

Battle Creek, Michigan Clinton, North Carolina Cornelius, Oregon Doral, Florida Dubuque, Iowa
Edinburg, Texas El Paso, Texas Gothenburg, Nebraska Hallandale Beach, Florida Lancaster, Texas
Livingston County, New York Mission, Texas Ontario, California Pasco, Washington Rancho
Cordova, California Rock Hill, South Carolina San Antonio, Texas Sumter, South Carolina West
Hollywood, California Wichita, Kansas
Oregon Doral, Florida Dubuque, Iowa Edinburg, Texas El Paso, Texas Gothenburg, Nebraska
Hallandale Beach, Florida Lancaster, Texas Livingston County, New York Mission, Texas Ontario,
California Pasco, Washington Rancho Cordova, California Rock Hill, South Carolina San Antonio,
Texas Sumter, South Carolina West Hollywood, California Wichita, Kansas
Clinton, North Carolina Cornelius, Oregon Doral, Florida Dubuque, Iowa Edinburg, Texas El Paso,
Texas Gothenburg, Nebraska Hallandale Beach, Florida Lancaster, Texas Livingston County, New York
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Hallandale Beach, Florida Lancaster, Texas Livingston County, New York Mission, Texas Ontario,
California Pasco, Washington Rancho Cordova, California Rock Hill, South Carolina San Antonio,



70th Annual All-America City Awards
Celebrating the League's 125th Anniversary
June 21-23, 2019





Better communities. Better health.

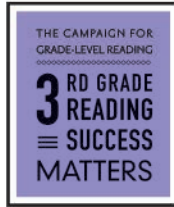
WE BELIEVE GOOD HEALTH BELONGS TO ALL OF COLORADO.

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 2018 we invested more than \$141 million toward Colorado community health initiatives. This year, we're celebrating our 50 year anniversary serving Colorado.

kp.org/share/co

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2019 All-America City Award Supporters





Celebrating the National Civic League's 125th Anniversary!

2019 marks an anniversary for the National Civic League—125 years of advocacy, research, publishing and hands-on civic assistance to localities and regions throughout the country. The organization was founded following a gathering of civic leaders in 1894, during a period of social unrest, economic crisis and urban dysfunction. This respected group of about 100 community leaders, including Theodore Roosevelt, Louis Brandeis, and Frederick Law Olmsted, came together to address “incompetence, inefficiency, patronage and corruption in local governments.”

During the next 125 years, the League led major reforms in the way local communities were governed, including the professionalism of city services, the creation of the city manager system, the nonpartisan makeup of many local elected bodies, electoral reform and inclusive civic engagement. No history of American politics and civic engagement would be complete without a chapter on the League.

Celebration Committee

The 125th Anniversary Celebration Committee includes some old friends and the descendants of some of its founders.

Co-Chairs:

- Honorable Henry Cisneros, Principal of Siebert, Cisneros, Shank & Co. LLC., past board chair
- La June Montgomery, President, W.K. Kellogg Foundation
- David Mathews, President, Kettering Foundation, past board member
- Mary Sellers, President, United Way Worldwide

Members:

- Clarence Anthony, Executive Director, National League of Cities
- Christine Benero, CEO, Mile High United Way
- Terrell Blodgett, former board chair
- Marcia Conner, Executive Director, National Federation of Black Public Administrators
- Marshall Field V, Founder, Great Great Grandson of League founder and Chair, Old Mountain Company, Inc.
- Chris Gates, Fellow, National Academy of Public Affairs, past League president
- Honorable Michael Hancock, Mayor, City/County of Denver, former board chair
- Honorable Glenda Hood, former Secretary of State, State of Florida
- Curtis Johnson, past board member
- Carolyn Lukensmeyer, Executive Director, National Institute on Civic Discourse
- Martha McCoy, Executive Director, Everyday Democracy
- Chris Morrill, Executive Director, Government Finance Officers' Association
- Robert O'Neill, past executive director of International City/County Management Association
- Marc Ott, Executive Director, International City/County Management Association
- Charles Ozaki, City Manager, Broomfield, CO, former board member
- Neal Peirce, nationally-syndicated columnist, past board member
- Carl Pforzheimer III, Foundation President, son and grandson of past board chairs
- Richard W. Raushenbush, Founding Partner, Work/Environment Law Group, great grandson of founder, Justice Louis Brandeis
- Robert H. Rawson, Jr., endowment donor and past board chair
- Dorothy S. Ridings, former President and CEO, Council on Foundations, former board chair
- Kermit Roosevelt III, Professor at University of Pennsylvania and great grandson of founder Theodore Roosevelt
- Ralph Smith, President, Campaign for Grade-Level Reading
- Arturo Vargas, Executive Director, National Association of Latino Elected Officials
- Honorable William F. Winter, former Governor of Mississippi
- Lyle Wray, Executive Director, Capital Region Council of Governments, Hartford, CT

Join us! Become a member today at
nationalcivicleague.org/memberships/



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

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

Greetings:

As the former Chairman of the Board of the National Civic League, it is my pleasure and honor to welcome you and all the 2019 All-America City Award & Conference participants to the Mile High City. This year we are spotlighting inclusive engagement practices that create healthy communities 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 celebrating its 70th 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", with a long horizontal flourish extending to the right.

Michael B. Hancock
Mayor





COLORADO
Governor Jared Polis



June 21, 2019

Greetings:

On behalf of the State of Colorado, it is my distinct pleasure to welcome you to the 2019 All-America City Awards and Conference. We are proud to host this event on its 70th anniversary.

We recognize your commitment to civic engagement and thank you for your dedication to creating healthy communities. Key to these efforts is the intentional involvement of diverse perspectives in community decision-making. It is imperative that innovative 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 collaborate in order to create innovative solutions to address some of the most pressing challenges that our residents face.

Once again, Colorado is privileged to host leaders from towns, cities, and communities across our great nation. We are confident the 2019 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.

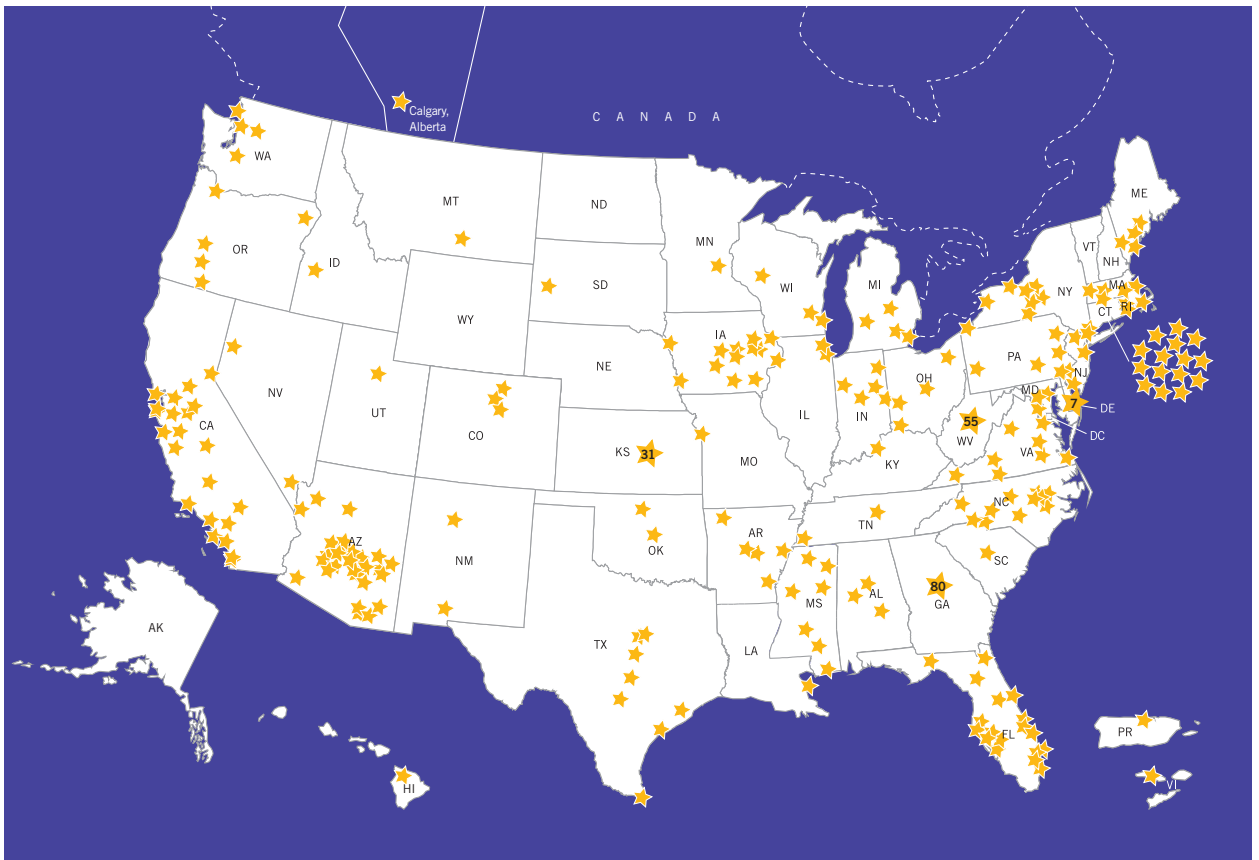
You have our best wishes for a successful and memorable weekend!

Sincerely,

Jared Polis
Governor
State of Colorado

136 State Capitol, Denver, CO 80203 | P 303.866.6390 | www.colorado.gov/governor

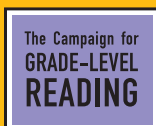




COMMUNITIES ACROSS THE NATION ARE MOBILIZING

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

2019 All-America City Finalists

in alphabetical order by city/county

Battle Creek, Michigan

Clinton, North Carolina

Cornelius, Oregon

Doral, Florida

Dubuque, Iowa

Edinburg, Texas

El Paso, Texas

Gothenburg, Nebraska

Hallandale Beach, Florida

Lancaster, Texas

Livingston County, New York

Mission, Texas

Ontario, California

Pasco, Washington

Rancho Cordova, California

Rock Hill, South Carolina

San Antonio, Texas

Sumter, South Carolina

West Hollywood, California

Wichita, Kansas



**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*




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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



At the Colorado Health Foundation, our mission is to improve the health of Coloradans.

WE BELIEVE THAT THE PROMISE OF LIFELONG HEALTH BEGINS WITH A HEALTHY START. HEALTH HAPPENS WHERE WE LIVE, WORK AND PLAY, AND IS LARGELY DETERMINED BY FACTORS OUTSIDE OF THE HEALTH CARE SYSTEM ITSELF.

WE ARE PROUD TO SUPPORT THE 2019 ALL-AMERICA CITY AWARDS.



The Colorado Health Foundation™



www.coloradohealth.org

Event Timeline

70th All-America City Awards & Conference: Creating Healthy Communities Through Inclusive Civic Engagement

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

Thursday, June 20, 2019

6:00pm – 8:00pm

Registration

Lower Level 2

Friday, June 21, 2019

7:00am – 3:00pm

Registration

Lower Level 2

7:00am – 7:30am

Finalist Delegation “Captain” Briefing

Mattie Silks

8:00am – 4:15pm

Finalist Presentation Rehearsals

Colorado Ballroom

9:45am – 11:00am

Conference Workshop Block 1

Youth

(Room: Denver 1-2)

Youth Empowerment—Harnessing the Power of Youth Voice

Brian Brady, President, Mikva Challenge; Vanessa Roberts, Executive Director, Project VOYCE; Caleb Washington, Lead Youth Facilitator, Project VOYCE; La’Renz Smith, Youth Facilitator, Project VOYCE

Participants will hear from both the Mikva Challenge and Project VOYCE about how they empower and engage youth as partners to improve communities and build youth leadership. Youth facilitators will speak about their participation in the program.

Health Equity

(Room: Denver 3)

Stakeholder Engagement in Health

Julie Reiskin, Executive Director, Colorado Cross-Disability Coalition; J. Ronald DeVries, Healthcare Enrollment Program Manager at the GLBT Community Center of Colorado

Participants will be given practical tools on how to think about stakeholder engagement and how to identify who should be involved. Attendees will also hear about the progress being made in bringing equity to healthcare delivery for the LGBTQ community and people with disabilities, needs for further improvement and how stakeholder engagement can help get us there.

Aging

(Room: Denver 5-6)

Community Health: Using a Lens of Age

Stacey Kurz, Senior Project Coordinator/Healthy Chula Vista Initiative; Bob Prath, Chair, AARP CA Livable Communities Advisory Team; Anne Steinberger, Marketing and Communications Manager, City of Chula Vista

This workshop delves into AARP’s Age-Friendly (Livable) Communities Network and the City of Chula Vista’s Age-Friendly Action Plan. The workshop’s goal is to provide examples of civic engagement techniques in reaching this vulnerable adult population to address chronic and emerging health issues.



11:15am – 12:30pm

Youth
(Room: Denver 1-2)

Conference Workshop Block 2

Engaging Schools and Communities in Local Actions to Promote Health Equity for Latino and All Kids

Rosalie P. Aguilar, National Project Coordinator, Salud America!, UT Health San Antonio

The goal of this workshop is to communicate strategies for implementing change by using a grassroots, media advocacy approach, fueled by content and action packs developed by Salud America! to equip parents, teachers, community leaders, and researchers with tools to promote health equity at the local level for Latino and all kids.

Health Equity
(Room: Denver 3)

Community Partnerships to Promote Health Equity

Community partners from Commerce City, Denver and Colorado Springs; Christopher Smith, Senior Program Officer, Colorado Health Foundation (facilitator)

In this session, community partners will share how they advance health equity with projects focused on improving and activating the built environment. Too often community members are left out of the discussion around health-promoting activities in their own communities. Participants will hear how communities themselves have fully participated in the planning and development of local resources, like parks, trails or even sidewalks, so that all people can enjoy them.

Well-being
(Room: Denver 5-6)

Advancing Intergenerational Well-Being

*Tyler Norris, MDiv, Chief Executive Well Being Trust
Monte Roulier, President of Community Initiatives, Convener of
CommunityCommons.Org*

As “deaths of despair” – those from alcohol and substance misuse and suicide—continue to rise, the nation must radically rethink its approach to mental, emotional and social well-being. Join a network of leading change makers to shape and access resources (e.g. engagement and case making tools, metrics and local strategies) that can help communities improve well-being and human flourishing.

12:30pm – 2:00pm

Lunch on Your Own

2:00pm – 3:00pm

Conference Plenary Keynote Speakers:

David Mathews, President, CEO, Kettering Foundation, past board member
Alicia Lara, Senior Vice President, Impact, United Way Worldwide, board member

Denver Ballroom

3:15pm – 4:45pm

Roundtable Learning Exchange

Colorado A-D

Table topics will include: Obesity reduction and access to healthy food; Urban design that promotes healthy living; Healthy housing developments; Healthy schools; Mental health care; Opioids & substance-abuse recovery and prevention programs; Safe neighborhoods, places to exercise and play; Community-police relations; Youth engagement; Economic development=Equitable Development; Age-friendly cities; Racial equity; Civic engagement in grade-level reading; and Environmental sustainability and conservation.



5:00pm – 6:00pm

All-America City Awards Opening Ceremony

Colorado Ballroom

Keynote Speakers:

La June Montgomery, CEO, President, W.K. Kellogg Foundation
Honorable Henry Cisneros, Principal of Siebert Cisneros Shank & Co., L.L.C.
past board chair

6:00pm – 7:00pm

125th Anniversary & Welcome Reception

Denver Ballroom

Saturday, June 22, 2019

7:30am – 8:00am

“Captain” Briefing

Mattie Silks

8:00am – 5:00pm

Registration

Lower Level 2

9:00am – 4:35pm

Jury Presentations

Colorado Ballroom

10:00am – 11:00am

Workshop: Racial Equity in Health & Other Services

Denver Ballroom

Dante James, Co-Founder and Principal, The Gemini Group, LLC & Senior Fellow, National Civic League; Matt Guy, Lead Community Connector, Accelerated Transformation Associates

By the end of this session, participants will learn how to understand why addressing equity is a governmental imperative; distinguish between institutional, inter-personal, and systemic racism; understand the science behind implicit bias, and be able to recognize and have tools to overcome it; be able to implement tools to mitigate institutional racism in health care; and utilize the important questions to begin to implement an “equity lens.”

11:15am – 12:15pm

Preparing for 2020: Census Solutions Workshop

Denver Ballroom

Haley Ashcom, Intergovernmental Affairs Partnership Manager, Office of Congressional and Intergovernmental Affairs at the U.S. Census Bureau

The Census Solutions Workshop will be a 50-minute long highly interactive workshop. Attendees will work together in a highly collaborative setting to address real problems/ challenges and leave with actual action items to solve these challenges facing the 2020 Census. Challenges may include government distrust, the digital divide, hiring locals to enumerate, etc.

12:30pm – 2:00pm

Lunch on Your Own



2:00pm – 3:00pm

Workshop: Caring for Colorado’s Veterans *Denver Ballroom*
through Free Oral Health Services

*Heidi Tyrrell – Heroes Clinic Manager, Clinical Instructor, CU Heroes Clinic;
Dr. Tamara Tobey – Associate Professor C/T, ACTS Program Director, CU Heroes Clinic;
Cherith Flowerday – Program Officer, Delta Dental of Colorado Foundation*

Participants will hear from the University of Colorado Heroes Clinic and Delta Dental of Colorado regarding their partnership to create the innovative clinic providing free dental services to Colorado’s veteran population. Participants will also learn about the services provided by senior dental students under the supervision of highly-qualified faculty and staff, many of whom are veterans themselves.

5:00pm – 6:00pm

AAC Civic Action Fair

Denver Ballroom

6:15pm – 7:15pm

Cultural Entertainment Showcase

Colorado Ballroom

Sunday, June 23, 2019

7:30am – 8:00am

“Captain” Briefing

Mattie Silks

9:00am – 12:05pm

Jury Presentations

Colorado Ballroom

11:40pm – 1:00pm

Lunch on Your Own

1:00pm – 2:30pm

AAC Festival of Ideas: Peer discussion of community projects

Group 1: Battle Creek, MI
Denver 3 Clinton, NC
Cornelius, OR
Doral, FL

Group 3: Hallandale Beach, FL
Col A-B Lancaster, TX
Livingston County, NY
Mission, TX

Group 5: San Antonio, TX
Col C-D Sumter, SC
West Hollywood, CA
Wichita, KS

Group 2: Dubuque, IA
Denver 4 Edinburg, TX
El Paso, TX
Gothenburg, NE

Group 4: Ontario, CA
Den 1-2 Pasco, WA
Rancho Cordova, CA
Rock Hill, SC

2:45pm – 3:45pm

Chief Elected and Appointed Officials Dialogue

Denver 5-6

2:45pm – 3:45pm

Workshop: Measuring your Community’s Civic Capital

Denver 3-4

Larry Schooler, Senior Fellow, National Civic League

Participants will learn how to use the National Civic League’s Civic Index to measure their community’s civic capital – the formal and informal relationships, networks and capacities that enable communities to solve problems and thrive.

5:30pm – 6:30pm

Pre-Awards Reception *(light hors d’oeuvres)*

Denver Ballroom

6:30pm – 8:00pm

Awards Ceremony

Colorado Ballroom

Opening Remarks: Mayor Sherman Lea of Roanoke, VA

8:00pm – 9:30pm

Awards Celebration

Denver Ballroom



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
Marcia Conner, Executive Director, National Forum for Black Public Administrators
Zach Dyer, 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 & member of 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, CO
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, ASU and Director, Participatory Governance Initiative
Sean Smoot, Principal Consultant, 21st Century Policing LLC
Mayor Michael Tubbs, City of Stockton, California
Antonella Valmorbida, Secretary General, ALDA - The European Association for Local Democracy
Michael Wenger, Senior Consultant on Race Relations and the Truth, Racial Healing and Transformation enterprise for the W.K. Kellogg Foundation
Dr. Lyle Wray, Executive Director, Capital Region Council of Governments, Retiring NCL Board Member
Hon. Gil Ziffer, Commissioner, City of Tallahassee, Florida

NCL Board

OFFICERS: Board Chair: Valerie Lemmie, Director of Exploratory Research, Kettering Foundation; Board Vice Chair: Mayor Patti Garrett, City of Decatur, GA; Board Treasurer: Heather Johnston, Former City Manager, City of Burnsville, MN; Board Secretary: Angela Romans, Providence, RI; President: Doug Linkhart, President, National Civic League

MEMBERS: Jessica Brown-Linton; Teree Caldwell-Johnson; Mayor Mary Casillas Salas; James Cloar; Hon. Brad Cole; Lee Feldman; Alex Hannah; Alicia Lara; Mayor Sherman Lea; Hon. Ron Loveridge; Maureen McDonald; Terry Minger; Derek Okubo (Fmr Chair); Tony Peyton; Hon. David Sander (Fmr Chair); Anthony Santiago; Andy Taft; Hon. Angel Taveras; Wendy Willis.

Volunteers

Thank you to the volunteers from the Denver region and those who traveled from across the country to assist including: Doug Croft, Rick Mercier, the delegations from the All-America Cities of Sommerville, MA and Stockton, CA.

Major Funders

Special thank you to Kaiser Permanente—National Health Partner, and Southwest Airlines – The Official Airline of the All-America City Awards.

Partners

American Society for Public Administration; Carl and Lily Pforzheimer Foundation; Government Finance Officers' Association; International City/County Management Association; Kettering Foundation; National Academy of Public Administration; National Coalition for Dialogue and Deliberation; National League of Cities; National Forum for Black Public Administrators; United Way Worldwide.

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 21, 2019

8:00am-8:20am	Battle Creek, Michigan
8:25am-8:45am	Clinton, North Carolina
8:50am-9:10am	Cornelius, Oregon
9:15am-9:35am	Doral, Florida
9:40am-10:00am	Dubuque, Iowa
10:05am-10:25am	Edinburg, Texas
10:30am-10:50am	El Paso, Texas
10:55am-11:15am	Gothenburg, Nebraska
11:20am-11:40am	Hallandale Beach, Florida
11:45am-12:05pm	Lancaster, Texas
12:10pm-12:30pm	Livingston County, New York
12:35pm-12:55pm	Mission, Texas
1:00pm-1:20pm	Ontario, California
1:25pm-1:45pm	Pasco, Washington
1:50pm-2:10pm	Rancho Cordova, California
2:15pm-2:35pm	Rock Hill, South Carolina
2:40pm-3:00pm	San Antonio, Texas
3:05pm-3:25pm	Sumter, South Carolina
3:30pm-3:50pm	West Hollywood, California
3:55pm-4:15pm	Wichita, Kansas

Presentation Schedule

All presentations will take place in the Colorado Ballroom

Saturday, June 22, 2019

9:00am – 9:10am	Jury Introductions
9:15am – 9:35am	Battle Creek, Michigan
9:40am – 10:00am	Clinton, North Carolina
10:05am – 10:25am	Cornelius, Oregon

Break

10:50am – 11:10am	Doral, Florida
11:15am – 11:35am	Dubuque, Iowa
11:40am – 12:00pm	Edinburg, Texas

Lunch

1:30pm – 1:50pm	El Paso, Texas
1:55pm – 2:15pm	Gothenburg, Nebraska
2:20pm – 2:40pm	Hallandale Beach, Florida

Break

3:00pm – 3:20pm	Lancaster, Texas
3:25pm – 3:45pm	Livingston County, New York
3:50pm – 4:10pm	Mission, Texas
4:15pm – 4:35pm	Ontario, California

Sunday, June 23, 2019

9:00am – 9:20am	Pasco, Washington
9:25am – 9:45am	Rancho Cordova, California
9:50am – 10:10am	Rock Hill, South Carolina

Break

10:30am – 10:50am	San Antonio, Texas
10:55am – 11:15am	Sumter, South Carolina
11:20am – 11:40am	West Hollywood, California
11:45am – 12:05pm	Wichita, Kansas



70th Annual

All-America City Awards & Conference

Creating Healthy Communities Through Inclusive Civic Engagement

June 21-23, 2019 in Denver, Colorado

Learn more at
NationalCivicLeague.org



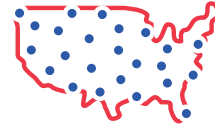
70th Anniversary Event

The 2019 All-America City Awards and conference will include a one-day conference featuring workshops on health equity, followed by the awards competition and anniversary celebration.



Creating Healthy Communities

Good health for the entire community requires equity and social and economic well-being. Addressing health disparities and ensuring a thriving environment for all requires work from diverse sectors and stakeholders.



Engagement Competition

Each year, communities from all over the country apply to become an All-America City. Once called the “Nobel Prize for constructive citizenship” – has been awarded to more than 500 communities nationwide.

Keynote Speakers



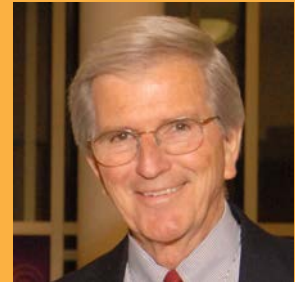
Honorable Henry Cisneros
Principal of Siebert Cisneros
Shank & Co., L.L.C.
and past board chair



La June Montgomery
CEO, President,
W.K. Kellogg Foundation



Alicia Lara
Senior Vice President,
Impact United Way Worldwide,
and board member



David Mathews
President, CEO,
Kettering Foundation,
and past board member

Visit www.NationalCivicLeague.org

Thank you to Kaiser Permanente,
National Health Partner.



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 six 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 2020 All-America City Awards and Conference

June 5-7, 2020

National Civic League invites you to participate in the 2020 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.



2000 ATTORNEYS | 39 LOCATIONS WORLDWIDE*

At GT, we are proud of our long-standing tradition of serving communities by serving as pro bono counsel, volunteering our time and resources, and forging local partnerships to support worthy causes like the **National Civic League**.

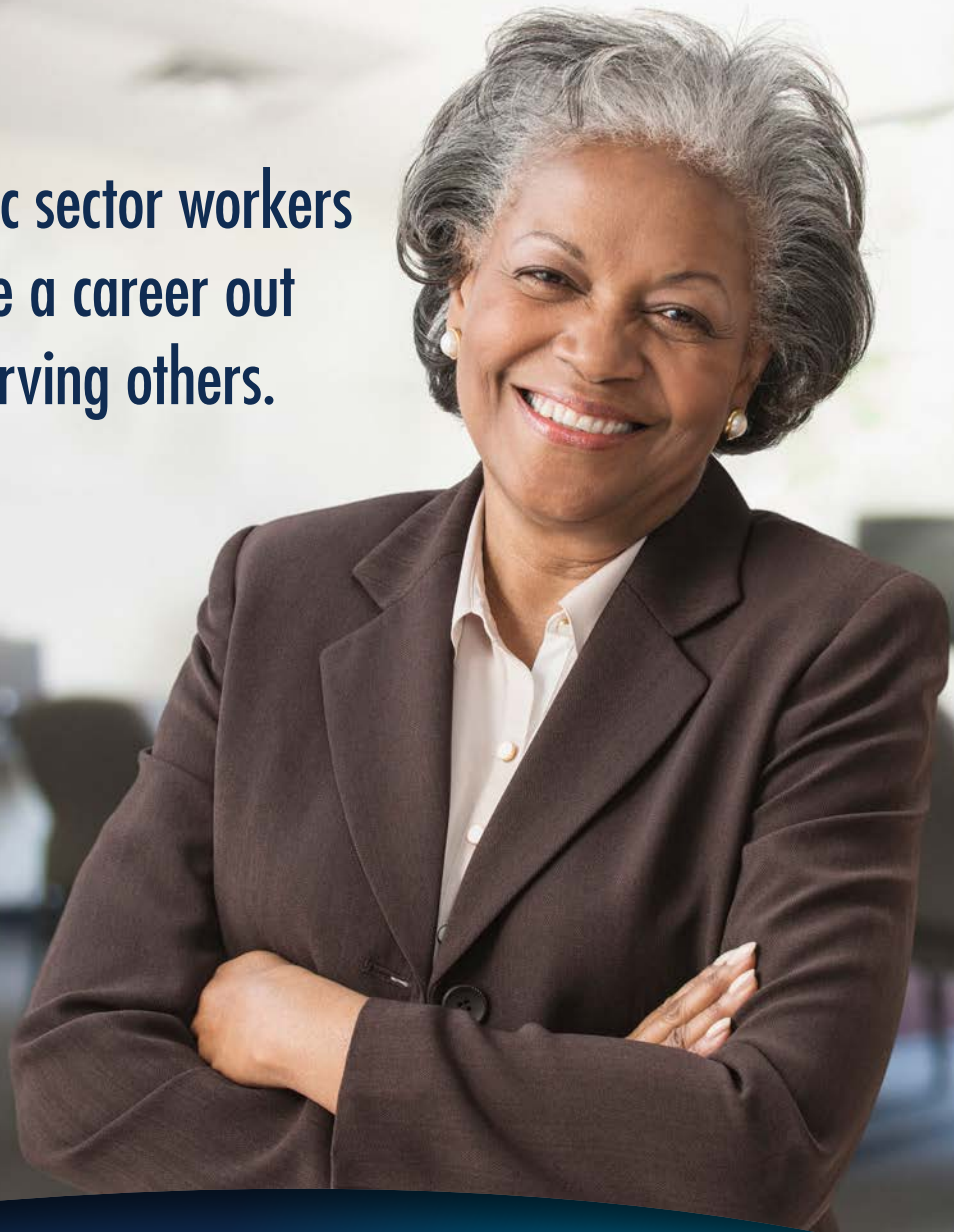


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2019 All-America City Finalist Program Summaries

Battle Creek, Michigan

Over the last few years, Battle Creek has developed a community vision, born from recent, ongoing projects for positive change. BCVision is a collaborative initiative that has served as the convener to bring together cross-sector relationships in Battle Creek since 2015. With a focus on equitable practices, BCVision's goal is to create a thriving community where there is equitable opportunity for all community members to have the income, education and resources they need to be successful. This work is completed through many committees and partner workgroups coming together to tackle some of the most difficult barriers to the community in the areas of jobs, talent, and culture of vitality.

Operation Fit: Improving Health and Wellness in Schools

Operation Fit is a healthy community initiative of Bronson Battle Creek, the Battle Creek Community Foundation, Regional Health Alliance, and the Battle Creek Family YMCA. The goal of Operation Fit is to decrease childhood obesity in Calhoun County.

The key priorities of Operation Fit include:

- Increase physical activity
- Improve nutrition and lunch environment
- Cultivate focused support systems

A key focus has been actively improving nutrition and lunch environments in schools by collaborating with school administration, staff, and community health partners. Bronson Battle Creek has partnered over the past four years to help schools provide educational cooking demonstrations with sample tastings and provide take-home ingredients. Last year alone, Bronson Battle Creek completed 20 cooking demonstrations. So far, 2,967 students, families, and friends have attended.

Additionally, school staff and student wellness teams have been created. School staff and

student wellness teams participate in monthly fitness, mental health and nutrition challenges. Students self-reported a 15% increase in activity after school and a 15% increase in the consumption of fruits and vegetables.

Teachers' perceptions have improved with 72.6% feeling positive about morning movement, brain breaks, and indoor recesses, and 89.7% reporting that students are more focused after movement. Operation Fit Mileage Club concluded 2018 with 20 participating schools with a total of 6,341 students and a combined total of 28,023.77 miles or 4.42 miles per student.

Crisis Intervention Team

Law enforcement are typically the first on the scene of a mental health crisis. Battle Creek Police Department (BCPD) and Summit Pointe recognized that it is necessary to provide law enforcement with tools to better address these situations.

The BCPD and Summit Pointe collaborated to formalize and implement the Crisis Intervention Team (CIT)—a community partnership of law enforcement, mental health and addiction professionals, local hospital professionals, the prosecutor's office, and community members who live with mental illness and/or addiction disorders, their families, and advocates. The program encourages that appropriate treatment be sought rather than placing individuals in the criminal justice system due to illness related behaviors.

During CIT training, officers learned the common signs of mental illness, recognized when those signs represent a crisis, and learned how to safely de-escalate individuals experiencing behavioral health crises by utilizing community resources and diversion strategies.

As local law enforcement and first responders participated, it became apparent that behavioral health staff needed to develop an understanding of the role of the law enforcement community.



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Law enforcement provided training to front-line behavioral health workers on law enforcement culture. Behavioral staff had ride-along shifts with officers and officers had home visits with case managers.

The CIT program has had these outcomes:

- 366 CIT interventions;
- 60 of those individuals could have been arrested—yet all but 6 were able to be diverted to local mental health services;
- 161 individuals were voluntarily transported to the hospital for a mental health evaluation; and
- 39 incidents were resolved on scene.

School Behavioral Health Collaborative

In 2017 a study brought to light many concerns with the schools in Battle Creek. Additionally, several behavioral crisis events occurred at the district, making it clear that the school district needed to engage the community.

The Battle Creek Public School District, Battle Creek Community Foundation, BC Vision, and Regional Health Alliance responded to these concerns by convening over a dozen community partners with the following goals in mind:

- Engage community partners in addressing behavioral health issues;
- Learn what types of troubling behaviors are being experienced and what protocols are in place for addressing these behaviors; and
- Create a cross-systems protocol that results in pathways for families and children to receive services.

The School Behavioral Health Collaborative was created as a multi-sector collaborative that utilizes trauma-informed practices to support the social and emotional well-being of children in Battle Creek, with the ultimate goal of ensuring that all kids are able to learn.

A shared vision has been created to ensure that all BCPS children are socially and emotionally supported and ready to learn. In support of this vision, four areas of work have been developed: Peer Review, Child Fusion, Chronic Absenteeism, and School Climate. Additionally, a “Parent Academy” has been established to encourage family participation; local nonprofits are providing support beyond the school day; and a partnership between the school district and the BCPD now notifies the school of any children who may need additional support based on circumstances that led to contact with police officers.



Clinton, North Carolina

Since the economic downturn in 2008, the City of Clinton has gathered resident input and engaged community collaborations to establish a vision and goals for future growth and development. When developing its comprehensive plan, the City of Clinton took care in creating multiple opportunities for public participation at each stage. Public input meetings, online surveys, and outreach activities during community events were used to seek input from residents and the business community. The city continues its strong tradition of citizen engagement by hosting yearly district meetings and having 13 advisory boards and four Clinton Main Street Program committees. City departments also organize and participate in community events throughout the year with the goal of building positive interactions and listening to input from a diverse citizenry.

Healthy Neighborhoods- Newkirk Park and Clinton Police Department

In the early 2000s, crime in the neighborhoods surrounding the James L. Newkirk Park was escalating, and the park became the hub of criminal activity. Citizens didn't feel safe leaving their homes or using the neighborhood park. At the same time, the relationship between residents and law enforcement was strained.

Local resident Nettie Pernell and neighbors formed the Newkirk Park Advisory Committee (NPAC) and went to work taking back their neighborhood. Forming a partnership with the city, local businesses, and the police, the park committee set a goal to raise money, get a walking trail established, purchase new park equipment and rid the area of high crime rates. In January 2012, the Newkirk Park Walking Trail was completed, and the police department began to implement more of a community policing philosophy.

Next, the park committee worked with partners to bring various celebrations and events to the park. Eventually, Newkirk Park was rededicated in May of 2016, and revitalization of the park has assisted in driving out drug and criminal activity.

The Clinton Police Department recognizes that hosting community events is not enough and has established several community partnerships

to improve relations with residents. These partnerships and events have improved the quality of life of all residents and have improved the relationships between the police and the community. Since 2011 when the police adopted more of a community policing philosophy, the crime rates in the neighborhoods surrounding Newkirk Park have dropped 56%.

Healthy Beginnings- Kerr School Garden and Recycling

Many students in Clinton reside in areas designated as "food deserts" where there is limited access to food based on multiple factors, including proximity to grocery stores and the availability of transportation. Realizing this difficulty, a group of businesses, government offices, schools, and civic organizations came together to establish a vegetable garden at L.C. Kerr Elementary School (LCK).

The goal of the garden project was to create an opportunity to reduce childhood obesity and increase daily consumption of vegetables. Creation and maintenance of the garden has been a community-wide effort. Local master gardeners designed the garden beds, students helped with construction, local businesses donated the supplies, and volunteers continuously supply seedlings and offer their assistance with planting, maintenance and harvesting.

Students are educated on planting, watering, weeding, fertilizing, good and bad bugs, and to respect the process of each task. The garden has offered teaching opportunities across several areas of the curriculum: Math, Science, Arts and Language, and Reading. Additionally, the Child Nutrition Department has included healthy eating classes that explore topics such as portion control, food safety, drink choices, and how to read nutrition labels.

Harvested vegetables are used in the classroom to be dissected, tasted, smelled, and observed. The food that is not used is donated to the soup kitchen and other local ministries, helping increase the community's vegetable consumption. Since its inception, the LCK garden has served approximately 600 students each year.



Healthy Environment- Smithfield Foods & Community Partnerships

Smithfield Foods is a 15 billion-dollar global food company, as well as the City of Clinton's biggest taxpayer and largest employer. It is a challenge to operate a pork processing facility within city limits, yet Smithfield undertakes proactive partnerships with the community to ensure they are good corporate neighbors and lessen the company's environmental footprint.

Smithfield's Community Advisory Panel (CAP) is one of the ways Smithfield gives members of the community an opportunity to express their thoughts and concerns with regard to the industry. Smithfield visits with neighbors of the industry, including a local Mexican restaurant, an elementary school, a funeral home, and a hardware store.

The desire to be a good community partner led Smithfield to embark on a costly venture to help ensure that environmental operations at the facility do not negatively impact its neighbors. During an overhaul and rehabilitation of Smithfield's four-million-gallon, above-ground wastewater tank, the Smithfield management team worked to fund the placement of a geodesic dome covering the huge wastewater tank at the Clinton facility. There was no

legal requirement for this improvement, but Smithfield believed it was the right thing to do to contribute to the quality of life of its neighbors.

Additionally, Smithfield has embarked on 300 community outreach projects, invested thousands of dollars into the community, helped to teach important environmental lessons, and brought fun and excitement to citizens during special events each year.

Cornelius, OR

After experiencing drastic demographic changes—going from a 70% white and 30% Latino/Hispanic population to a 42% white and 52.5% Latino/Hispanic population—Cornelius began actively engaging its Latino community. In 2012, the city began a partnership with Centro Cultural to jointly co-host Spanish-speaking Town Halls with a translator for English speakers. Speakers at the 21 Spanish-speaking Town Halls have included community partners and agencies and guests from the U.S. Immigration Department and ICE, who answered questions about current laws and issues of interest to Latino community members. The city also provides all printed and online publications in Spanish and English. Additionally, the city is in regular communication and has partnerships

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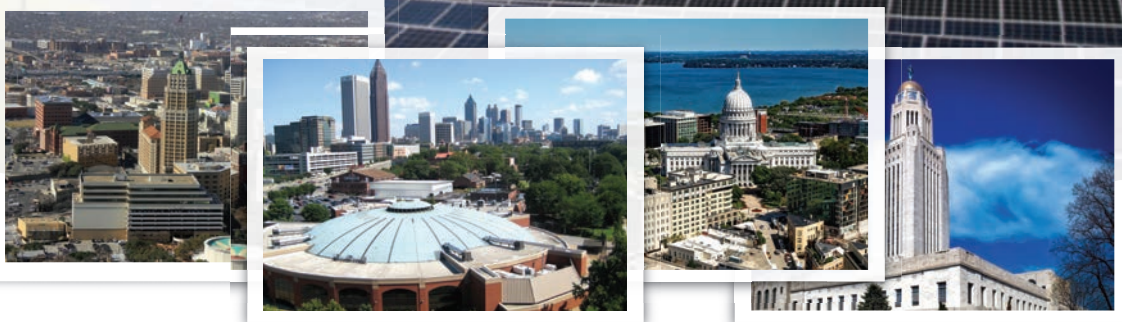
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with the various Latino organizations in the county, with a strong bond of communication and engagement with the local St. Alexander's Catholic Church (parishioners are mostly Latino/Hispanic). The city regularly encourages Latino/Hispanic participation on boards and commissions by promoting opportunities directly through Latino organizations and partners in the community.

Finding Downtown and Creating a Meaningful Core

The City of Cornelius' downtown has long been underdeveloped and unfinished. With the help of a grant, the city was able to undertake a significant community-wide outreach effort to establish a Downtown Plan.

The advance work and outreach for the Downtown Plan involved the entire community. Nearly 500 surveys were returned to the city. In addition, multiple poster boards at high foot-traffic locations netted nearly 1,300 unique responses. Bi-lingual teams at twelve large community events solicited responses, opinions and ideas. This process reached hundreds of individuals and households through a Vision Ideation Session, online survey, community conversations, stakeholder interviews, and intercept surveys at local events. Additionally, the city's new Youth Advisory Council (YAC) held a special nighttime meeting to provide valuable input for the project.

Residents were asked what they wanted in their new downtown urban core, how it should look, and what can be done to encourage more private investment and employment growth in the core. Key findings included the following ideas: build on existing assets, diversify amenities and services, improve traffic congestion and safety, add community spaces and events, and enhance livability for all residents.

The plan is still being implemented, but so far, the community has been able to undertake projects to reduce traffic congestion and improve walkability. Additionally, the city has formed a stronger Chamber of Commerce with a neighboring city and reestablished the Economic Development Commission (EDC) to be more reflective of the city's diverse community and businesses.

Reforming the Police Department for a Better Place to Live, Work & Play!

In 2012, a City of Cornelius police officer delivered a letter to the city manager, expressing his and others displeasure with the police chief. A third-party agency consulted with the community and interviewed approximately 50 people both within and outside the department. The investigation found that the Latino community was generally frightened of the police department and that significant management deficiencies and inequitable processes existed.

The police chief was placed on administrative leave and an interim police chief began taking strides to improve the department from within. The new chief also worked with community organizations to improve relations with residents. Despite some success, he ultimately retired, citing an irreparable toxic environment.

After this latest development, the city began negotiations with the Washington County Sheriff to provide contracted police services to the city. The city held three public meetings to hear what people had to say; community members provided input and comment, including leaders of the Latino community. In addition, a Spanish-speaking Town Hall was held jointly with Centro Cultural and attracted over 100 members of the Latino community. Washington County Sheriff Pat Garrett attended and spoke entirely in Spanish to those present. Those in attendance voted unanimously to support having the Washington County Sheriff's Office contract for police services.

In 2014 a three-year contract was approved unanimously and was extended by five-years in 2017. The Latino community is fully supportive of the change and believes that the new police department has had their best interests at heart.

The New Cornelius Library: A Literacy Center for the Entire Community

In 2004, the need for a cultural center and library was identified by the Main Street District Plan. A bond, including the library and community center, failed but resulted in a committee of dedicated volunteers that kept the library and community center vision alive. In 2010, a private donor funded a library feasibility study that included community meetings and a public forum with attendees sharing what features they wanted in the project.



With public support behind them, the library committee began seeking a partner to occupy floors above the library to make the project both financially feasible and to better utilize limited downtown space. They eventually found a partner in a nonprofit, low-income housing developer interested in providing senior housing. With a new partner to split the expenses with, The Cornelius Place mixed-use project was approved unanimously by the city council.

The community of Cornelius has proudly raised \$5.2 million to-date, with more than 200 individuals and 44 businesses contributing. Oregon Foundations, public funding, and the city covered the remaining shortfall.

The newly constructed building, Cornelius Place, now houses a library and learning center on the first floor and affordable senior housing on the second and third floors. The new library is ideally located in the town center, on a bus line and within walking distance of almost all residents. To increase inclusiveness and equity, the library recruits bilingual and Latino volunteers and staff.

Doral, FL

The vision of making Doral the premier place to live, work, learn, and play was held by community leaders, elected officials, business owners and residents even before Doral became a city in 2003. Today, Doral moves towards that vision with the help of 12 Advisory Boards. These boards are made up of residents who volunteer their time to meet regularly at public meetings to discuss pertinent topics and explore ways the community can improve. Residents are also engaged through the meeting series, "Mayor on the Move" where Mayor Bermudez, along with city directors, visits Homeowner's Associations to talk about local issues and answer questions.

Step Up Your Health, Doral!

"Step Up Your Health, Doral!" was created as part of the Mayor's Wellness Initiative to encourage the community to get healthier together.

The program has three parts:



Step Challenge- The Step Up App can be downloaded on any phone for free and automatically tracks the participant's steps. To keep participants motivated, local restaurants offer discounts to participants and incentives for certain milestones.

Free Programming- Participants are offered free fitness classes, seminars, health screenings, cooking classes, and several other programs. Programs are offered for free and are held at different parks throughout the city to ensure that the programs are accessible to every resident.

City Employee Wellness Challenge- City employees take part in a 10-week Wellness Challenge where they are encouraged to participate in employee-only fitness classes and compete in bi-weekly weigh-ins.

Health Champions (resident leaders) and advisory boards have given input on how to promote "Step Up Your Health, Doral!" to the community. Promotional tables and materials





Gladstone, Missouri

An All-America City in the Business of Taking Care of Our Community

are being placed in front of community centers, in community gyms and playgrounds, and in neighborhood associations' monthly newsletters. City staff have put tables outside of Publix to talk to shoppers about a healthier shopping list and healthy recipes before they go into the store. There is also the Mayor's Wellness Council that is comprised of people within the community that promote and drive the health initiative. Members include restaurants, businesses, health providers and schools. This council helps provide incentives, programming, and promotion of the initiative.

Doral Parks for Tomorrow Bond Referendum

Due to rapid population growth, the City of Doral needed to update its Park System Master Plan to stay aware of newly developing recreational needs.

Parks System Master Plan used 11 different analysis and engagement techniques to identify high-priority needs of Doral residents. This process included a total of 6 public workshops, a community survey, focus groups, stakeholder

interviews, and numerous presentations. This multi-year process revealed that the community's parks and recreation needs were extensive and would require building new parks, recreational centers, trails and more.

After considering the information gathered during the Parks System Master Plan Update, population growth estimates, and additional feedback from the community, the city council decided to proceed with a \$150-million bond referendum.

A Bond Committee was created to help educate the community on the bond, and staff hosted eight community workshops throughout the city to discuss what the bond is, why it's needed, the cost, project details, and timeline. Educational materials also went out via social media and direct mail. A website was also created where residents could calculate the impact on their household, learn about the bond projects, provide feedback, register to vote, and review the ballot language. The website was linked with Google Translate to translate text to over 100 languages.

Doral residents voted yes to enhancing their quality of life and expanding opportunities for improving health. It is anticipated that the city will issue the bond for the first phase of the funds as early as 2019, with project construction to begin shortly after.

Traffic Relief Efforts in Doral

As Doral has grown, so has the need for the city and its partners to alleviate traffic congestion.

Doral, along with its regional transportation partners, has invested in numerous transportation projects including:

- **Completion of the NW 25 Street Viaduct-** The viaduct is an elevated bridge that facilitates cargo traffic.
- **Development of an Urban Core-** Mixed use developments minimize the dependency on automobiles.
- **Operation of the Doral Trolley-** The trolley is a free-of-charge local circulator that runs to major destinations.
- **Construction of a Single Span Bicycle/ Pedestrian Bridge-** The bridge will provide





a connection along the Turnpike Trail over Doral Boulevard.

- **Construction of Bike Trails-** The city has constructed 17.81 miles of bicycle lanes.
- **Enhancement of Freebee and Bicycle Sharing Programs-** Freebee is a shared short distance, on-demand, free of charge, electric transportation system. A bicycle sharing program pilot was started in 2018 to provide an alternative mode of travel.

Doral always looks to residents when making plans. Through feedback received from surveys and e-mails, existing Doral Trolley routes were evaluated to consider the community's current and future needs. As a result, the Doral Trolley service was expanded to Florida International University (FIU) and to the Dolphin Park-and-Ride, near the Dolphin Mall.

In addition to infrastructure and project investments, the city also recognizes the importance of citizen engagement and responsibility. As a result, the city launched a bilingual campaign aimed at raising awareness

for the importance of following the rules and laws – “We Don’t Do This Here/No Hacemos Eso Aqui.”

Dubuque, IA

Dubuque strives to be a resilient, equitable community of choice. It does so by including residents, private, non-profit, and public sectors in the creation and initiation of their comprehensive plan, *Imagine Dubuque*. The plan was developed via input collected at community events and during small focus groups. Extensive collaboration and engagement also went into the development of *Sustainable Dubuque*, a model of economic prosperity, environmental integrity, and social/cultural vibrancy which provides residents and businesses with information and action steps to save money and resources, improve the environment and economy, and improve their health.

Health Care of All

Dubuque has been adding health services for its population to address needs identified in the Community Health Needs Assessment. The CHNA was updated through a public engagement process led by a steering committee of stakeholders.

Current and planned service enhancements include:

- **Expansion of Crescent Community Health Center’s Location-** The expansion will facilitate the care of an estimated 20% more patients and provide mental health and substance abuse services through collaboration with community partners.
- **Establishment of The Patient/Family Advisory Council-** Through this council of patients, the Crescent Board, and the surrounding community, patients can provide input directly to the board about social determinants of health and health care needs.
- **Pacific Islander Health Project-** A community-based committee developed an engagement strategy to improve the accessibility to health care by the Marshallese and Pacific Islander population.
- **Brain Health Task Force-** A stakeholder group was formed to provide education to providers and to increase community awareness of



brain health. Additionally, the group is working to establish an access center in Dubuque for individuals with urgent mental health needs.

- **Mobile Crisis Unit-** Dubuque police requested assistance with responding to mental health crisis incidents. A stakeholder group developed a mobile crisis unit which provides a much better resolution for individuals in mental health crisis, as well as officers.
- **Inmate Wraparound Program-** The program identified issues impacting jail inmates with acute brain health behaviors such as inmates staying in jail too long, jeopardizing Medicaid status, and inmates released into the community without support.

Bee Branch Creek Watershed Restoration & Activation

In 2003, a 16-member Bee Branch Citizen Advisory Committee was formed to determine a means to safely channel water out of flood prone neighborhoods which had been consistently damaged during several floods over the course of a decade. After committee, public, and neighborhood meetings, the committee's recommendation to create an open channel and restore the Bee Branch Creek was adopted.

The Lower Bee Branch Creek was completed in 2011 and the Upper Bee Branch Creek was finished in 2017. The creek stretches through two neighborhoods, where most residents are low to moderate income. The restored creek serves as a linear park with a multi-use trail, scenic overlooks, play areas, a community orchard and garden. Most importantly, in 2017, 4.9" rain fell in less than 24 hours and thanks to the completed Bee Branch Creek, property damage was largely avoided.

However, many residents are still living with residual health and safety issues from water intrusion. In 2016, the City of Dubuque was awarded a grant for the Bee Branch Healthy Homes Resiliency Program. The program is available to both property owners and tenants who are low- to moderate-income. A variety of repairs and renovations are being made to decrease health and safety issues and make homes more resilient to future flooding.

In addition to improving physical environments,

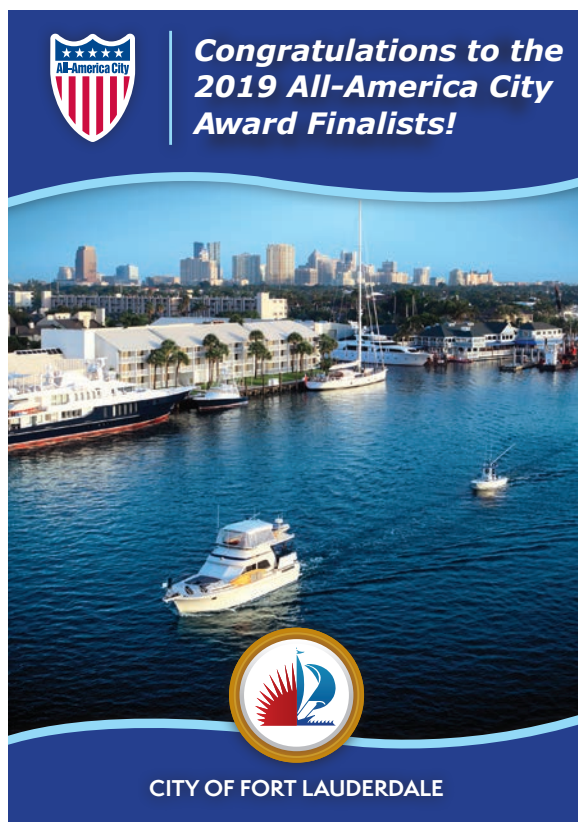
every participating household meets with a Visiting Nurses Association home advocate. The advocates identify barriers the participants are facing and connect them to local resources to help them overcome those challenges.

Dubuque Eats Well

Today, Dubuque is ranked last in the nation in terms of fruit and vegetable consumption. Obesity has been identified as a top community health concern, and in 2006, Dubuque residents identified Healthy Local Foods as one of twelve Sustainable Dubuque principles during a community visioning process.

To combat these trends, and to develop a collective impact model to increase healthy food access, the Dubuque Eats Well (DEW) coalition was formed and has since implemented several healthy food initiatives, including:

- **Double Up Food Bucks-** provides Supplemental Nutrition Assistance Program (SNAP) users with a dollar-for-dollar match for purchasing local fresh fruits and



- vegetables at the market from local farmers.
- **Dubuque Rescue Mission Community Garden-** provides produce for the kitchen of a men's homeless shelter in downtown.
- **Dubuque Community Garden Collaboration-** a partnership of community gardeners who share resources and work together to expand opportunities to grow food in Dubuque.
- **Convivium Urban Farmstead-** transformed a derelict greenhouse into an urban farm and began reaching out to neighbors to plant small raised beds in their yards to provide accessible produce.
- **School Based Food Pantries-** provide fully functioning pantries to local schools that distribute fresh produce, dairy, meats, grains and dry products.
- **Meals for Summer Reading & Recreation Programs-** Boys & Girls Club partnered with United Way to serve over 17,000 meals during summer programs.
- **Multicultural Family Center (MFC)-** hosts individuals from around the world who share experiences and cook together. MFC also serves as a food pantry.

Edinburg, TX

From 2016 to 2017, Edinburg was one of Texas' top 10 fastest-growing cities, with a 59% population increase from 2000-2010 and an 86% increase from 2000 to 2018. To address the inherent challenges of rapid population growth both collaboratively and equitably, the city has developed a shared vision and downtown development plan using resident input from community workshops and surveys. The vision and development plan are carried out by 19 resident-led advisory boards and resident-led festival committees. Additionally, to accommodate its diverse citizenry, the city offers all print communications in multiple languages and responds to all inquiries in the language in which they were submitted.

A Healthy Community within Everyone's Reach: Energizing Edinburg Together

To combat high obesity rates, the City of Edinburg's Parks and Recreation Department (PARD) collaborated with resident and competitive runner, David Chavana, to create the All-America City David Chavana 10K and Fun

Run. The event has become a tradition for locals, and a destination for worldwide runners. The city keeps entry fees low, and hundreds of volunteers from the community assist with the race.

The city also invited the Capable Kids Foundation (CKF) to join the 10K. CKF is an organization that provides social and recreational events for children of all ages with disabilities and their families. Now, participants with special needs take the track for the "Miracle Mile" before the race.

The city also invited CKF soccer athletes to play adaptive sports at the Edinburg Health and Wellness Center at no charge, after learning that CKF was struggling to find an adaptive sports venue. Additionally, the Capable Kids Park Committee is now working to build Edinburg's first ultra-accessible/inclusive park.

Additional health initiatives include:

- **PARD Nutrition and Athletic Programs-** Youth participate in league sports and are served healthy foods.
- **Recreation Programs-** Residents participate in karate, water aerobics, Zumba and more.
- **Parks and Trails-** The city has 18 parks and is connecting its trails to neighboring cities.
- **UT Health Rio Grande Valley-** has established eight low-cost specialty clinics, so families will not have to travel for treatment.
- **DHR Edinburg CISD School-Based Health Center-** provides students, teachers, and their families with access to primary health services.

Finding Flood Relief: Rising to the Challenge

Edinburg has seen an almost 60% population increase in the last 10 years. This growth has placed a burden on the city's drainage system which was built in the 1940s for a once agricultural landscape and can no longer sustain the growing pains of a now urbanized area.

Flooding commonly occurs in lower-income areas, affecting families who at times don't have a choice but to wait out the storm and hope the water doesn't cause damage. Residents in these flood-prone neighborhoods began to voice their concerns, leading to an independent research study which found that the system was not made for a city that had experienced such a growth spurt.



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City leaders gave residents a chance to voice their concerns, opinions, and complaints by proposing a bond election. The city held four public town hall meetings in different parts of Edinburg to engage the public about the drainage solutions being proposed.

One of the propositions voted on would create four detention ponds that would divert water during major rain events into holding ponds to alleviate the strain on the regional drainage system. In 2018, residents voted “yes” on a \$20 million drainage improvement bond package.

The 10 funded drainage projects launched almost immediately and in December 2018, the city broke ground on the first project. The drainage projects will benefit 55,235 residents, most of them in low to moderate income areas.

DEADinburg Comes to Life

Despite a growth spurt in 2004, residents were leaving Edinburg to fulfill recreational needs elsewhere.

The city approached the community through various workshops, surveys and public forums to develop the 2010 Downtown Master Plan. In response to the plan, the City Council appointed seven Edinburg residents to the Cultural Activities Board. This diverse board includes professors, teachers, artists and business owners and oversees all city-initiated cultural activities.

The library, under the direction of the Cultural Activities Board, began to host a monthly art walk that soon developed into a highly anticipated event. Monthly festivities continued growing and soon morphed into the following festivals:

- **Dia de los Muertos** showcases Day of the Dead traditions.
- **Hispanic Engineering Science & Technology Community Day** is celebrated with live music and science-based activities.
- **Festival of International Books & Art Community Day** hosts local authors, artists and school organizations.
- **“Out of this World” UFO Festival and Conference** attendees celebrate and enjoy

the costume contest, laser light show, alien autopsy classified area, and tin foil hat tent.

- **Fridafest** celebrates the art of Mexican artist Frida Kahlo.
- **South Texas International Film Festival** includes film screenings, workshops, panel discussions, and networking opportunities.
- **Juneteenth** celebrates the end of slavery in 1865.
- **Filipino Festival** commemorates Philippine’s Independence Day.
- **Revealing India and Diwali: Festival of Lights** bring Indian traditions and culture to the predominantly Hispanic population.

All festivals are overseen by the Cultural Activities Board and supported by the Edinburg Arts Foundation (EAF), a nonprofit that supports all city-initiated cultural arts events.

El Paso, TX

With a community that is more than 80% Latino, El Paso places particular emphasis on multilingual outreach and diversity, including representative boards and commissions and special efforts to reach youth and low-income communities. The city has sponsored numerous strategic planning efforts to create a resiliency plan, health objectives, and agency performance goals, with broad public input derived from focus groups, technology platforms, and advisory committees. Social media and web-based programs like the weekly *Your City in 5* and *Council Buzz* help residents and other community stakeholders keep track of city activities and opportunities for input.

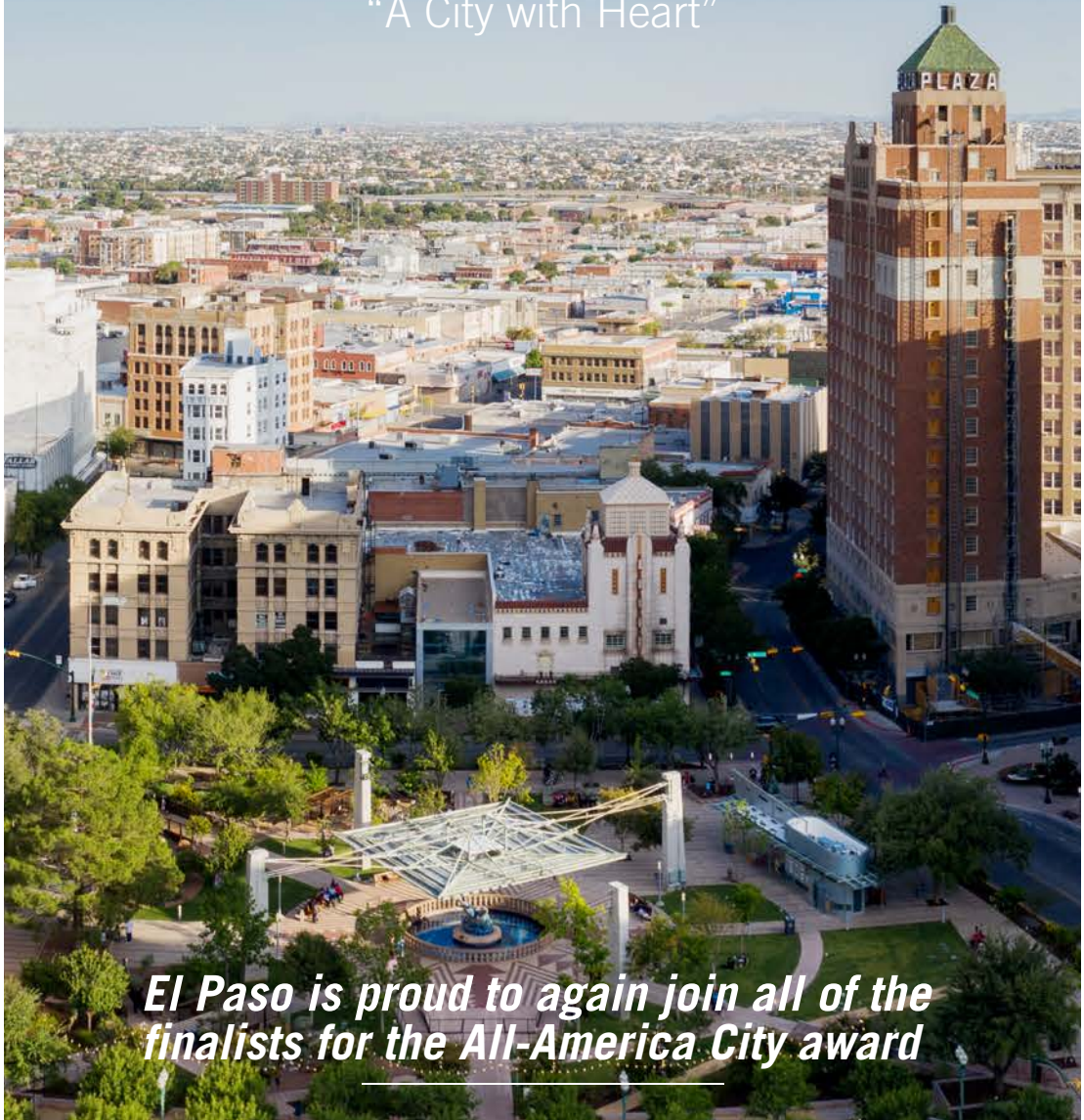
Workforce Wellness

Because over 69% of metro El Paso’s residents are classified as obese or overweight, the city decided that one area of focus would be to improve the health of the 6,000 individuals who work for the city itself. Beginning in 2012, the city’s Workplace Wellness program has used biometric screenings, health risk assessments and cash incentives to promote better health through exercise, weight loss, and other healthy behaviors.



EL PASO

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The city's wellness program includes gym reimbursements as well as provision of gyms in eleven city buildings throughout the city. The city also has three wellness clinics that are open to both employees and their dependents, along with a 24-hour online Teladoc service, in which employees can consult with physicians on medical issues and prescriptions via phone, video or mobile apps. In addition, the city sponsors training classes on physical, mental, emotional, and financial well-being.

In 2015, the City of El Paso began a program called Shape It Up, in which financial incentives of between \$50-\$150 per month were offered to employees based on the results of regular biometric screenings and physical fitness tests. The incentives were offered to both uniformed and nonuniformed employees and have led to great results in terms of weight loss and overall physical fitness.

Policy and Partnerships that Offer Access to Healthcare for All

Health disparities in El Paso stem partly from its lower-than-average income levels, with a per capita income that is only 65% of the national average and 32% of its children living below the federal poverty level. Major problems include diabetes, hypertension, obesity, and heart disease.

The City of El Paso and its health department are taking a coordinated, collaborative approach to community health and focusing many of its efforts on prevention. One priority, for example, is childhood immunization, in which the city is working with 109 participating providers and 60 community partners, including the schools, housing authorities and homeless shelters. By working with these community providers, the city is able to assure that services are delivered in culturally-appropriate and effective ways. The city is also involved in numerous collaborations with local universities to research health issues and develop tracking mechanisms.

Many city agencies are involved in El Paso's community health programs, including the fire department—which has a partnership with the health department to provide health screenings and vaccinations using EMS attendants at fire stations—and the police department, which pairs officers with mental health workers who respond

together to situations that might be deescalated to reduce arrests and create better long-term solutions. This Crisis Intervention Response Team program has fielded more than 7,400 calls since its inception several years ago.

Building Healthy Communities

Improving the built environment was a high priority for the 30,000 El Pasoans who gave input for the city's comprehensive plan and the 70,000 residents who took part in the Resiliency Plan. In order to improve health and the city's quality of life, residents pushed for the expansion of "safe, walkable, active environments," increased open space and access to recreational amenities, and better access to medical care.

As a result, the city has built a friendlier walking environment with wider sidewalks, better timing of traffic signals, and protected walking areas. In addition, the city has expanded transit along several corridors and created more bike lanes and trails, with plans to expand bike corridors seven-fold over the next several years. The city also built new trails through natural areas and improved access to existing trails.

In response to resident requests for parks and recreation improvements, El Paso has built new parks and recreation centers, with many including water features, a new 92-acre regional park, and enhancements to its tree-lined streets and outdoor plazas. In response to the call for better access to medical services, the city is working with the University Medical Center and its clinics to coordinate with community partners in ensuring that everyone gets the care—including preventative services—they need.

Gothenburg, NE

In Gothenburg, leaders, institutions, and residents work hand-in-hand through a collaborative process that places the needs of the community first. This approach to community engagement is well-known within the community as doing things "The Gothenburg Way." "The Gothenburg Way" entails bringing everybody to the table. Due to feedback that it would be easier for more residents to attend meetings if they were earlier in the evening, the Gothenburg City Council



recently changed its bi-monthly council meetings from 7 p.m. to 5:30 p.m. In addition, meetings to garner public input on important topics such as the construction of a community center or the advancement of early childhood education are held at times and locations available to people with a variety of different backgrounds, including the senior center over the lunch hour. The result of doing things “The Gothenburg Way” is an established civic infrastructure that lends itself to the continued economic prosperity of the community.

Gothenburg YMCA

In 2013, the local hospital, Gothenburg Health, began considering a large expansion and facilitated community focus groups to better understand the needs of the community. Ten community focus groups identified an overwhelming need for expanded wellness and recreation opportunities.

A financial feasibility study then concluded that a stand-alone recreation center would cost between \$8 million and \$12 million, while building alongside the ongoing hospital expansion would allow the recreation center to be built for only \$5 million. The community quickly came together to raise money for the construction; \$3.3 million was raised by individuals and local businesses while the remaining \$1.8 million came from successful grant requests.

After fundraising goals were met, a partnership with the YMCA of the Prairie was formed to include Gothenburg into their association. This partnership helped ensure that the project was far more than just a new building, as the YMCA has the resources to holistically address community needs.

The facility opened in April of 2018 and includes a lap pool, a gymnasium, walking track, and fitness room. The building also contains space for the education of healthier lifestyles, dietary consultation, and programming for all ages. The facility has also helped bridge social gaps by providing opportunities for all, regardless of income level, through member scholarships. The YMCA provided \$30,000 of scholarship funding to help families and children afford the programs



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and resources, and as of December 2018, over 1,700 individuals have become YMCA members.

Gothenburg Food Access Initiative

There are numerous programs in Gothenburg that aim to improve the quality of life for residents who may need an extra helping hand. Gothenburg’s Food Access Initiative is made up of four programs:

- **Gothenburg Shares program-** provides recipients with holiday meals including a turkey or ham and canned or fresh fruits and vegetables. The program is a cooperative effort between the local Rotary Club, school district, law enforcement agencies, and local newspaper. Most recently, the program delivered food boxes to 70 deserving recipients.
- **Gothenburg Senior Center-** serves an average of 2,200 meals per month. On any given day, there are at least 11 volunteers donating their time to provide individuals over the age of 60 with a hot meal for a suggested donation of \$5, but nobody is turned away regardless of their ability to pay. For those with mobility



issues, meals are packed into coolers and delivered to the recipient's front door. Sixteen different civic organizations volunteer and rotate the responsibility of delivering these meals.

- **Gothenburg Lunch Buddies program**- allows community members to anonymously donate money to pay outstanding balances on students' lunch bills so that no student goes hungry.
- **BackPack Program**- provides deserving students, identified by the school, with a backpack at the end of every week. Each backpack contains two full lunch or dinner meals, one full breakfast meal, vouchers for perishable items such as eggs or milk, and snacks.

Gothenburg Early Childhood Learning Coalition

13% of Gothenburg students did not attend a preschool, and those children scored an average of 16% below their peers on basic assessments.

A collective made up of school staff, local mothers, and community providers wanted to address these challenges and made calls to state and federal programs and foundations and visited communities that had emphasized an early childhood investment. The collective eventually held a community meeting to raise awareness about the need for increased access to early childhood education. It was at this meeting that the Gothenburg Early Childhood Learning Coalition (GECLC) was formed.

Soon after the meeting, a new resident found an affordable space and started Learning Adventures Child Care Center, with 14 kids and three teachers. This center now serves 60 children in the community.

Despite this additional private provider, many students were still not attending preschool, due to costs. As a result, the Gothenburg Public Schools began a half-day preschool. Priority was given to children from backgrounds that typically limit access to preschool. Today, the Swede Academy offered through Gothenburg Public Schools serves 16 children and has been expanded to a full day preschool.

The GECLC Advisory Committee meets every two months and consists of nearly all local

providers, as well as school administration and staff, occupational therapists, and community support workers. The purpose of these meetings is to improve early childhood in Gothenburg in a coordinated manner between public and private interests.

Hallandale Beach, FL

Hallandale Beach knows that to move forward together, a solid foundation and shared vision is necessary. The One Hallandale initiative will unite all of Hallandale Beach by creating a communal journey that intentionally embraces diversity while seeking to understand and overcome a historical divide. The initiative strives to create an open and safe round table for discussion that creates an environment to better understand unique differences, cultural diversity, and unifying commonality. The deeper and long-lasting effect of this communal journey is to create a framework where residents of Hallandale Beach can work together to achieve agreed-upon goals. In addition to participating in the One Hallandale initiative, residents voice their opinions during city commission meetings to resolve all issues in a respectable manner.

OB Johnson Park

In 1945, during his time as a volunteer recreational leader for the city, Oreste B. Johnson noticed that Hallandale's black children, the sons and daughters of poor crop workers, had taken up their sports games on the nearby train track and in tomato patches. Johnson implored the city to build a park, and eventually, OB Johnson Park became the largest park in the city. Decades later, the park was in disrepair and was being underutilized.

During a series of community gathering, neighbors were asked why they don't go to the facility or take advantage of its programs. Staff listened to concerns and ultimately worked with residents to establish a park advancement plan that incorporates the concerns and suggestions of residents. It was decided that the best course of action would be to improve the park and re-open it in conjunction with the Austin Hepburn Center, which provides human services throughout the city.



The park reopened on September 17, 2016, becoming the fifth park completed in the City-Wide Parks Master Plan. The redesigned park and newly constructed facility includes a 42,000 square foot intergenerational center with a new computer lab, fitness gym, the Nelson Butch Brown Gymnasium, and the Austin Hepburn Center.

OB Johnson Park also offers a Teen Zone program where teens learn healthy eating habits, are taught proper fitness techniques, and maintain the community's garden.

More than a Fire Station

After years of responding to fire and medical emergencies out of an outdated fire station, it became clear that there was a need for a better, more modern facility. In response to resident concerns that response times were too slow, it was decided that Fire Station 7 would be moved from the southeast side of Hallandale Beach to the northeast where most emergency calls originate.

The new, state-of-the-art fire station and emergency operations center includes a 25,000 square foot, two-story complex with four apparatus bays and living quarters for up to 16 firefighters. Going green was a strong consideration, so the new structure has a reduced carbon foot print, in addition to offering greater operating efficiency and reduced operating costs.

The department also provides the community with relevant and engaging programs that promote safety and community involvement and provides citizens with publications regarding disaster preparedness, hurricane survival, fire prevention, injury prevention and first-aid. CPR, AED and First-Aid classes are also offered on the first Saturday of each month. Additionally, if a home lacks a smoke detector, or if a resident is unable to install one, a member of the Fire Prevention Staff will come and install one upon request.

Lastly, the Community Mentorship Scholarship Program provides financial assistance and one-on-one mentorship to individuals from the community who are interested in pursuing a career in Fire and Emergency Medical Services.



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Safe Routes to Schools

Unintentional pedestrian injuries are the fifth-leading cause of injury-related deaths for children ages 5 to 19. The City of Hallandale Beach in collaboration with the Healthy Community Zones, a TOUCH initiative, Broward County School Board, and Hallandale Magnet High School have teamed up to provide Safe Routes to School (SRTS) for Hallandale Magnet students.

Efforts got underway with a series of workshops to discuss the development and implementation of a Safe Routes to School (SRTS) program grant. The workshops generated ideas and potential strategies that could be implemented as part of the SRTS plan. Residents and parents were introduced to the plan and ultimately voted unanimously to endorse the SRTS grant application.

During an event at Hallandale Magnet High School, students and school staff were also educated about the project and given an opportunity to provide feedback. To further engage residents, attendees of back to school





programs were given free school supplies along with resourceful information that educated students and parents on taking safer routes to school. Bike lights and reflectors were given out in addition to transit maps and safety information to encourage more active modes of transportation.

To implement immediate change, the police department is diligently enforcing speed limits during school hours, which has reduced the amount of reckless driver incidents. Additionally, extra crossing-guards have been placed at major intersections within school districts.

Moving forward, the city hopes to add bike lanes, sidewalks, and shared bike and car lanes along routes frequented by students.

Lancaster, TX

The City of Lancaster uses civic engagement, inclusive leadership opportunities, and robust communications to ensure that all residents and stakeholders are engaged and take pride in the city. Each year, residents are engaged in the city

council's strategic planning process through an online survey circulated via a dedicated website, app, social media, and additional publications. The Comprehensive Plan was also updated in 2016 using public input gathered through a phone survey, a community charrette, and several public meetings. The city's Civic Leadership Academy educates citizens about city government and gives them a clear path for future appointment on boards and commissions. Additionally, on-site neighborhood block parties and bilingual communications are used to reach residents who have historically been left out of the decision-making process.

Expanding Opportunities for Play

As a city that struggles with obesity and high rates of congestive heart failure, opportunities for recreation are vital.

The City of Lancaster actively partners with the Lancaster Independent School District (LISD), which has built and/or reconstructed three schools to ensure that a playground that serves the schools as well as the greater community is built. The city and the LISD share maintenance responsibilities of the playgrounds, particularly during the summer months, so that children have a place to go when school is not in session. Additionally, a new middle school is being built that will incorporate not only a new and improved outdoor space, but also an extension of the trails system and another playground.

A Kaboom grant recently rebuilt an aging, wooden playground that was a strain on the Parks Department's operations and maintenance budget. Residents, city staff, LISD staff, the Youth Advisory Council, Cedar Valley College, Homeowner's Associations, and eight Public Improvement Districts came together to build a new park – Kid's Square Park. The students at both local elementary schools within two miles of the park designed the new playground. After the park was designed, city staff worked to demolish and clear the site. In one day, community volunteers and stakeholders constructed the new playground area, additional park amenities, and rehabilitated an existing restroom facility.

In total, there were 286 volunteers that included Allstate Insurance's employee volunteers, citizens, and children. This new community asset is being





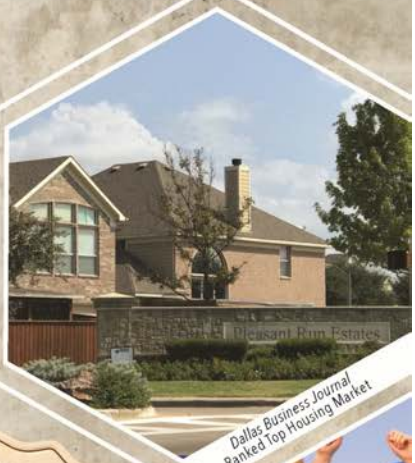
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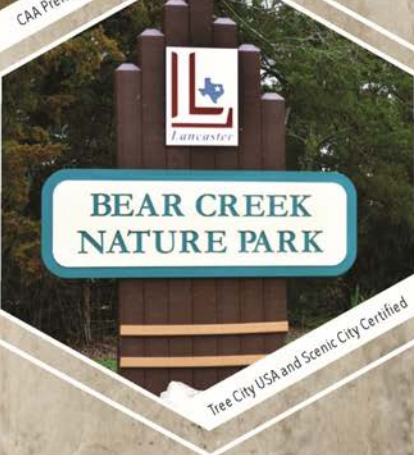
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highly utilized in an area that previously had limited park access.

Community Challenge

To address health disparities revealed in a Best Southwest Partnership study, the City of Lancaster is participating in the *It's Time Texas Community Challenge*. The challenge is an 8-week competition that unites and mobilizes, schools, businesses, organizations, community members, and mayors toward the common goal of transforming a community's health.

The Mayor's Health and Fitness Council was also formed and includes key partners such as LISD, Parks and Recreation staff, Lancaster Police Department staff, Lancaster Fire and Medical staff, Lancaster Library staff, Lancaster Community Relations staff, Cedar Valley College, Anytime Fitness, Crescent Medical Center, and other corporate partners. The council has initiated several health programs, including:

- **Couch to 5k run/walk:** Included participation by all aspects of the community and offered a \$1,200 grand prize for school-health initiatives.
- **Community health fair:** Hosted by the city, churches, and the local community college.
- **Basketball game challenge:** Included pep rallies at the local high school.
- **Smoke free city-wide ordinance:** Allows citizens to have a healthier environment when patronizing local businesses.
- **Stork's Nest:** A program which encourages low-income mothers to seek pre-natal care.
- **Convoy of Hope:** An event which included health and dental screenings, patient education, a mobile asthma clinic, as well as STD screenings and prevention.

Expanding Workplace Wellness

Anonymous biometric data revealed that Lancaster's city employees were at risk for increased heart disease and obesity-related complications.

The city partnered with Methodist Health System's Live Bright Program to provide wellness coaches, healthy meal plans, health training, and exercise advice. There were prizes and drawings offered throughout the year for participation, and employees received incentives to get screened for high blood pressure, cholesterol, diabetes, and

heart disease. All employees were offered CPR education through the Lancaster Fire Department, and citizens were also able to participate.

Through these efforts, the city was recognized as a fit friendly workplace and was a gold recipient of the American Heart Association. Staff continues to promote and support underutilized free local health resources and programming.

Livingston County, NY

Livingston County, New York is in the Finger Lakes region of New York State. The rural nature of Livingston County creates a barrier to the access of medical care by many residents, making a strong civic infrastructure even more necessary. Livingston County's shared vision and culture of collaboration are evident in the Thrive LivINgston Initiative and the Genesee Valley Health Partnership. The Thrive Initiative was developed by community stakeholders and is led by a steering committee that focuses on community needs, such as affordable housing, job creation, public transportation, education, and community revitalization. Engagement with various sectors of the community also routinely occurs through the Genesee Valley Health Partnership (GVHP), a non-profit, rural health network comprised of more than forty organizations based in, or providing services to, Livingston County. Residents are also engaged through the Be Well initiative which goes directly to those individuals most affected by obesity rates to involve them in any health initiatives being planned.

Be Well LivINgston

The mission of Be Well LivINgston is to support sustainable healthy lifestyle choices within communities through policy, system, and environmental changes.

The Be Well Committee of the Genesee Valley Health Partnership identified Nunda as a high-need area after statistics revealed that 37% of Keshequa School District students in Nunda are overweight or obese and one in every six Nunda residents is living in poverty.

The committee mobilized Nunda residents and stakeholders in a comprehensive needs assessment to address these public health



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concerns. The committee collected data and demographics, identified existing health resources, and determined gaps in services. The needs assessment included focus groups, surveys, School Health Index assessment, and the CHANGE assessment.

The committee hosted meetings directly in Nunda to allow for wider participation. This enabled those most affected by obesity to be actively involved in the process. The Be Well Steering Committee was also established and is comprised of Nunda residents.

So far, policy adoptions and system-wide changes have occurred. Flexible schedules now allow school-district employees to take time to seek medical care, and a small practice within walking distance now provides medical care to employees during their lunch hour. Additional activities have included a Boy Scout-led colon cancer screening initiative, a Holiday Walk & Hike, and the establishment of a historical walking trail.

Additional priorities identified by residents—community outreach programs, healthier grocery store options, opportunities for physical activity, and methods to address drug use—are included in the long-term strategic plan for the Greater Nunda Area.

Connect LivNGston

As a rural community, proper transportation is necessary to improve quality of life, ensure economic vitality, and support resident health.

Connect LivNGston is a plan that was developed by examining issues, opportunities, and connections for walking, biking, car, public transit, air, water, and rail transportation at the county level. The plan ties the transportation system into continuing local, county, and regional planning efforts. The plan fosters partnerships and connections between government, private, non-profit, and educational agencies. The plan received national recognition by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) in the agencies' 2015 Transportation Planning Excellence Awards (TPEA).

Implementation of Connect LivNGston strategies began soon after the plan was adopted, starting with the establishment of the Livingston County Transportation Council whose mission is to help guide implementation efforts at the county level. The Transportation Advisory Council has an annual work program that focuses on using the strategies identified in the plan to improve connectivity and efficiency in the transportation network for the safety, health, and benefit of county residents.

One recent and notable achievement is the development of a mobility management website which provides a clearinghouse of transportation options for all residents and visitors. The trip planning website provides information to the public regarding all transportation resources and choices that are currently available to county residents, with a specific emphasis on older adults, people with disabilities, and individuals with lower incomes in need of specialized transportation services.

Empower Livingston

When inmates are released from jail, they are faced with the challenges of finding and maintaining employment and obtaining health care services, insurance, transportation, and housing. While the Livingston County Jail offers programs to work with inmates on these issues when they are in custody, there is no single agency or group of agencies designated to provide “pre” and “post” release interventions.

The Departments of Health, Mental Health, Workforce Development, and Human Services agencies are aligned with the resources and knowledge to meet the inmate’s needs “pre” and “post” release. Fortunately, funding through Catholic Charities has allowed for the strengthening of this infrastructure.

The “empowerment” process begins when an individual is booked. A full-time transitional counselor identifies needs and tailors a plan for each inmate. A full-time nursing staff member and forensic therapist perform medical assessments and medication reviews. A health navigator assists the inmate with obtaining health insurance, post-release. Additionally, substance abuse counselors are available, and a Workforce Development team helps individuals explore career options.

Other successful work is being accomplished within the community to reduce the inmate population and to provide public safety and social support. Substance abuse and behavioral specialists are working with road patrol to assist with drug overdoses or mental hygiene concerns. Having supportive and knowledgeable staff at the incident has proven a successful strategy for intentional drug overdoses. That, together with the Livingston County Suicide Task Force, has resulted in a significantly reduced number of suicides and unexpected hospitalizations.

Mission, TX

A town at the southern tip of Texas, Mission has a little over 83,000 residents, 88% of which are Latino. The town prioritizes civic engagement, partly through the establishment of an All Inclusive Committee, which oversees city efforts



FROM OUR GREAT CITY TO YOURS, CONGRATULATIONS TO THE 2019 ALL-AMERICA CITY FINALISTS!

Las Vegas



2018

regarding inclusivity in decision-making. Some of the ways in which residents get involved in community affairs include an annual Wellness Ride cycling event, stocking the city’s food pantry, and Mission Pawsible, a foster care program that helps rescue animals and host them for adoption.

Health Through Tennis

With more than 25% of the city’s population living in poverty, many residents have expressed concerns to the city about obesity, particularly among Latino and low-income residents. In discussions about the topic, the community decided to focus solutions regarding increasing exercise on building a tennis program.

The city contacted the United States Tennis Federation, which helped secure a \$500,000 grant from a local foundation, which was later supplemented by a half-million dollar contribution from Texas Parks and Wildlife and another half-million dollars from the city. The



complex is currently under construction and will be completed within a few months.

Mission community members and businesses have been quite involved with the tennis program, including helping to create a tennis equipment area where residents can borrow gear for free. Mission has also begun to partner with a nonprofit organization that helps provide tennis tournaments for blind children and adults. In 2015, the city hosted its first national blind tennis tournament where athletes from both Mexico and the USA participated. The city is anxious to host larger tournaments for the blind community once the new tennis complex is complete.

Mission Economic Empowerment Project

To foster economic development, the city has engaged in several projects to help entrepreneurs and small business. One is the Ruby Red Venture competitive grant program, which is a \$100,000 awards program that gives grants and technical assistance to entrepreneurs through a competitive application process each year and has been very successful at helping businesses get started.

A second program to promote economic development is Code the Town, a training program created to teach computer programming skills to business startups. Many local residents, entrepreneurs, and small businesspeople have now gone through the program, which is helping them to market themselves in the high technology sector.

A third program is Career Readiness and Empowerment of Women (CREW), a multidisciplinary internship program started in 2017 to help young women enter the workforce, particularly in high technology and STEAM-based careers. Fifteen young women from a local high school and STEAM academy were signed up for the first class based on their academic achievement and other qualities. Their internships include segments for career lab, mentorship, social innovation, and coding.

Mission Services for All Project

With so many people living in poverty, the community has engaged in a number of services to help those in need. One of those is the Mission Food Pantry, which has been in operation for over

30 years. When the pantry needed a new home, the city and community found a new, larger location. When residents identified other needs beyond food, the pantry transitioned to a multi-service provider, renaming itself the Mission Food and Service Center.

The new center provides not only food and other daily supplies for the needy, but also services, like help with utility bills, veterans services, and other activities. Along with the move and expanded location, the service center extended its hours to be open five days/week.

The Food and Service Center has also been of good use during specific times of need, like during the federal government shutdown, when many families of federal employees were able to take advantage of the center's services. One of the new features of the center is a "Blessing Box," a container accessible from the outside in which people can leave donation items any time of day. The Blessing Box has been so successful that it's being replicated in other parts of the city.



**Best wishes and
good luck to all our
AAC finalists!**



Ontario, CA

The city of Ontario has just over 170,000 residents, about 72% of whom are Hispanic or Latino. With many documented health disparities, the city has worked for years to improve the health of all residents, launching Healthy Ontario in 2006 and many subsequent initiatives. Healthy Ontario has conducted many rounds of community input over the years, including the use of a “network weaver,” an individual contracted through Social Impact Artists to regularly interact with residents and other stakeholders. Also included are monthly community meetings to gather input on health-related matters and “health hubs” where people can go to share ideas and needs. Healthy Ontario has leveraged over \$35 million in funding to support its initiatives.

Safe and Complete Neighborhoods (Building Equity, Opportunity and Leadership in the HEAL Zone Neighborhood)

Healthy Ontario identified the HEAL (healthy eating, acting and living) neighborhood in 2011 as one of the lowest-income and neediest neighborhoods in Ontario, securing Kaiser Permanente funding over the years to help implement a resident-based effort. One of the sources of input during the planning process was called Photovoice, an opportunity for residents to research and discuss potentially hidden and underlying issues in the neighborhood.

One of the results of this effort was the creation of Health Hubs, places where residents naturally congregate and where people and providers can informally discuss issues facing the neighborhood, including through community forums. Also formed was a Neighborhood Leadership Academy and other training programs designed to help residents develop problem-solving skills and conduct their own needs assessments.

Other programs conducted in the HEAL Zone neighborhood include: a “promotores” worker initiative that trained local residents to serve as community health outreach workers; Zumba classes; a community garden with over 60 plots and a community market; and healthy meals for students provided through the health hubs and library.



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Prevention & Wellness; Healthcare Access & Utilization (BUILDing a strong, healthy & vibrant community)

The HEAL Zone neighborhood has an obesity/overweight rate of over 67%, and most residents, who on average earn less than \$19,999/yr, do not have a primary care provider. The area’s physical environment contributes to health problems by being automobile-oriented, with a great deal of fast food providers.

Through a program called Build Health Challenge, Ontario has brought together residents to help address the social determinants of health in the area, partly by training area residents as Clinical Community Health Workers who collect neighborhood data that then becomes part of an overall health dashboard created in conjunction with a local lab. These workers also provide educational services, training, and usage tracking services for residents in the area.

Results of these efforts include the creation of five health hubs, training of 24 residents in



paraprofessional jobs, free biometric screenings to over 600 residents, and the creation of a “medical home,” the Ontario Health Center, for over a third of the participants. In addition, there has been a 21% improvement in BMI and an average individual weight loss of eleven pounds.

Promise Scholars & Community Wide Educational Attainment

Low educational attainment is a major problem in the central core neighborhoods of Ontario, in part due to the area’s high poverty rate—86% of the kids receive free or reduced cost meals—and because over 90% of the kids come from families in which neither parent has graduated from college.

The Promise Scholars program offers free or discounted access to area colleges for all 22,000 students in Ontario’s focus neighborhoods, along

with counseling, tutoring, and other services. With support from United Way, local businesses, community volunteers, and Americorps, curricula about the importance of academic performance and the potential for college attendance is being delivered at most grade levels, with a plan to eventually reach all grade levels.

Early results from the program are positive, with 60 students accessing tuition funds through the program. In addition, the number of students completing a college preparatory class rose from 19% to 48%, the number completing financial aid applications increased from 32% to 57%, and the number in at least one high school enrolling in college rose from 47% to 57%.



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Pasco, WA

At 75,000 residents, Pasco is a fast-growing and increasingly diverse community that emphasizes outreach and inclusiveness. The city council involves residents in their annual priorities process and adopted an “Inclusivity Resolution” in early 2018. The city and school district use a variety of social media and televised outreach mechanisms to reach residents, with many provided bilingually. As a way to improve representation on the city council, the city recently won a battle with the state that created council districts, rather than all members being elected at-large.

Hot Spotters Program

In recent years people with mental illness have had an increasing number of encounters with law enforcement, including two officer-involved shootings. With steady increases in the population with mental illnesses, and particularly those who are homeless, the availability of services is not able to keep up with demand.

To avoid future conflicts and provide more appropriate treatment of people with mental illness, Pasco’s police department created a collaboration called Hot Spotters, in which the city works with nonprofit agencies, courts, families and other stakeholders to identify high-risk individuals and create plans for each that offer services and prepare law enforcement to handle contacts appropriately.

Anyone can suggest an individual as a Hot Spotters participant via the Consistent Care website. This confidential form has been advertised and allows family, friends, fire, law enforcement, or medical personnel to submit names for evaluation. Of the first 25 people identified for the program, police contacts during a two-year period resulted in an arrest rate of 18%.

The Hot Spotters program has also included the use of mental health professionals in patrols with police officers so that care and services can happen immediately. In addition, the program is working to create housing opportunities for chronically mentally ill residents in need.

New Horizons High School

New Horizons is an Adverse Childhood Experiences (ACE)/Trauma informed school.

Many of the New Horizons 270+ students have encountered life events that make the traditional high school model challenging. Staff is intentional about how it can remove barriers for students, including childcare, food, and health education.

The Graduation Reality and Dual-Roles Skills (GRAD) Program provides students, with children ranging from four-weeks to kindergarten, access to childcare provided by trained staff. The childcare program promotes consistency and peace of mind for students concerning the safety and health of their children. Additionally, students in the Pasco School District boundaries can access a school bus with car seats installed to help with transportation.

The school added to these services the Phoenix Food Pantry which offers food and supplies to students. The items are provided from individuals and organizations throughout the community, such as local churches and schools. Second Harvest, whose mission is fighting hunger and feeding hope, also began contributing to the food pantry and greatly increased the amount of food provided to students. Tri-Cities Diaper Bank is also a partner of the food bank and provides diapers to needy families.

New Horizons is now co-located on the campus of Columbia Basin College, providing the ability to integrate high school students into the college setting. The schools have found that the need for food and other supplies follows students from high school to college and have partnered to help these students continue to get necessary supplies.

Tri-Cities Community Health’s “Let’s Prevent Diabetes/ Prevenamos las Diabetes”

In 2016, data from the Centers for Disease Control indicated that Latinos in Franklin County, in which Pasco is the biggest city, have twice the rate of diabetes as non-Latino residents. This spurred Tri-Cities Community Health (TCCH) to adopt a goal of reducing this disparity. TCCH was able to obtain grant funding to build a large medical clinic and two school-based clinics.

TCCH later worked with the National Alliance for Hispanic Health to obtain a grant for screenings, marketing, and counseling, enrolling 139 Spanish-speaking individuals in the first year, with a goal of serving at least 500-600 people during the five-year grant period. Individuals, who must



be pre-diabetic when they enroll, participate in fitness classes with personal coaches, adopt weight-loss goals, and take part in healthy food cooking classes.

In partnership with the Tri-Cities Diabetes Coalition, TCCH helps conduct marketing campaigns and other outreach to educate residents about diabetes and healthy behaviors. The group works with doctors' offices, hospitals, grocery stores, city agencies, and other institutions to reach people throughout the region.

Rancho Cordova, CA

The City of Rancho Cordova is focused on building a strong civic infrastructure that authentically seeks collaboration from residents and key partners. This shared vision of civic engagement is both overarching and neighborhood-specific, taking into account unique attributes of neighborhoods. The Neighborhood Engagement Program empowers residents to create strong neighborhoods with a high quality of life. Leaders from all ethnic groups are emerging from the program and are now active in five neighborhoods.

Soil Born Farms: Feeding Body and Soul

California may fill the nation's grocery carts, thanks to a robust agricultural economy, but the health of residents living in urban spaces like Rancho Cordova continues to decline due to lack of access to healthy, locally-produced food, and health education. Soil Born Farms stepped-in to turn urban residents into farmers, teach good nutrition, and creatively leverage community resources.

Soil Born Farms is a 55-acre historic community farm located in Rancho Cordova. This rare community asset provides a wonderfully diverse landscape which engages both youth and adults in hands-on activities that connect them to the natural world, healthy food, healthy eating, job and life skills, hard work, and service opportunities.

Vegetables from Soil Born fields get to consumers through local markets and restaurants, local food banks and the American River Ranch Farmstand.

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SOIL BORN FARMS
Connecting food, health and the environment

MENTEES AT CORDOVA HIGH
Healthy support systems for struggling youth

Rancho Cordova
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At the Ranch and other community sites, Soil Born runs programs that focus on promoting good health and providing learning opportunities for youth and adults to produce healthy food for themselves and for others.

Outcomes to date include:

- 59 beginning farmers were trained;
- 1,795 adults attended gardening, cooking and herbal care classes;
- 2,557 students engaged in school gardens at 10 campuses;
- 4,200 students enjoyed hands-on experiences at American River Ranch;
- 386,060 pounds of fruit donated to families in need; and
- 130,000 plants of 118 varieties were seeded in their greenhouse.

Mather Veterans Village: There's No Place Like Home

Sacramento County, which includes Rancho Cordova, has the 10th highest number of



homeless veterans among California counties. Even so, housing to support the unique needs of homeless and disabled veterans was virtually non-existent.

With this in mind, city staff began exploring the feasibility of creating a village dedicated to the care and housing of veterans. The project flourished into a partnership between four cross-sector collaborators: The City of Rancho Cordova, Mercy Housing California, Veterans Resource Centers of America, and Sacramento County. Many organizations collaborated to cobble together needed funding. In addition to the four proponents, state and federal agencies, private businesses, and nonprofits rallied as well.

After 10 years of roadblocks, red tape and funding challenges, Rancho Cordova's Mather Veterans Village (MVV) now offers permanent supportive and transitional housing for more than 150 homeless and disabled veterans. This new, three-story development with 44 one-bedroom and 6 two-bedroom homes exceeds California's energy and water usage standards by incorporating drought-tolerant landscaping, drip irrigation by onsite gray water, and solar panels that power both the hot water system and electricity.

Since the grand opening, the community has stepped forward in a variety of ways. Whisker Warriors volunteers collect pet food and deliver it to veterans who are comforted by a dog or cat companion. Leadership Rancho Cordova volunteers erected patriotic bike racks for use by residents. Local artists have enhanced the grounds with inspiring mosaics and murals, and faith leaders make themselves available for counsel and support.

Mentors at Cordova High (MACH): The Healing Power of Love

Cordova High School (CHS) has a 1,700-student melting pot, with 61% minority students and more than two-thirds of the students being poor. US News and World Report paints a discouraging picture—a school whose college readiness rating is 1.7 of 100.

Conrade Mayer ran the "In House Suspension" program at CHS, and after a few years of daily contact with the trouble-makers and troubled, he discovered these students were not just

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causing problems in the classroom, they had been discarded by pretty much everybody.

He rounded up a group of his fellow CHS alumni, and with the help of his wife, began an informal mentoring program. Trading youth participation for tangible benefits—like otherwise unaffordable tickets to the prom or a yearbook—Mayer began showing up at community events and work days with a small army of previously written-off students. Slowly, the crew began to make a name for themselves around town as they provided muscle at neighborhood cleanups, helped tear out unsightly chain link fences, planted trees, and set-up tents and tables at community events.

Mentors at Cordova High (MACH) was soon formed into a 501c3 nonprofit. With help from the school district and the city, grant funding was made available to tackle problems of school attendance and grade improvement. Results have been staggering—a 41% increase in MACH participants' overall GPA, a decrease in truancy levels, and over 1,200 hours of community service logged.



Rock Hill, South Carolina

The City of Rock Hill actively involves residents in determining the community's future through their citywide strategic planning process, Empowering the Vision, and their economic development plan, Knowledge Park Action Plan. These visions are realized by engaging community groups, neighborhood associations, businesses, non-profits, and governmental agencies. Collaboration is not limited to a select few; Rock Hill has increased efforts to bridge divides and develop a more equitable environment while fostering opportunities for all residents. Racial healing efforts began with the formation of the Human Relations Committee, initially formed by local ministers, black and white, in 1949. Since then, it has evolved into the Rock Hill Community Relations Council (CRC), which focuses on promoting respect, appreciation and understanding of diversity among all people.

Impact York County

When it comes to health, there have been several organizations doing great work in Rock Hill and York County, but with very little collaboration. That was until community partners came together to create Impact York County—a coalition of health care providers and stakeholders who meet and collaborate regularly to maximize the effectiveness of health interventions throughout the county.

The community partners involved feel strongly about implementation of solution focused, evidence based interventions (EBIs), collaboration among traditional and non traditional partners, and healthy living initiatives for the York County community.

Examples of EBIs implemented by Impact York County include:

- **YMCA Diabetes Prevention Program-** helps adults at high risk for diabetes adopt and maintain lifestyle changes to reduce risk.
- **Healthy Weight and Your Child-** creates safe, fun, and active environments for children and families to explore and adopt proven methods to live a healthier lifestyle.
- **Nurse Family Partnership-** is a maternal and early childhood health program that allows nurses to deliver support to first time moms.
- **The SC Tobacco Quit line-** uses talk therapy

plus nicotine replacement therapy as a treatment method for individuals coping with tobacco addiction.

- **Many Men, Many Voices-** is an HIV/STI prevention intervention for black men who have sex with men (MSM) and may or may not identify as gay.
- **Reach Out and Read-** incorporates books into pediatric care, encouraging families to read aloud.
- **Let's Go! 5 2 1 0-** is a model to reduce childhood overweight and obesity rates with 5 2 1 0 healthy food choice messages.

Miracle Park

The Rock Hill community has always had robust programming for special populations. The Parks, Recreation, and Tourism (PRT) Department provides children and adults who are disabled with opportunities to participate in activities including: Bocce, Cooking Classes, Disc Golf, Kayaking, etc. The city's strategic goals also include providing at least two cycling events for special populations, and PRT spearheads a mainstreamed summer camp for those with intellectual disabilities.

Though proud of this work, the community felt that there needed to be a physical space dedicated to special populations. The city was approached by residents and representatives from Max Abilities—formerly York County Board of Disabilities and Special Needs – about a miracle field, which is a baseball field designed for people with special needs.

Through the course of engagement efforts with families, recipients of services through Max Abilities, and those who support their work, the miracle field has become a full miracle park for those with special needs.

This transformative project has broad buy-in from community partners across the greater York County community, including several businesses, community organizations, and a cross-section of individual residents who have volunteered time and money. Additionally, Winthrop University and the city agreed to donate the site to Max Abilities.

Groundbreaking for Miracle Park is scheduled to begin in March 2019. When fully built out, this

15-acre park will include two miracle baseball fields, two multi-purpose fields, playground, walking trails, shelters, golf area, fishing pond, and a café/retail component to provide employment opportunities for these special needs individuals.

Knowledge Park

In the 1970's, the textile industry disappeared from Rock Hill, leaving abandoned buildings near the central business district that were soon vandalized. Eventually, the city tore down the problem buildings and prepared the area for redevelopment.

There was not a cohesive downtown redevelopment strategy, so after years of disjointed efforts, the Knowledge Park Action Plan (KPAP) process was born. All residents were invited to a kick-off event to establish five-year goals and develop programs for Knowledge Park (downtown) that have input from ALL parts of the community, are supported by community leadership, and serve as the basis for activities and investments. To get the information to all residents, a multi-tiered marketing strategy was implemented over social media, radio, and local TV, including paper and electronic invitations as well as the help of various boards and commissions.

Ultimately, 174 community members on eight action teams over the course of six months developed the plan. Action teams focused on: Jobs + Business Growth, Talent Development + Attraction, Marketing + Communications, Connectivity, Inclusiveness, Development, Placemaking, and Tourism. The committees worked collaboratively to develop the vision for Knowledge Park.

Knowledge Park Is....

- A strategy for attracting jobs, businesses, and visitors to the historic center of Rock Hill
- A commitment to creating opportunity, wealth, and prosperity for residents
- A place in the heart of the city with a distinctive urban lifestyle

The Knowledge Park Action Plan was approved by city council in September 2018, and now the real work has begun.

San Antonio, TX

San Antonio is the seventh most populous city in the country, with a vibrant and diverse population. Despite its size and diversity, San Antonio struggles with economic and educational inequality, making intentional engagement of all parts of the community essential. Through a community-wide strategic planning process called SA2020, individuals, businesses, government, and nonprofit organizations created ambitious goals focused on equitable opportunities for all. The Office of Equity also ensures that all policies, practices, plans and services result in equitable outcomes and opportunities for all communities. Lastly, Metro Health (the City of San Antonio's public health department) has used place-based engagement with individuals and families living in poverty to improve health status, increase community member engagement, and promote health initiatives for childhood obesity, youth violence, and infant mortality.

End Stigma End HIV Alliance

In 2016, San Antonio was shocked to learn it was home to the largest molecular cluster of rapid HIV transmission in the country, comprised mostly of Latino gay, bisexual, and other men who have sex with men (MSM) under 30 years of age.

The community united, bringing together people living with HIV (PLWH) alongside leadership of every AIDS Service Organization, the San Antonio Metropolitan Health District, the Center for Healthcare Services, and the Bexar County Ryan White Administrative Agency to form the End Stigma End HIV Alliance (ESEHA).

Responding to community calls for peer support, 12 members of ESEHA who are living with HIV and trained as peer mentors formed the Peer Mentor Initiative Working Group. They have assessed community capacity for mentorship through existing support groups, developed guidance for the role of peers and a platform for engagement, and created a framework for referrals.

ESEHA also supports an ongoing effort to engage youth in the fight to end the HIV epidemic. Health Justice Youth Council (HJYC) members do outreach and health education with youth organizations and community college students





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CITY OF SAN ANTONIO

and host advocacy events to raise awareness about sexual health.

To address health care associated stigma, ESEHA is undertaking a storytelling project that will combine empowerment of impacted communities with direct outreach to health care institutions. Stories will be gathered from Black and Latino MSM, transgender individuals, and Black women living with HIV to share their experiences with health care associated stigma.

Immigration Services and Faith Based Initiatives

San Antonio has introduced two new initiatives to engage two stakeholder groups and populations in the community. The Faith Based Initiative (FBI) seeks to build relationships and collaboration between the faith community, government agencies, non-profit organizations and community groups towards improving the lives of families and communities in need. The Immigration Community Liaison is committed to strengthening coordination and connection to services for the immigrant community.

FBI is composed of more than 100 volunteers who together identified community concerns from a faith perspective, with interfaith congregational leaders and community members actively participating. Interfaith working groups steer action teams that have created resourcing centers in congregations, placed reading buddies from congregations in schools, held a maternal health summit focusing on African American maternal health disparities, and executed Mental Health 101 classes in congregations.

The city's Immigration Services works with local stakeholder groups, nonprofit, and interfaith organizations to establish a network to coordinate and connect the immigrant community to needed services. The city funds legal services for residents with U.S. citizen family members who are at risk of deportation. Residents can contact community legal service providers to apply for free legal representation when they are facing deportation.

Stakeholders also developed a resource directory to provide information about organizations that offer services and support to immigrant

and refugee families in the areas of education, employment, housing, health, and legal services.

These two initiatives have also collaborated to create the Interfaith Welcome Coalition (IWC)—a faith-based collective that seeks to address the changing needs of at-risk immigrants, refugees, and asylum seekers.

SA Speak UP

Evaluation of demographic data from budget survey respondents found that the respondents did not reflect the population by race, gender, or region. To increase the engagement in survey responses from low-income communities of color, The Department of Government and Public Affairs (GPA) in collaboration with the City of San Antonio's Office of Innovation began the SA Speak Up campaign. The campaign began by distributing the annual budget survey in a grassroots style, both online and at existing community-wide events. This approach allowed GPA to go to where residents are to gather input from the community rather than asking residents to come to them. The campaign expanded this "go to where the people are" approach by providing audience-driven Spanish language and family-friendly events in geographic areas of disparities, targeting younger minorities in other geographic areas, mailing surveys, and administering the survey collection at more community-based venues.

This increased focus on equity and evaluation of current vehicles for public engagement found that trust and accountability in local government needed improvement. So, after the fourth-annual SA Speak Up campaign, requests were made to adopt principles and minimum standards to guide all public participation efforts. City council approved a resolution that commits to ten guiding principles of public participation. GPA also recommended expanding SA Speak Up to serve as the umbrella for all public engagement efforts. The city manager also signed an administrative directive that sets minimum standards for public participation for all city departments seeking input from residents.





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Chula Vista, California

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

Sumter, SC

This town of 40,000+ has championed an economic revival after losing much of its manufacturing base. The city works collaboratively with over 200 nonprofit, governmental, and business organizations to tackle key issues, one of which is the “Penny for Progress” capital improvements tax, which has raised millions of dollars through tax measures in 2008 and 2016 to fund projects identified by the collaborative partners mentioned above. They also partner with Shaw Air Force Base to serve veterans and ensure that the base is a vital part of the local economy and social infrastructure.

Increasing Talent Pipeline

Sumter was hit particularly hard by the 2008 recession, with unemployment rates that were among the highest in the nation and a local workforce that lacked the skills and education needed by new employers. A focus on economic development lured Continental Tire to the area and helped revitalize downtown. Most

importantly, a partnership with Central Carolina Technical College (CCTC) transformed an abandoned commercial facility and brownfield that blighted an entire block of the city’s historic downtown into a state-of-the-art Allied Health Center that provides education and training in the health sciences.

Sumter works with a wide variety of community partners to improve high school graduation rates and technical skills. Business and nonprofit partners provide internships, mentoring, and other assistance to help residents enter the workforce. Scholarships, career opportunity fairs, volunteer tutoring, recognition programs, and school events bring community members into the schools to help support students and connect them to jobs.

As a result of these efforts, new jobs have been created, downtown has been revitalized and the unemployment rate and per capita incomes in Sumter are near the national average.

Educate Your Mind-Empower Your Learning-Enrich Your Future

Employers in Sumter or those considering re-locating to Sumter often need employees with more skills, both technical and soft. In response, the city has worked with the school district and technical college to provide classes in interviewing skills, conflict resolution, and other skills at an early age, including by having industry professionals come to the classroom.

The city has also partnered with a technical college, school district, and business community on an extensive Science, Technology, Engineering and Math (STEM) program that included transforming an empty Walmart building into a “state-of-the art” Advanced Manufacturing Technology Training Center. The Center has classrooms, training programs in high-tech industries, a library, and other flexible space, with a plan to locate a vocational high school next to the facility in the future.

Local businesses work with the STEM program to provide customized training to future workers, including basic safety training, construction, mechatronics, machining and other programs. Students can enroll in the program as early as the tenth grade to complete two years of training simultaneously with their final two years of high school. Another program, eSTEAM Sumter, adds



arts and design components in family-friendly programs aimed at kids as young as preschool.

Support of Shaw

Sumter is home to over 16,000 veterans, many of whom served at Shaw Air Force Base, which is located within the town's borders and has been in the area for over 75 years. Residents of the community are proud of this affiliation and often show their allegiance and patriotism.

The city takes a team approach to working with retiring military service members and their families to make sure they have access to services, job training and placement, and housing that would allow them to stay in the area. Training and licensing programs help these individuals get local certification to help them find good jobs. A tuition assistance program offers scholarships at local colleges, even providing the few dollars that service members normally would have to pay themselves. The city also works with the air force base to help it avoid funding cuts and accommodate future growth by joining national lobbying efforts and reserving land around the base for possible expansion. In addition, the community supports over a dozen service clubs and associations involving service members and their families.

West Hollywood, California

The City of West Hollywood's robust civic infrastructure is highlighted by its strong culture of engagement among residents, outreach to populations historically left out in decision-making, and authentic communication. West Hollywood engages community groups in its city-wide planning process through a mix of public hearings, accessible online tools, and responsive and evolving development requirements. A key focus of West Hollywood has been the inclusion of typically marginalized populations in the decision-making process. West Hollywood has multiple boards, commissions and/or taskforces that strive to intentionally engage seniors, young adults, people living with HIV, transgender individuals and low-income residents. The city also prides itself on its trailblazing communications program which aims to authentically and creatively engage all residents. The city has been honored with dozens of professional communications awards in recent years in recognition of its distinct approach and unparalleled effectiveness.



Russian Speaking Population Outreach

In the beginning of its cityhood, many new immigrants from the former Soviet Union settled in West Hollywood and informal efforts to reach out to this community were unsuccessful.

Determined to break through the barrier, the city created the position of a Russian Outreach Coordinator, and overtime, other Russian-speaking staff were hired by the city and police department.

The Russian Advisory Board (RAB) was created to integrate the community into the city's decision-making process. The RAB offers an opportunity for community members to present their concerns, start dialogue, hear what is happening in the community and become involved in the programming of city activities.

The Russian Advisory Board has created important programs and events targeting the Russian-speaking community:



- **Russian Cultural Month-** a family-friendly month of events and special performances which celebrate Russian-American arts, crafts, music, food, and entertainment.
- **Annual Awards Ceremony-** Awards are given to the Russian-speaking community for Outstanding Community Service, Role Model of the Year, and Achievement in Business.
- **Year-Round Musical Events-** year-round array of events include Russian-American art exhibits, quarterly seminars for new and established businesses, concerts, dance festivals, and author/poet appearances.
- **Tributes and Memorials for Veterans-** two monuments were created in remembrance of Russian and Russian-American veterans and Holocaust survivors.

Since the establishment of the RAB, Russian-speaking residents have become members of other city commissions, advisory boards and task forces. The RAB gives immigrants better access to services such as health care, early childhood education, adult literacy, workforce training, economic development, and business entrepreneurship.

One City One Pride LGBTQ Arts Festival

The LA Pride Parade and Festival have taken place for the past 40 years in what is now the City of West Hollywood. At certain points in its long history, LA Pride has fallen under criticism for being less relevant, too focused on partying and/or commercial interests, and for lacking an educational component to teach people about LGBTQ history.

As such, the city convened a task force, which recommended the event “gradually extend the Pride Event to incorporate a month-long series of arts, film, cultural and social activities that celebrate the creativity and diversity of the West Hollywood/Los Angeles LGBT community.”

The City’s Arts & Cultural Affairs Commission (ACAC) has made the following modifications and enhancements to One City One Pride:

- **Grants-** are applied for by organizations who wish to present LGBTQ art projects in the month of June.
- **Arts Coordinator-** is now responsible for programming and principal coordination of the event.

- **Funding-** is now provided by the council in the amount of \$25,000.
- **Competition-** Artists now compete to design a poster each year. Submissions come from artists from six continents, including submissions from several countries where gay activity is illegal.
- **Themes-** now provide an annual focal point for programming.

To promote inclusiveness and equity, One City One Pride makes grants accessible to both arts organizations and individual artists. Additionally, the Transgender Arts Initiative (TAI) Grant addresses the historically low-representation of this community. Lastly, about 90% of One City One Pride programs are free to attend, making it accessible to anyone.

Homeless Initiative

LGBT youth and adults come to West Hollywood seeking safety and self-determination, but sometimes they lack adequate support networks and end up without housing. In addition, West Hollywood has a significant population of older adults living below the poverty line who are at risk of homelessness.

The West Hollywood Homeless Initiative was created to address these issues. This collaborative effort is led by city staff members, nonprofit social service providers, law enforcement, and Los Angeles County agencies.

Activities of the Homeless Initiative have included:

- A survey of the homeless community which provided a better understanding of demographics.
- Crisis Intervention Training provided deputies with tools to deal with mental health and substance abuse cases.
- Training of officers to address the impacts of homelessness.
- Social services such as outreach, substance abuse treatment, mental health programming and housing for homeless individuals.
- Contracts that provide street outreach teams, shelter beds, case management services, education, and employment.
- Linkages to care and substance recovery services that bring a team together to work with individuals experiencing chronic homelessness.



- A rental assistance program prevents community members from losing their housing.
- Economic empowerment program provides job training, resume coaching, and case management services to homeless and housing-insecure transgender community members.
- A full-time HIV specialist connects homeless community members living with HIV to medical care and other supportive services.

The city holds regular collaborative meetings with homeless service providers and HIV and substance abuse service providers to discuss new and continued attention to the barriers faced by individuals who are homeless.

Wichita, Kansas

The City of Wichita is committed to considering the perspectives of community members from all racial, ethnic and cultural backgrounds during decision-making processes. Project Wichita is a community-driven engagement initiative with nearly 100 organizations committed to a regional effort to engage diverse voices and establish a vision, guiding principles, and a 10-year action plan. Based on input from over 14,000 community members, Project Wichita produced a regional vision and action plan focused on the next 10 years. Focus groups offer another, smaller scale opportunity for residents to give feedback. The city schedules these events at times and places most convenient for the participants. Focus groups have discussed the Wichita Parks, Recreation, and Open Space Plan, as well as topics such as health, education, recreation, and business.

Wichita Police Department Strengthens Community Bonds

Because of the controversy in Ferguson, MO over the use of deadly force by a police officer, key figures in Wichita's minority communities began to mobilize, culminating in a series of local discussions branded as "No Ferguson Here."

During the series of meetings, citizens expressed anger and disappointment in the way their police force interacted with the community, accusing officers of racial profiling and excessive use of force.

Eventually, the discussions formulated four main goals:

- Requiring body cameras for the police force;
- Implementing crisis intervention training (CIT) for all officers;
- Creating an independent review board for officer-involved shootings and allegations of misconduct; and
- Increasing the culture of community policing.

The Wichita Police Department (WPD) took the claims seriously. Immediate changes included:

- Equipping all of patrol officers with body worn cameras.
- Making crisis intervention training (CIT) a priority; now one-third of commissioned officers are certified.

In 2016 Chief Gordon Ramsay arrived and forged ahead with the remaining two goals outlined by the #NoFergusonHere forums. Chief Ramsey agreed to create a civilian review board and revamp how police handled youth on the "gang list," which has been criticized for being too broad and too difficult to be removed from.

Additionally, Chief Ramsay began the development of the "God Squad," which is a group of African-American religious leaders who meet regularly with members of the WPD to share information and build partnerships.

The Department is committed to ongoing relationship building with members of each unique community, ensuring all citizens are treated fairly, equally, and with dignity.

Barriers to Accessing Healthy Foods

Many Wichita residents do not have access to healthy foods, with many living in the 44 square miles of food deserts. The *Hurdles to Healthy Food Access* assessment was commissioned to explore the barriers to healthy food consumption. The study included community engagement and key-informant interviews with residents of specific zip codes, chosen for their comparatively low median income levels and lack of availability of healthy and affordable food sources. The study identified six common factors of living in a low-healthy-food-access area.

To address the factors identified in the study, the Health & Wellness Coalition of Wichita (HWC)





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established a Food Policy Committee to engage the community in addressing food equity issues in Wichita. The Food Policy Committee advocates for policies that increase access to healthy foods, hosts community events, and develops programs that encourage healthy eating.

One focus of the committee has been partnering with schools to launch several initiatives aimed at providing breakfast to students who otherwise may miss the most important meal of the day. Schools have since expanded breakfast offerings to include extended serving times in cafeterias, grab-and-go breakfasts from carts or kiosks, and “second-chance breakfast,” in which students are offered breakfast after homeroom or first period. The school district is serving about 1,100 more breakfasts each day – a 45% increase.

The Food Policy Committee is also collaborating with residents, community partners, and experts to develop a Master Food Plan that will provide guidance on food policy issues.

League 42 and Open Streets ICT

Wichita has experienced widespread growth on its fringes and, as a result, City Center has suffered. League 42 and Open Streets ICT are two of the efforts aimed at reinventing and reinvesting in City Center.

League 42

McAdams Park rests in the heart of Wichita’s African-American community and during the time of racial segregation, served as a destination for racial minorities to swim, golf, and play baseball. Decades later, the park fell into a state of disrepair.

A handful of community leaders convened to discuss returning McAdams Park to its glory days. The plan focused on reintroducing inner-city youth to baseball. Community leaders organized as a non-profit, established a board of directors, recruited volunteers, and formed League 42, named after baseball legend Jackie Robinson, who wore the number 42.



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Since the program’s launch in 2011, Internet Essentials has helped **6 million Americans** get connected. **And we couldn’t do it without our amazing partner organizations.** Together we can bring the Internet home to even more individuals across the country and help transform even more lives.

Visit InternetEssentials.com/Partner to learn more.



Today, League 42 introduces youth baseball and provides structure and support through mentoring and education opportunities. In fewer than five years, League 42 has grown to more than 600 players and 50 teams.

Open Streets ICT

In 2016, a team of business, community, and government representatives thought that a public street would be a great way to unite the community, promote health and wellness, and have a great time. The result was Open Streets ICT, a free place-making event that closed a four-mile stretch of a major city streets to motorized vehicles and opened the street to community building, music, food, biking, outdoor recreation, and dancing. Residents were encouraged to join in the fun by visiting local businesses, restaurants, street vendors, and five major activity hubs.

PROUD TO BE AMONG THOSE WHO WALK THE WALK



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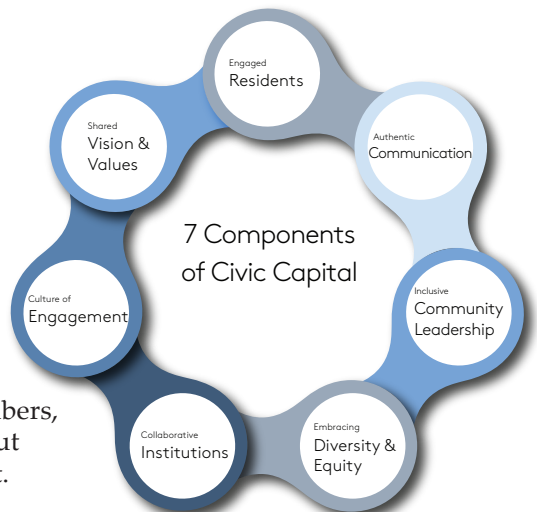
The Civic Index - the 4th Edition

The fourth edition of the National Civic League's Civic Index is now available. For more than 30 years communities of all sizes have used the Civic Index to measure their civic capital – the formal and informal relationships, networks and capacities that enable communities to solve problems and thrive.

Building on decades of work in communities, the fourth edition updates the Civic Index with a specific focus on equity and engagement; key components for healthy, thriving communities.

Use the Civic Index with gatherings of community members, partner organizations or staff to spark conversation about community strengths and areas in need of improvement.

Email ncl@ncl.org if you are interested in using the new Civic Index in your community.

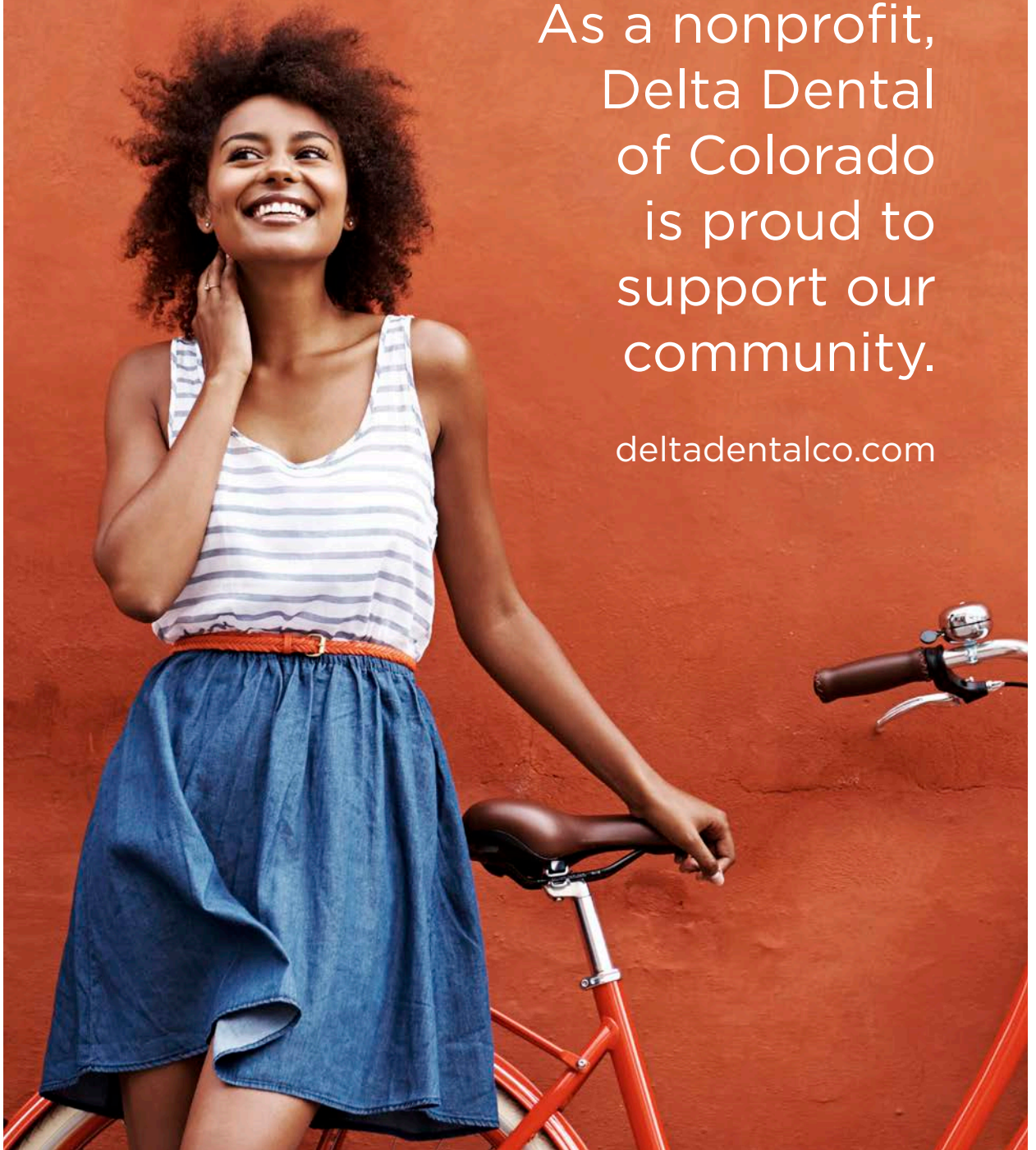


Download the Civic Index at: www.nationalcivicleague.org/civindex

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it's just a machine.**

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