

The 2008 All-America City Report

BY KRISTIN SEAVEY AND
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A scarcity of higher education institutions nearby led local officials and community leaders in Goodyear, Arizona, to present a group of outside colleges and universities with an unusual proposal. Why not locate a campus in this small but growing desert city? Answering the call were two private universities, one in New Hampshire and another in Texas. The city agreed to an “almost free” lease of thirty acres of land for the campuses. In the meantime, the universities are offering classes at the local high school, at city hall, and online.

An aging population, high home prices, and little developable land meant a shortage of low-income housing for seniors in the southern California city of Cerritos. The solution: congregate care apartments on a local college campus. The Avalon apartments at Cerritos College come with three daily meals and snacks, weekly housekeeping, an extensive activities program, twenty-four-hour responsive staff, and an in-room emergency response system.

Goodyear, Cerritos, and eight other communities told their stories when civic leaders and community problem solvers from across the country met in Tampa in June for the 2008 All-America City Award competition. Each delegation made a presentation to a jury of civic experts from the public, private, and nonprofit sectors, listing three outstanding examples of collaborative, community problem solving.

As NCR readers know, All-America City (AAC) recognizes neighborhoods, villages, towns, cities, counties, and metro regions for outstanding civic accomplishments. To win, communities have to demonstrate their ability to address serious challenges with innovative, grassroots strategies that promote civic engagement and cooperation among

the public, private, and nonprofit sectors. As National Civic League President Gloria Rubio-Cortes said in her remarks on the winners, “These communities really give us hope, because they show others what can happen when people roll up their sleeves and work together.”

All-America Cities

Listed alphabetically by state, here are the ten 2008 All-America Cities.

Goodyear, Arizona

Explosive growth is one of the most serious challenges in this city of fifty thousand twenty miles west of Phoenix. Local officials have been forced to look for innovative ways to upgrade transportation infrastructure, parks, and opportunities for higher education. As in other successful communities, civic leaders can't afford to wait for resources to arrive from the outside. They take matters into their own hands.

Cerritos, California

Located in the heart of the Los Angeles/Orange County metropolitan center, midway between downtown Los Angeles and the business centers of Irvine, Santa Ana, and Anaheim, Cerritos has become one of Southern California's most important commercial crossroads. Served directly by three major freeways and close to two others, Cerritos is home to Cerritos Auto Square, one of the world's most successful auto malls, and Los Cerritos Center, one of the most successful malls in the region.

Aurora, Colorado

With more than three hundred thousand residents, Aurora is the third largest city in Colorado.

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Traditionally, the city's economy has been heavily reliant on the military, but when base closures threatened to reduce the number of jobs, local leaders found a way to use a former army health facility to anchor an ambitious redevelopment project.

New Haven, Connecticut

Three world-class institutions of higher learning enjoy partnerships with city government and corporate leadership that contribute to entrepreneurial ventures and economic growth. Outstanding theaters, a summer concert series, museums, and the arts offer residents a first-class cultural experience and attract millions of visitors who enjoy the best of New Haven. In the last decade, however, New Haven has faced many of the same problems that plague other urban cities, with an unemployment rate two percentage points above the national average and 20 percent of the population living below the poverty line.

Kissimmee-Osceola County, Florida

Osceola County is the fourth-fastest-growing county in the United States. In the past thirty years, the number of residents more than doubled two decades in a row. Since 2000, the population has increased 60 percent. The county has a thriving tourism-based economy, and its unemployment rate has been on a steady decline since 2002. In 1995, Community Vision, a grassroots organization that linked the county, the city of Kissimmee, and the local school district, ushered in a new culture of collaboration as the community took ownership of a jointly crafted vision for the future.

Gladstone, Missouri

Gladstone, a suburban city in the northern portion of the Kansas City metropolitan area, is recognized as an oasis of small-town values. It has a progressive and responsive government, a stable economic base, and citizen leaders ready to address the ongoing future needs of the community. More than 150 citizens participated in the community effort known as Gladstone on the Move . . . Citizens Making a Difference. This community-based initiative was hosted and facilitated by the city of Gladstone to allow citizens, nonprofits, and business sectors to interact and develop a vision and theme for the city.

St. Louis Region, Missouri and Illinois

St. Louis citizens have a longstanding tradition of effective participation in community improvement efforts. In addition to an impressive revitalization of the downtown area and the successful thirteen-hundred-acre Forest Park, site of the 1904 World's Fair, local officials and civic activists in the St. Louis Region embarked on an ambitious project to ring the city with greenways and biking trails.

Lenoir, North Carolina

Citizens have been offered opportunities to participate in developing the city's comprehensive plan through neighborhood meetings, public hearings, and surveys. The vision that emerged was of a city with small-town charm, economic opportunities for all its citizens, and quality of life enriched by recreational and cultural activities as well as the health and wellness services necessary for its people to lead healthy, active lives.

Reidsville, North Carolina

The economy of Reidsville, population fourteen thousand, has taken a hit with the loss of tobacco and textile manufacturing jobs, but the community has strengthened its ability to solve problems with collaborative efforts among individual businesses, nonprofit community-based organizations, and sur-

rounding governmental agencies. With rising health care costs, an aging population, and a large number of individuals not covered by health insurance plans, the community has pulled together to deal with the growing challenge of furnishing health care.

Akron, Ohio

It used to be said, “When Detroit sneezed, Akron caught cold,” so close was the relationship between automakers and tire makers. Akron was a one-horse town, riding on rubber, and the local economy went through boom and bust periods, with nothing in between. Community leaders worked hard to diversify the local economy, focusing on production of polymers. Today, Akron is a vital city with twenty-five hundred polymer-related companies within a three-hour drive. Imagine Akron: 2025 was a citizen-led planning effort that engaged more than a thousand residents in a structured, eighteen-month dialogue in 1999 and 2000. Citizens joined forty workgroups, attended more than twenty public meetings, and were selected randomly for a survey conducted by the University of Akron.

Community Projects

Community innovation is at the heart of the All-America City program. It’s not just the fact of finding creative solutions to daunting challenges, but the way they illustrate a town, village, city, county, neighborhood, or region’s civic infrastructure. All-America City projects are expected to demonstrate six criteria:

1. Cross-sector collaboration among the public, private, and nonprofit sectors and key constituencies
2. Inclusiveness demonstrated by recognition and involvement of diverse segments and perspectives (ethnic, racial, socioeconomic, age, and so on) in community decision making
3. Innovation demonstrated by creative solutions and leveraging of community resources
4. Significant and specific community achievements

5. Projects that address the community’s most important needs and demonstrate results and impacts (for example, dollars raised or lives affected)
6. Cooperation across jurisdictional boundaries

In 2008, All-America Cities addresses a range of issues, from health care to housing, from education to open space and parks.

Demographic Change

The number of Cerritos residents age sixty-five or older increased by 63 percent from 1990 to 2000. Regional housing prices are among the highest in the nation, and 99 percent of Cerritos’s land has been developed, so there is limited space for new housing units. Doubling as both a private residence and an interactive learning classroom, Avalon at Cerritos is the first housing development to be cosponsored by a city redevelopment agency and community college. Avalon houses 147 mixed-income congregate care/assisted living units for senior citizens on the Cerritos College campus.

These units supply affordable housing for more than two hundred seniors. Developed using approximately \$8 million from the Cerritos Redevelopment Agency’s required 20 percent set-aside for affordable housing, the facility brings the college \$350,000 in annual revenue and will be completely owned by the college in twenty-five years. To ensure that the local seniors’ needs would be met by the new housing community, the city hosted public workshops at the Cerritos Senior Center to identify the specific day-to-day needs of seniors in the community. An educational component of the senior housing facility gives a unique opportunity to develop programs with Cerritos College health care administration, culinary, dietary, horticulture, and physical therapy departments. This allows the students to gain hands-on experience while applying state-of-the-art classroom instruction to benefit the community.

To address the challenge of community integration posed by a large number of “undocumented” city residents, the City of New Haven began issuing, in July 2007, a municipal ID card, the Elm City Resident Card. To date, fifty-five hundred cards have been issued. The card serves as a photo ID and as a library card for use at the city’s five public library locations, which also gives cardholders statewide library access. In addition, it is a debit card for use at city parking meters, garages, and stores and allows access to other city services, including the Recycling Center and the public beach and golf course. A separate children’s card gives parents the option of listing emergency contact information and allergies.

Aurora’s Immigrant Integration Project is a comprehensive outreach program launched in response to the demographic shift occurring within the north-west portion of the city. To facilitate community inclusiveness, the city turned to stakeholder groups within the community for guidance and assistance in identifying previously unmet needs. This project was designed as a multifaceted outreach effort that includes regular visits to schools, churches, nonprofit agencies, and businesses to share city information and resources with newly arrived immigrants. The various groups work collaboratively to help newly arrived immigrants understand local laws and customs; offer work, business, and educational opportunities for all; foster respect among residents; and encourage participation and volunteerism in community activities. The Immigrant Integration Project connects cultures, crosses barriers, and enhances the quality of life for all residents.

Education

One of the most imaginative and unusual community projects in 2008 was in the small but growing community of Goodyear Arizona. In 2006, city government began an initiative to attract private higher education institutions to Goodyear. Several organi-

zations expressed interest, and the city hosted a Higher Education Summit to discuss Goodyear’s offerings with the candidates. The summit resulted in two institutions submitting letters of intent to build campuses at Goodyear’s future city center. Goodyear was able to offer an incentive of an almost-free lease of thirty acres of city-owned land, adjacent to the future City Center for the development of campuses. Currently, the universities are offering classes onsite in a nearby high school, at city hall, and online. To ensure that this commitment to higher education is an ongoing part of Goodyear, the city is forming the Goodyear Higher Education Committee, which will have government, private, university, and citizen representatives. The success of this project was formally recognized in 2007 when the City of Goodyear won Westmarc’s Best of the West award for its strategy in recruiting private institutions of higher education.

In the late 1990s, Ohio began an enormous rebuilding project of all public schools in the state, beginning with the urban districts. A sliding scale of matching funds was required for a district to take advantage of the state money. Without knowing how the district would meet the match, Akron Public Schools (APS) held a series of citywide meetings and developed a master plan for rebuilding all of its schools. The Ohio School Facilities Commission eventually approved the plan. Akron’s mayor saw an additional opportunity for community-based groups such as the Urban League, the YMCA, and others to join the project as community partners and save capital dollars for new buildings they wanted to build on their own. Since 2003, seven schools have been built, seven more are under construction, and approximately twenty-six buildings remain to be built or renovated. All Akron Public School buildings are operated as community learning centers (CLCs). The city’s hope for community use of the CLCs is succeeding well beyond expectations; an estimated three thousand hours of use will have been booked in 2008.

Health

The problem of uninsured and underinsured Americans is a topic of hot political debate in this country. Yet it remains unclear whether a solution will be found, at least on the national level. But local communities are taking matters into their own hands, developing innovative approaches to delivering health care to those who need it but can't afford insurance. Lenoir's Caldwell Health Access Program (CHAP) is a partnership among the Helping Hands Clinic, Caldwell County Health Department, and Caldwell Memorial Hospital, as well as private physician's offices and retail pharmacies. CHAP was created as a cooperative, countywide system of health care for the uninsured. A hybrid of the traditional free clinic model and Project Access programs, CHAP is the only program of its kind in North Carolina as it increases health care resources to uninsured community residents by addressing four primary needs: (1) assignment of one primary care physician for chronic disease management, (2) increased access to acute care, (3) increased access to ancillary services, and (4) access to prescription medication. CHAP is based in the Helping Hands Clinic. Located in the heart of downtown Lenoir, the clinic is easily accessible to volunteers and clients.

Kissimmee-Osceola County Community Vision Health Access Project (CV HAP) received a federal HRSA grant to fund a Mobile Medical Express. This 205 square foot bus travels to underserved areas and delivers primary and chronic health care to uninsured and underinsured patients, free of charge. The bus is equipped with a waiting area, nurse station, caseworker room, and an exam room. The Osceola Council on Aging is partnering with the CV HAP for clinical services. A nurse practitioner, licensed practical nurse, case manager, chronic care assistant manager, and driver operate the vehicle full-time. Physicians volunteer and play a vital role in supporting the specialty care needs as well as the primary care needs of Kissimmee-Osceola County's uninsured and underinsured.

The Free Clinic of Rockingham County serves a target population of working, uninsured individuals to Reidsville citizens. More than 130 volunteers turned vision into reality with completion of the building in 1998. In 2006, the clinic expanded the service radius to incorporate all of Rockingham County. Recognizing the right of all citizens of our community to have access to health care, the clinic strives to meet the basic medical, dental, and pharmaceutical needs of the working poor with compassion ever remaining the watchword. The primary health care provider for the patient population, the clinic has dental services, a medication assistance program, chronic disease monitoring, and gynecological services.

Low-income communities are especially prone to diet-related illnesses and obesity. New Haven's CitySeed program started in Wooster Square, a neighborhood where pizza and pasta were formerly the staple foods, but now CitySeed works in conjunction with businesses, nonprofits, government, and local farmers to offer fresh produce to the people of New Haven. Connecticut farmers ascend to Wooster Square and sell their home-grown produce. This gives New Haven residents access to healthy, fresh, and affordable food while at the same time supporting local farmers and keeping their hard-earned dollars in Connecticut. The CitySeed farmers' markets accept Farmers' Market Nutrition Program (FMNP, or WIC) coupons distributed to nutritionally at-risk women, infants and children, and senior citizens, and EBT (electronic benefit transfer)/Food Stamps. On June 4, 2005, City Farmers' Market Wooster Square became the first farmers' market in the state to accept EBT/Food Stamps.

The success in Wooster Square inspired other neighborhoods of New Haven to follow suit. Producer-only markets have sprung up in the downtown, Fair Haven, and Edgewood Park areas of the city. In 2007, these farmers' markets contributed \$1.6 million to job creation and the local economy (up from \$1.3 million in 2006 and \$1.0 million in 2005) and

redeemed \$64,460 in WIC coupons and Food Stamps (up from \$51,500 in 2006 and \$40,779 in 2005).

Parks and Open Space

The St. Louis Regional River Ring is a unique six-hundred-mile web of forty-five greenway biking trails that will encircle the St. Louis region along the natural flow of the area's rivers and streams. The great Mississippi, together with the smaller Meramec and Cuivre Rivers, naturally forms a three-quarter ring around the St. Louis area. The circle is completed by creating a series of greenway trails alongside the three rivers and joining the trails to the great Missouri River via connected greenways. Conceived in the 1990s, the project didn't gain real traction until 2003 when a citizen-created entity, the Great Rivers Greenway District, began implementing an ambitious, grassroots-driven regional plan. Excitement at the neighborhood level grew, spurring dozens of creative regional, state, and national partnerships that are making the River Ring a reality. Because it touches the jurisdictions of more than a hundred regional municipalities, plus state and national jurisdictions, it is a case study in successful collaboration.

In January 2007, the city of Goodyear cut a ribbon completing phase two of the new twenty-seven-acre, \$5.38-million community park. The park has two softball fields and one smaller league field, two volleyball courts, four tennis courts, two full basketball courts, a splash playground, a rock-climbing wall, playground equipment for various ages, and an outdoor stage. One controversial element of the new community park was a state-of-the-art skate park. The project gave local young people an opportunity to voice their opinions to government and to see how they could change things by showing that they cared. Their actions also spurred the city to create a Youth Commission so that the voice of our youth can be more easily heard on community issues.

The Gladstone Community Center project also brought young members of the community to the

table so they could voice their concerns and opinions of what an updated center needed to offer. The original community center was built in 1946 (before Gladstone officially became Gladstone) and was too small to serve the needs of the growing community. The old facility closed its doors on September 23, 2006, with a sendoff that had a large crowd gather to share memories of the good times and great events at the facility. The new Gladstone Community Center, complete with a swimming pool as advocated for by young people, is now open for business.

Revitalization and Redevelopment

Akron's Global Technology Commercialization Initiative was started in July 2006 to stimulate creation and development of technology-based entrepreneurial innovation; help drive new, domestic start-ups; and attract foreign firms to the Akron Global Business Accelerator around key technology sectors. The project offers low-cost rent, skilled management oversight, no cost and low-cost accounting, legal advice, and subject-matter experts, all available to tenants of the accelerator. Because there are thirty-seven companies in the accelerator today, their very proximity to one another creates a supportive network of like-minded entrepreneurs with opportunities for synergy among tenants.

Aurora's Fitzsimons Redevelopment Authority (FRA) was created in 1996 to devise a reuse plan for the former Fitzsimons Army Medical Center. Also during 1996, having outgrown its current location, the University of Colorado Health Sciences Center was looking for a site in which to relocate. The convergence of these two events generated great interest in redeveloping Fitzsimons as a world-class hub of health care and research, anchored by a major research university and an affiliated bioscience and biotechnology research park. In 1998, the FRA was formally constituted through an intergovernmental agreement between the city of Aurora and the Regents of the University of Colorado. The FRA's mission is redevelopment of the former Fitzsimons

Army Medical Center into one square mile dedicated to patient care, education, basic science research, and bioscience and technology research and development in a manner that maximizes the long-term economic benefits to Aurora and the state of Colorado. With an investment of \$4.3 billion on 578 acres, it has become the largest medical-related redevelopment project in the nation. More than six thousand people work at Fitzsimons today, and about fifteen thousand employees are expected by 2010. At full “build-out,” the campus will house thirty-two thousand employees.

In the late 1990s, the downtown of the city of St. Louis was struggling to keep up with spreading suburbanization and relocation of people, entertainment, retail, and business. To counteract this problem, a public-private partnership was formed in 1997 to develop a five-to-seven-year plan for revitalizing downtown St. Louis, which became known as the Downtown Now! Action Plan. Led by the City of St. Louis, the St. Louis Regional Chamber and Growth Association, Downtown St. Louis Partnership, St. Louis 2004, and a nonprofit created later named Downtown Now! the effort has been a success and has led to a vibrant revival of the downtown area. The Downtown St. Louis Development Action Plan was adopted in 1999. Since then, an amazing \$4.26 billion has been invested, \$2.77 billion since 2003. Another \$1 billion is currently under development.

Gladstone, Missouri’s neighborhood revitalization process was designed to involve citizens, nonprofits, and businesses in organizing a neighborhood into an association complete with neighborhood leaders. The neighborhood revitalization process includes supplying citizen-driven, need-based training for the citizens in conflict resolution, leadership, meeting management, property maintenance codes, and available neighborhood resources for assistance. City staff offer assistance with initial training through the organization process and contract with a neighborhood organization specialist who then

works with the neighborhood through the balance of the first year. The city continues to make staff available to the neighborhood and its leaders as needed through meeting attendance when invited, neighborhood sweeps, and facilitation of the renewal planning process. In addition, a printed Neighborhood Association Toolkit has been published and is given to each new group of leaders to serve as a resource and a guide for the leaders of the new association.

The Downtown Lenoir Revitalization project is a collaborative partnership among the city, state, and federal agencies, private investors, local small businesses, and hundreds of private citizens. The project entails public infrastructure improvements, rehabilitation of privately owned commercial buildings, and creation of a series of special events to encourage use of downtown for community gatherings. The commitment to proceed with the downtown revitalization program in spite of extremely challenging economic conditions was initially met with harsh criticism from some people in the community who did not understand the importance of preserving and redeveloping the traditional central business district. With completion of the first phases of revitalization, however, there are fewer doubters. The infrastructure improvements around the downtown Square received special recognition in January 2008 for best public space improvement at the North Carolina Main Street Conference.

Youth

New Haven’s Street Outreach Worker Program is a grassroots-based initiative to reduce youth violence. Run by a nonprofit, the program employs outreach workers who have had personal experiences with youth violence. They teach life skills and serve as mentors to teens and young adults who have been identified as most at risk of, or engaged in, drug-related crimes, fights, gang violence, or gun possession. The Street Outreach Workers mediate potentially violent situations, prevent retaliation by offering nonviolent solutions, curb tension between

the police and the urban community, and support teens and young adults by helping them identify their strengths and providing guidance in problem solving. The program has established a network of social service referrals and is proving an effective way to strengthen the resources of young people while reducing crime in the surrounding community.

Seniors Personally Involved with Children's Enrichment (SPICE) encourages interaction between seniors and youths. The Cerritos Senior Center and Carver Academy (a local elementary school) partner with each other for the school year to participate in a number of intergenerational activities. SPICE activities include the Special Friends program, in which senior volunteers mentor students in the classroom; the Sensitivity Toward Aging unit, in which sixth graders participate in age-related sensory loss simulations; an annual softball game with sixth graders playing against the Senior Sluggers; Reading Across the Generations, in which seniors read to kindergarteners; a "Nutritional Breakfast" in which fifth grade students join seniors for a lesson on the food pyramid; Interview a Senior for second graders; the Pen Pal Program and Picnic, in which third graders correspond with seniors through written letters; and Grandparents' Month, in which grandparents invite their grandchildren to join them for weekly activities in July.

The Young Ladies of Excellence and Young Men of Distinction programs were established to address the needs of youths from one of Kissimmee-Osceola County's most disadvantaged urban neighborhoods. Alarmed at the increasing number of school dropouts, teen pregnancies, and overall crime among youth in these neighborhoods, Kissimmee city staffers sought to create programming to target the underlying causes of these issues. With the help of several community partners, a curriculum was formulated. Participants are given nine months to meet goals specific to the underlying issues prevalent in their neighborhood and, at completion of the program, are honored at a formal cotillion for which

they are all given formal wear. To date, this program has positively affected the lives of more than three hundred youths.

ArtWorks Enterprises (AWE) is a division of St. Louis ArtWorks, a community-based arts collaborative. It was launched after winning the 2006 Social Entrepreneurship and Innovation Competition at Washington University in St. Louis's Skandalaris Center for Entrepreneurial Studies. The first venture of AWE is Boomerang Press, a program that offers employment and job training for economically disadvantaged students aged fourteen to nineteen. Boomerang enables youths to produce commissioned art with real-world clients as a paid position under instructor guidance. The students create holiday cards, logos, posters, and murals, just like career graphic artists. Partnering with arts teaching organizations and teaching teams, Boomerang Press created a curriculum covering both the artistic discipline and the business of being an artist. Working on commissioned artwork gives apprentices the experience of meeting clients, preparing a budget, working against a client deadline, and seeing their work installed. Boomerang Press has bridged economic, racial, and social divisions by giving youths the means to explore art, see their art valued in the business world, learn crucial business and life skills, earn a salary, and widen their horizons.

The Reidsville Teen Center was developed as a collaborative effort among city and county agencies, local businesses, churches, and nonprofit groups to offer a safe environment for at-risk youth. The Teen Center serves youths in fifth through ninth grade by promoting recreation and socialization opportunities, which were not available prior to the Teen Center opening. The center doesn't charge membership fees for youths to participate and is for all youths living in the Reidsville area regardless of family income or status. The Teen Center offers homework assistance, open recreation, drug and alcohol awareness, and youth wellness opportunities to its

participants. Participants who show improvement in school grades and attendance are given rewards throughout the school year.

To keep at-risk youths off the streets while supplementing their academic experience, Akron Public Schools and the John S. and James L. Knight Foundation are experimenting with new methods. Perkins Middle School is at the edge of a changing neighborhood in West Akron. Creation of Perkins Activities Central (PAC) has resulted in the collaboration of several organizations to give Perkins students out-of-school-time enrichment programs. One of the best ways to keep students active, productive, and safe is to furnish structured activities. The goal of PAC is to offer youths of all ages, races, socioeconomic classes, and backgrounds the benefits of out-of-school-time programs. Such out-of-school-time programs help to close the achievement gap minority students face in school.

Volunteering and Community Service

What began as a faith-based effort that served a couple hundred families grew into a massive undertaking serving more than eleven thousand citizens, including eighty-five hundred children in 2007 alone. Kissimmee-Osceola County's Home for the Holidays creates a unique atmosphere where boxes packed with nutritionally balanced food are prepared with the intent to feed a family for a full week. This event also creates a free toyshop, where parents are assisted by a volunteer personal shopper to select gifts for their children. In addition, Home for the Holidays features a Job Fair and a Social Services Expo connecting individuals to resources for child care, food stamps, Medicaid, housing, and so on. Through this event, Kissimmee-Osceola County reaches out to low-income families and treats them to a holiday event like no other.

Established in 1998 with a \$5,000 grant from First Presbyterian Church, the Reidsville Outreach Center serves needy citizens. The initial intent of the center was to serve as a clearing house for donations that

had formerly been distributed individually by area churches; however, the Reidsville Outreach Center has had to become much more. The center started out sharing space with a soup kitchen but now has its own location accessible to the clients it serves. With the changing nature of the job market, high unemployment, an unstable housing market, and immigration issues, the Outreach Center changed its direction to become a vehicle that relies on the entire community to feed the whole man. Its services began with a weekly food supply and supplement toward utility bills. It now supplies groceries each week along with resources to guide the neediest of our citizens.

The 2009 All-America City Awards

Next year will be the sixtieth year of the All-America City Award. With a streamlined application process and a reduced fee, the National Civic League is hoping to get a large number of quality applicants. The program will be held in Tampa again, June 17–19. To download an application form, visit the All-America City homepage at <http://ncl.org/aac/AACindex.htm>.

2008 Pforzheimer fellows Timothy Hurley and Lynne Poyant contributed to this report. The National Civic League fellowship program connects students with community leaders, civic activists, and public servants at the local and national levels. It offers valuable opportunities to network with public officials and learn more about the latest trends in community problem solving, democratic governance, innovative policy making, and effective public administration. Fellows also have opportunities to conduct research on local government issues and institutions. For more information, contact the National Civic League (www.ncl.org) at 303/571-4343.

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