



Forward Together

*Atlanta's roadmap for using volunteerism
to address our greatest needs*



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We will build upon our existing foundation and harness the energy of our citizens to meet our city's greatest needs: to develop our youth and beautify our communities.

MAYOR KASIM REED

A Message from the Mayor

As the birthplace of the Civil Rights Movement, the City of Atlanta has a long tradition of service and philanthropy. We also have a strong history of corporate engagement with partners such as The Coca-Cola Company, Turner Broadcasting Systems, Delta Air Lines, and The Home Depot. Nonprofits such as Hands On Atlanta and The United Way of Metropolitan Atlanta have helped to mobilize volunteers and civic efforts for decades.

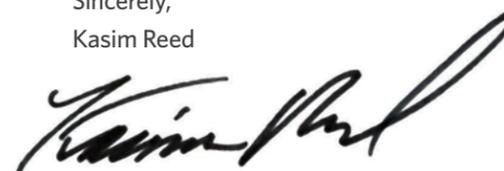
Atlanta's secret formula for successful civic engagement resides in the passion and pride of its residents. Many decide to move and build their lives here because of the city's first-rate colleges and universities, its opportunities for professional growth, and its safe and diverse neighborhoods. Atlanta continues to thrive from the dedication of our citizens and their commitment to make our city better each and every day.

As part of the Cities of Service coalition, I am honored that our city received a Cities of Service Leadership Grant to connect and strengthen relationships between the Office of the Mayor and the philanthropic community. Using the Cities of Service model, we have created our own high-impact, citywide service plan. We will build upon our existing foundation and harness the energy of our citizens to meet our city's greatest needs: to develop our youth and beautify our communities. We will impact those areas by continually mobilizing citizens to serve.

My Administration will continue to lead by example and make city government accessible to support the civic good - yet we can always do more. I urge every citizen to empower the generation behind us to achieve greater feats and realize bolder dreams. Whether by mentoring our youth or by beautifying our neighborhoods, every citizen can serve and shape the Atlanta they imagine.

Together, we will move Atlanta forward.

Sincerely,
Kasim Reed



Mayor, City of Atlanta





My personal charge to you is simple: Invite someone to serve.

AMY PHUONG

A Note from Your Chief Service Officer

You never know what might change someone's life. As a child, my parents, like many, were busy taking care of their family while getting used to a culture different than that of their homeland. I didn't have a natural way of getting involved within the community. That changed when a friend asked me to join an effort to clean up and beautify my school through a landscaping project one Saturday morning.

Through *Forward Together* and our service initiatives, my vision is for every citizen to learn how service can be transformational, both for the individual serving and for the community being impacted by that service. By pledging to serve together, we will greatly increase the number of young people who will have successful experiences, and create healthy, green and sustainable communities. The goodwill of our citizens will be demonstrated through everyone's ownership of the look and feel of our neighborhoods. *Forward Together* is also about strengthening the role of city government to support civic efforts. The publication of our city's high-impact, citywide plan is just the beginning. Through collective efforts and strategic collaborations, every citizen will be able to easily and effectively give back.

My personal charge to you is simple: Invite someone to serve. The invitation to service can be for anything -reading to a child, planting a tree, building a community garden, picking up litter in our parks, mentoring a youth, serving on a board, or even attending a neighborhood meeting. It takes less than 5 minutes to ask someone to volunteer, and by asking others, you will help Atlanta engage in serving together.

I am humbled and excited to serve with you.

Amy Phuong

Chief Service Officer, City of Atlanta



Executive Summary

Forward Together is Atlanta's call to action addressing two of the city's greatest needs: developing our youth and beautifying our communities. Through the Cities of Service Leadership Grant, the City of Atlanta is working to engage and empower citizens through service. To further leverage our efforts and sustain our impact, we need citizens volunteering alongside the city. By answering the call to serve, every Atlantan can play a significant role in maintaining thriving and sustainable communities all around the city.

Under the direction of Mayor Kasim Reed, the City of Atlanta will:

- Address priority needs through impact volunteerism
- Enhance existing or implement new, scalable service initiatives that impact outcomes for youth and beautify the landscape of our city
- Align with strong strategic partners to synergize existing efforts
- Promote and connect nonprofits, businesses and city government to continually mobilize citizens to serve
- Build capacity within city government for increased civic engagement

To ensure our success, we will:

- Implement best practices and proven volunteer strategies for our *Forward Together* service initiatives
- Align our initiative partners to a collective agenda, track the number of collaborations formed, and measure specific outcome indicators
- Boost and magnify existing efforts where possible



PRIORITY I

Developing Our City's Youth - "Centers of Hope"

The city's vitality and economic sustainability depend on productive and engaged citizens. **Success in these areas begins with investment in our youth.** Launched with public-private funding, the **Centers of Hope** project will provide out-of-school programming for youth at existing recreation centers. In Year 1, we will pilot Centers of Hope programming at two recreation centers. In Year 2 and beyond, we will look to transform a significant portion of Atlanta's 33 recreation centers into Centers of Hope that drive strong positive outcomes for youth development. Community members will have an opportunity to mentor, tutor, provide education on fitness and healthy lifestyles, coach recreation activities, and complete physical improvement projects that support core programming.



PRIORITY II

Beautifying Our Communities - "Love Your Block"

Litter-strewn streets, blighted areas and graffiti covered buildings can invite vagrant activities, create a sense of danger within a community, and detract business from flowing inward. Citizens will be encouraged to participate in activities to **"Love Your Block"** by helping to keep streets clean and volunteer through city-led collaborations and efforts to revitalize and increase the beauty of their own neighborhood.

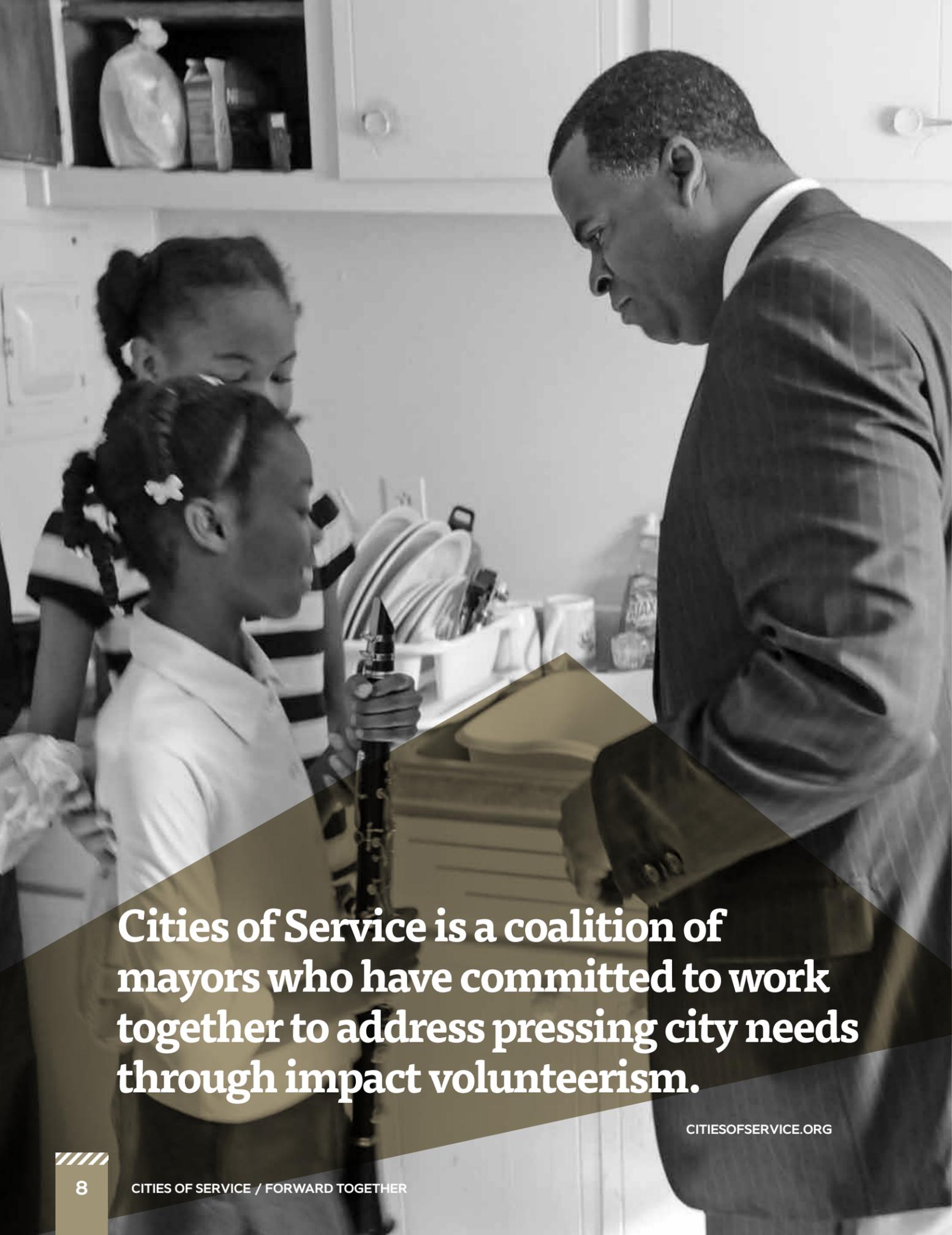


PRIORITY III

Continually Mobilizing Citizens to Serve - "I Am Atlanta"

We will implement a city-led web portal (www.iamatlanta.org) to effectively maximize the benefits of volunteer service. This portal will include volunteer opportunities, the city's strategic vision for volunteerism, and specific Impact Service Initiatives. We will partner with **Hands On Atlanta** and the **United Way of Metropolitan Atlanta** to promote all volunteer opportunities. The city will also strengthen internal capacity and leverage its resources to support civic efforts. We will also help to convene specific partners and create collaborations through other infrastructure.





About Cities of Service

Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, Cities of Service is a bipartisan coalition of mayors who have committed to work together to engage citizens in a multi-year effort to address pressing city needs through impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100 mayors, representing more than 49 million Americans across the nation.

American cities face serious challenges, and many mayors want to take advantage of every resource available to them - including the time and energy of public-spirited residents — to address those challenges. But in cities across America today, citizen service is often an underutilized or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

All Cities of Service efforts are characterized by a concept called “impact volunteering” - volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

In June 2010, the City of Atlanta was one of ten cities to receive a *Cities of Service Leadership Grant*. Funded jointly by Bloomberg Philanthropies and the Rockefeller Foundation, the two-year grants enable cities to hire Chief Service Officers responsible for developing and implementing high-impact service plans.

Cities of Service Methodology

In addition to funding, all *Cities of Service Leadership Grant* recipients receive technical assistance and support from Cities of Service to develop high-impact service plans. Much of this support follows a methodology outlined in the *Cities of Service Playbook*.¹

Like all *Cities of Service Leadership Grant* recipients, Atlanta first conducted a landscape analysis to identify both the specific challenges the city would address through service and the resources and opportunities available to support the effort. This landscape analysis included:

- **Focus groups with key stakeholders**, including representatives from city agencies, nonprofit organizations, colleges and universities, local businesses, and foundations;
- **Expert interviews with local and national leaders**, including Chief Service Officers from cities across the nation; and
- **Surveys of volunteer-using nonprofit organizations**, city agencies, and K-12 schools.

After completing the landscape analysis, Atlanta developed a unique set of Cities of Service initiatives: “**Impact Service Initiatives**” to address specific challenges in the city’s priority need areas and “**Infrastructure Initiatives**” to address cross-cutting service challenges. Next, the city developed metrics to gauge the progress of each initiative and operational plans for implementation.

Cities of Service is a coalition of mayors who have committed to work together to address pressing city needs through impact volunteerism.

CITIESOFSERVICE.ORG

Our majestic skyline, dynamic neighborhoods, iconic institutions, and historic churches were rebuilt after the Civil War by the goodwill of our remarkable citizens.



History of Service in Atlanta

Atlanta has a longstanding history of giving back. We are home to national public servants such as Ambassador Andrew Young, Representative John Lewis, and Senator Sam Nunn. Our majestic skyline, dynamic neighborhoods, iconic institutions, and historic churches were rebuilt after the Civil War by the goodwill of our remarkable citizens. Legacy philanthropists, such as Robert Woodruff, demonstrated the spirit of corporate giving. Atlanta's diverse communities have engaged in civic efforts through the city's unique system of 25 neighborhood planning units (NPU) since the system's establishment in 1974.

Today, those efforts continue. **Atlanta has roughly 1.1 million annual volunteers who contribute an average of 39.5 hours of service per resident.²** That equates to about \$3.4 billion worth of service each year. In addition to our human capital, an average 4.5% of earnings are donated to charities and philanthropic causes.³ Atlanta ranks as one of the top 25 most charitable American cities.

To better understand Atlanta as a service city, we conducted a series of eight focus groups with local community and nonprofit leaders, held several one-on-one conversations with service experts, participated in more than one dozen neighborhood planning and association meetings, and captured 422 constituent responses from an online survey held between October 31 and November 5, 2010. **Through these efforts, we gleaned an understanding of how Atlantans currently serve, the barriers to engaging in more service efforts, and specific input on the types of initiatives that can help develop our youth, beautify our communities, and mobilize citizens to serve.** For example, more than half of our survey respondents stated that there were plenty of volunteer opportunities but they lack a personal commitment. Several respondents stated they would volunteer more often if they understood how their efforts impact the greatest needs in the city.

We used these facts to inform the specific Impact Service Initiatives and Infrastructure Initiatives that are in our high-impact, strategic service plan.



The primary goal of Centers of Hope is to provide safe and productive spaces for youth during out-of-school hours.



Atlanta's Impact Service Initiatives

PRIORITY I

The Centers of Hope Project

BACKGROUND

Atlanta's youth are lacking access to afterschool programs that help them develop academically and personally. For example, afterschool programs in the Atlanta Public Schools (APS) system, the largest district serving the city, focus on character development and tutoring, but serve less than 10% of their students. In addition, there is a huge demand for African American males to serve as mentors in current afterschool programs. The need for tutorial assistance and academic reinforcement beyond the classroom is evident as students spend an average of less than one hour on homework within their own environments due to a lack of support.

In addition, between 2007 and 2009, the city shuttered approximately two-thirds of its recreation centers across Atlanta. Quality after-school recreational programming that has supported generations of Atlantans was lost. The city's most disadvantaged youth were left with few positive options during the out-of-schools hours, leaving them vulnerable to criminal activity and gang recruitment. Taken together, these events put us at risk of losing focus on our youth, which means we lose focus on the city's future and economic vitality.

OPPORTUNITY

Fulfilling his campaign promise, Mayor Reed worked diligently in his first year to re-open and maintain operations at all 33 recreation centers. Now in his second year, the Mayor is leveraging public-private funding and partnerships to support a robust, out-of-school programming model called **Centers of Hope**. In Year 1, we will pilot the Centers of Hope programming model at two recreation centers in the city. Concurrently, we will use this model to help improve overall programming at the other recreation centers. In Year 2, we will transform other locations into Centers of Hope.

THE PLAN

The primary goal of Centers of Hope is to provide safe and productive spaces for youth during out-of-school hours. Each center will remain safe and open between 12pm and 8pm, 6 days a week. The Mayor's vision for a Center of Hope includes five fundamental pillars:



The programming at Centers of Hope will include mentoring, homework help, and physical activities to help address these fundamental pillars. Each pilot location will have a managing partner with demonstrated expertise in youth and afterschool programming. The managing partners will work on behalf of the city to run operations and manage activities. Through the city-led portal (www.iamatlanta.org), volunteers will be recruited to support this programming. Volunteers will be expected to give an ongoing commitment of time (at least one hour every week) for an agreed-upon period (six months or one year).

A critical component for a successful volunteer program at Centers of Hope is the consistency of returned volunteers. To achieve impact, volunteer activities such as mentoring and tutoring rely heavily on the sustained dedication of a committed volunteer. To address this need, *Forward Together* will recruit volunteers from the corporate community as well as from local colleges and universities. In addition, we will seek a consistent volunteer base from **AmeriCorps** programs and local nonprofits such as **100 Black Men of Atlanta**, the **Junior League of Greater Atlanta**, and **Junior Achievement**. This volunteer base will also be used to lead organized fitness activities such as coaching team sports or leading group exercises.

Beyond the primary focus of serving the youth, a Center of Hope aims to drive catalytic change within the community by engaging members and residents to address neighborhood needs. Volunteers will have opportunities to provide additional services and activities beyond youth-specific activities. Since these activities are neighborhood-specific, we will not track specific outcomes of each activity as part of the *Forward Together* plan unless the activities involve youth participants. For example, local groups and partners have expressed an interest in volunteering to provide financial literacy training, education on healthy eating habits and sustainable food sources, and skills-based job training. In addition, we will mobilize citizens to beautify and improve the physical appearance at the centers and we will encourage other beautification initiatives to occur within surrounding neighborhoods, as described in the next section.

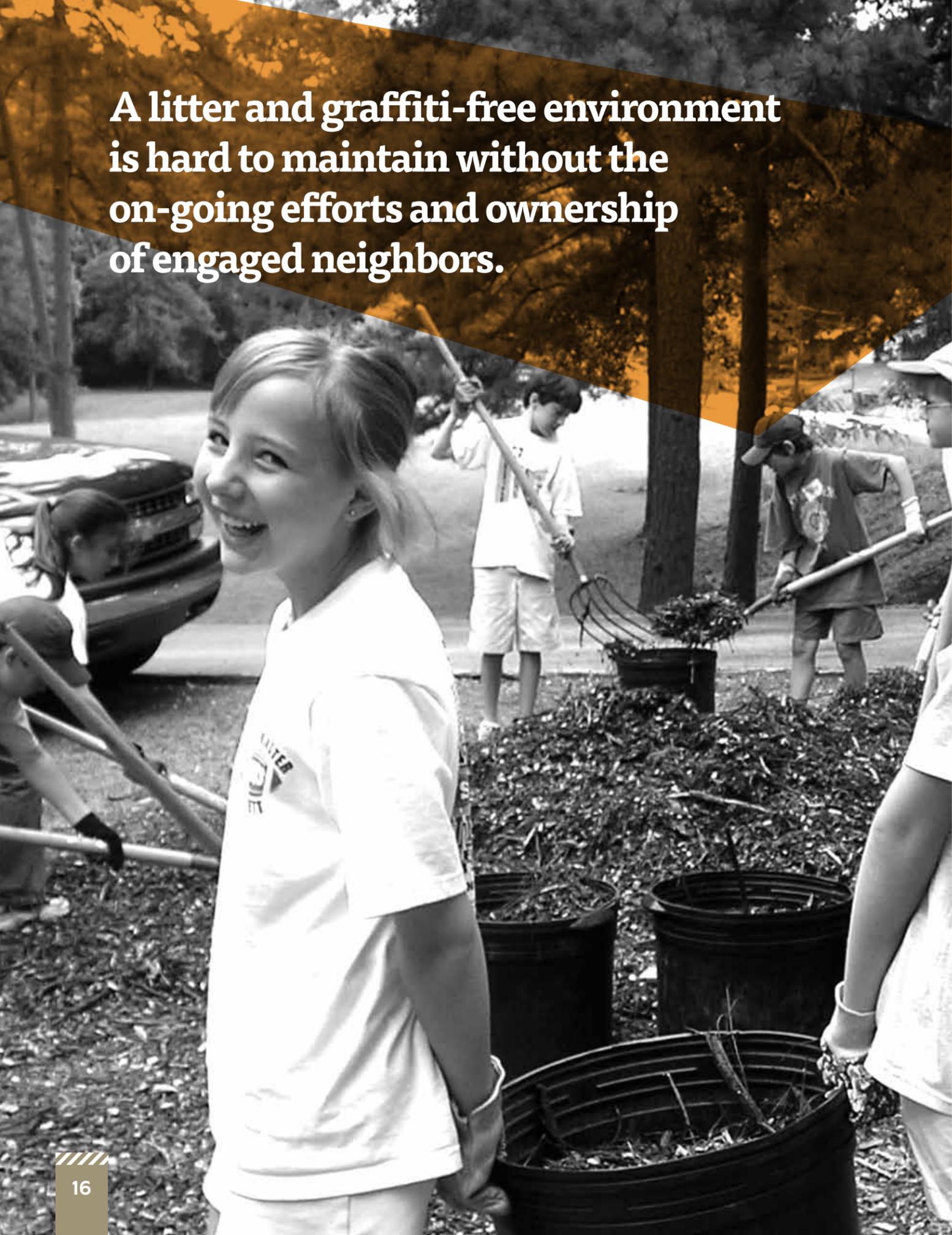
MEASUREMENT

To assess the progress we make against our goal of providing safe and productive spaces for youth, *Forward Together* will track key metrics and indicators of impact. Ultimately, we aim to increase opportunities for youth to:

- Succeed in school
- Contribute positively to their communities
- Increase their self-worth and self-efficacy
- Have a relationship with the broader community through experiences with mentors

FUNDAMENTAL PILLAR	Provide character development and training for youth	Offer activities to reinforce academic excellence	Support fitness activities and healthy choices
EXAMPLES OF VOLUNTEER ACTIVITIES	Mentoring	Homework help, tutoring	Volunteer coach, teaching a cooking class with locally grown food
DESIRED POSITIVE OUTCOME OF YOUTH	There will be a decrease in behavior related incidences in school	Children will be reading at or above grade level	Children are healthy
SPECIFIC METRICS TO ASSESS EACH OUTCOME	# of mentorships formed, % of youth matched to a mentor who want one, # of hours of exposure (career-related fields, culture, character development)	# of youth reading at or above grade level, % increase in reading level of participants	# of hours of exposure to fitness activity and healthy eating choices, # of youth with a positive change in their physical fitness
NATIONAL ASSESSMENT TOOLS USED	School Data (truancy, suspensions, and expulsions), Youth Risky Behavior Survey (from Centers for Disease Control), the 40 Developmental Assets for Adolescents (from the Search Institute)	The Oral Fluency Test	FitnessGram
OVERALL PROGRAM IMPACT METRICS	# of youth participants, program attendance rate of youth participants, staff/volunteer ratio to youth participants, % of program capacity filled		
PARTICIPATION METRICS	# of unique volunteers, # of returned volunteers, # of volunteer hours		

A litter and graffiti-free environment is hard to maintain without the on-going efforts and ownership of engaged neighbors.



PRIORITY II

“Love Your Block” Initiative and Community-Driven Beautification Efforts

BACKGROUND

Pockets of the city suffer from blight, due to litter, graffiti, and vacant homes. The national economic downturn has also been a factor, creating a high foreclosure rate within the city; over 20,000 homes are listed as vacant according to city records. Generally, only 48% of city residents surveyed perceive the streets as clean. A litter and graffiti-free environment is hard to maintain without the on-going efforts and ownership of neighborhood-led groups and engaged neighbors.

In survey responses and in focus groups, city constituents expressed a desire to help improve the physical appearance of their neighborhoods and the city in order to discourage unwanted activities. Through our online survey, 47% of the constituents cited a desire for more volunteer opportunities to help beautify our city.

OPPORTUNITY

Clean-up and beautification efforts are not new in Atlanta, so we will use a collaborative approach to mobilize citizen engagement in these efforts. **Through partnerships with key organizations working in the revitalization and beautification space, we will launch the “Love Your Block” initiative while also supporting existing efforts in this space.**

THE PLAN

Citizens who want to **“love their block” and improve the physical appearance of their communities** will be directed through city-led efforts and support from partner agencies. The city will pursue four parallel activities to push this forward:

Promote participation for existing citywide “clean and green” programs

Connect citizens to local nonprofits that impact and beautify communities

Encourage citizen-led block revitalization efforts through mini-grants and city services

Support other revitalization projects by connecting volunteers

We will partner with **Keep Atlanta Beautiful** to promote existing, citywide programs that support clean and green habits. For example, citizens will be encouraged to recycle electronics through our E-Waste Recycling Program and reduce waste within the city through our Zero Waste program. We will also help create awareness for the costs associated with litter in our communities and encourage citizens to cite graffiti in public spaces to their **Community of Life Police Officers**.

There are several, local nonprofits that mobilize volunteers to beautify within our communities. We will connect citizens to volunteer with one of our high-impact, nonprofits including **The Atlanta Community ToolBank, The Atlanta Beltline Partnership, Georgia Organics, Habitat for Humanity, Hands On Atlanta, Park Pride, and Trees Atlanta**. For example, for any citizen who is interested in beautifying one of our 300+ parks in the city, we will refer them to Park Pride to organize a clean up or direct them to a “Friends of the Park” group.

In addition, we will support citizens or neighborhood groups who want to plan, take ownership, and organize a community effort within their block or street. “Love Your Block” is a high-impact service strategy in which the Office of the Mayor engages community members in revitalizing their neighborhoods by providing competitive grants that help community groups purchase the supplies needed for their local project; these projects should be high priority for the residents who will volunteer their time to complete it. We will work with the **Atlanta Planning Advisory Board** to promote these efforts to our 25 neighborhood planning units and to our more than 250+ neighborhood associations. As appropriate, we will also work with the **Department of Public Works** and the **Department of Planning and Community Development** to leverage city resources and services for large-scale, block revitalization projects.

For Year 1 of the “Love Your Block” initiative, Atlanta has received \$10,000 in the form of gift cards to Home Depot Stores. We will partner with the Neighborhood Fund (an initiative of the Community Foundation for Greater Atlanta) to distribute gift cards in amounts up to \$500 and increase the pool of citizens who want to organize a community clean-up or revitalization project. **We plan to complete at least 25 block revitalization projects as a result of this initial grant.** For Year 2, we will work to secure additional grant funding to sustain this initiative. We are grateful to **The Home Depot Foundation** for its investment in “Love Your Block” and its national commitment to vibrant and sustainable communities.

Through *Forward Together*, we also have an opportunity to use volunteers to support other existing revitalization projects within the city. Often these projects are associated with federal grant dollars and are far enough along in the implementation process to allow for volunteer engagement and support. The city will utilize its **Economic Sub-Cabinet**, led by the Atlanta Development Authority, to hold quarterly meetings that will help identify projects in which citizens can volunteer to support citywide revitalization efforts. For example, the **Sustainable Neighborhood Development Strategies Inc. (SNDS)** is launching a “Street of Dreams” project in the Pittsburgh Neighborhood that will transform three streets of mostly vacant and blighted housing into streets of green and healthy homes occupied by families with children. *Forward Together* will support SNDS to partner with **Hands On Atlanta** to manage volunteers; we also will leverage city services through the **Office of Code Compliance** to help resolve code compliance issues within the area.

There are neighborhoods that have significant blight driving their overall presence. **The city will partner with Neighborhood Nexus and local colleges, and use research to identify areas with high needs** that will benefit from citizens beautifying and working toward revitalizing the community.

MEASUREMENT

The “Love Your Block” Initiative and other community-driven beautification efforts will be highlighted on the city-led portal (www.iamatlanta.org). Through these initiatives we aim to drive a **“block-by-block”** approach that builds community ownership of neighborhoods in order to keep our city clean, attractive, and beautiful, with a focus on sustainable efforts.

CITY BEAUTIFICATION PARALLEL EFFORTS	Promote participation for existing, citywide “clean and green” programs	Connect citizens to local nonprofits that impact and beautify communities	Encourage citizen-led block revitalization efforts through mini-grants and city services via “Love Your Block”	Support other revitalization projects by connecting volunteers
EXAMPLES OF ACTIVITIES	Participation in E-Waste Recycling and Zero Waste Programs	Adopt a Beltline Park, tree plantings with Trees Atlanta	Block revitalization project organized with your neighbors, NPU, and City Councilmember	“Street of Dreams” project through the Sustainable Neighborhood Development Strategies, Inc.
METRICS	% increase in participation due to awareness promotion	# of citizens referred through “I Am Atlanta.org”	# of block beautification projects, # of bags of litter collected (distinguishing bags with recyclable waste), square feet of graffiti removed, # of trees / garden beds planted	# of revitalization projects connected to volunteer streams and resources, and # of collaborations convened
OVERALL PARTICIPATION METRICS	# of unique volunteers, # of returned volunteers, # of volunteer hours, # of neighborhood groups involved			

Atlanta's Infrastructure Initiatives

PRIORITY III

"I AM Atlanta.org" and The Call to Serve

BACKGROUND

Citizens agreed that Atlanta has a wide-ranging pool of volunteer opportunities. However, citizens cite a lack of personal commitment and time as reasons that they do not serve more. When asked to identify ways that would encourage and increase volunteerism, **citizens cited a need for city-led communication and recognition of service efforts within the city.** Constituents also expressed a desire to better understand how to leverage the city resources with their civic efforts.

OPPORTUNITY

To make it easier for citizens to volunteer, the city will partner with **Hands On Atlanta** and **The United Way of Metropolitan Atlanta** to link citizens to volunteer opportunities through a city-led web portal. In addition to finding existing volunteer opportunities, citizens will be able to use this portal to learn more about the city's strategic approach of using volunteer service to tackle pressing city issues. Citizens also can use this portal to register for specific city-led, impact service initiatives.



Citizens will be able to use this portal to learn more about the city's strategic approach of using volunteer service to tackle pressing city issues.

THE PLAN

Through the city-led portal, "[I Am Atlanta.org](#)," we will:

- Link citizens to volunteer opportunities
- Communicate city-led initiatives such as the Centers of Hope project and "Love Your Block"
- Recognize efforts and create an opportunity for citizens to pledge their service
- Highlight other initiatives to mobilize and increase volunteers

Citizens will be directed to volunteer with our high-impact, service initiatives or learn ways to leverage city resources to support their civic efforts within the priority areas of youth development and city beautification. The city also will recognize citizens and organizations that partner and help drive civic and service efforts within our priority-need areas through the city-led portal and its communications. Specifically, the Mayor will communicate the city's volunteer opportunities to mobilize citizens and organizations around them. The city will also find unique ways to recognize dedicated citizens, organizations, and corporations for their continued, civic efforts in Atlanta.

In addition, we will highlight Infrastructure Initiatives that will mobilize and increase volunteers in the City of Atlanta. For example, we will explore a partnership with the [Atlanta Visitors Convention Bureau](#) to influence where convention visitors can participate, coordinate, or connect to service opportunities that benefit the city. In addition, we will partner with the [Corporate Volunteer Council](#) and the [Metro Atlanta Chamber](#) to recognize businesses that continue to support civic efforts within the city.

MEASUREMENT

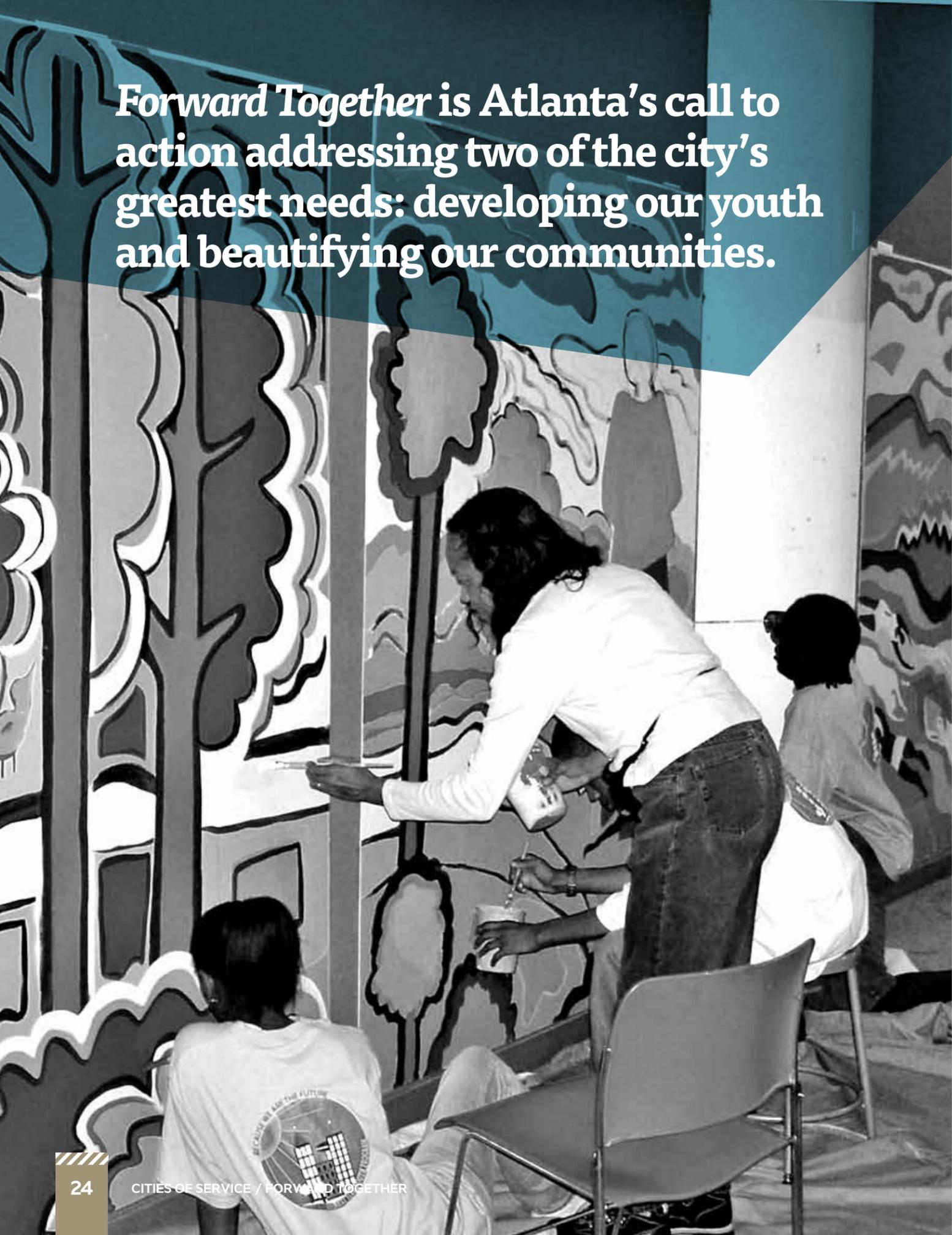
With the city as a robust partner to the philanthropic and non-profit community, we will collectively promote an ethic of service by providing each citizen an opportunity to serve, and we will bring Atlanta's diverse community together through service. We will track these activities through the following metrics:

I AM ATLANTA.ORG	OTHER INFRASTRUCTURE INITIATIVES
# of unique visitors, # of repeat visitors, # of pledges to serve	# of processes and partnerships created that strengthen the ability to mobilize citizens to serve



We will bring Atlanta's diverse community together through service.

Forward Together is Atlanta's call to action addressing two of the city's greatest needs: developing our youth and beautifying our communities.



APPENDIX I

Summary of Initiatives

Centers of Hope

- Provide character development and training for youth
- Offer activities that reinforce academic excellence
- Support fitness and healthy choices
- Prepare youth with technology skills
- Engage the community with additional services and activities

"Love Your Block"

- Promote participation for existing, citywide "clean and green" programs
- Connect citizens to local nonprofits that impact and beautify communities
- Encourage citizen-led block revitalization efforts through mini-grants and city services via "Love Your Block"
- Support other revitalization projects by connecting volunteers

I Am Atlanta .org

- Link citizens to volunteer opportunities
- Communicate city-led initiatives such as the Centers of Hope project and "Love Your Block"
- Recognize efforts and create an opportunity for citizens to pledge
- Highlight other initiatives to mobilize and increase volunteers

APPENDIX II

The Atlanta Mayoral Board of Service

Mayor Kasim Reed has convened a diverse group of leaders to drive recommendations and collaborative action for what he calls, the city's "civic good." The Atlanta Mayoral Board of Service (AMBS) is an advisory body of dedicated philanthropic, non-profit, education, community, and business leaders. Each member below is serving to share their expertise and institutional knowledge, leverage resources to fill existing projects and support gaps, and connect us to foster additional, successful collaborations.

The Board works with the city's Chief Service Officer to help shape and advise on the city's Impact Service Initiatives, such as the Centers of Hope project and "Love Your Block." In addition, the Board reviews other citywide initiatives and provides input to align the initiatives with Mayor Reed's vision.



Kathy Ashe
Representative, District 56,
State of Georgia



Dr. Robert Franklin
President, Morehouse College



Keisha Lance Bottoms
Councilmember, District 11,
City of Atlanta



Gail Hayes
Director, Atlanta Civic Site,
the Annie E. Casey Foundation



Martha Brooks
Director, Harley-Davidson Inc.,
Bombardier Inc., and (Retired)
CEO, Novelis Inc.



Virginia Hepner
Interim Executive Director,
Young Audiences



Ann Cramer
Director Americas, Corporate
Citizenship and Corporate
Affairs, IBM Corporation



Michael Kay
Past Chair, The Community
Foundation of Greater Atlanta



William Lampley
President and COO,
The Burks Companies



Alicia Philipp
President,
The Community Foundation
of Greater Atlanta



Etienne LeGrand
President,
W.E.B. DuBois Society



Sharron Pitts
Chief of Staff,
Atlanta Public Schools



Milton Little
President, the United Way
of Metro Atlanta



Neil Shorthouse
President and Founder,
Communities in
Schools of Georgia



Monica McCullough
Counsel, McKesson
Corporation



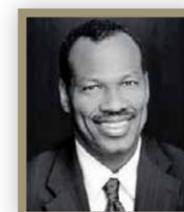
Gina Simpson
President, Hands On Atlanta



Penelope McPhee
President, The Arthur M. Blank
Family Foundation



Eric Tanenblatt
Senior Managing Director,
McKenna Long Aldridge LLP



Egbert Perry
CEO, The Integral Group

Acknowledgements

Thanks to The Rockefeller Foundation and Bloomberg Philanthropies for their generous support of the Cities of Service Leadership Grant that provides two-year funding for Atlanta's Chief Service Officer, who is responsible for the development and implementation of this high-impact service plan. Numerous individuals, groups, and organizations also contributed their time and talents to develop the ideas and framework for Atlanta's high-impact, service plan. **Without collective support from the community, this effort and the city's impact service initiatives would not be possible.**

The Think Tank

To help shape the communications plan and branding efforts around the city's strategic service plan, the Chief Service Officer formed a focus group of civic-minded, young professionals. Each member below helped transform learnings from the landscape analysis into an actionable brand strategy to promote continued civic engagement amongst citizens.

Elizabeth Ames
Counsel, Oldcastle, Inc.

Kimberlin Butler
Project GRAD College Readiness Liaison,
Atlanta Public Schools

Fabiola Charles
Community Relations Officer, American Red
Cross

Greg Clay
Special Assistant to the City Manager,
City of East Point

Kristin Jackson
Regional Operations Manager,
McMaster-Carr Supply Co.

Jessica Laiti
Senior Specialist of Corporate Responsibility
Communications, Cox Enterprises

Mary-Kate Murray
Director of Youth Leadership, GUIDE, Inc.

Kim Poma
Global People Function Operational Excellence
Manager, The Coca-Cola Company

Megan Sparks
Director of Programs, Leadership Atlanta

The Consultants

Through Cities of Service, we received technical assistance and consultation from **Sagawa/Jospin and the Bloomberg Philanthropies staff** to ensure that Atlanta's strategic service plan focused on high-impact volunteer strategies to address pressing city needs.

The Researchers

Through the **School of City and Regional Planning at Georgia Tech, Professor Harley F. Etienne and his team of graduate students (Arthi Rao, Thomas Douthat, and Avi Kimmel)** provided an assessment of volunteer activity and interests from our online survey.

Organizations

In addition to the leadership of several City Councilmembers, neighborhood planning units and neighborhood associations, the following organizations participated in our online survey or provided input, research, or connections during the process to define the city's high-level, strategic service plan.

Adair Park Neighborhood Association

Agnes Scott College

AIDS Alliance for Faith and Health

Alternate ROOTS

American Red Cross, Metropolitan
Atlanta Chapter

American Red Cross Southern Blood
Services Region

Annie E. Casey Foundation, Atlanta Civic Site

The Arthur M. Blank Family Foundation

Asian American Resource Center

Atlanta BeltLine Partnership, Inc.

Atlanta Bicycle Coalition

Atlanta Botanical Garden

Atlanta Committee for Progress

Atlanta Community Food Bank

Atlanta Community ToolBank

Atlanta Convention and Visitors Bureau

Atlanta Development Authority

Atlanta Education Fund

Atlanta Housing Authority

Atlanta Music Project

Atlanta Planning Advisory Board

Atlanta Police Department

Atlanta Press Club, Inc.

Atlanta Public Schools

Atlanta Regional Commission

Atlanta Regional Council for Higher Education

ATLStat

AutoTrader.com

Bank of America

Big Brothers Big Sisters of Metro Atlanta

Boys & Girls Clubs of Metro Atlanta

Buckhead Business Association

Castleberry Hill Neighborhood Association

Catholic Charities Atlanta

The Carter Center

The Center for the Visually Impaired

Centers for Disease Control and Prevention

Central Atlanta Progress

Charis Community Housing

Chosewood Park Neighborhood Association

City of Atlanta's Solicitor's Office

The Coca-Cola Foundation

The Community Foundation for Greater Atlanta

Communities in Schools of Georgia

Corporate Volunteer Council, Metro Atlanta

Corporation for National and Community Service,
Georgia Office

Council of Volunteer Administrators

Cox Curry & Associates

Dad's Garage Theater

Department of Parks, Recreation, and Cultural
Affairs, City of Atlanta

Department of Planning and Community
Development, City of Atlanta

Department of Public Works, City of Atlanta

DOOR Atlanta

Dukes Foundation

East Side Parks Network

Organizations (cont'd)

Emory University
 Emory University's Office of University-Community Partnerships
 English Avenue Community Development Corporation
 English Avenue Neighborhood Association
 The Eplan Group
 Faith, Hope, Adoption, Inc.
 Families First
 Fourth and Sand Neighborhood Association
 Friends of Kittredge Park
 Friends of Peoplestown Parks
 Friends of Stewart-Lakewood Library
 Fuller Center for Housing of Greater Atlanta
 Fulton County Arts & Culture
 Fulton County CASA
 Fulton County Cooperative Extension
 Furniture Bank of Metro Atlanta
 Georgia Afterschool Investment Council
 Georgia Association of Volunteer Administrators
 Georgia Department of Education
 Georgia Center for Nonprofits
 Georgia Commission for Service and Volunteerism
 Georgia Institute of Technology
 Georgia Organics
 Georgia State University
 GeorgiaForward
 Girl Scouts of Greater Atlanta
 Glenrose Heights Community Association
 Goodwill of North Georgia
 Greater Atlanta Association of Fundraising Professionals
 Gwinnett County Parks and Recreation
 Hands On Atlanta
 Hands On Network
 HEALing Community Center at City of Refuge
 Heery International, Inc.
 The Home Depot Foundation
 The Hope Institute, Inc.
 IBM Corporation
 IMAGE Programs, Inc.
 ING Georgia
 Inman Park Neighborhood Association
 Integrity Transformations CDC
 JMH Consulting
 Junior Achievement of Atlanta
 Junior League of Atlanta
 Kaiser Permanente
 Kate's Club
 Keep Atlanta Beautiful
 Keep North Fulton Beautiful
 The King Center
 Kingfisher Academy, Inc.
 KIPP Metro Atlanta
 Leadership Atlanta
 Lens On Atlanta
 Manga
 Metro Atlanta Chamber
 Metro Atlanta YMCA
 Midtown Assistance Center
 Morehouse College
 National Church Residences
 Neighborhood Nexus

Organizations (cont'd)

NPU - E
 NPU - H
 NPU - L
 NPU - S
 Office of Constituent Services, City of Atlanta
 Office of Sustainability, City of Atlanta
 Office of Weed and Seed, City of Atlanta
 Oglethorpe University
 Park Pride
 Partnership Against Domestic Violence
 Peachtree Battle Alliance
 PEDS
 Piedmont Park Conservancy
 Points of Light
 Poncey-Highland Neighborhood Association
 Ropheka Inc.
 Sisters Action Team, Inc
 Soccer in the Streets
 Spelman College
 Strength Through Faith Community Center, Inc.
 The Sullivan Center
 Sustainable Atlanta
 Sustainable Neighborhood Development Strategies, Inc.
 Sustaining Urban Villages
 Sylvan Hills Neighborhood Association
 ToolBank USA
 Trees Atlanta
 Turner Broadcasting System, Inc.
 United Methodist Children's Home
 The United Way of Metropolitan Atlanta
 United States Tennis Association
 Urban Residential Development Corporation
 Virginia Highland Civic Association
 Warren/Holyfield Boys & Girls Club
 Whitefoord Community Program
 Wilderness Works, Inc.
 Yes! Atlanta
 YPL of the United Way of Metropolitan Atlanta
 Youth Enrichment Program
 Zaban Couples Center
 Zeist Foundation

Endnotes / References

Notes

1. **The Cities of Service Playbook** is available for download at citiesofservice.org
2. As reported by **Volunteering in America**, which can be found at www.volunteerinamerica.org
3. **"25 Most Charitable Cities"** by The Daily Beast found at www.thedailybeast.com/galleries/2414/1/

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- Page 8** Office of Communications, City of Atlanta
- Page 10** Office of Communications, City of Atlanta
- Page 11** Office of Cultural Affairs, City of Atlanta
- Page 12** Atlanta Music Project, Carlton Mackey
- Page 16** Trees Atlanta
- Page 20** Office of Cultural Affairs, City of Atlanta
- Page 23** Office of Cultural Affairs, City of Atlanta
- Page 24** Office of Cultural Affairs, City of Atlanta

Initiative	Fundamental Pillar / Effort	Examples of Volunteer Activities	Impact Metrics	Participation Metrics	Partnerships	Expected Start Date
The Centers of Hope Project	Provide character development and training for youth	Mentoring	# of mentorships formed, % of youth matched to a mentor who want one, # of hours of exposure (career-related fields, culture, character development)	# of unique volunteers, # of returned volunteers, # of volunteer hours	AmeriCorps, Boys & Girls Clubs of Metro Atlanta, Hands On Atlanta, Junior Achievement, Metro Atlanta YMCA, 100 Black Men	Summer 2011
	Offer activities to reinforce academic excellence	Homework help, tutoring	# of youth reading at or above grade level, % increase in reading level of participants			
	Support fitness activities and healthy choices	Volunteer coach, teaching a cooking class with locally grown food	# of hours of exposure to fitness activity and healthy eating choices, # of youth with a positive change in their physical fitness			
"Love Your Block" and Community-Driven Beautification Efforts	Promote participation for existing, citywide "clean and green" programs	Participation in E-Waste Recycling and Zero Waste Programs	% increase in participation due to awareness promotion	# of unique volunteers, # of returned volunteers, # of volunteer hours, # of neighborhood groups involved	Atlanta Community ToolBank, Atlanta Beltline Partnership, Atlanta Development Authority (ADA), Atlanta Planning Advisory Board, Department of Planning and Community Development, GA Organics, Habitat for Humanity, Hands On Atlanta, The Home Depot Foundation, Keep Atlanta Beautiful, The Neighborhood Fund, Neighborhood Nexus, Park Pride, Sustainable Neighborhood Development Strategies, Inc., Trees Atlanta	Spring 2011
	Connect citizens to local nonprofits that impact and beautify communities	Adopt a Beltline Park, Tree Plantings with Trees Atlanta	# of citizens referred through "I Am Atlanta.org"			
	Encourage citizen-led block revitalization efforts through mini-grants and city services via "Love Your Block"	Block revitalization project organized with your neighbors, NPU, and City Councilmember	# of block beautification projects, # of bags of litter collected (distinguishing bags with recyclable waste), square feet of graffiti removed, # of trees / garden beds planted			
	Support other revitalization projects by connecting volunteers	"Street of Dreams" project through the Sustainable Neighborhood Development Strategies, Inc.	# of revitalization projects connected to volunteer streams and resources, and # of collaborations convened			
"I Am Atlanta" and the Call to Serve	Link citizens to volunteer opportunities	Citizens will be able to find any volunteer activity within the city as well as learn how to volunteer with city-led service initiatives.	# of unique visitors, # of repeat visitors, # of pledges of service committed, # of processes and partnerships created that strengthen the ability to mobilize citizens to serve	Hands On Atlanta and The United Way of Metropolitan Atlanta, Atlanta Convention and Visitors Bureau, Corporate Volunteer Council, Metro Atlanta Chamber, Mayor's Office of Communications	Spring 2011	
	Communicate city-led initiatives such as the Centers of Hope project and "Love Your Block"					
	Recognize efforts and create an opportunity for citizens to pledge their service					
	Highlight other initiatives to mobilize and increase volunteers					



CITIES OF SERVICE / FORWARD TOGETHER

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