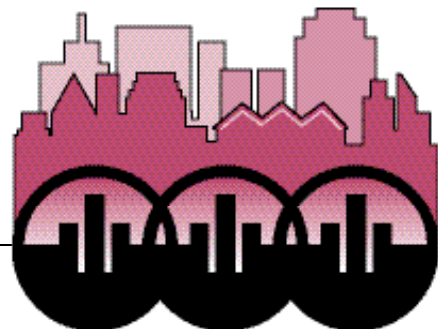


Partnership for Working Toward Inclusive Communities

2006

**Inclusive
Communities**



National League of Cities

Inclusive Communities



National League of Cities

1301 Pennsylvania Avenue, NW
Washington, DC 20004
www.nlc.org

February 1, 2006

Dear Local Elected Official:

Over many years, the National League of Cities and its members have shown a strong and continuing interest in what it takes to build inclusive communities, as well as an abiding belief in inclusion as a condition for community success. City and town officials can be proud of the work we have all accomplished together on these issues under past NLC presidents and leaders.

As President of the National League of Cities, I have dedicated myself and NLC to continuing in this spirit, to use this common thread that connects our work on equality, fairness, and democratic governance. This unifying thread is a commitment to the power of inclusiveness as a force for stronger, more successful communities.

NLC and its city and town members now must use the work and the passion of previous municipal leaders. We will raise awareness and focus attention on the importance and value of inclusive communities. Together, we will weave these efforts together to create continuing, collective, and sustainable action.

We will not complete this task, but we must move forward. It is not the time to shy away from this important issue, but instead it is the time for bold leaders to take risks and make a stand.

I encourage you to join with me in the Partnership for Working Toward Inclusive Communities; to pass a resolution reaffirming your community's commitment to promoting inclusion; and to proudly display a sign that serves as a daily reminder that your community is working towards a better future for all its citizens.

You can download the tool kit from our website at www.nlc.org. The kit includes information on how to join the Partnership; a return information and staff contact form; a sample Resolution/Proclamation; a list of examples of city action steps; and examples of inclusive city programs, policies, and activities.

I look forward to your support and participation in this effort.

Sincerely,

James C. Hunt, President
Councilmember,
Clarksburg, WV

**Partnership
for
Working
Toward
Inclusive
Communities**



JOIN the PARTNERSHIP:

Cities and towns around the country are joining NLC in the Partnership for Working Toward Inclusive Communities. Be part of the 2006 activities!

- ✓ **PASS A RESOLUTION** reaffirming your commitment to promoting inclusion in your community (a sample copy of a resolution is included in this tool kit).
- ✓ **SEND AN OFFICIAL COPY** of the resolution to NLC.
- ✓ **SEND THE ENCLOSED** return information and staff contact form to NLC (specific instructions are on the form) and we will follow up with you for additional information on what your community is doing.
- ✓ **WHEN NLC RECEIVES** your resolution and contact form, we will:
 - Enroll you in the Partnership, and
 - Send you one (1) sign for your community.

As a MEMBER of the PARTNERSHIP:

- ➡ Send NLC photos (digital photos are best) of the sign's installation including any ceremony that you hold in your community as well as information on any programs, policies, and activities that you currently have in place that promote inclusion, so that NLC can recognize and celebrate cities who are participating in the Partnership. Email this information to inclusive@nlc.org.
- ➡ Watch NLC's website and Nation's Cities Weekly for information on new activities and resources throughout the year.
- ➡ Use the information on the Inclusive Communities page on NLC's website, including the 2005 Futures Report, *Inclusive Communities for All*, and an annotated guide to NLC's resources, *Resource Guide for Working Toward Inclusive Communities*.
- ➡ Look for NLC President Jim Hunt to highlight the Partnership and the accomplishments of the participating cities and towns in his addresses to state leagues and in visits to cities throughout the year.
- ➡ Seize the opportunity to participate in NLC's Race Equality Week, September 25-29, 2006.
- ➡ Send NLC any information (again, including digital photographs) of any programs or activities you conduct as part of the Partnership. We will ask again for this information

Continued on next page.

JOIN THE PARTNERSHIP...

for Working Toward Inclusive Communities!

Continued from previous page.

in October 2006, so that your efforts can be celebrated at the Congress of Cities and in *Nation's Cities Weekly* leading up to the conference.

- ➡ Participate in special events at the 2006 Congress of Cities highlighting and celebrating the hard work and dedication of your city and other cities in the Partnership over the year.

The PARTNERSHIP WILL:

- Raise awareness and focus attention on the importance and value of inclusive communities.
- Motivate cities and towns to make a public commitment to building inclusive communities.
- Provide support to local officials in focused efforts around affordable housing, race and ethnic relations, and equal citizen participation in community decision-making.
- Share valuable insights, experience, and lessons learned among participating cities and towns.
- Recognize, publicize, and celebrate the work of cities and towns that join the Partnership.



PARTNERSHIP

for Working Toward Inclusive Communities!

SAMPLE PROCLAMATION/RESOLUTION

WHEREAS, *[Your city]* is committed to inclusion as a fundamental aspect of our community; and

WHEREAS, cities and towns are the best place to make inclusiveness an everyday priority; and

WHEREAS, local elected officials can and should lead the way forward in making inclusiveness a priority in America's cities and towns; and

WHEREAS, the National League of Cities has designed the Partnership for Working Toward Inclusive Communities to support cities and towns in their commitment to inclusion; and

WHEREAS, the National League of Cities and its members believe an inclusive community promotes equal opportunity and fairness; and

WHEREAS, the National League of Cities and its members believe an inclusive community promotes citizen participation and engagement; and

WHEREAS, National League of Cities President James C. Hunt, councilmember, Clarksburg, West Virginia, has invited local officials to join the Partnership for Working Toward Inclusive Communities and to make a commitment to building more inclusive communities in their own cities and towns.

NOW, THEREFORE, BE IT RESOLVED that *[Your city here]* hereby reaffirms our commitment to inclusion as a fundamental aspect of our community, pledges active efforts to seek to achieve that goal, and urges all citizens of *[Your city]* to join together to support this effort.

BE IT FURTHER RESOLVED that *[City name]* joins the Partnership for Working Toward Inclusive Communities.

Signed this *[Date]*

[Your name and city]



RETURN INFORMATION AND STAFF CONTACT FORM

ATTACH THIS FORM TO YOUR CITY'S OFFICIAL RESOLUTION AND SEND TO:

Partnership for Working Toward Inclusive Communities

National League of Cities

1301 Pennsylvania Avenue, N.W.

Washington, D.C. 20004

FAX: (202) 626-3043

- 1.** Please fill out the contact information of the Elected Official involved with the Partnership.

Name_____

Title_____

Name of Primary Staff Contact Person

*(if different from above)*_____

Address_____

Phone_____

Email_____

- 2.** If different from above, please fill out the contact information for where to send the Inclusive Community Sign.

Name_____

Title_____

Address_____

Phone_____

Email_____

Inclusive Communities



National League of Cities

1301 Pennsylvania Avenue, NW

Washington, DC 20004

www.nlc.org

SAMPLE PRESS RELEASE FOR INCLUSIVE COMMUNITIES

For Immediate Release

Date:

Contact:

(Name of City) Enters National Partnership to Foster Diversity and Inclusion

Today, *(Name of City, State)* joined a growing number of cities across the nation in a partnership to build inclusive communities through committed efforts to increase citizen participation and engagement, while promoting equal opportunity and fairness.

The *Partnership for Working Toward Inclusive Communities*, an effort led by the National League of Cities (NLC), unites city leaders who are working to support such issues as racial justice and inclusionary zoning as well as those who celebrate the diversity of race, religions and cultures in order to build communities that are accepting and representative of the differences among its citizens. Increased involvement by a wider representation of citizens in governmental activities will also be a hallmark of these inclusive communities.

"By joining this partnership, *(City Name)* is not only reaffirming its dedication to its citizens locally, but its commitment to building a nation of inclusion," said NLC President, James C. Hunt, council member from Clarksburg, West Virginia. "Through this partnership we hope to bring together the collective will of cities in order to build strong, viable communities across the nation."

As part of its commitment, *(Name of City)* has passed a resolution reaffirming its pledge to promote inclusion. The city will also display a sign that serves an indicator and daily reminder to its citizens that the city is working to build inclusive communities.

(Quote from City Leader, Mayor/Council Member)

Members of the Partnership will:

- Raise awareness and focus attention on the importance and value of inclusive communities;
- Motivate other cities and towns to make a public commitment to building inclusive communities;
- Provide support to local officials in focused efforts around affordable housing, race and ethnic relations, and equal citizen participation in community decision-making;
- Share valuable insights, experiences, and lessons learned among participating cities and towns; and
- Recognize, publicize, and celebrate the work of cities and towns that have joined the Partnership.

Hunt added, "I ask each city official to change your vocabulary from 'us' and 'them' to 'we.' When we join together to solve this problem, we bring together the collective will of the greatest country that has ever existed. We bring together the rich and the poor, the young and the old, the educated and the uneducated."

To learn more about the *Partnership for Working Toward Inclusive Communities*, go to www.nlc.org.

The National League of Cities is the nation's oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for 18,000 U.S. cities, towns and villages, which collectively serve 225 million people.

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WHAT CAN YOUR CITY DO?

Create Connections

Install the Inclusive Community Sign to announce to all citizens that this community promotes equal opportunity and fairness and citizen participation and engagement.

Provide educational opportunities designed to welcome and familiarize new residents with their community. These programs give new residents the occasion to learn more about their local government, gain awareness about local issues, and learn about the many opportunities for citizen involvement in community activities.

Display a welcome sign that reflects all the major languages spoken in your community.

Start a “language bank” of volunteer interpreters for all languages, including sign language, used in the community.

Reach out to various community organizations (such as religious, cultural, civic, and youth and elder-oriented) about the value of equal citizen participation in local government and the opportunities for involvement.

Initiate leadership development programs that provide residents with the knowledge and tools to develop grassroots solutions to neighborhood problems and concerns.

Conduct a survey of residents measuring how their local government represents and responds to their needs and problems.

Remove physical barriers that prevent citizens living with disabilities from participating in community activities.

Encourage Dialogue

Create a widely available community newsletter or website that discusses local issues, explains upcoming events and meetings, encourages citizen involvement, and offers the opportunity for citizen feedback.

Establish “town hall” meetings in which all members of the community are welcome to express their views and concerns about various issues affecting the city or town.

Create Citizen Advisory Panels that represent the different neighborhoods of your community and that work closely with one another and with city officials to identify problems and apportionment of resources.

Involve citizens in designing and planning city land use, such as for a new playground, downtown area, or a library.

Start a monthly “inclusion roundtable” to discuss critical issues facing your community.

Continued on next page.

WHAT CAN YOUR CITY DO?

Continued from previous page.

Celebrate

Hold a ceremony celebrating your community's installation of the Inclusive Community Sign.

Organize a series of city festivals that celebrate the multicultural nature of your community; invite all community organizations and groups of citizens to attend and participate.

Sponsor and endorse a community wide undoing racism day or week. Join with cities and towns across the country, September 25-29, 2006, and participate in NLC's "Race Equality Week." For more information on "Race Equality Week" please go to NLC's Equity and Opportunity Issue Page.

Hold a community-wide yard sale and use the proceeds to improve a park or community center in an underserved neighborhood.

Focus on City Employees and Policies

Pass a resolution (sample copy of resolution included in tool kit) reaffirming your city's commitment to building a more inclusive community.

Provide training for city employees focusing on dealing with diverse constituencies, recognizing cultural, religious, and other differences, and preventing discrimination.

Encourage people representing various ethnic populations to serve on city boards and commissions, and to run for elected office.

Value the input of every employee. Reward managers who do. Cast a wide net when recruiting new employees.

Review your city's charter to ensure that current government structures most efficiently and effectively handle the needs and concerns of the citizens.

Create a zero tolerance harassment policy for all government employees; define the policy in an employee handbook and on a poster displayed in a visible area of the office; and hold workshops and training sessions designed to educate employees about your city's policy, the different forms of harassment, and how to avoid such situations in the workplace.

Involve Youth

Conduct an essay contest to encourage children and youth to discuss the importance of equality for and participation by all citizens and to offer creative ways to accomplish this goal. Publish and publicize contest and winning essays with the local media.

Develop a curriculum designed to teach students about the importance of their local government. Focus on youth roles in the community and offer opportunities for hands-on experience in local governance.

Promote cultural understanding events at local schools where students are able to experience different cultures first-hand by exposure to food, music, art, and customs of various ethnic populations.

Continued on next page.

WHAT CAN YOUR CITY DO?

Continued from previous page.

Sponsor youth “town hall” meetings where your city’s youth can have a chance to express their opinions directly to local elected officials.

Organize joint projects involving schools from different sections of the community — and involve the parents in carrying out the projects.

Involve the Media

Issue a press release or hold a press conference announcing your community’s commitment to building a more inclusive community. Invite the media to the installation of the new Inclusive Community Sign.

Promote positive stories of inclusion in the local media to enhance the understanding of different groups of citizens living in the community and to gain broader support for community inclusion initiatives.

Educate and inform reporters, editors, and commentators of the local press about the importance of working towards a more inclusive community — allowing positive actions to be the focus of stories instead of pessimistic editorials or commentaries.

Provide regular updates to the media about progress on action steps in your community and upcoming inclusion activities.

Be a Model

Be a visible supporter and champion for this effort.

Encourage others to join the effort — even though it can be difficult, challenging, and uncomfortable.

Pay attention to your own behavior.

Look for resources — books, articles, organizations, people — to broaden your awareness of issues related to inclusion. Use NLC’s Resource Guide to Inclusive Communities to find helpful NLC publications.

Stay focused on the goal of promoting an inclusive community.

Be patient — start small and build on success.

Practice what you preach — accept other’s ideas; reach out to others who are from different backgrounds; encourage the participation of all community members; and work to move beyond tolerance to true inclusion and equality.

Inclusive Communities



National League of Cities

1301 Pennsylvania Avenue, NW

Washington, DC 20004

www.nlc.org

INCLUSIVE COMMUNITIES

Examples of Programs for Cities

Comprehensive Programs

Democratic Governance and Civic Involvement

Disabilities

Economic Disparity and Poverty

Education and Youth

Housing and Community Development

Racial Justice

Comprehensive Programs

Inclusive Community Statement

Riverside, California

Population: 255,166

Address: City of Riverside

Office of the Mayor

3900 Main Street

Riverside, CA 92522

Contact: (951) 826-5551

Riverside has an Inclusive Community Statement that is based on fairness of treatment, recognition of rights, acceptance of responsibilities, commitment to equality, and dedication to expanding opportunities for all. It is based on the belief that residents of Riverside should assume the responsibility of facing the challenges and embracing the opportunities created by diversity. The statement includes individual, group, and institutional commitments. Various community organizations and institutions endorse the statement that includes a set of principles designed to build an inclusive community. The statement and endorsing organizations are available on the city's website.

Source: Building a more inclusive community. www.riversideca.gov/mayor/inclusive.asp, (Jan. 24, 2006) Riverside, CA: City of Riverside.

Find it on the Web at: <http://www.riversideca.gov/mayor/inclusive.asp>

Vision for Growing an Inclusive City

Washington, District of Columbia

Population: 572,059

Address: City of Washington

Executive Office of the Mayor

1350 Pennsylvania Avenue, NW,

Suite 600

Washington, DC 20004

Contact: (202) 727-2980

Started in: 2004

Washington, DC's "A Vision for Growing an Inclusive City" is a document that lays the foundation for community dialogue to guide updates to the city's comprehensive plan. The Vision establishes the basic premise that the city must grow inclusively to achieve its full potential and outlines a new way of organizing the comprehensive plan with a focus on three major challenges: creating successful neighborhoods, increasing access to education and employment, and connecting the whole city. Local government officials invited residents from all neighborhoods and backgrounds to participate in its development as a way to engage them in making key decisions shaping the city's future, and to raise their awareness of the challenges it faces.

Source: Vision for growing an inclusive city. planning.dc.gov/planning/cwp/view,a,1354,q,614757.asp, (Jan. 24, 2006) Washington, DC: City of Washington.

Find it on the Web at: <http://planning.dc.gov/planning/cwp/view,a,1354,q,614757.asp>

Continued on next page.

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Democratic Governance and Civic Involvement

Citizen Participation Plan Ashland, Oregon

Population: 19,522

Address: City of Ashland
20 East Main Street
Ashland, OR 97520

Contact: City Hall (541) 488-6002

The goal of Ashland's Citizen Participation Plan is to provide a menu of choices for including citizens' voices in decision-making. The plan outlines major principles, citizen expectations and responsibilities, elected official's roles and responsibilities, city staff roles and responsibilities, and phases of the public engagement process. The engagement process includes 12 phases: issue generation and identification, identification of process parameters, clarifying decision-makers, goals and timeline determination, citizen participation process determination, laying the foundation and information gathering, launch the process, project completion, decision-making, implementation, and evaluation phases.

Source: City Report.

Find it on the Web at: <http://www.ashland.or.us/Page.asp?NavID=116Disabilities>

Vision Plan Breckenridge, Colorado

Population: 2,408

Address: Town of Breckenridge
Community Development Department
150 Ski Hill Road
PO Box 168
Breckenridge, CO 80424

Contact: Laurie Best, Planner (970) 453-3160
Email: laurieb@townofbreckenridge.com

Breckenridge, located in a popular ski area, solicited citizens' input on the town's future. A Vision Plan developed in 2000 by a citizens' advisory committee continues to inform strategic planning. Citizens shared views on Breckenridge's character and priorities for growth in public meetings, stakeholder interviews, and an online survey. The final Vision Plan was adopted unchanged in August 2000 and remains available to the public. A Marketing Vision Plan, modeled on the original, is in development.

Source: Breckenridge builds vision from challenging crossroads. Colorado Municipalities, v81 n1 (Feb. 2005) p5, Denver, CO: Colorado Municipal League.

Find it on the Web at: <http://www.townofbrecken->

ridge.com/index.cfm?d=standard&b=1&c=6&s=122&p=1881&page=visionplan

Citizen-Based Budgeting Davenport, Iowa

Population: 98,359

Address: City of Davenport
226 West Fourth Street
Davenport, IA 52801

Contact: Alan Guard, Budget Manager (563) 326-7789
Email: aeg@ci.davenport.ia.us

Davenport's Citizen-Based Budgeting (CBB) process allows citizens to affect the budget, and allows the city to educate citizens about various financial challenges. The process involves five distinct steps: evaluation, education and feedback, budget development, budget implementation, and monitoring and reporting. During the evaluation stage, the city conducts a citizen survey and a focus group to measure the quality of various city services and to identify significant issues for discussion in the second stage, education and feedback. The city then hosts a series of forums, or Community Connectors, to present the survey results and further discuss the issues identified with citizens face-to-face. The forums are also used as an opportunity to inform and explain about city finances and the challenges Davenport faces. Using the information gathered through the surveys and the Community Connectors, departments develop base budgets and work with the council to develop the final budget.

Source: National League of Cities Democratic Governance Project.

Department of Neighborhoods Seattle, Washington

Population: 563,374

Address: City of Seattle
Department of Neighborhoods
PO Box 94649
Seattle, WA 98124-4649

Contact: Yvonne Sanchez, Director (206) 684-0464

Seattle's Department of Neighborhoods brings government closer to its residents by engaging them in civic participation, empowering them to make positive contributions to their communities, and involving more of Seattle's under-represented residents, including communities of color and immigrants, in civic discourse, processes, and opportuni-

Continued on next page.

Democratic Governance and Civic Involvement, *continued*

ties. The Department has five major operating functions: Administration and Historic Preservation, Community Building, Operations and Customer Service, Office for Education, and Research and Prevention. Programs in the department that help the city address the mayor's priorities include the Neighborhood Matching Fund and Neighborhood Service Centers. The Neighborhood Matching Fund awards money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, and planning projects. Thirteen Neighborhood Service Centers link city government to Seattle's neighborhoods and serve as payment sites for utilities and other services such as pet licenses and passport applications.

Source; Department of Neighborhoods.
www.seattle.gov/neighborhoods, (Jan. 10, 2006)
Seattle, WA: City of Seattle.

Find it on the Web at:
<http://www.seattle.gov/neighborhoods>

Neighborhood Alliance Program Owensboro, Kentucky

Population: 54,067

Address: City of Owensboro

Neighborhood Alliance Program

PO Box 10003

Owensboro, KY 42302-9003

Contact: Tracy McQueen Marksberry, Community
Coordinator (270) 687-8557

Email: Marksberrytm@owensboro.org

The Owensboro Neighborhood Alliance Program has 12 neighborhood alliance boards representing all neighborhoods in the city. The program was created to make government more responsive to its citizens and to help citizens help themselves. The neighborhood alliances work with the city to combat problems in their neighborhoods and provide input to the city on major initiatives and services. This program received the 2004 Enterprise City Award, population over 40,001, presented by the Kentucky League of Cities.

Source: 2004 Kentucky League of Cities Enterprise City Awards

Find it on the Web at:
<http://www.owensboro.org/NeighborhoodAlliances>

Continued on next page.

Disabilities

North Metro Miracle League Adapted Sports Complex Alpharetta, Georgia

Population: 34,854

Address: City of Alpharetta

2 South Main Street

Alpharetta, GA 30004

Contact: Amanda Day (678) 297-6018

Email: aday@alpharetta.ga.us

Alpharetta and the North Metro Miracle League's Adapted Sports Complex provides children with disabilities the opportunity to play baseball. When the League decided to build the Adapted Sports Complex with a rubberized surface baseball field, handicapped accessible playground, and large pavilion, Alpharetta contributed park land, acquired a grant to help build the multi-purpose facility, and lent the League enough money for the timely completion of the entire project. This program won the 2005 Howland Gold award in the Under 50,000 category and was featured in the 2005 City Showcase at NLC's Congress of Cities in Charlotte, North Carolina.

Source: 2005 Howland Awards Application.

Information Center for People With Disabilities Long Beach, California

Population: 461,522

Address: City of Long Beach

Public Library

101 Pacific Avenue

Long Beach, CA 90822

Contact: Laurel C. Pryszazny, Manager, Main Library

Services (562) 570-6420

Email: lpryszazny@lbpl/org

Long Beach, through its Public Library, in partnership with several local agencies serving people with disabilities, created the Information Center for People With Disabilities (ICPD). Staffed by peer volunteers, this technology center offers computers with software and hardware designed for people with disabilities. In addition to technological resources, large print books and audio books are also available. This program received the League of California Cities 2004 Helen Putnam Award for Excellence in the Community Services and Economic Development Category.

Source: 2004 League of California Cities Helen Putnam Award for Excellence.

Residents with Disabilities Advisory Board Irvine, California

Population: 143,072

Address: City of Irvine

PO Box 19575

Irvine, CA 92713

*Contact: Stacey Mickey, Community Services Supervisor
(949) 724-6633*

Email: smickey@ci.irvine.ca.us

The Irvine Residents with Disabilities Advisory Board is made up of residents who are concerned about accessibility issues for the 15 percent of the city's population which is disabled. While 51 percent of the board members must be persons with disabilities, nine of the 12 members are disabled, and others have children with disabilities or work in a field related to disabilities. The board helps the city create solutions to transportation problems, and organizes monthly recreational events for adults with developmental disabilities. The city provides quarterly brochures with information about events and opportunities for disabled adults. Irvine won the National Organization on Disability's Accessible America Award.

Source: Board addresses accessibility needs.

Downtown Idea Exchange, v50 n21 (Nov. 1, 2003) p3-4, New York, NY: Downtown Research & Development Center.

Accessibility Design Guidelines Harrisburg, Pennsylvania

Population: 48,950

Address: City of Harrisburg

Department of Building and Housing Development

10 North 2nd Street, Suite 206

Harrisburg, PA 17101

Contact: Terri M. Martini, Director (717) 255-6480

Harrisburg's Accessibility Design Guidelines booklet provides small business owners with helpful tips and instructions for making properties more accessible to the disabled. The publication focuses on exterior accessibility issues for existing buildings, including suitable ramps, thresholds, and door features. It includes descriptions and pictures of successful renovations that help business owners, builders, and planners assess existing buildings. The manual also outlines financial incentives and tax programs for businesses that increase accessibility. The booklet is produced with input from

Continued on next page.

the Center for Independent Living of Central Pennsylvania and the Accessible Communities Today citizens advocacy group. It is available free of charge.

Source: Press Release.

Find it on the Web at:

<http://www.harrisburgpa.gov/pressReleases/prArchives/2005/07/city%20accessibility.htm>

Therapeutic Recreation Program Charlottesville, Virginia

Population: 45,049

Address: City of Charlottesville
Parks and Recreation Department
120 7th Street
PO Box 911
Charlottesville, VA 22902

Contact: Mildred Spicer, Recreation Supervisor (434) 970-3264
Email: spicer@charlottesville.org

Charlottesville's Therapeutic Recreation Program provides residents with disabilities a variety of recreational options. The goals of the program are to pro-

vide recreational opportunities for individuals with disabilities, to enable participants to improve their self-esteem and independence, to develop and enhance safe and healthy life skills while providing fun activities, and to raise public awareness of and acceptance for individual differences. Offerings include a wheelchair basketball team, an educational puppet program, recreation classes, the therapeutic supper club, the therapeutic summer playground program, therapeutic overnight and day trips, and therapeutic softball. The program also sponsors an annual art exhibit and the publication of a poetry book. It serves over 350 participants, and about 40 volunteers contribute their services to the program. This program is the recipient of the International City/County Management Association 2005 Award for Programs for the Disadvantaged, population 10,000 to 49,999.

Source: Award programs for the disadvantaged in memory of Carolyn Keane. Public Management, v87 n8 (Sep. 2005) p11, Washington, DC: International City/County Management Association.

Find it on the Web at: <http://www.charlottesville.org/default.asp?pageid=AABA65C1-8683-485C-BC1B-11743B0F2B9C>

Economic Disparity and Poverty

Poverty Reduction Action Plan Savannah, Georgia

Population: 131,510

Address: City of Savannah

Economic Development

PO Box 1027

Savannah, GA 31402

Contact: Julie Lamy, Economic Development

Administrator (912) 651-3653

Email: jlamy@savannahga.gov

Savannah's Poverty Reduction Action Plan results from extensive research by the Anti-Poverty Task Force and the University of Georgia's Initiative on Poverty that finds strong links between levels of poverty and future economic development. Despite significant economic development and improvement in the last few decades, economic growth did not include a reduction in poverty. An analysis of income growth found that the rate of poverty is not declining, is disproportionate by race, and that educational attainment is low. In addition, female heads of households are moving out of poverty more slowly while the disparities between rich and poor are growing. The task force's action plan commits to developing an educated work force, improving access to quality jobs, supporting working families, helping families build assets, and building quality neighborhoods.

Source: Savannah acts on link between poverty, economic development. by Phyllis Furdell, Nation's Cities Weekly, v28 n19 (May 9, 2005) p10, Washington, DC: National League of Cities.

Find it on the Web at: [http://www.ci.savannah.ga.us/cityweb/webdatabase.nsf/0/d21dda8f64881d0a852570060063a5e0/\\$FILE/Poverty_Plan_rev0405.pdf](http://www.ci.savannah.ga.us/cityweb/webdatabase.nsf/0/d21dda8f64881d0a852570060063a5e0/$FILE/Poverty_Plan_rev0405.pdf)

Family Economic Success Plan San Antonio, Texas

Population: 1,144,646

Address: City of San Antonio

115 Plaza de Armas, Suite 220

San Antonio, TX 78205

Contact: John Scarfo (210) 207-5007

Email: jscarfo@sanantonio.go

The objectives of San Antonio's Family Economic Success Plan (FESP) are to improve the economic security of low-income families by building wealth and protecting assets through use of tax credits, savings, and financial literacy training, and to expand

the city's capacity to provide services by facilitating the development of partnerships among supporters and providers of services to low-income working families. Through FESP, the city provides opportunities for working individuals and families to achieve economic success through principally three strategies: asset building, asset protection, and capacity building. During the 2004 tax-filing season, the city helped complete 15,200 tax returns, a 58 percent increase compared to the prior year. More than \$22 million in tax refunds were returned to San Antonio's lower income tax payers through this program. This program was featured in the 2004 City Showcase at NLC's Congress of Cities in Indianapolis, Indiana.

Source: 2004 City Showcase Application

Poverty Reduction Policy Strategy Dayton, Ohio

Population: 166,179

Address: City of Dayton

101 West Third Street

Dayton, OH 45402

Contact: Dean Lovelace, Commissioner (937) 333-3644

Email: dean.lovelace@cityofdayton.prg

Dayton passed a resolution (No. 4708-95) that calls for the creation of a multifaceted approach to fighting poverty in the city. The resolution establishes a Poverty Reduction Policy Strategy to guide the city's policies. It includes making entry level city employment more available to welfare recipients, creating an Employment Opportunities Center, increasing adult literacy, and creating agreements with local training agencies to ensure that residents were prepared for employment. In addition, the resolution calls for aggressive recruitment of businesses to the city, to provide living wage jobs with advancement potential. It also calls for increased education quality and providing seasonal employment for low income youth. Finally the resolution seeks to increase home ownership, provide affordable rental units, and to rebuild distressed neighborhoods throughout the city.

Source: Resolution No. 4708-95. by City of Dayton, Dayton, OH: City of Dayton.

Continued on next page.

Center for Women's Employment and Education

Jurisdiction: Denver, Colorado

Population: 554,636

*Address: Center for Work Education and Employment
1175 Osage Street, Suite 300
Denver, CO 80204*

*Contact: Nancy Olson, Development Director
(303) 892-8444 ext. 312*

Email: nolson@cwee.org

The Center for Work Education and Employment (CWEE) operates on the principle that skill building, self-empowerment, and work opportunities enable low income women and men on welfare to achieve self-sufficiency. Through partnerships with corporations and nonprofit foundations, CWEE provides single parents with employment opportunities and support services to help them break the cycle of welfare dependency. CWEE uses team case management to identify and address the needs of its participants, dispatching staff as needed to handle legal issues, to teach time management or conflict resolution techniques, and to make referrals to other services. A \$20,000 program enhancement grant from the Urban Institute allowed CWEE to design and implement an extensive evaluation component. The evaluation process revealed that sixty-eight percent of clients who complete job training found jobs paying an average hourly wage of \$8.02 and that 71 percent still worked after one year.

Source: What's working in welfare. www.what-works.com/promising/frame.html, (Nov. 4, 1998) Chicago, IL: Center for What Works.

Find it on the Web at: <http://www.cwee.org>

Milwaukee Community Outreach Partnership Center

Milwaukee, Wisconsin

Population: 596,974

*Address: University of Wisconsin
Milwaukee Graduate School
PO Box 430
Milwaukee, WI 53211*

*Contact: Reinhold J. Hutz, Associate Dean for Research
(414) 229-5920*

Email: rjhutz@uwm.edu

The Milwaukee Community Outreach Partnership Center, part of the University of Wisconsin-Milwaukee, collaborates with the city, the local technical college, the local school district, and community business organizations to attack unemployment in Milwaukee's most depressed neighborhoods. The Center acts as a voice of those it serves by surveying them on their needs and experiences with employment. Survey results are forwarded to area employers to aid them in developing their employment strategies. In doing so, individuals have better opportunities for jobs, and neighborhood labor forces are strengthened. To help it continue its work in the community, the University receives a Community Outreach Partnership Centers grant from the U.S. Department of Housing and Urban Development.

Source: Colleges & communities: partners in urban revitalization. (Mar. 1998) p24, Washington, DC: U.S. Department of Housing and Urban Development.

Education and Youth

School Accountability Plan New Haven, Connecticut

Population: 123,626

Address: City of New Haven

Education Department

Gateway Center

54 Meadow Street

New Haven, CT 06510

Contact: (203) 946-8888

New Haven's district-wide school accountability plan defines roles and responsibilities for the entire community in contributing to the success of every child entering the public schools. The plan lays out principles for improving education including setting clear expectations for performance, focusing on student growth in addition to point-in-time performance, and using multiple valid and reliable indicators in accountability decisions. It also includes recognizing shared responsibility for student success and rewarding and recognizing success in addition to imposing sanctions for failure. The responsibilities and performance expectations are for the central office and district, individual schools, principals and school leaders, teachers, students, and parents. The plan draws upon national experts in child development, school reform, and public engagement to provide leadership and credibility.

Source: Stronger schools, stronger cities. by Audrey M. Hutchinson, Denise Van Wyngaardt, (2004) p33-37, Washington, DC: National League of Cities.

Municipal Leadership in Education Charleston, North Carolina

Population: 96,650

Address: City of Charleston

Mayor's Office of Children, Youth, and Families

32 Ann Street

Charleston, SC 29403

Contact: (843) 965-4190

Email: mocyf@ci.charleston.sc.us

Charleston's Municipal Leadership in Education (MLE) Initiative reconnects the community with its public schools by providing and supporting initiatives which equip children with the academic, social and technological skills to succeed in the 21st century. It began with a community forum followed by 14 community sector meetings where participants identified challenges and roadblocks that limit public engagement in education. The MLE Initiative resulted in two ongoing public engagement projects. The Support Our Students

(SOS) tutor/mentor program provides recruitment, training, and placement of volunteer tutors/mentors at school sites throughout the summer. The city sponsored annual First Day Festival, held the first Sunday before the first day of school, provides entertainment, free school supplies, food, and information about student support services. In addition, on the first day of school businesses are asked to give employees who are parents time off to come to school with their children. The initiative involves the Mayor's Office of Children, Youth, and Families, civic and business leaders, teachers, faith-based leaders, parents, senior citizens, nonprofit service providers, volunteers, and youth.

Source: Stronger schools, stronger cities. by Audrey M. Hutchinson, Denise Van Wyngaardt, 2004 p7-12, Washington, DC: National League of Cities.

Find it on the Web at:

<http://www.ci.charleston.sc.us/dept/?nid=13>

Alive... and Loving Life Los Gatos, California

Population: 28,592

Address: Los Gatos/Monte Sereno Police Department

110 East Main Street

PO Box 949

Los Gatos, CA 95031

Contact: Tim Morgan, Sergeant (408) 354-8600

Email: tmorgan@losgatosca.gov

Los Gatos' Alive...and Loving Life program addresses the multi-faceted culture of high-risk behavior. Challenges to starting this program included educating adults and parents about allowing this behavior, youth with money to spend, limited healthy activities for the youth, and limited level of cohesive collaboration between schools, local government, community organizations, and community members. As a result of numerous meetings, an under 21 club was created, a music concert series developed, a youth commission to give them a "voice" created, and high school and middle school based programs for diversity appreciation and relationship building between police and youth were established. This program earned the League of California Cities 2004 Helen Putnam Award for Excellence in the Public Safety Category and was a Grand Prize winner.

Source: 2004 League of California Cities Helen Putnam Award for Excellence.

Find it on the Web at: <http://www.cacities.org/index.jsp?zone=wcm&previewStory=22696>

Continued on next page.

Youth in Government/Youth in Action Hampton, Virginia

Population: 146,437

Address: City of Hampton

22 Lincoln Street

Hampton, VA 23669

Contact: Cindy Carlson (757) 728-3280

Email: ccarlson@hampton.gov

Hampton's Youth in Government / Youth in Action initiative offers a pyramid of opportunities for youth, including simple projects and community service, to advisory functions and shared leadership in which young people perform important policy and planning functions. Through the various opportunities, youth address issues that are important to them as well as to the city, such as race relations, neighborhood safety, and transportation. In 2004, approximately 125 youth held paid, intern, or volunteer positions within local government and its boards and commissions. An additional 500+ held similar roles throughout the community. This citywide initiative was selected as a finalist in the 2004 Innovations in American Government Awards. This program was featured in City Showcase 2003 at NLC's Congress of Cities in Nashville, Tennessee and in the 2004 City Showcase at NLC's Congress of Cities in Indianapolis, Indiana.

Source: 2003 City Showcase Application.

Find it on the Web at:

<http://www.hampton.gov/foryouth>

YouthPower Holyoke, Massachusetts

Population: 39,838

Address: Nueva Esperanza, Inc.

401 Main Street

Holyoke, MA 01040

Contact: Imre Kepes, Co-director, El Arco Iris

(413) 536-6956

The YouthPower project brings Holyoke children into the neighborhood planning process and enables them to assume significant roles in shaping their environment. Past accomplishments for children of the YouthPower project include painting public murals, renovating park spaces, developing community maps, creating street banners, and serving as leaders in neighborhood planning workshops. A local university publishes the "YouthPower Guide," a manual aimed at young people which discusses the planning process. The Guide gives details about YouthPower's successful activities and explains how other young people can become involved in their own neighborhood planning processes. The program received a 2000 American Planning Association (APA) award for an outstanding public education program.

Source: El Arco Iris YouthPower program. by Kim McKeggie, APA Journal, v66 n4 (Apr. 2000) p14-15, Chicago, IL: American Planning Association.

Housing and Community Development

Affordable Housing Ordinance San Diego, California

Population: 1,223,400

Address: City of San Diego

Development Services

1222 First Avenue, MS 301

San Diego, CA 92101

*Contact: Todd Phillips, Senior Program Analyst,
Housing Commission (619) 578-7558*

Email: DTODDP@SDHC.ORG

San Diego has an ordinance (No. 142.1300) that requires all residential developments of two or more units to include a ten percent affordable housing component. An inclusionary zoning working group, that included developers, conducted a detailed economic analysis of the potential impact of a citywide ordinance, and it convinced developers that they would be able to do business under the new law. The ordinance does not provide incentives or cost offsets for building affordable units because the economic analysis indicated that developers can easily cover the cost of affordable units through the sale of market-rate units. Developers can, however, opt to make a fee-in-lieu payment based on the square footage of the entire project, instead of building the actual affordable units. The inclusionary housing requirements can also be satisfied by providing the same number of units at another site within the same community planning area.

Source: Inclusionary housing: proven success in large cities. by Nicholas J. Brunick, *Zoning Practice*, n10 (Oct. 2004) p4-5, Chicago, IL: American Planning Association.

Find it on the Web at: <http://www.sandiego.gov/development-services/news/pdf/ahinfo532.pdf>

Inclusionary Zoning Program Longmont, Colorado

Population: 71,093

Address: City of Longmont

Civic Center Complex

350 Kimbark Street

Longmont, CO 80501

*Contact: Kathy Fedler, CDBG and Affordable Housing
Programs Coordinator (303) 651-8736*

Email: kathy.fedler@ci.longmont.co.us

In response to rising housing prices, Longmont passed an Inclusionary Zoning Ordinance and launched a series of affordable housing programs. The

Inclusionary Zoning Program requires housing developments to reserve at least 10 percent of their units for affordable housing. The Community Housing Program offers the rental homes constructed under the IZ Program to residents at or below 50% of the area median income and owner homes at sales prices affordable to residents below 80% of the area median income and assures that they remain affordable for 10 to 20 years. Under the Developer Incentives Program, development fees are waived for participating developers and the city offers additional incentives (expedited plan review processing, waives additional development fees, etc.) to those that offer more than the minimum number of affordable units or offer units at lower rent or sales prices. Longmont also provides Down Payment Assistance and gap financing through its Community Development Block Grant Program and its Affordable Housing Fund.

Source: Communities open doors with affordable housing. Colorado Municipalities, v80 n5 (Oct. 2004) p12, Denver, CO: Colorado Municipal League.

Find it on the Web at: <http://www.ci.longmont.co.us/cdbg/housing/index.htm>

Spectrum Keene, New Hampshire

Population: 22,563

Address: City of Keene

Housing Authority

105 Castle Street

Keene, NH 03431-3307

*Contact: Lola Grab, Development Officer (603) 352-6161
ext. 304*

Email: lgrab@kha.org

Keene Housing Authority's Spectrum Program helps prepare residents for self-sufficiency by simulating private market conditions through the use of step rents. If necessary, Spectrum allows residents to participate in workfare in lieu of rent, and provides a Safety Net program for residents who experience financial setbacks caused by circumstances beyond their control. This program won a 2001 Award of Merit in Housing and Community Development from the National Association of Housing and Redevelopment Officials.

Source: 2001 agency awards of merit in housing and community development. (2001) p23, Washington, DC: National Association of Housing and Redevelopment Officials.

Continued on next page.

Housing and Community Development, *continued*

Homebuyer Assistance Program

Irving, Texas

Population: 191,615

Address: City of Irving

Housing and Human Services Department

2520 W. Irving Blvd, Suite 300

Irving, TX 75061

Contact: Vivian L. Ballou (972) 721-4800

Email: vballou@ci.irving.tx.us

The goals of Irving's Homebuyer Assistance Program are to increase homeownership in neighborhoods, assist low- to moderate-income households with home purchases, rehabilitate existing affordable housing stock, and leverage private monies for these purposes with Federal grant funds. The city provides homebuyers with down payment, closing cost, mortgage buy-down, and minor repair assistance. For the purchase of existing units, applicants with incomes between 30 and 50 percent of the median can receive up to \$15,000, and applicants with incomes between 51 and 80 percent of the median can receive up to \$10,000. Assistance for the purchase of a newly constructed unit is up to \$30,000 for down payment, closing cost, mortgage buy-down, and interest rate reduction. This program was featured in the 2004 City Showcase at NLC's Congress of Cities in Indianapolis, Indiana.

Source: 2004 City Showcase Application.

Subdivision Revitalization

Westland, Michigan

Population: 86,602

Address: City of Westland

Department of Housing and Community

Development

32715 Dorsey Road

Westland, MI 48186-4755

Contact: James Gilbert, Director (734) 595-0288 ext. 222

Email: jgilbertwh@comcast.net

Westland pursued an initiative which included a variety of projects to revitalize the Carver subdivision, part of a distressed neighborhood in a geographically isolated part of the city. The cornerstone of the initiative was the development of a new fire station and adjacent playground which helps reconnect the neighborhood with the city government and acts as a catalyst for more development. The one million dollar project was funded with state money and a Community Development Block Grant (CDBG). Other projects included the exterior clean-up of eyesore structures, the removal of numerous neglected structures, interior renovation of existing housing, and construction of new infill housing. A special program for homebuyers provides low- and moderate-income families up to \$5,000 in down payment and closing cost assistance.

Source: Westland: subdivision revitalization required creativity. by James Gilbert, Michigan Municipal Review, v74 n10 (Dec. 2001) p22-23, Ann Arbor, MI: Michigan Municipal League.

Continued on next page.

Racial Justice

Unity Project Clarksburg, West Virginia

Population: 16,743

Address: Unity Project

522 Musgrave Street

Clarksburg, WV 26301

Contact: James Hunt, Director (304) 622-5621

Email: thehuntgroup@msn.com

Started in: 1999

Clarksburg's Unity Project addresses racism and raises awareness of diversity issues. It grew out of the community's desire to evaluate its understanding of racism and diversity following a visit to Clarksburg by the Ku Klux Klan. The basic tenets of the project are to add value to existing community activities, to be grass roots driven and to avoid commercial dominance. When an existing activity is identified, the Unity Project looks for ways to make it a success, sometimes taking a leadership role, sometimes a supporting one. The Project gives advice and counsel to groups who ask, facilitates community dialogue with the West Virginia Human Rights Commission, provides needed awareness opportunities in the Central West Virginia area, and is a model for other communities which have started similar projects. This program was runner up in the 2000 City Cultural Diversity Awards, under 25,000 population category, sponsored by NLC's National Black Caucus of Local Elected Officials (NBC-LEO).

Source: 2000 Innovation Awards Application 2000 National Black Caucus of Local Elected Officials City Cultural Diversity Awards Application.

Find it on the Web at:

<http://www.wvunityproject.com>

Expanded Outreach Program Bellingham, Washington

Population: 67,171

Address: City of Bellingham

Police Department

505 Grand Avenue

Bellingham, WA 98225

Contact: Sgt. Florence Simon (360) 676-6920

Email: fsimon@cob.org

The Bellingham Police Department's Expanded Outreach program uses a multi-level approach with

individual volunteer outreach officers to promote a clear commitment to honor and support community diversity. By working side by side with citizens, the department demonstrates that it works to support the community. The goal of the program is to expand inclusion by encouraging participation in departmental activities. Bellingham received the 2004 Diversity Champion of the Year Award from the Association of Washington Cities.

Source: 2004 Association of Washington Cities Diversity Champion Awards.

Together Effectively Achieving Multiculturalism (TEAM) Westport, Connecticut

Population: 25,749

Address: Town of Westport

110 Myrtle Avenue

Westport, CT 06880

Contact: Barbara H. Butler, Human Services Director

(203) 341-1066

Email: BButler@ci.westport.ct.us

Together Effectively Achieving Multiculturalism (TEAM) brings together diverse members of the Westport community to learn from one another, analyze issues, evaluate options, and recommend actions to the town. There are 19 appointed residents who work on the initiative and maintain an ongoing dialogue with city leaders. In 2003/2004, TEAM sponsored public performances of plays with multicultural themes, worked with the Interfaith Council to plan a round multicultural issues, met with high school classes to share life experiences on the 50th anniversary of Brown v. Board of Education, and worked with the school board on diversity goals for schools. TEAM celebrated NLC's 2003 Race Equality Week with a potluck supper showcasing the various ethnic foods found in Westport.

Source: National League of Cities Racial Justice Project.

Find it on the Web at: <http://www.TeamWestport.org>

Continued on next page.

Racial Harmony and Fairness Task Force

Stockton, California

Population: 243,771

Address: City of Stockton

425 North El Dorado Street

Stockton, CA 95202

Contact: Florence Low, Program Manager III
(209) 937-8279

Email: Florence.low@ci.stockton.ca.us

Stockton's Racial Harmony and Fairness Task Force addresses racial, cultural, and religious tensions in the city, and creates solutions to solve these problems. It consists of 26 top-level administrators of school districts, religious agencies, city and county offices, business groups, and health organizations. The task force holds community forums to address diversity issues and has a panel which hears presentations on experiences with racism. Forums have included discussions of education, law enforcement, jobs and unemployment practices, the faith community, and community goals. In response to issues raised in the forums, policies addressing racism and other problems are outlined and explained to the appropriate departments. In addition, the Task Force publishes a column in the city's daily newspaper that highlights different cultures of Stockton.

Source: 2003 National Black Caucus of Local Elected Officials City Cultural Diversity Awards Application

Cedar Valley Diversity Appreciation Team

Waterloo, Iowa

Population: 68,747

Address: City of Waterloo

620 Mulberry Street, Suite 101

Waterloo, IA 50703

Contact: Walter Reed Jr., Executive Director
(319) 291-4441

Email: walter.reed@waterloo-ia.org

The Cedar Valley Diversity Appreciation Team (CVDAT) is a collaboration among the City of Waterloo, the Commission on Human Rights, and several financial donors. Its purpose is improve race relations, encourage citizens to appreciate diversity, fight discrimination, and prevent hate crimes in the city. CVDAT sponsors a study circle program in which five to 15 people meet to discuss and gain insights on issues surrounding racism. Once a participant graduates from the study circle program, he or she may join a roundtable to define problems, formulate plans, and take action to address racism. Action oriented roundtables focus on such subtopics as business and economics, schools, hate crimes, health policies, and criminal justice.

Source: Cedar Valley Diversity Appreciation Team builds relationships and changes attitudes. *Cityscape*, v56 n7 (Jan. 2001) p13, Des Moines, IA: Iowa League of Cities.

Find it on the Web at:

<http://www.wplwloo.lib.ia.us/humanrights>