



2023 All-America City Award Application

Theme: Creating Thriving Communities through Youth Engagement

Celebrate Your Community!

The National Civic League invites you to apply for the All-America City Award, the nation’s most prestigious community award, now in its 74th year. This award offers the opportunity for both recognition and reflection. Applications require communities to come together to assess their strengths and challenges. The process of applying for the award provides an opportunity to mobilize local groups to work together and display on a national stage the people and projects that make your community a great place to live, work and play.

Award Criteria

The 2023 All-America City Awards will recognize ten communities that are working to improve the lives of young people, with particular attention to efforts that engage young people in this work. Democracy thrives when all residents are active and engaged in the policies and decisions that shape their lives. The 2023 awards seek to identify communities that are breaking down barriers to meaningful youth participation and enacting programs that will improve quality of life for youth, and all residents, by extension.

Projects adhering to this year’s theme include, but are not limited to, those that:

- Build the civic capacity of young people
- Promote youth participation in voting and policymaking
- Provide leadership opportunities for youth
- Enhance civics education
- Improve police-youth relations and engagement in public safety
- Reform school discipline and community justice systems
- Improve mental health and trauma systems for youth
- Reduce poverty and income inequality, including youth homelessness
- Increase job readiness and employment opportunities for youth
- Foster youth-oriented efforts to improve equity and inclusion
- Create safe and welcoming spaces for LGBTQIA+ youth

All-America City applicants will be asked to discuss the strength of their civic capital—the formal and informal relationships, networks and capacities they use to make decisions and solve problems—and to provide examples of three community-driven projects or programs that have adapted and transformed the community. At least one of these activities must be focused on the 2023 theme – Creating Thriving Communities through Youth Engagement.

The All-America City Award not only recognizes strong civic capital; it also honors the progress and innovation demonstrated through the cross-sector partnerships in the three project or program examples. It recognizes a

community's courage to recognize its challenges, along with commitment to face those challenges with the same spirit exhibited in the highlighted efforts. It's about moving forward and getting the hard work done collaboratively, innovatively, inclusively and with maximum civic engagement.

As always, eligible communities for next year's awards include tribes, towns, cities, counties, and regions. Applicants will be asked to discuss the strength of their civic capital—the formal and informal relationships, networks, and capacities they use to make decisions and solve problems—and to provide examples of community-driven projects that have adapted and transformed the community to be more receptive to youth voices and have addressed their concerns for the future.

Deadlines and Submission Instructions

August 2022-May 2023: All-America City Promising Practices Series

Join the National Civic League for this series of monthly webinars. Learn about innovative programs and approaches to promoting civic engagement from All-America City (AAC) winning communities and other experts throughout the country. This series will also provide a chance for communities to talk with AAC winning communities about the benefits of AAC and tips for applying. See here for a [schedule of webinars](#).

December 15, 2022: Submit Letter of Intent to Apply

(Letter of Intent is not required, however, save \$100 on your application fee when you submit a Letter of Intent.) [LOI Template](#).

February 15, 2023: Submit Application

- 1) by email to aac@ncl.org by Wednesday, February 15, 2023, 11:59 p.m. PST as a **Word Document** without pictures and file name with State, City 2023 AAC App and,
- 2) submit application fee of \$250 (*You only pay \$150 application fee if you submit a Letter of Intent to Apply by December 15, 2022) application fee to: National Civic League, 190 East 9th Ave., Suite 440, Denver, CO 80203 or call the office @303-571-4343 to pay via credit card.

March 2023: Finalists Announced

Finalists will be announced in March 2023. Finalists will be invited and expected to attend the awards event and competition in Denver.

March - June 2023: Competition Preparation

Finalist communities assemble a cross-sector community delegation to prepare a presentation about their community and its work for the June 2023 awards event and raise the funds to send their delegation to the June event in Denver. See resource page below for link to past AAC presentations.

June 9-11, 2023: All-America City Awards Competition and Event

Finalist community delegations present their story to a national jury of civic, local government, business, philanthropy, and community experts. All applicant communities are invited to participate in the June workshops and networking opportunities. During the event, finalists connect and share insights with peers, learn from national thought-leaders and gather ideas from the jury presentations and workshops.

Resources Available to You

All-America City Award Related:

1. [The All-America City Experience](#): Brief informational video on the award program
2. [Previous All-America City presentations](#)
3. [Previous All-America City Award Event Program](#)
4. [Previous Applications](#):
 - a. [2015 Winner Tallahassee, Florida](#)
 - b. [2016 Winner Hayward, California](#)
 - c. [2018 Winner Longmont, Colorado](#)
 - d. [2019 Winner Dubuque, Iowa](#)
 - e. [2020 Winner: Rancho Cucamonga, California](#)
 - f. [2021 Winner: El Paso, Texas](#)

Engagement Resources:

1. [National Civic League's Civic Index](#) to help evaluate your civic infrastructure
2. [National Civic Leagues 's All-America Conversations Toolkit](#)
3. Asset-based framework--[Discovering Community Power: A Guide to Mobilizing Local Assets and Your Organization's Capacity](#). (Provided by permission of co-author John McKnight)

National Civic Review Articles on Civic Engagement:

4. [Engaged Communities are Thriving Communities](#)
5. [Hampton, Virginia: Civic Engagement as a Management Strategy](#)
6. [Dubuque: Creating a Culture of Engagement](#)
7. [Decatur, Georgia: Diversity, Gentrification, and the Art of Community Conversation](#)
8. [Volunteers and Public Engagement](#)

Youth Engagement Resources:

1. [Promising Practices for Reducing Barriers to Youth Civic Engagement](#)
2. [Promising Practices Webinar: Youth and Participatory Budgeting](#)
3. [Promising Practices Webinar: Embracing Youth Leadership and Activism](#)
4. [All In Campus Democracy Challenge](#)
 - a. [Student voting engagement challenge](#)
 - b. [Resource Hub](#)
5. [BridgeUSA](#)
6. [Campus Compact](#)
7. [Campus Democracy Challenge](#)
8. [Civics Unplugged](#)
 - a. [Fellowship program](#)
9. [Project TEAL](#)
 - a. [Curriculum](#)
10. [Young Invincibles](#)
 - a. [College Engagement](#)
 - b. [Adulthood101](#)
 - c. [#HealthyAdulthood toolkit](#)
 - d. [#AdulthoodU student loan toolkit](#)

Community Information

Community name and state: City of Fayetteville, North Carolina

Your community is applying as a: Village Town Tribe City County Region

If applying as a region, name participating communities: Click or tap here to enter text.

If applying as a neighborhood, name city: Click or tap here to enter text.

Has your community applied before? Yes No If Yes, which years: 1985, 2001, 2011

Has your community been a Finalist before? Yes No If Yes, which years: 1985, 2001, 2011

Has your community been an All-America City before? Yes No If Yes, which years: 1985, 2001, 2011

Contact Information

All-America City Award contact (primary contact person available throughout competition & follow-up):

Name: Jodi Phelps Title (if any): Chief of Staff

Organization/Government/Other: City of Fayetteville

Address: 433 Hay Street City, State, Zip: Fayetteville, NC 28303

Phone (business/day): 910-433-1068 Mobile Phone: 910-703-4099

E-mail Address(es): jodiphelps@fayettevillenc.gov

If named a finalist, your community will receive a complimentary membership (or membership renewal if an AAC application was submitted last year) to the National Civic League for one year. To whom should this membership be directed?

Individual's Name: Douglas J. Hewett, City Manager

Organization: City of Fayetteville

Address: 433 Hay Street

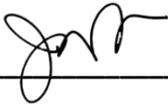
City, State & Zip Code: Fayetteville, NC 28301

Phone Number: 910-433-1970

Email: doughebett@fayettevillenc.gov

We agree to follow the National Civic League’s rules regarding use of the All-America City Award logo, a registered trademark of the National Civic League. We allow the League and the All-America City Award to share this application and the information enclosed in it with League and AAC networks to promote the work of our community. If we are named an All-America City, we agree to conduct a post-AAC conference call or regional forum for the AAC network that features our projects. If named a finalist, we understand and commit to either raising the money or covering the cost of sending a community delegation to attend and compete in the three-day Awards Event and Conference. In a pay-it-forward spirit, if named a finalist or All-America City, we agree to consider supporting AAC through a National Civic League membership for a minimum of the next three years.

Signature:

X _____ 

Date: February 21, 2023

Name: Jodi Phelps Title: Chief of Staff

MAP

Please insert a state map (8.5” x 11”) with your community clearly marked. Include as an attachment if unable to insert.



Community Statistics and Map

Note: Use the most up-to-date statistics possible for your neighborhood, town, city, county, or region (source suggestions: [U.S. Census Bureau](#), State Department of Economic Security, State Department of Finance, Department of Public Health, and local school statistics).

POPULATION (most recent Census): 208,778

POPULATION PERCENTAGE CHANGE 2010-2020 (indicate + or -): +3.95%

Source/Date: Census.gov Quick Facts

RACIAL/ETHNIC POPULATION BREAKDOWN:

| | |
|--|-------|
| White | 40.8% |
| Hispanic or Latino (of any race) | 12.9% |
| Black or African American | 42.5% |
| Asian | 3.1% |
| American Indian and Alaska Native (AIAN) | 0.9% |
| Mixed Race | 8.7% |
| Other | 0.5% |

POPULATION BREAKDOWN BY AGE GROUP (percentages, if available):

| | |
|------------------------|-------|
| 19 years old and under | 27.1% |
| 20-24 | 11.4% |
| 25-44 | 31.3% |
| 45-64 | 18.3% |
| 65 and over | 11.9% |

Source/Date: Census.gov Quick Facts

PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL: 16.6%

UNEMPLOYMENT RATE: 5.5 %

PERCENTAGE OF HOME OWNERSHIP: 45.8%

Source/Date: U.S. Census Bureau, Quick Facts

WORKFORCE DISTRIBUTION—Name the three largest employment sectors in your community and provide the percentage of total employed in each:

Employment Sector 1: Educational services, and health care, and social assistance: 25%

Employment Sector 2: Retail Trade: 14.3%

Employment Sector 2: Arts, entertainment, recreation, and accommodation and food services: 12.4%

EDUCATION ATTAINMENT BREAKDOWN

Bachelor's Degree or higher 27.6%

Some college or Associates degree 39.9%

High School or GED 25%

Less than High School 6.6%

No schooling 0.9%

PART I: Tell Your Community's Story

What is something we need to understand about your community? Focus on the last ten years of your community's progress and development and describe how that progress has benefited your residents. Utilizing the awards criteria (below), describe how your community addresses its pressing challenges and plans for its future. Provide necessary history and background on your community to set the stage for the rest of the application. **(500-word maximum)**

The City of Fayetteville, the seat of Cumberland County, North Carolina is the sixth largest city in the ninth largest state in the country and strives to lead the way in innovation, collaboration and progress. The City, in the last decade, has seen unprecedented growth and transformation. The addition of a \$40 million minor league baseball stadium spurred revitalization of the downtown area making Fayetteville an even more attractive place for residents of all ages and backgrounds to live, work and play. Fayetteville is one of the most diverse cities in the state thanks to a rich history of inclusion and forward-thinking. Fayetteville is the proud home of Fort Bragg, the largest military installation by population in the world and home to the U.S. Army's 82nd Airborne and the U.S. Army Special Operations Command. Fort Bragg has more than 53,700 soldiers and airmen and 14,000 civilians operating there daily. It is estimated that from there, some 7,000 soldiers transition annually from the military with many choosing to stay in the Fayetteville area signifying a welcoming and home-like community. The City is an economically thriving community located in the Sandhills region of southeastern North Carolina, adjacent to Interstate 95, a short drive from the state's capital and the Atlantic coast, the area has been a target of business and economy in recent years including logistics facilities, health care, manufacturing, cyber business, agriculture, education and defense contracting. The Fayetteville Metropolitan Statistics Area was recently noted as the fastest growing in the state and one of the fastest in the nation increasing the population of the region by nearly 38% between 2016 and 2021. Growth in the community is supported by robust education institutions located in the City including two four-year accredited universities and one of the largest community colleges in the state enrolling nearly 11,000 students. North Carolina's oldest HBCU and second oldest public university, Fayetteville State University, and Methodist University both offer bachelor's, masters and doctoral degree programs collectively enrolling more than 8,000 students collectively. Fayetteville is a unique and beautifully diverse community truly reflective of our nation. Like most communities, in recent years, the City has wrestled with issues around public health, growth, social justice, racial equity and the relationship between law enforcement and residents. We are a community that comes together around important issues channeling a Can Do spirit for solutions. We believe in the power of conversation and collaboration, working toward the common good and approaching everything with the desire to succeed and improve that has long defined Fayetteville. And we do this inspired by our military neighbors who demonstrate daily the meaning of selfless sacrifice and love of community. The City of Fayetteville is unique, blending diversity, service and generosity. And that is what makes this America's Can Do City, an All-America City.

PART II: Describe the Strength of Your Community's Civic Capital

Strong civic capital creates the capacity for inclusive, collaborative decision-making and problem-solving. Communities with this capacity have authentic civic engagement in which there is a reciprocal relationship among local institutions and residents for identifying and solving problems together. The National Civic League views engagement as more than presenting information or having people respond to questionnaires (though both are important); instead, we promote efforts that seek to listen to, and learn from, residents in ongoing conversations and leverage those insights to shape the way programs are administered, designed and executed.

We are working to set a different expectation for engagement. "We tried to engage 'them,' but no one showed up" is not a high enough standard. Engagement of racial and ethnic groups and others traditionally under-represented in decision-making conversations is not "going above and beyond." It must become the new expectation, the baseline for legitimate engagement efforts.

Civic capital is composed of the qualities listed in our Civic Index: shared vision and values, culture of engagement, engaged residents, inclusive community leadership, embracing diversity and equity, authentic communication, and collaborative institutions. Communities that exhibit these qualities have the ability to maintain a good and equitable quality of life and to tackle difficult challenges like achieving good outcomes for all.

For this section describe the capacity of your civic structures for engaging residents and other stakeholders to help make decisions and create a stronger place for all people. Some factors to consider when describing your community's approach to community engagement include:

Shared Vision and Values

Does your community have a shared vision and strong sense about what people want moving forward? If so, what was the process to select your community vision?

Culture of Engagement and Engaged Residents

What formal and informal avenues and opportunities do residents from all segments of the community have to help prioritize issues and shape the community moving forward? (This could include city boards and commissions, among many other examples.) Does your community address difficult topics like race, immigration, drug addiction, etc. head on? Do government, nonprofits and other groups engage people in accessible, comfortable or familiar locations, and at convenient times for residents?

Inclusive Community Leadership

Does your community have a wealth of trusted, respected leaders across all-sectors and levels? Does your community have programs to develop leaders from all backgrounds, ages and sectors; particularly those from traditionally marginalized communities?

Embracing Diversity and Equity

How have groups (or the city) effectively engaged residents who have been historically left out in decision-making? What effective strategies have you found for engaging hard-to-reach groups? How does the community ensure that those most impacted by a given issue are meaningfully and actively engaged in identifying solutions and that these solutions help create more equity in the community? Have you taken steps to discuss, learn about, and help address historical barriers to participation, inclusion and employment?

Authentic Communication

Are there many local trusted, civic-minded sources of information and news? Do local government and other groups provide information through culturally-relevant and linguistically-accessible avenues? Does your community have authentic two-way communications between members of the community, the government and other institutions?

Collaborative Institutions

How do organizations and institutions in the community bring people together across dividing lines to engage with one another on key issues? Are their trusted organizations that serve as conveners and bring people together to resolve pressing conflicts and challenges? Are there regular, established opportunities for information-sharing and decision-making across various sectors?

Please use examples to illustrate the answers to these questions and be sure to mention the specific tools and processes you use to engage residents. **Note: Please refer to the [Civic Index](#) materials in the resource section for assistance in filling out this section. (2,000-word maximum)**

Infused in everything we do in the City of Fayetteville is the understanding of our role to bring people together toward the goal of progress and success which is only possible when residents are engaged, connected and participating in the process. The civic capacity of Fayetteville is perhaps best understood through the way we approach our cohesive identity, in our governing structure and opportunities for resident involvement on boards and commissions, in our inclusive approach to all that we do, our focus on transparent and accountable communication, our engaged residents invested in the process, our collaborative framework and focus on building leadership.

The City of Fayetteville, Cumberland County, and nine partner organizations underwent an intensive process to develop a community-wide branding platform and cohesive identity to create a unified approach to communicating our strengths, assets, diversity, vision and potential. From 2020-2022, these organizations unveiled and launched enhanced brands that connect and relate to one another. This branding collaborative was termed, Can Do Carolina. The Fayetteville Cumberland Collaborative Branding Committee (FCCBC) partners worked together to create a cohesive regional brand platform, linking multiple organizations including Cumberland County, the City of Fayetteville, Fayetteville Cumberland County Economic

Development Corporation (FCEDC), The Arts Council of Fayetteville/Cumberland County, the Greater Fayetteville Chamber, Fayetteville Area Convention & Visitors Bureau and the Cool Spring Downtown District. The new brand campaign and strategy elevates Fayetteville and Cumberland County's assets as a diverse community, with a low cost of living, a central location along I-95, and patriotism with proximity to Fort Bragg, where roughly 7,000 military personnel transition out of military duty and into the workforce each year. The community-wide branding platform has created a core identity for the region and is designed to allow each participating partner to tell its own unique story. The regional logo includes the state of North Carolina with a star that marks the location of Fayetteville and Cumberland County. The star, which has emerging beams, represents our vibrant community where anything is possible. The rebranding process has rekindled our collective desire to work together toward progress and innovation for our City and the region at large. Beyond a unique visual identity, it has helped us rally around shared beliefs, values and core competencies that include always finding a way, caring for one another, protecting the world and always going further.

With this Can Do spirit in mind, Fayetteville has led the region in engaging residents on issues of small and great importance, even when the topics are challenging and the answers seem to be elusive. Through determination and hard work, our community comes together with local government and elected leaders at the center noting our strong governance structures with opportunities for resident involvement, specifically on boards and commissions. Council seeks and appoints individuals to fill seats on more than 36 boards and commissions that focus on everything from the airport to redevelopment. Among those is a robust and active Human Relations Commission engaged in finding ways to increase diversity and promote inclusion in every aspect of our community. They promote equal opportunity and positive community relations to facilitate the protection of human and civil rights in Fayetteville and Cumberland County. Their work has produced virtual programming accessible to all residents, including a series to discuss Race in America in relation to our community. The Commission has also developed a unique event series called Dining & Dialogue where quarterly events encourage understanding and exploration of the different cultures and identities bringing awareness to various perspectives of individuals who call Fayetteville home. Most recently, the Commission hosted these sessions featuring our Muslim and visually impaired neighbors with well over 100 residents in attendance at each event, both held in partnership with local organizations.

Dialogue and engagement are also encouraged during the quarterly Faith Forums held by the Police Department throughout the City at various faith-based organizations inviting meaningful conversation between the police department and residents. The newly established Citizens Police Advisory Board lends a new voice to the conversations being had about policing in our City. The City's Citizen's Academy and the Police Department Citizen's Academy help inform and educate residents looking to better understand operations in their local government.

Building trust is key to encouraging civic capacity, and Fayetteville does this by prioritizing transparent and accountable communication. We are engaging media who have a powerful voice in our community to better amplify the connection between government and residents. On a dedicated media tour day, local reporters have the opportunity to go "behind the scenes" which has helped strengthen reporting and the media conversation through perspective. A Strategic Communication Plan was implemented in 2022 that drives a more authentic and meaningful strategy to engage residents in the conversation using all available channels and a two-way communication strategy. From social media to television, every avenue is used to tell our story of progress and success, be transparent and accountable to provide timely information, and ensure a well-informed City workforce. These engagement strategies are infused into everything we do as part of our culture. During the successful general obligation bond education campaign, this model was deployed resulting in overwhelming voter support for all three bond proposals. A critical component of the strategy highlights the City's communication and engagement philosophy: take information and conversations to where our residents are and actively listen to what they have to say. In less than 60 days, City staff held and participated in more than 200 in-person and virtual sessions to discuss the bond proposals and address all resident questions. The passage of all three bonds by a large majority is a direct result of our partnership with residents and the support of civic organizations, including our local Chamber and local media with whom we've developed a trusted partnership.

Another successful highlight from the bond campaign was the offering of all relevant materials and videos in both English and Spanish which is one way we demonstrate our inclusive approach. Understanding our community, demonstrating we are accessible, and being culturally relevant to all decision-makers was an important factor in our success. Over the last several years, the City has prioritized diversity, equity and inclusion efforts evidenced by the appointment of the City's first-

ever Director of Diversity, Equity and Inclusion, who is also among the first hired in local governments across the state. This Director leads the Fayetteville Human Relations Commission and the Human Relations Department, both of whom successfully led the community-based efforts to develop a plan for repurposing the Market House.

The Fayetteville City Council regularly identifies broad community challenges and takes bold, decisive action to develop and create a strong, unified community unafraid to face tough issues. Through this, we are a strong City with engaged residents invested in progress. During the last several years, Council and City leadership have taken a look at improving and revitalizing traditionally under-resourced communities in the City. Recognizing our ability to make a significant impact, Fayetteville was awarded a federal planning grant to transform the Murchison Road area. The Choice Neighborhoods program is an intensive partnership grant that has the potential to make a more than \$50 million investment in one of the City's most historic and important corridors. A \$450,000 planning grant investment launched the Murchison Choice Neighborhood Initiative that leveraged residents and business owners in the area to identify needs, desires and potential for transformation. Involved community members, known as Murchison Choice Ambassadors, were inspired to be engaged, active members of the community who advocate for their own needs which will result in a sizable grant application to significantly impact the neighborhood where they live, work and play. Early action projects, seeded by the project team and planning grant, include community meetings, information sessions, surveys and the installation of Little Free Libraries throughout the corridor in partnership with other community organizations and residents. The Choice Neighborhoods Initiative is a prime example of how our community identifies challenges and brings resources together to create solutions. Through this process, our City has seen record participation from individuals and organizations across all sectors including business, education, health care, government, non-profit and residents. It is indicative of the core tenants of the new Can Do Carolina brand—We always find a way and care for each other.

Infused throughout the narrative about our City is the core principle of collaboration and leadership development. Each unique opportunity lends itself to a new partnership. From the first annual celebration of Juneteenth in Fayetteville in 2022, sponsored by the City and hosted by the Cool Spring Downtown District, to the annual Institute for Community Leadership hosted by a multi-disciplinary collective of entities to identify and develop the next generation of community leaders. City, County, Chamber, military, education and business leaders regularly come together in Fayetteville because we understand the power of shared experience to impact the future of the community moving forward together. These entities are engaged in addressing key issues like homelessness, education, prosperity, economic development and embracing a diverse community. The City also leads a collaborative coalition of North Carolina municipalities that are similarly host cities to military installations and have reenergized our military relations program to deepen our relationship with Fort Bragg and the many active duty and veteran families who call Fayetteville home.

The City of Fayetteville is and always has been one that embraces the full diversity of its community, focuses on developing a new generation and engages each other to solve complex problems with grace and poise. We've faced our challenges, like every community in the U.S., amid a changing landscape, major devastating hurricanes, a global pandemic and ongoing conversations about social justice and equity. While much around us has evolved, one thing that never wavers is our spirit of leaning into the conversation, finding solutions, engaging each other and moving forward in meaningful ways together, as a committed, connected and cohesive community.

PART III: Describe Three Community-Driven Projects or Programs

Describe your three best projects or programs that have a compelling **community-wide** vision and have resulted in significant local impact and action planning within the past five years. Activities can focus on the full array of challenges facing communities; please refer to the application guidelines page for a description of this year's theme. **At least one of these projects or programs must be focused on the 2023 theme – Creating Thriving Communities through Youth Engagement.**

The three **community-driven** activities are considered using the following criteria based on five components of the National Civic League's civic capital measurement tool, the *Civic Index*, plus a measure of impact:

1. **Shared Vision** and long-term plan to address local challenges defined by the community, including youth.
2. **Civic Engagement:** comprehensive resident engagement in decision-making and action planning. Strong engagement efforts are those that seek to listen to, and learn from, residents in ongoing conversations and leverage those insights to shape the way programs are administered, designed and executed.
3. **Inclusiveness and Equity:** intentional involvement of diverse segments and perspectives (ethnic, racial, socio-economic, age, sexual orientation, gender expression, people with disabilities, national origin, and others) in community decision-making. Evidence of increase in equity of outcomes for residents based on demographics.
4. **Collaboration:** cross-sector collaboration (business, academia, local government, nonprofits, military, etc.) and regional collaboration.
5. **Innovation:** creative use and leveraging of community resources.
6. **Impact:** demonstrable, significant and measurable achievements from the past 5 years (for example: increase in number and diversity of residents involved in engagement processes, reduced poverty rates, increased access to school health services, increased number of affordable housing units).

ACTIVITY ONE

Using the criteria above, describe the challenge being addressed, actions taken, and outcomes achieved through this project to date. (2,000-word maximum)

Market House Repurposing

Following nationwide protests in the summer of 2020 and critical conversations around racial disparity and social justice in our communities, residents of Fayetteville along with Council and leadership began exploring options for the historic downtown Market House. The landmark has long been a fixture in the City, even at one time appearing in the City's official seal and imagery. After careful consideration, the City determined it was time to bring the community together to address head-on the full, true and accurate history of our City, including the site of the Market House.

The Market House Repurposing Project aimed to revitalize and preserve the historically significant building by renovating, upgrading security, restoring and acquiring true and accurate historical pieces while improving ADA access and pedestrian safety. The project will result in a preserved gathering place with improved access, safety and relevant cultural significance. Fayetteville began by exploring all options for the Market House structure, including relocation and dramatic repurposing.

Understanding the problem could not be solved in isolation, the City leaned into the conversation and went to the community and civic leaders for assistance and input. The Fayetteville-Cumberland Human Relations was assigned the responsibility of assembling a working group to identify, develop, and prioritize strategic recommendations to the City for the repurposing of the Fayetteville Market House as a community asset. If strategically repurposed, the historic Market House has the potential to make a significant contribution to local and regional history, positive community and human relations, residents' quality of life, as well as tourism and the regional economy. The working group consisted of representatives from the Human Relations Commission, Fort Bragg, Greater Fayetteville United, Fayetteville State University, Methodist University, Cool Spring Downtown District, the Arts Council and Parks and Recreation.

After the extensive conversation, the working group presented the top five options for repurposing which include the following:

1. Structural Modification – Expanding the footprint with the potential reduction of the traffic lane to create a larger footprint for outside activities and improved ADA access and pedestrian safety.

2. Art Exhibits - Activate the four sidewalk corners to speak to the diversity of the community to host temporary art as an active space where people can engage with art and each other.
3. Art Exhibits – In-depth exhibits with the emotional connectivity associated with the history of Fayetteville and the Market House highlighting successful Black contributors to the structure and community utilizing both upstairs and downstairs spaces.
4. Commerce – Host monthly market activity on the lower level with a vendor emphasis on people of color (i.e., farmers, entrepreneurs, artists, etc.) that potentially carries down the streets in front of the downtown storefronts. Can also include a space for the collection and sharing of oral histories.
5. Themed Events – Establish the facility as a destination to visit for the education of students in the community (Pre-K through 12 and college/university students) with a combination of static displays, plays, volunteer opportunities and master classes.

Armed with these options in place, the group sought extensive input and engagement from a diverse cross-section of the community to incorporate as many different perspectives as possible. To accomplish this with equity in mind, the Commission and City enlisted the help of the United States Department of Justice to leverage their City SPIRIT model for community engagement on tough, critical issues. The model, perfectly reflecting the City of Fayetteville’s position on addressing the issue, stands for Site, Problem, Identification and Resolution of Issues Together.

Through the City SPIRIT process, the purpose was to host events where Fayetteville residents could share ideas on how to repurpose the Market House. Community events were held in October 2021 and January 2022. The community groups were comprised of diverse individuals in terms of age, race, gender and background who represented the civic, business, religious, higher education sectors and the Human Relations Commission among others.

Following the two events, USDOJ collected all information provided and a report was finalized with recommendations received. The content of the report was shared with the City Council by USDOJ Representative Dion Lyons and members of the Fayetteville-Cumberland Human Relations Commission.

The recommendations prioritized structural modifications, arts exhibits connected with a true and accurate history and themed events promoting education and enrichment. At the request of the Council, the Commission sought out additional opportunities for community feedback on the repurposing options which included a virtual online survey, three additional in-person feedback sessions and affinity group meetings with a variety of civic organizations. In total, more than 600 additional residents participated in these opportunities, with the bulk being in-person attendance.

The collective body of feedback and input, guided by both trusted third-party experts and a City commission, has led to the proposal of a dramatic repurposing plan for the storied structure. The process and plan have leveraged the civic capital, powerful community engagement and spirit of the Can Do City to find a solution where no clear path may not have been visible just a few short years ago.

By coming together around a challenge, our residents and leaders demonstrate time and time again that we are a united community focused on doing what’s right for each other. While frustration, anger and questions engulfed many communities grappling with equity conversations, the City of Fayetteville engaged in those tough conversations to find solutions to move forward together, rather than apart. We were seeking commonalities upon which we could make plans to transform our City while preserving the very things that make us America’s Can Do City and an All-America City.

Provide name of the primary contact for the project or program. Name & title, organization, address, telephone, and e-mail address. *(This person may be contacted to verify information.)*

Contact: Yamile Nazar, Director of Diversity, Equity & Inclusion, yamilenazar@fayettevillenc.gov, 910.433.1697

ACTIVITY TWO

Using the criteria above, describe the challenge being addressed, actions taken, and outcomes achieved through this project to date. (2,000-word maximum)

Engaging our Youth: NEXT and FCYC

In recent years, the City of Fayetteville has prioritized engaging the youth in our community with a strong emphasis on building capacity for engagement and creating a pipeline of future leaders. Two City-sponsored groups are now actively leading those efforts and returning positive results for the community—the Fayetteville-Cumberland Youth Council (FCYC) and the Fayetteville NEXT Commission.

FCYC has a long history in our community and was reactivated in 2014 with the encouragement of the City Council whose interest was in supporting, engaging and cultivating youth in the community from all backgrounds and walks of life. The young teens who would soon become professionals and leaders in Fayetteville were seeking mentorship and opportunities to engage positively. FCYC provided that avenue while developing leadership skills critical for today's society. In the intervening years, FCYC has grown into a community powerhouse transforming countless youth in the community.

Consistently, year after year, FCYC wins awards as the best in the state and among the best in the nation. FCYC students gathered with other North Carolina Youth Councils at an awards ceremony during spring 2022 where they were named Most Outstanding Youth Council of the year. The group has received this award five times within a span of six years.

Part of the core mission of the group of youth is to generate a passion for and desire to serve their community in a meaningful way. That's why each year, they develop and implement a variety of innovative service projects. These projects not only help the community in a meaningful way, but they also instill in the members the importance of their engaged commitment in the neighborhoods where they live and the critical role they can play by being part of the civic process. FCYC was recognized last year for the Most Creative/Innovative Service Project, The Period Project. With this project, the FCYC Community Outreach Committee led efforts to collect women's menstrual products and distributed the donations to schools and organizations throughout the school year. The goal was to help students gain access to menstrual hygiene tools and education.

Important in our military community, one of the officers of FCYC serves as a Military Appreciation Chair. This individual connects with military service members and families in the community showing the support Fayetteville has for their service.

The 63 FCYC members were able to return to in-person activities in 2022 following pandemic restrictions. Some 21 members graduated high school in 2022, all with plans to further their education at the collegiate level.

Along with critical life skills and lessons, FCYC is instilling in our community's youth a desire for community service and civic engagement that positively impacts all generations who call Fayetteville home. Evident in their programs, projects and activity is their inclusive approach to building community leadership with respect and equity.

With the success of FCYC, the City Council soon identified a gap in opportunities for civic engagement in Fayetteville, specifically for generations entering the workforce and in early career stages. With the desire to make Fayetteville a City where these individuals can thrive, Council established the Millennial Advisory Commission in 2019 which has recently been rebranded as Fayetteville NEXT to be more inclusive of new generations entering the workforce.

Fayetteville NEXT carries the responsibility to advise the City on economic development and social matters as well as potential actions affecting young adult City residents. They are charged with helping to develop specific initiatives focused on attracting and keeping young adult residents in the City. Through their engagement, members use their innovation to execute and sustain diverse and inclusive network connections for young adult residents and connect young adults to engagement opportunities with the larger Fayetteville community. The Commission has an important role in assisting with the dissemination of current and accurate information about the Fayetteville community to members of their network to encourage broader civic engagement.

The Commission has grown sizably over the last several years from 13 to 30 members appointed by the Council. They seek collectively to provide young people in Fayetteville the opportunity to shape the future of our City making Fayetteville a place to stay and play. They often serve as mentors to those coming behind them and create a cycle of empowering leadership. Importantly, NEXT provides pathways to leadership demonstrating to members the importance of serving on boards, commissions and even running for elected office.

Provide name of the primary contact for the project or program. Name & title, organization, address, telephone, and e-mail address. *(This person may be contacted to verify information.)*

Contact: Crystal Glover, Youth Recreation Program Coordinator, crystalglover@fayettevillenc.gov, 910.433.1021 David Scott, Public Information Specialist, davidscott@fayettevillenc.gov, 910.433.1298

ACTIVITY THREE

Using the criteria above, describe the challenge being addressed, actions taken, and outcomes achieved through this project to date. *(2,000-word maximum)*

Education, Mentorship and Empowerment Programs

With an eye toward building capacity in our community, improving relationships and trust between youth and public safety personnel, and increasing workforce and job readiness, City departments have brought innovative and impactful programs to life in recent years offering pathways for young people to grow and learn. A newly established Aviation Career Education (ACE) Academy, strong Police Activity League (PAL) chapter, and successful teen Community Emergency Response Team (CERT) program lead these efforts connecting youth to mentors in the Airport, Fayetteville Police Department and Fayetteville Fire Department.

ACE

Fayetteville Regional Airport (FAY) staff members noted the shortage of professionals in the aviation industry and made a plan to take action. With grant support and partnership from the North Carolina Department of Transportation Division of Aviation, during the summer of 2022, the youth Aviation Career Education (ACE) Academy was held for the first time. The ACE Academy offered more than 80 middle and high school students the opportunity to explore possible careers in STEM and aviation-related fields. Approximately 30 students were selected from Westover High School, Douglas Byrd/Ireland Drive Middle School and Luther Nick Jeralds Middle School ensuring access and opportunity to students of all backgrounds.

FAY was awarded a \$3,000 NCDOT grant to operate the ACE Academy and the list of sponsors included All American Aviation Services, LLC, Sierra Nevada Corporation | SNC, Signature Flight Support, Civil Air Patrol, Federal Aviation Administration, RS&H, Delta Air Lines, Transportation Security Administration and the City of Fayetteville government to make the camp entirely free for participants, including meals.

Youth in attendance got hands-on, immersive experience in Airport commercial areas, Airport carrier operations, the carrier ramp, control tower and the airfield. Campers attended sessions that contained advice on career and life from major airline officials and FAY leaders about how to pursue a career in aviation and what to expect. Through the support and partnership of All American Aviation, Airport Engineers and the Civil Air Patrol, students had the chance to take flight in an aircraft, with some sharing this was their very first flight—an experience that was designed to spark a passion for aviation or simply exploring something new.

Aviation and aerospace professionals are in high demand, and FAY administrators are hopeful that this early exposure opportunity will open a door for students to explore these fields more in middle and high school setting them on the path toward military or civilian careers as airline pilots, aircraft technicians, drone pilots, air traffic controllers and engineers. Although students may seek a commercial airline career, many opportunities exist in the U.S. military, space exploration and agriculture sectors. The inaugural ACE camp is one way City leaders are working to bridge the gap between dreams and reality for many in our area, growing our workforce and economy while engaging and inspiring our youth.

PAL

The Police Activity League (PAL) is a national program that is designed to prevent juvenile crime and violence through mentorship, service, athletics, recreational enrichment, educational opportunities and resources. PAL Chapters develop and design their programs locally for the communities they serve. The Fayetteville Chapter is active and focused on developing our youth and cultivating a positive relationship between law enforcement and young people by giving youth a voice and an opportunity to be part of the change they want to see in the world. The Fayetteville PAL program offers a variety of engagement activities designed to do just that and create individual impact.

In 2022, the Fayetteville Police Department's Police Activities League (PAL) conducted a spring golf camp with 14 youths. The golf camp consisted of seven weeks of golf instruction broken into one day a week with different areas of instruction for each training session. At the conclusion of the camp, the youth members were given the opportunity to play three holes of golf on the Methodist University Golf Course. Throughout the course, the youth members were taught valuable life lessons such as responsibility, determination and developing and following through with a life plan. The golf camp also provided a mentoring opportunity for several Fayetteville Police Officers to guide and advise the youth involved while instilling in them several valuable life lessons through the game of golf such as honesty, hard work, patience and persistence.

The Fayetteville Police Department's Police Activities League also partnered with the Sigma Pi Phi fraternity and the Jr. PGA organization to conduct a golf camp in the Fall of 2022. During this golf camp, officers with the Fayetteville Police Department and youth athletes were partnered up in groups. The groups covered several different golf lessons including putting, driving and chipping. The fall golf camp provided an opportunity for the youth athletes to become more knowledgeable on the game of golf and to learn from prominent members of the community and professionals.

During the summer of 2022, The Fayetteville Police Department's Police Activities League also hosted a two-week Summer Empowerment Camp for youth participants along with several FPD officers and interns who assisted with the programs. During the camp, the youth members came up with and voted on a topic that they felt was affecting their community. The topic chosen was drug use and addiction. The youth members conducted research to write and film a public safety announcement addressing the dangers of drug use in the community. All involved also took part in several days of activities including swimming, laser tag, indoor skydiving and a trampoline park exposing them to something new. These activities allowed participants to branch out and try new things they may have never had the opportunity to do while expanding their horizons, even addressing fears in some cases. After the two-week camp, each youth member was provided with a gift card to Dick's Sporting Goods to purchase items for use during the upcoming school year.

Throughout 2022, the Fayetteville Police Department's Police Activities League also conducted training through their PAL Boxing Club. The athletes in the PAL Boxing Club competed in several local as well as national boxing tournaments. On November 20, 2022, the Police Activities League hosted the 2nd Annual All-American Cup boxing tournament at Smith Recreation Center. The boxing tournament consisted of eight bouts which showcased the talents of several PAL athletes as well as the talents of youth members from the general region. The boxing tournament had over 250 attendees to view the talents of the athletes who competed in their respective age, weight and experience classes. Participants learned important lessons like perseverance and determination while learning from their mentors the importance of engaging with others and volunteer service.

PAL also coordinated a shopping event in partnership with Dick's Sporting Goods providing \$100 gift cards to local youth deserving of the opportunity. The PAL unit worked with the Cumberland County School System to select youth representatives of different schools and in various districts of the City. Each youth was paired with an officer and allowed time to shop for anything in the store. This shop-with-a-cop event gave the youth an opportunity to meet law enforcement officers and develop a positive relationship that instills in them a new perspective. Through a strong partnership, all expenses including taxes were paid by Dick's Sporting Goods. Each participant was provided a meal as they arrived at the event and time to partner with the officers and build trust and lasting memories.

Every youth reached through PAL activities represents the Fayetteville Police Department's efforts to prevent juvenile crime while building strong relationships in the community. Their mentorship is impactful and significant in the lives of the young people with whom they interact.

CERT

The Fayetteville Fire Department similarly has an eye on engaging local youth by hosting an annual Teen CERT (Community Emergency Response Team) Academy with main instructors from the Cape Fear Community Emergency Response Team (CERT) and the Fayetteville Fire Department.

The Teen CERT Academy consisted of five days of multi-discipline instruction in public safety and is geared toward high school-aged individuals. Training includes disaster preparedness, CERT unit organization, medical operations, light search and rescue, disaster psychology, teen bullying awareness, gang awareness, interaction with law enforcement, CPR Certification, fire extinguisher training and a full day of Fire Department hands-on lessons.

The Teen CERT Academy training is provided as part of multi-jurisdictional involvement from the Cumberland County Emergency Services, Cape Fear CERT, Cumberland County Sheriff's Office, Fayetteville Police, Fayetteville Fire Department, Cape Fear Valley Medical Center, and Alliance Health all working together to make our community more resilient.

As trained CERT members, they can respond to their community's immediate needs in the aftermath of a major disaster when first responders are overwhelmed by calls for service, or when widespread flooding or other interruption of roads makes emergency response difficult. This involvement significantly empowers youth to be part of their community and neighborhood response giving them an important role when facing crises or disasters.

In addition to providing real-world skills that the teens can use daily, the CERT training also included basic disaster response skills such as light search and rescue, team organization and disaster medical operations. Members often return to educate their peers and communities about disaster preparedness, depression, bullying, gang awareness and other things they've learned. It encourages youth to own their leadership roles and be committed to helping their neighbors thrive. By placing our collective faith in their ability to respond as teenagers, we build their confidence and inspire them to continue growing, learning and engaging.

Nearly 100 teens from across Fayetteville and Cumberland County participated in the program and plan to continue for a fourth year. The academy remains fully and completely supported by volunteers and donations from our local community affirming we believe and are committed to all having a powerful role to play in supporting, educating, mentoring and engaging our community's youth.

Provide name of the primary contact for the project or program. Name & title, organization, address, telephone, and e-mail address. *(This person may be contacted to verify information.)*

Contact: Kemberle Braden, Chief of Police, kemberlebraden@fayettevillenc.gov, 910.433.1810 Deontae Watson, Deputy Airport Director, deontaeatson@fayettevillenc.gov, 910.433.1623 Moisbell Alvarez, Deputy Fire Chief, moisbellalvarez@fayettevillenc.gov, 910.433. 1432

End of Application. Thank you for submitting your All-America City Award Application!

Need additional guidance? Email aac@ncl.org or go to www.nationalcivicleague.org for announcements of upcoming webinars for prospective applicants and AAC resources or call the League at 303-571-4343.