions. Most recently, the City of Las Vegas joined youth and adults of RSLV and with community members in

funding and producing an All-America City float in the 36th Annual Las Vegas Martin Luther King Jr. Day Parade.

Charlotte, North Carolina

Charlotte has undertaken several racial equity processes designed to improve the equity of community services, including the ongoing use of a racial equity lens for city programs. This has resulted in strategic capital investments in targeted neighborhoods. Following a report showing economic inequity in the city, and a police shooting in late 2016, the City of Charlotte engaged thousands of residents in one-on-one conversations and community meetings to collect ideas on how to improve equity and address racial bias community-wide.

Project P.I.E.C.E Workforce Development Collaboration

The Partnership for Inclusive Employment and Career Excellence (PIECE) Workforce Development Collaboration program was started by Charlotte's Economic Development department as an outgrowth of community conversations about economic inequity in the city. In 2016 a joint study by Harvard University and the University of California at Berkeley found that a person born into poverty in Charlotte has a lower chance of ascending the economic ladder than any of the 49 other cities included in the study.

PIECE is a collaboration among the City, local businesses and nonprofit organizations to provide training and employment in the construction industry to economically challenged segments of the Charlotte community. By conducting neighborhood-level outreach, PIECE has been able to identify hard-to-employ populations and provide them with the needed training to enter long-term employment as a skilled worker in the construction industry. Participants include people with criminal backgrounds, periods of chronic unemployment and low skill levels. Particular attention was spent on recruiting youths and people of color.



By working with Goodwill Industries and other nonprofits, PIECE trained 154 individuals in 2017 and employed 117. Over 50 businesses have signed on as partners with PIECE, assisting with curriculum development, mock interviews, mentoring and placement.

LEVEL UP Youth Program

LEVEL UP was started in 2017 to assist Charlotte teens by preventing crime, promoting health and reducing academic summer regression. The initiative is a collaboration of the City, YMCA and an assortment of other nonprofit organizations. It was begun as a result of the Charlotte-Mecklenburg Opportunity Task Force's Leading on Opportunity Report, which recommended a variety of services to address teen crime, health and academic success.

The LEVEL UP program hosts activities at branch YMCA sites in low-income areas on weekend evenings and during the summer at which volunteers from several youth nonprofits provide mentoring services, classes and recreational activities. Additional opportunities include interactions with police officers, tutoring, and becoming part of longer-term mentoring and educational programs.

During 2017, LEVEL UP provided services to just over 1,000 teens and utilized 330 volunteers. A large majority of the teens were low-income, African-Americans, and a majority were boys between the ages of 14-18. The program is gearing up for 2018 and has a goal of enrolling 1,500 teens and garnering 400 volunteers. The number of sites and activities will be expanded as well. Goals have been set for the teens to perform better in school, enroll in higher education and show improvements in self-confidence.

Smart District/North End Infrastructure

Charlotte is working to bring greater prosperity to its North End neighborhood, which is mostly African-American and low-income, through an innovative community engagement strategy aimed at connecting the area's residents to technology and job opportunities that will improve their well-being. Residents' ideas will be

sought in four areas: Smart Homes; Healthy Communities; job training for jobs in technology; and a "build your own project" category aimed at miscellaneous innovations.

Many residents in the North End do not have access to the same infrastructure or amenities as other residents in other parts of the city. This project, dubbed the North End Smart District, is aimed at improving the health and economic well-being of people in the area by facilitating resident-driven initiatives to improve access to technology and to adopt environmentally sustainable practices.

A companion project will improve the physical infrastructure of the North End to make it more attractive as a location for high technology employers and as a place to live. The Applied Innovation Corridor Project partners with academic institutions to bring new businesses to the area. Extension of light rail and redevelopment of a housing district will make the area more accessible and attractive, while maintaining affordability for the existing population.

Cincinnati, Ohio

The City of Cincinnati has taken steps to ensure equality of opportunity for all residents of Cincinnati.

To ensure equity and access for aging residents, the City created a Chief Advocacy Officer of Aging and Accessibility (CAOAA) with the goal of making Cincinnati the best place to live independently and grow older in a community that provides exceptional opportunities and respects persons of all ages and all levels of abilities.

Cincinnati works with various stakeholder groups, including residents, developers, city departments, and city officials, to discuss and engage on issues in the community. The City Manager's Office created ECAT, the Engage Cincy Action Team, which serves as a liaison between the broader community and the City of Cincinnati and aims to strengthen the culture of resident engagement in Cincinnati by providing opportunities for all to



participate in meaningful and proactive ways in the City's decision-making and problem-solving processes.

The 3-year development of Plan Cincinnati included widespread public participation through the direct engagement of thousands of stakeholders. Oversight was provided by a 40-person steering committee representing community organizations, businesses, nonprofits, and institutions, while much of the work developing the goals and actions steps came from 12 working groups with up to 30 members each.

The Green Cincinnati Plan

From its industrial past, the City of Cincinnati's Green Cincinnati Plan (GCP) has helped to create a more sustainable, resilient, equitable future. The 2018 update of GCP was led by a diverse steering committee of leaders charged with ensuring an inclusive process for the plan, that would emphasize sustainability, resilience, and equity as components of any recommendations.

The kickoff meeting for the 2018 GCP attracted more than 250 residents. Afterwards, three separate meetings were hosted for Spanish-speaking communities to ensure language wouldn't be a barrier. Overall, hundreds of residents participated in more than 30 meetings and contributed 1,400 recommendations for sustainable action.

Local groups are rallying to the cause:

- Net Zero Urban Village is uniting equity and sustainability by incorporating energy efficiency strategies in homes; the Village is making energy bills and thus homes more affordable.
- The Archdiocese of Cincinnati has piloted energy conservation programs and funded energy efficiency initiatives of regional nonprofits.
- Local universities provided critical support in analyzing the cost-benefit and greenhouse impact of every recommendation in the plan.

- Procter and Gamble, a major employer, has committed to identifying five goals from the 2018 GCP to champion.
- Red Bike, a nonprofit born out of partnership with the City, has dramatically increased affordable mobility within the city core by building almost 60 bike stations.

The focus on equity and engagement continues as the draft GCP is being shared with residents in the most vulnerable neighborhoods who are providing feedback and comments before the document goes to the steering committee and city council.

Engage Cincy

Cincinnati's Engage Cincy emerged from a unique resident-led initiative to promote more robust interaction with the people who live, work and play here and to help inform government actions. The effort was formally adopted by the Cincinnati City Council in 2014.

One outgrowth of Engage Cincy is the Engage Cincy Action Team (ECAT). This group of residents and city staff serves as a formal liaison between the broader community and the City. One key ECAT effort has been formalizing a partnership with Invest in Neighborhoods, a local nonprofit that promotes and assists local community councils. Invest and the City have worked to enhance information sharing between community councils and on engagement trainings for residents. Other impacts from ECAT's first year include: developing a Community Engagement Action Plan; overhauling the City's budget engagement strategy; and establishing engagement trainings for city employees.

Another critical component of Engage Cincy is the Challenge Grant program, which encourages residents to submit innovative engagement approaches and then receive funding to execute the idea. In three years, hundreds of ideas have been submitted and the 14 projects which received funding and City support collectively brought tens of thousands of Cincinnatians together in fun, positive, rewarding, and impactful new ways. One such project is Cincinnati Neighborhood Games, which is a 'field day' that promotes community





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citizens, and led by the dedicated
board of the PLAY Foundation.**



Photos Courtesy BowTie Photography

pride and brings people from diverse backgrounds together in an Olympic-like atmosphere.

It's Time to PIVOT

Cincinnati Police Department's Place-Based Investigations of Violent Offender Territories (PIVOT) program uses data to systematically dismantle criminal networks and eliminate safe havens for criminal activity. PIVOT empowers residents to reclaim their streets through confidential informants, visibility, and placemaking. By engaging property owners and residents, PIVOT helped create two new vibrant areas of play and community health, deterring crime with remarkable results.

While focusing on criminal hot spots within East Westwood and the Westwood communities, a unique partnership formed through civic engagement. These two neighborhoods that had historically been splintered were brought together through clean-ups and beautification projects. By mobilizing residents to take back their community, CPD through PIVOT had the support it needed to locate and disrupt crime.

Because of the PIVOT program, residents were already engaged and able to quickly mobilize for the 90-day NEP blitz in Westwood and East Westwood. Side-by-side with police and community agencies, residents repaired and fixed properties, built multiple playgrounds, established several community gardens, and converted the one-time hub of dangerous activity into a fresh foods and clothing co-op.

Since the program's completion, these neighborhoods continue to see the lowest levels of violence in five years, a reduction of 75% in violent crime. Specifically, East Westwood has experienced an 83% reduction in crime and Westwood a 49% reduction in crime

This work earned the CPD the 2017 Herman Goldstein Award for Excellence in Problem-Oriented Policing and has been captured in the documentary, "The Pivot Point," produced by 24-time Emmy winning filmmaker, Zo Wesson.

Beaverton, Oregon

City of Beaverton officials believe in the importance of ensuring all voices are heard in the community and have approached community engagement in innovative ways. One example is the Voices of Beaverton project. The project uses stories of Beaverton residents to illustrate issues associated with housing affordability that face many members of our community. This effort acknowledges that while data informed decision-making is crucial, housing begins and ends with people. It also highlights potential solutions offered by community members based on their life experiences.

Beaverton's Diversity, Equity, and Inclusion Plan, which was adopted by the mayor and city council, is currently in the process of being implemented and focuses on opportunities to enhance equitable practices city-wide. The City of Beaverton is also a partner in a community-based research initiative led by Washington County that will study the state of racial equity in communities through data-driven storytelling, community histories, community priorities, and community strengths.

Beaverton Community Vision

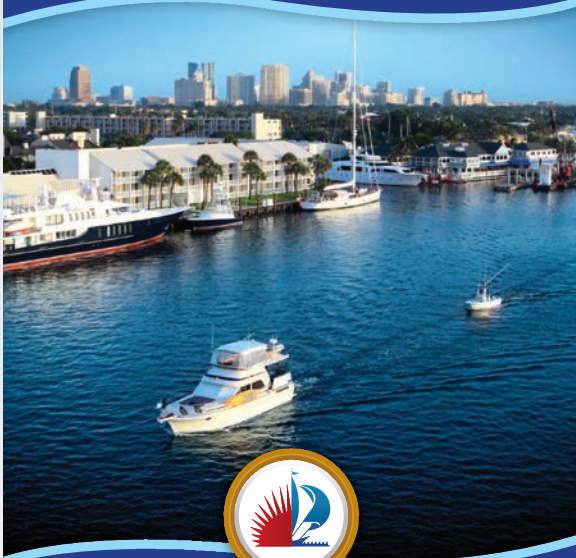
Beaverton is one of the most diverse communities in the state of Oregon. One in four residents is foreign-born. For a time, this diversity was not reflected in local government or community involvement. Community members became disgruntled, and as a result, the four-term mayor was defeated when up for re-election. From there, the City began to understand the need to adapt its approach to public involvement.

Under new leadership, the City recruited a community steering committee, known as the Visioning Advisory Committee (VAC), hired a vision advisor, and launched an unprecedented public engagement program. The VAC reached over 5,000 people. Over 6,500 community ideas were collected in over six languages. Nearly 2,000 people participated in surveys to narrow down ideas and develop a concrete action plan. The city council unanimously adopted the action plan in 2010, and over 60 community partners adopted new practices to see the plan through. The VAC was most recently updated in 2016.





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CITY OF FORT LAUDERDALE

It has already transformed the City-community member dynamic. It has also facilitated projects that seemed controversial just a few short years ago. The early accomplishment of vision actions speaks to the broad-based support earned through the project. As of 2017, 84.6% of current action items are underway.

Equity and Inclusion Initiatives

To further incorporate the diverse members of the community into local government, the City developed an official community advisory board focused on equity and inclusion strategies that strengthen connections among diverse populations in Beaverton. The Diversity Advisory board spearheaded the creation of a local Diversity, Equity, and Inclusion Plan adopted by the city council in 2015. This plan serves as a community roadmap for advancing the City's overall equity and inclusion work. To implement, the City has hired two full-time staff to lead these efforts and subsequent programming.

One such program is BOLD (the Beaverton Organizing and Leadership Development Program). In partnership with the nonprofit Unite Oregon, the City developed a free leadership program targeting immigrants, refugees and people of color intended to promote civic engagement and encourage diversity in city leadership positions. The program includes three full days of hands-on sessions focused on building leadership, community organizing, advocacy skills, strengthening cross-cultural understanding and providing a hands-on orientation to city government and opportunities for engagement.

BOLD is a key strategy of the Cultural Inclusion program to boost engagement of underrepresented communities in city government. BOLD brings together an incredible cross-section of the Beaverton community, with as many as 15 different countries represented in a single cohort. The cohorts are also intentionally intergenerational, with participants ranging from high school to retirement age. Since its founding, more than 100 people have participated from 5 cohorts.

Beaverton Community Policing and Restorative Justice

Beaverton has embraced community policing and restorative justice practices to ensure community members are safe, grievances are heard and acted upon, and police and public safety officials are viewed as partners in problem solving. There are four exemplary programs in place to carry out this vision: The Beaverton Victim Advocate Program; Beaverton Sobriety Opportunity for Beginning Recovery (B-SOBR); Beaverton Dispute Resolution Center; and Youth Peer Court.

The Beaverton Victim Advocate Program is a volunteer program centered around providing emotional support for victims of a variety of crimes. Police felt like they were unable to provide adequate 24/7 support for victims in the aftermath of a crime. Now, trained victim advocates respond to the scene upon request of a victim within 20 minutes, providing emotional support and information about community resources.

B-SOBR is an intensive multidisciplinary outpatient court program for repeat DUI offenders. Since the

program's launch in 2011, 82 participants have completed the program and only one graduate has re-offended.

The Beaverton Dispute Resolution Center is a voluntary victim-centered process in which victims actively participate in the justice process by being given the opportunity to ask the offender questions, share the impact of their crime, and propose a restoration plan.

The Youth Peer Court operates in a similar manner- juvenile offenders are given the opportunity to be tried by a legitimate court system of their peers. The attorneys, clerks, bailiffs, and jurors are volunteers from 12-17 years of age. This process educates the community's youth about the legal system and respect for the law, lowers the number of cases tried in juvenile court, fosters connection and respect between volunteers and police, and promotes the importance of personal accountability for all involved.

Allentown, Pennsylvania

The City of Allentown is undertaking several redevelopment efforts, and is involving residents every step of the way, including the use of a Neighborhood Partnership Program, diverse advisory council to guide the City's comprehensive plan and committees for various aspects of the redevelopment. The City of Allentown makes extra efforts to reach young people through initiatives like a Youth Police Academy, Allentown Promise Neighborhood and a campaign called "Catch a Young Person Doing Something Right," which recognizes young people who contribute to the city's well-being.

Job Training and Assistance for Allentown Residents through Lehigh Carbon Community College

Over the years, Allentown has lost many of its manufacturing jobs, so job training is a critical step in helping local residents find jobs with living wages. One of the key players in this job training effort is Lehigh Carbon Community College (LCCC), which is based in Schnecksville, Pennsylvania, and has a branch campus in Allentown, where it offers



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"Thank you for embracing the honor of public service, continually seeking to enrich the lives of residents. Continue to give your best efforts and heart for the betterment of your cities."

It is in this honor, in this service, where leadership and inclusive governance will flourish."



Stephen D. Hogan, Mayor
Aurora, Colorado
National Civic League Board Chair



a variety of job training programs. The college works with the local Workforce Board Lehigh Valley, to develop job training programs for residents in careers such as EMT and paramedics, pharmacy tech, welding, payroll certification, robotics and industrial mechanical technicians.

Allentown has had an influx of immigrants, many of whom need help with English language skills to be successful in the local economy. In addition, many residents lack a high school diploma or GED. To address these challenges, local community colleges, schools and nonprofits formed the Lehigh Valley ABLE Coalition, whose members offer free English as a Second Language courses, Adult Basic Education and High School Equivalency instruction. These institutions then work with local workforce organizations to place students in jobs.

The creation of a Neighborhood Improvement Zone in one of Allentown's business districts has led to capital investments and job creation. The



Allentown Education and Training Center, located within the zone, helps to connect residents to the training and education they need to fill jobs created in the zone. The Training Center is a collaborative effort of local colleges and nonprofit organizations.

Inclusive Police Department Programming

The Allentown Police Department is engaged in many activities to improve relationships with the community and foster a better partnership in preventing and combating crime. These include the addition of a six-member Community Crime Suppression Unit, funded through a federal grant, that works with the community to address crime “hot spots.” The unit’s work dovetails with the department’s Community Engagement 365 program, which encourages all officers to engage with the community on a non-emergency basis every day of the year.

The police department is using technology in a variety of ways, including a new smartphone app that allows residents to report crimes and suspicious activity anonymously in a way that allows officers to respond and ask questions of the reported individual. The department also obtained a grant to equip each officer with a body camera, the first department to do so in the region.

Allentown is also engaged in a variety of activities to reach special populations, including an outreach effort to the LGBTQ community and several programs for youth. The Cop Meets Block program brings officers into neighborhoods to meet with residents in social situations, like basketball games and parties. The Chief’s Youth Advisory Panel was formed to bring high school students into contact with officers on a regular basis in a forum where they can ask frank questions and give feedback.

Inclusive Initiatives to Serve Immigrants and Multi-Cultural Residents

Since many of its residents were born outside of the United States, Allentown has created a variety of programs to help these newcomers feel that they are part of the community, many of which are sponsored by the Mayor’s Office of Immigrant and Multi-Cultural Affairs. This office sponsors

festivals and other events throughout the year and provides one-on-one services to immigrants who need help navigating various programs. Allentown also has a Human Relations Commission that enforces an anti-discrimination ordinance adopted in the 1960s, which protects immigrants and other populations.

A recent project of the City is the creation of a Cultural Community Center, part of a building that houses other nonprofits. The center is available for office space and special events sponsored by groups in the community that serve a variety of populations. Organizations representing seven different nationalities have reserved space in the center, which regularly hosts attorneys dealing with immigration rights issues and visits from consulates from other cities.

Lehigh University has partnered with the City of Allentown to publish a Newcomers Guide to Allentown, which contains information on many day-to-day activities, like banking and getting a driver’s license. The guide is published in 12 different languages and includes video presentations on various resources.

Columbia, South Carolina

Columbia elected its first African-American mayor, Steve Benjamin, in 2010 and has continued its string of success stories. His efforts have led to the Columbia Police Department’s 21st Century Policing Initiative; a strong rebound from the historic and devastating floods of 2015; and the development of the Bull Street property, beginning with the opening of Spirit Communications Park minor-league baseball stadium in 2016.

To help ensure equitable access to economic opportunities, a Disparity Study was conducted in 2006 by the City of Columbia to determine the needs of a minority and women-owned business enterprise program. The study found that minority and women-based business enterprises were substantially underutilized in prime contracting and subcontracting in most procurements in construction, architecture and engineering consultants, professional services, goods and supplies, and other services. A minority and

women-owned business enterprise program was established with additional initiatives such as the Minority Business Advisory Council, Subcontract Outreach Program, and the Mentor Protégé Program.

Police

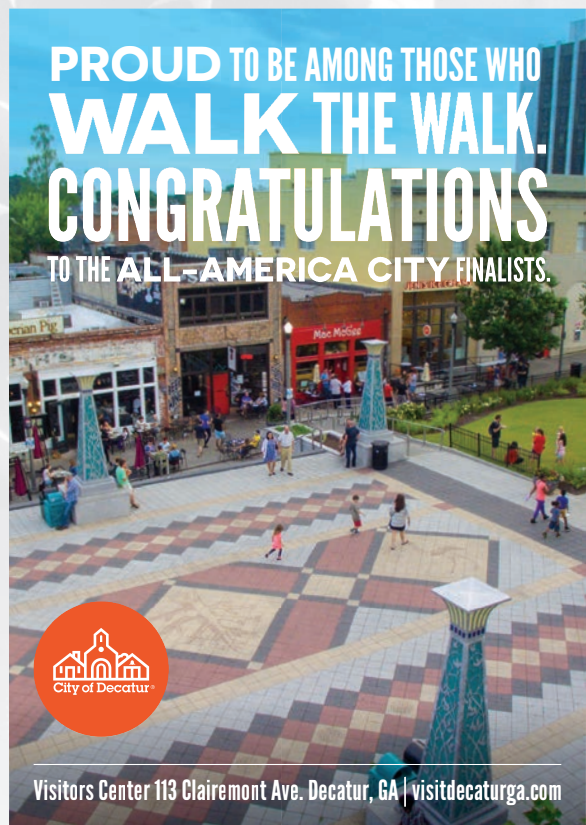
Over the past three years, the Columbia Police Department has begun instituting the pillars of the 21st Century Policing Report. To build trust and legitimacy with the community, they have increased non-enforcement activities like Food Truck Fridays, Cops and Barbershops initiative, Front Porch Roll Call, Beyond the Badge and have also purchased an ice cream truck to deliver treats to neighborhood children during summer months.

To help acclimate newly sworn in officers into the community, each officer participates in the Beyond the Badge program. The first week on the job is filled with volunteer activities such as going to the local food bank, hospital, and Meals on Wheels.

The Front Porch Roll Call program began under a different name with citizens from the North Region of the city invited to attend designated nightly roll calls at regional headquarters, but the police found that citizens were reluctant to attend the meetings. When the police chief returned from a conference, he announced that the roll calls would be hosted by the citizens. He introduced the weekly Front Porch Roll Call in all regions of the city. The Roll Calls also serve as a small block party with food and lawn games. After socializing, 10 officers gather in the driveway of a Roll Call host and conduct nightly pre-shift roll call for the Columbia Police Department. Per the nightly routine, at 6:30 uniforms and equipment are casually checked and recent reported crimes in the area are discussed. Then each officer introduces himself or herself to the neighbors and takes questions.

Flooding

During the first five days of October 2015, an offshore front combined with deep tropical moisture on the mainland caused a storm to stall over the Midlands area of South Carolina. Parts of Columbia experienced rainfall that exceeded previously unthinkable levels. In Columbia, where 3 ½ feet of rain falls annually, more than two feet



fell in a 48-hour period. More than a dozen lives were lost in the flooding and its aftermath.

Most of the major and severe damage to housing occurred along the banks. Hundreds of city residents, including many in low-to-moderate income households, were forced to abandon their homes. Many houses were isolated for days because more than 100 streets were closed, blocked or impassable.

Extensive damage was caused to bridges, roads, homes and businesses. Dams were breached throughout the Midlands area; 20 waterlines broke, and the Columbia Canal was breached. As a result, engineers set up 15 bypass pumps to move water from the river to the water plant, thus maintaining a supply of water to the city. The canal fed water to five hospitals, 200,000 residents in the downtown Columbia area, the University of South Carolina, Benedict College, Allen University and numerous state facilities.

Columbia has worked together to re-create their vibrant city after the flood damage. Additionally,







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Chula Vista, California

Chula Vista shares the commitment to engage residents in supporting vibrant, thriving and diverse communities.

more than \$18 million was needed for repair work on city water, sewer, storm water and road infrastructure. About 75 percent of the repair work was completed by the end of 2017.

Ballpark

A night at the ballpark is now a centerpiece of entertainment in Columbia. A largely abandoned 181-acre site just off the city's downtown district, that once housed the South Carolina State Hospital, is now home to the Bull Street Redevelopment Project. A 20-acre park is under construction on the property. Already up and running is the Bull Street Technology Village, the project's first co-working space run by Columbia-based SOCO and home to several startup companies. It is the largest project of its kind east of the Mississippi River and includes the Spirit Communication Ballpark.

Beyond baseball games, the park hosted 113 other events in 2016 and another 136 in 2017. The field was designed to allow for a football field and high school games were played there both years. Other

events included the Mayor's Extravaganza Easter Egg Hunt, a Night of Praise, a Food Truck Rally, the Fireflies Breakfast with Santa, a Walk to End Alzheimer's, the Palmetto Health Foundation Walk for Life, the Famously Hot Pink Half Marathon, as well as weddings, rehearsal dinners, birthday parties, reunions and civic group meetings. In all, more than 50,000 attended non-baseball events each of the first two years of the ballpark's operation.

The Columbia Fireflies call the ballpark home, and the professional baseball franchise has given back to the community through the Reading Program, an incentive-based literacy initiative presented by Columbia's Palmetto Health Children's Hospital and recognized as being outstanding in 2017 by the American Association of School Librarians.

Kershaw County, South Carolina

Kershaw County, South Carolina is a rapidly growing community, torn between its rural past and a suburban future. Women and people of color are among the municipal leaders throughout the county. In all plans, projects and services, Kershaw County strives to accurately reflect residents and businesses. When the county school district accepted construction bids for three new schools, special consideration was given to general contractors committed to giving local businesses a legitimate opportunity to bid on the work and a job fair was held to reach local subcontractors. Transparency and accessibility are goals, from hiring practices that endeavor to ensure all communities are aware of vacancies, to ensuring residents are better informed about when and where public forums and official meetings are held.

Health and Wellness

Community Medical Clinic (CMC) launched a program called LiveWell Kershaw, a population-based care approach to improving health outcomes in Kershaw County.

In collaboration with the University of South Carolina and the state health and human services department, LiveWell Kershaw began with a county-wide health assessment and followed with a health improvement plan. Eat Smart/Move More





Best wishes and good luck to all our AAC finalists!



Kershaw County and the KershawHealth hospital system provided start-up funding. From data gathered, LiveWell Kershaw discovered a health crisis in an underpopulated rural region with six major zip codes and 21% living below poverty.

LiveWell Kershaw employed three strategies to improve the health outcomes of residents in this area:

A school-based health center that provided individual counseling, mentoring parent sessions, consultations and support groups. A nurse practitioner and certified medical assistant saw middle and high school students at the high school four days a week.

Satellite health care locations, identified based on a high number of emergency room visits, were created to provide personal coaching, medical treatment, mental health counseling and enrollment in other social assistance programs.

Training about population health and health equity has been added within the staff and in the

county. Training has included quarterly staff and board training, community meetings, and a county-wide population health summit with over 100 attendees.

One of the most significant and impactful programs is the health equity bus tours, which focuses on community health statistics, patient challenges and successes, and health care service expansions.

Children and Education

A successful program that emerged from a five-year Safe Schools/Healthy Students multi-million-dollar grant and continues to thrive is the Jackson Teen Center. Residents raised money and collected furnishings for the center, which opened in the summer of 2014. The World Venture Foundation funded a new gym floor, with other community partners purchasing bleachers, new basketball goals, and paint for the facility. Unique programs offered are music production and "Job Readiness for Teens" (JRT) program, an after-school and summer employability skills training program.

Kershaw County seeks to develop future leaders through Junior Leadership Kershaw County, a partnership with the Kershaw Chamber of Commerce, KCSD, and Camden Military Academy. Up to 32 high school students are selected for this program, which offers hands-on leadership opportunities.

Another challenge that the community addressed is recreational needs of families with special needs children, who make up 11.2% of the student population; they had to travel more than 35 miles to an accessible playground. Through focus groups, surveys, and public meetings, the rendering of a state-of-the-art playground was developed. Volunteers led the project, raised \$300,000 and built the ADA-accessible playground in 14 months. It is the first ADA compliant playground in Kershaw County and one of only 15 in an 11-county region.

These community leaders have now created a formal non-profit organization, PLAY (Place of Learning for Active Youth) Foundation. The foundation is building a Farmers' Market Pavilion with a community garden and educational space in downtown Camden.

Vision

In early 2015, Kershaw County Council envisioned a plan capable of uniting our citizens and preparing our county for the future. Out of that discussion arose, VisionKershaw 2030, which was developed through a comprehensive visioning process that collected information from county residents, community leaders and business owners.

The public engagement process lasted several months and included over 32 outreach events held at volunteer fire stations, churches, government buildings and schools. Staff offered workshops to a diverse cross section of organizations, including the local NAACP chapter and youth leaders. Materials were available in Spanish, and staff answered questions during the annual multi-cultural festival. Of the attendees, over 60% were female, approximately 15% were minorities, and every age demographic was represented. Surveys were also distributed at events and via a dedicated website.

The vision has eight core goals: Economic Growth, Land Use, County Services, Infrastructure and Transportation, Education, Recreation, Culture and Health. Since its creation, all local municipalities have adopted VisionKershaw 2030. Kershaw County Council annually discusses aligning the budget with the vision plan. Numerous private enterprises and public entities reference the vision in planning and budgets.

A list of accomplishments would include: improved existing recreation; planning for a new permanent downtown farmers market; reestablishment of the county's Human Relations Board; completion of a detailed pedestrian, bike and greenway plan, finishing the first connector trail; passing a \$129 million school board facility bond referendum and penny sales tax just two years after it failed; starting a mobile food pantry to serve food deserts; and expanding the number of EMS stations in underserved areas.

Mount Pleasant, South Carolina

The City of Mount Pleasant is working to ensure that equity and inclusion are more than an afterthought, but key factors in local decision-making. Any new program or project is first

reviewed for its impact on equity and inclusion. In selecting the Comprehensive Plan Forum – a group of 40 residents tasked with developing the 10-year comprehensive plan – the community did an inventory of community diversity, identifying gaps in representation and acting to fill those gaps to include all identities in the decision-making process. As a result, the group is actually more diverse than the overall community, ensuring myriad viewpoints will be represented in decisions about the community's future.

Engagement is embedded in the way local government works in Mount Pleasant. The City routinely deploys engagement efforts such as online surveys, partnering with civic organizations and associations, using mobile apps, conducting online forums, and having one-on-one dialogues with the Mount Pleasant Town Administrator during Mobile Office Hours. One month, the town administrator rode a city bus route during his Mobile Office Hours, giving him an opportunity to meet with citizens on their way to work and even homeless citizens that had never been engaged.

Bridges, Not Walls

With rapid growth and changing demographics, the local police department has been challenged to meet new demands for service while still maintaining strong community policing programs that help to build and sustain relationships and trust. The Town of Mount Pleasant Police Department (MPPD) recognized the importance of these programs and prioritized community policing initiatives, enhancing existing programs while also developing new ones.

MPPD has a history of using community policing to promote civic engagement both through department-initiated programs as well as through initiatives of individual officers. In addition to older traditional community programs such as Citizens Police Academy, Youth Court, Bike Patrol, and School Resource Officer programs, MPPD has launched numerous programs tailored to different groups in the community.

MPPD has developed youth programming with numerous opportunities for officers and younger citizens to engage and build relationships. The Buddy Card program works by having children approach officers to talk with them and get the



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officer's signature on a card; while the Gotcha! program encourages officers to recognize children with a "Gotcha!" card when they're "caught" exhibiting positive behaviors. The MPPD Reading Patrol program brings officers and children together at a local Barnes and Noble store where officers read stories to the children. To date the effort has served more than 800 children over 38 reading events.

Bridging the Gap

Mount Pleasant is experiencing explosive growth and has put several programs in place to help all stakeholders navigate the complex planning and zoning processes that govern development. Traditional efforts such as town hall meetings were simply not working. Members of the Mount Pleasant Planning Department staff recognized that the existing methods for sharing information and involving citizens in the decision-making process were impersonal and unappealing to most citizens and were no longer adequate.

The Planning Public Outreach Program started

with a Meet and Greet. Beyond providing information, the goal of the Meet and Greet was to provide an opportunity to reconnect citizens with members of the staff. The event continues to grow and meeting locations for the annual event are changed every year. This year's Meet and Greet included youth-focused activities where students could participate in a scavenger hunt to learn more about the choices facing the community.

The Meet and Greet provides a high-level review of planning but planners recognized the need for another level of engagement allowing citizens to dive deeper into the key issues. The Citizens Planning College offers weekly classes taught by planning staff and is designed for engaged citizens, topics include: land development processes; building codes; and zoning districts. Students even get a chance to take fictitious development projects through the public approval process.

Local engineers and architects are engaged through Code for Lunch where planning staff reviews new or pending regulation changes and the group shares innovative ideas, answers questions, and holds candid conversations about development standards and on-going projects.

It's More Than Just Water Under the Bridge

At the start of the millennium, Shem Creek, the iconic landmark and historic economic driver for the community, faced a bleak future. Properties along Shem Creek were dilapidated and unsightly, and pressure for re-development led to a growing fear that the public working waterfront would soon become entirely privately owned.

Faced with these challenges, the Town of Mount Pleasant – informed by numerous public and stakeholder conversations—supported a series of improvement projects and the development of the Shem Creek Park Master Plan. The plan sought to ensure equitable access to the waterfront, promote the local seafood industry, support local businesses, and enhance the overall health of the creek and its ecosystems, all while sustaining the creek's primary use as a working waterfront.

Creekside development required the community to meet strict environmental requirements, but the Town went beyond these requirements and

actively partnered with local environmental nonprofits to host a community-wide Shem Dig event. The event brought together leaders from environmental education and advocacy groups, local seafood purveyors and sustainable fishing instructors to share information, conduct demonstrations, and answer questions about how to protect the creek for generations to come.

The Shem Creek Park Phase 2 project also coincided with other community efforts to preserve and promote the local seafood industry. Community groups and organizations created campaigns (#JustAsk and “Friends Don’t Let Friends Eat Imported Shrimp”) to encourage patrons to support local seafood purveyors. And when the shrimping fleet lost the ability to sell their products on the docks, the Mount Pleasant Town Council unanimously approved a Saturday morning fish market at their farmers market facility.

El Paso, Texas

Plenty of communities offer “citizen academies” or “leadership academies” to help residents navigate the intricacies of city politics and government, but how many offer Dale Carnegie courses to ensure that residents from all parts of the city can become effective leaders? Graduates of El Paso’s Neighborhood Leadership Academy are invited to attend quarterly Advanced Leadership Trainings provided by the Dale Carnegie Institute to help them become more effective at running meetings and gaining the active participation of others.

The community vision for the City of El Paso, “safe and beautiful neighborhoods, a vibrant regional economy, and exceptional recreational, cultural and educational opportunities,” was incorporated into the City’s 2015 Strategic Plan after an extensive public outreach process that included citizen surveys, public meetings and city council work sessions.

After adopting the plan, El Paso government began to implement a citywide resilience strategy to reinforce the mission and vision and assure strategic responsiveness to community needs. This plan was developed after a year-long community outreach process that reached more than 70,000 people. The resilience strategy is aimed at deploying innovative initiatives that directly address the diverse needs of the El Paso community.

Empowering El Pasoans for Service and Leadership

The Neighborhood Leadership Academy (NLA), is a 20-week educational program that informs El Paso residents of the services and programs city departments provide, how they are using tax payer money, how residents can access their services, and, most importantly in many cases, how residents can help those departments to provide the highest levels of customer service.

After eight years of implementing the NLA, Neighborhood Services staff came to the realization that while residents were becoming well-versed in how to work with the city, there was still an apparent gap in leadership skills. Some neighborhood associations appeared to be led by a handful of individuals with little support from the rest of their neighbors.

In 2015 the first Advanced Leadership Training was hosted by Neighborhood Services. Past graduates of the NLA and neighborhood association leaders were invited to attend a four-week course (held one evening per week) provided by Dale Carnegie Training. The topics covered were: Communicate to Lead, Gain the Willing Cooperation of Others, Successful Public Speaking, and How to Run Meetings that Accomplish Something. The Advance Leadership Training series is so highly regarded and in demand that it is now provided on an ongoing basis with a different topic every quarter.

Nearly one in every ten NLA graduates has been appointed to city boards and commissions or other local and regional advisory groups. Two graduates were elected to the El Paso City Council. To ensure that the NLA is being conducted in a way that maximizes equity, every graduate from the current class will be asked to submit a demographic survey. Results from those surveys will allow for assessment of equity in the program.

Career and Adult Educational Opportunities

Through its public libraries, the City of El Paso is working to provide basic educational and entrepreneurial services to traditionally underserved communities. In partnership with El Paso’s public workforce system, Workforce Solutions Borderplex, and a cooperative relationship with the Small Business Administration, the city is providing the following: Educational workshops for career and

business development; one-to-one library staff assistance to support business development and entrepreneurial activities; accessibility to information regarding research; planning, grants, trademarks; and other relevant business topics.

Technology tools are available for business use, including copy machines with faxing, printing, and scanning capabilities, sound equipment, microphones, headphones, telephones and a SmartScreen accessible during all library hours of operation. Alternative work spaces are made available in library auditoriums, atriums, conference rooms and other spaces. The goals of these programs and service enhancements are to support the economic development efforts of the City of El Paso, give emerging workforces places to engage their customers and to sharpen their business and entrepreneurial skills and improve the quality of life of residents by providing skills and training.

Since 2014, El Paso has increased training and adult education significantly. GED students increased from just 161 in 2014 to more than 2,400 in 2017. Likewise, citizenship students increased from an estimated 4,800 students to well over 10,000 in just 3 years.

El Paso Rental Assistance Demonstration Project

An initiative of the United States Department of Housing and Urban Development (HUD), the Rental Assistance Demonstration (RAD) program allows public housing authorities to leverage public and private debt and equity to redevelop their aging public housing stock and prevent the loss of existing affordable housing.

Strategic planning meetings were conducted with key stakeholders such as those using the programs, utilities, school districts, city departments that manage construction permitting processes and public transportation and the El Paso Apartment Association. Community meetings with the general public were held to gather input on their perceptions of affordable housing in El Paso. As a result, the Housing Authority of the City of El Paso (HACEP) was able to develop a strategic plan and a list of policies in conjunction with HUD and the Texas Department of Housing and Community Affairs to go forward with a portfolio-wide RAD conversion.

As of today, HACEP's RAD initiative has completed 1,508 family relocations, celebrated 1,278 "Welcome Homes" for families coming back to revitalized communities, created over 1,050 jobs, completed over 250 community meetings, managed over 2,000 one-on-one family meetings, and has invested \$740 million, on its way to \$1.3 billion, at zero cost to the local tax payer. HACEP currently has 739 homes under construction, with nearly 3,000 more homes to go, translating into another 6,000 families in improved living conditions.

San Antonio, Texas

The City of San Antonio continues to use and update its visioning plan, SA2020. The city is making progress on school graduation rates, per capita income, health care access, and teen birth rates. The San Antonio Office of Equity, in partnership with SA2020, applied an equity impact assessment to seven high-impact City initiatives, including street maintenance, civic engagement to inform the City's budget, and boards and commissions. One assessment resulted in new outreach strategies. For example, SA Speak Up reduced the gap between white and Latino respondents by attracting 200 people to its first Spanish-language Community Night, a family-friendly event held in a park with food, activities, and health screenings.

Enroll SA

As part of San Antonio's visioning project, SA2020, residents identified healthy lifestyles as an important part of life in the city. Although 75 percent of Bexar County residents under age 65 had health insurance in 2010, the community set the goal of increasing the number of insured people to 85 percent by 2020.

In 2013, a collaborative working group of every major local hospital, the County, the City, and multiple community-based organizations, began working together to determine the best way to increase enrollment in health insurance throughout the community.

"EnrollSA, Get Bexar Covered," an outreach campaign and a website, EnrollSA.com, were launched in February 2014. The coalition worked to educate the public about the Affordable Care Act (ACA), including eligibility and deadlines, and

provided individual enrollment assistance during large, public events and through appointments citywide.

During each enrollment period for ACA, the coalition used data and community partnerships to boost the number of people enrolled. The coalition targeted zip codes with the greatest needs. Examples of partnerships included: Delta Sigma Theta Sorority, a public service organization of mostly African-American women, called people who needed help, and Univision had a phone bank with volunteer Spanish speakers to boost Latinx enrollment. The coalition also used an existing 211 phone service to connect individuals to navigators.

In 2016, 81.6% of residents under 65 had health insurance. Members of the EnrollSA coalition are still working collaboratively to assist residents not only during open enrollment periods, but year-round – continuing their role in ensuring 85% of San Antonians under age 65 are insured.

San Antonio Teen Pregnancy Collaborative

Teen pregnancy has been a major problem in Bexar County, with 2010 rates among the highest in the United States. That distinction didn't sit well, so the San Antonio Teen Pregnancy Prevention Collaborative (SATPPC) was formed to reduce the teen birth rate among females ages 15 to 19.

The SATPPC included an impressive list of cross-sector organizations, including: public entities, community-based organizations, as well as faith-based and secular institutions. While the numbers still show that Bexar County has one of the highest rates, the collaborative has reduced teen pregnancy steadily since it began its work.

The collaborative has been hitting its targets before the group's self-imposed deadlines. For example, in 2012, the teen pregnancy rate was down 15 percent, its 2020 goal. By 2014, the rate fell by 25 percent, its revised 2020 goal. So far, the teen pregnancy rate is on track to meet its latest target – a 50 percent cut – by 2020. Between 2010 to 2015, the rates have fallen for ages 15 to 19 among Latina teens – from 65.4 per 1,000 to 39.0 – and among African American teens, from 45.6 per 1,000 to 25.3.

This collaborative identified a need to shore up evidence-based programs that focus on behavioral risk factors and to address other determinants of

teen behaviors such as the level of parents' education, access to medically-accurate information, and teens' knowledge of factual medically-based information.

The collaborative also identified five intervention areas: community mobilization, stakeholder education, evidence-based programs, youth support and development, and quality adolescent health care.

Upgrade

Launched in April 2017, Upgrade is managed by the non-profit San Antonio Education Partnership, in collaboration with several organizations including the City, the County, SA2020, the San Antonio Chamber of Commerce, and SA Works, an industry-led strategic workforce development organization aligning education providers with private sector demand to promote economic mobility.

The program targets adults who want to finish their degrees. Upgrade's advisers work with individuals and employers seeking to upskill their employees by helping them explore options for the right college and program; providing guidance about financial aid, college transfers, and transcript evaluation; and connecting potential students to community resources such as childcare and financial planning.

In the first eight months, 641 adults have inquired, with 512 completing the intake form. Of those who inquired, 69% identify as Latino/a, 7% as African American, 9% as White, 4% as multi-racial, and 11% did not identify.

Upgrade is part of a 22-city network supporting adult learners; San Antonio is the first in Texas. Upgrade stems from the work of SA2020's Talent Pipeline Task Force, which addressed workforce and attainment through a coalition of employers, workforce development leaders, chambers of commerce, and postsecondary education and social service providers.

The task force developed a plan to better connect education and training to three industries: Healthcare and Biosciences; Information Technology and Cybersecurity; and Advanced Manufacturing, with a specific focus on Transportation Manufacturing, or Automotive and Aerospace. The task force believed focusing on adult learners could shift economic and educational outcomes.





Pasco, Washington

A small city in southeastern Washington, Pasco has experienced explosive population growth during the past two decades. Between 2000 and 2017, the number of residents more than doubled, as did the city's Latino population. With these changes have come new challenges and opportunities. The community's goal is "to make Pasco a place where people put down roots and raise families in a safe, forward-thinking, active environment where all have a voice."

In early 2015, there was a police-involved shooting of an undocumented Latino resident that was captured on video and was the cause of several weeks of national news coverage. The response of the community was peaceful protest, political organizing and a communitywide dialogue.

One result was policy change within the local police department, which updated its use of force policy through a community-based process, increased training for officers, hired more Latino and Spanish-speaking officers and moved to use more mental health professionals in the field.

Community organizing led to another change. Councilmembers are now elected by district instead of "at-large" in order to increase the opportunities to elect a more diverse council. City officials worked with the ACLU to bring the matter into the federal courts through federal Voter Rights Act litigation, resulting in a consent decree to bring local elections into compliance with the Voting Rights Act.

Better City Council Representation through District Elections

Since the City was reorganized to a city council-city manager governing system in the 1960s, members of the council have been elected "at large" in citywide votes after winning primaries in which some seats were selected by district and other at-large. This complicated system made it difficult for minority candidates to win in competitive elections. For instance, in the 2015 elections, none of five Latino candidates won council seats.

State law prevented the city from moving to a district-only electoral system for both primaries and general elections. Attempts by city officials to get the state legislature to change the law, however,

failed to produce results. In March 2016 the American Civil Liberties Union (ACLU) of Washington notified the City that it believed the election system violated the federal Voting Rights Act. Instead of fighting the ACLU in court, the City negotiated with the organization after a complaint was filed in federal court. Ultimately, the judge accepted a consent decree in which six council seats would be elected by district and one at-large.

The City conducted its first council election under the news system in 2017, resulting in the election of three Hispanic members to the council.

Police Community Relations

The fatal shooting of an unarmed, undocumented immigrant by police in downtown Pasco drew considerable international media attention. The incident occurred shortly after the start of the national conversation about police, following the protest events in Ferguson, Missouri, in August 2014, among others. The community erupted in protests and the City responded by helping to plan a demonstration; Pasco Police escorted the protesters, and officers later blocked off an entire intersection for the peaceful event.

In response to a request for assistance from U.S. Attorney Michael C. Ormsby and Pasco Police Chief Robert Metzger, the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), announced in May 2015 that it was offering technical assistance and training to the Pasco Police Department.

COPS completed its assistance in September 2017 and noted, "Since May 2015, the PPD has been making great strides to improve the relationship with the community and the communication throughout the agency."

Pasco police began a "Coffee with a Cop" program to help open lines of communications and improve problem-solving with community members. A research firm identified specific recommendations to the Pasco police on community policing techniques.

Among other changes, the police and fire departments have worked with local mental health professionals to implement a "Hotspotters" program to bring mental health services to residents in immediate need. The City has expanded police recruitment efforts, focusing on individuals who appreciate serving and reflect the diversity of the community.

Somos Pasco (We are Pasco)

Somos Pasco is a collaboration of the Port of Pasco, City of Pasco and Franklin County, Benton-Franklin Council of Governments, along with Pasco School District, Columbia Basin College, Pasco Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce and other Tri-Cities community organizations and businesses. Together, these partners have developed a shared vision for Pasco and its economy.

A 19-member Steering Committee guides the Economic Strategic Vision. This group met over the course of 10 months to conduct economic research, investigate the strengths and challenges confronting Pasco's economy, engage the community in the vision process and adopt core values, vision and strategies for the future economy.

The following priorities were adopted:

- Improving educational attainment levels.
- Building the economy on a foundation of agriculture/food processing & other current strengths.
- Diversifying the economy into new sectors.
- Undertaking worthy community projects that support Pasco's quality of life.
- Capitalizing on Pasco's unique multi-cultural population and heritage.

The Somos Pasco project has provided the groundwork for a community-wide look at the opportunities and potential in the area. While it is yet to be determined the extent to which the vision will be realized, the process itself has been one of building within the community: building relationships, building understanding and building opportunities.

Tacoma, Washington

Faced with budget restraints in 2013-14, the City of Tacoma began a process with its biennial budget of community education and input. Through community meetings, festivals and other means, thousands of residents gave input on the budget, which was followed by the adoption of a ten-year Tacoma 2025 master plan, which also had the input of many residents from all segments of the community. Tacoma has extended this input philosophy into its community redevelopment

efforts, including a revitalization project in the Lincoln District, in which various forms of technology were used to reach a wide diversity of residents and businesses.

Project PEACE

In 2015 a group of leaders from the African-American community in Tacoma, concerned that racial tensions related to policing in other parts of the country could cause problems in Tacoma, worked with the local newspaper to convene a community-wide meeting. The gathering, which focused on relationships between law enforcement and people of color, led to the formation of Project PEACE (Partnering for Equity and Community Engagement).

The core goal of Project PEACE is to bring together city and community leaders to “proactively address historical and present-day sources and manifestations of community distrust, anger and grief.” Founders set out with the hope that the project could help build trust between law enforcement and the community, while at the same time reducing crime. Ideas for how this could happen were gathered in six community meetings in which over 800 people participated, followed by the creation of a report that laid out goals for the future.

The Tacoma Police Department participated in Project PEACE meetings and began a set of initiatives to respond to this process, including expanded implicit bias training, collaboration with high risk and immigrant communities to build trust, an annual city survey to gauge community trust, expansion of daily contacts with community members that are not related to a police call and improved hiring practices. Monitoring of the implementation of these goals and PEACE objectives is an ongoing task of the community-based PEACE Executive Committee.

Project Latino Town Hall

While Tacoma-Pierce County is only 10% Latino, this population is growing, with many foreign-born residents. In late 2015 a group of Latino activists worked with the City to hold a Latino Roundtable, which was attended by 40 people. One of the outcomes of the roundtable was to organize two Latino Town Halls in 2016, which attracted more than 250 attendees. Much of the discussion at the town halls centered around the lack of resources and services for the Latino community and the lack of a unifying agency.

As a result of the Latino Town Halls, organizers formed their own group to continue to work towards the goals of the town halls, Latinos Unidos del South Sound. The group has a dedicated liaison with the Tacoma City Manager’s Office to serve as a conduit between the Latino Community and the City. Another result of the town halls was an action by the Tacoma City Council in late 2017 to create the Commission on Immigrant and Refugee Affairs.

The goal of the new commission, which is currently in formation, is to work with immigrant and refugee communities to identify needs and help achieve positive outcomes. The commission will study issues affecting immigrant and refugee communities and make recommendations to policy makers. Upcoming projects include the establishment of a citywide language access policy and recommendations for improving access to English language programs and capitalizing on the rich linguistic resources that immigrants and refugees bring to the community.

Health in All Policies

In 2016, the Tacoma-Pierce County Health Department’s Board of Health passed a Health in All Policies resolution directing the agency to consider health in all their policies. Agency staff now use a health lens analysis tool for all actions of the Board of Health and department.

Later, in December 2016, the City of Tacoma considered and adopted a Health and Equity in All Policies resolution, becoming the first city in Pierce County to do so. The resolution directs the City to consider health and equity in all their policies and decisions. As a result, health equity has been included as an aspect of the strategic plan, Tacoma 2025, and many other city functions and activities.

The Health and Equity in All Policies resolution led to the creation of a Health and Equity Policy Analysis Tool, which has resulted in policymaking that is more equitable regarding the health of affected communities. The tool also encourages policymakers and agency members to consult with affected communities prior to adopting new policies or programs. The tool encourages managers to examine the social, economic, and environmental costs and benefits of each action, helping to ensure equitable conditions for all populations.



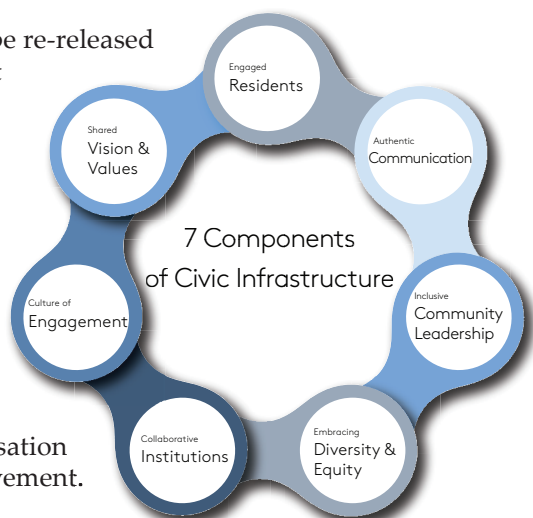
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