

**City Year 10<sup>th</sup> Anniversary Celebration**  
**Remarks by First Lady Hillary Rodham Clinton**

**Boston, Massachusetts**  
**June 4, 1999**

Thank you so much. Thank you, Jamie Lee, for your service and for your introduction. I am deeply grateful for the honor that you have bestowed upon me today, but I'm even more grateful for the work you do every day and the example you set. I want to applaud all the members of Boston City Year who have given so much to this community. And besides that, you can perform, you can recite, you can work, and you can set all of our hearts just bursting with pride and gratitude.

As I was watching Lauren and Rosa and as I was seeing what they have done for us today, I thought of all the City Year members I've met all over this country, wearing your red jackets, usually with big smiles and with more energy than I can possibly keep up with. And I want you to know how important what you're doing here is for our country.

You are honoring three of us today, and it is a great honor for us to be with you. It is also an honor to be here with the Governor who has supported City Year, and I am very grateful also to Mayor Menino for his support of City Year and the leadership of many from this city and this Commonwealth. It is literally transforming the streets and neighborhoods where people live and work. I've often thought that if we could just ignite the spirit of City Year and national service and AmeriCorps, we would see such a revolution sweep our country. Well, indeed, that is what is happening. From the early ideas and vision that Michael and Allen brought to City Year along with their colleagues, to this day 10 years later. I believe we are seeing the deeply held effects of what you and others like you are doing.

It takes a long time to change a heart. It takes a long time to change a culture. But that is what is happening. And it's hard to imagine a better place to celebrate this tenth anniversary than here, in this historic hall. A place where Samuel Adams rallied the citizens of Boston for the cause of independence. Where George Washington toasted the nation on its first birthday. Where people have always gathered to replenish our commitment as Americans to liberty, justice, and citizenship.

Now City Year is keeping those values alive. You are carrying forward the vision that brought people here in decades and centuries past: to unite in a common purpose; to celebrate our diversity; to stand for the idealism that has always been the hallmark of America's best days.

I want to thank all of you who are part of this extraordinary and very worthwhile effort. Let me start by recognizing the two men who, along with all of you, have really made this day possible. Allen and Michael had an idea and, as social entrepreneurs, they were able to act upon that idea. They recruited many leaders like Executive Director Robert Lewis, who throughout our country and at every City Year site has similarly inspired the spark of social entrepreneurship and city involvement.

There are many people in this hall today who have worked to make this day possible. I know that many are good friends and supporters of City Year. I want to congratulate my co-honorees, because I know that Dean Jones, as he's often referred to, is not just the Dean of Education but the Dean of Social Justice, and is not just an example of honor here, but someone who is looked to around our country for his leadership.

I know that the Swartz family has a fine tradition of city involvement in this community. And now by spreading out and enabling City Year to grow even stronger, their contributions are more important than ever. Leaders like one of your City Year trustees, a friend of mine, Rosabeth Moss Kanter, who takes the work that she does every day at the Harvard Business School and checks it into City Year to keep that spirit of change and action going. But there are many of you who are really responsible for what we celebrate today. As energetic as all of you who are currently corps members happen to be, we have to continue to reach out to our fellow citizens on behalf of the goals of City Year.

When my husband and I began to think about the millennium and the change of the century, we wanted it to be a time for America to take stock and perhaps spend a few reflective moments considering what it is what we want for our future. One of the themes we adopted was to "Honor the past; imagine the future." Honor the past by bringing forward those values and aspirations that are the best of America, but imagine an even better future that leaves no American out.

What you are doing is really fulfilling that need to honor the past because you keep faith within a loving community. You understand the need for "Big Citizens" in our time and you are literally helping to transform the country and to build, I'd imagine, a better future. Giving gifts to the future is what you do every day when you visit an elderly person, or help plan a community garden, or work at a community soup kitchen, or tutor a child who needs help, or become a friend or mentor to another child, or open a school vacation camp where kids would otherwise have no other place to go, or help change neighborhoods that used to be war zones to places that are once again filled with happy playing children. You have mentored and tutored in the last 10 years almost 400,000 children. You've worked on the front lines for the city disaster victims. You have helped immigrants prepare to become citizens. You've taught students how to resolve their problems peacefully. You've helped in infinite ways to engage middle school and high school students in service themselves. And because you have done all of that for 10 short years, you have helped to launch a national movement that will make service a common expectation and experience on every young person growing up in America.

Too often today, we have a very distorted view of our young people. Look at the stereotypes when you hear the stories of tragedy and disaster. I know that that is not in any way representative of the young people I meet every day, everywhere in America. I know that there are young people in this generation who are doing as much if not more than anyone has ever done before to help build a better, more peaceful, helpful America. I know that young people today often have a more difficult time navigating to adulthood than the people I grew up with, that it seems much more difficult to sometimes find your footing. That is why what you're doing here -- what the Governor said is an anecdote to allowing the other problems to besiege our

society -- it is not only life changing for those of you who participate, but it can be completely life changing for our entire nation by helping to shatter stereotypes.

You have helped to bring people together from every segment of American society. And you know, and I'm sure that Allen and Michael have told you, that my husband and I looked to City Year when he was elected President as a model for the kind of national service program that we hoped could fill the entire country with the same kind of energy and enthusiasm that is brought to you now that the City Year Corps members wear the AmeriCorps emblem on your signature red jackets, because you are part of the huge growing national network of service.

This fall, we will all celebrate the fifth anniversary of AmeriCorps, and I hope you are all once again with us at the White House. Because since the President swore in the first corps members in 1994, more than 100,000 young Americans have served in AmeriCorps -- including 40,000 serving this year alone, representing every part of America and serving in 4,000 communities in every state.

Now that it's up to us to make City Year and AmeriCorps a permanent part of the fabric of America's civil life, I'm pleased that the President has proposed to expand AmeriCorps to 100,000 members each year by 2002. And I hope the Congress supports that request. Because when, in the wake of Littleton, we ask ourselves, "What can we do?" Well, one answer is, "Let's provide service opportunities for every young man and woman in America so that they can live and work together side-by-side in common purpose to make this country all it should be."

But we know that government cannot -- and should not -- shoulder that burden and that mission alone. We all have to be part of making service live in our lives. And towards that end, it is my great pleasure and honor to announce the creation of the first-ever endowment fund for City Year. This fund will enable thousands more young people to serve in their communities.

Now most of us, when we think about endowments, we think about universities and hospitals and museums, and in helping them endure into the future. But now we also must ensure that our civic institutions are equally supported. We have to take seriously the call to service and create continuing commitments to that call. What deTocqueville called "the habits of the heart" are what we need to be sure our youth are nurtured in every generation to come.

You know, at the end of the last century, people came together here in Boston and around the country to create enduring civic institutions like Boys and Girls Scouts, the YMCA, and the Urban League. Well now it is up to us to endow youth service and civic engagement to help to make sure that as we go into this new century, we are equally committed to the kind of future we want to make.

I want to recognize those who have contributed to this beginning endowment who have already helped to raise \$6 million. I want to thank the following for their legacy gifts: Bank of Boston and CEO Chad Gifford; Bain Capital and Mark Nunnelly; Timberland and CEO Jeff Swartz. There have been numerous individuals who have also given generously: Holly Davidson; Paul and Phyllis Fireman; Sidney and Judy Swartz. I would like personally to thank

Sidney and Judy who have dedicated this gift, the civic innovation initiative, in the President's and my name. And I hope that it will serve to spur all of us on, to do even more to find new ways to engage young people in national service. And finally, I want to thank Compaq Computer Corporation and Hans Guetsh for their national sponsorship of City Year. Now we often talk about a "wired world." Well that has several meanings – these are wired people. You know the energy that comes from these young people is something that we must awe moving forward.

I know that we will be able to reach the goal of \$10 million because of the public/private partnership that this represents. And I know that as we do, we're going to be even more committed to making City Year available in every community around our country.

I started today with my husband in the Roosevelt Room in the White House speaking with young people; speaking about what we can do in the wake of Littleton and other violence that strikes our streets and takes too many of our children too soon. We talked about a lot of different things. We talked about trying to get some sensible gun control measures. We talked about the culture of violence and what we needed to do to convince those who control the media – from the Internet to the movies and everything else – to understand the impact that has on children. We talked about how to make our schools smaller and to give more opportunities for adults to have meaningful interaction with every individual child, and for peers to mediate and avert problems and avert violence. We talked about how important it was for parents and other adults to spend real time with children and young people -- to listen; to respond; to help be part of making the aspirations, the fears, the hopes of all of our young people understandable so that we can manage our own.

Now, in a way, I think that what you are doing here is one of the best answers that we can give to what we as a nation have to do to respond. We've made progress in so many areas in the last 6 ½ years. It is not just enough to end the violence that taught and molds our children by just saying "No" to them. We have to give every other person a chance to say yes and a chance to contribute, a chance to make a difference, a chance to serve. We, every one of us, has a stake in the healthy development of every boy and girl in America. And each of you understands that because you're turning that into helping lift up even young people. There is nothing wrong with America that cannot be fixed by what is right in America. That's something my husband has said over and over again.

Well, I want to say to all the corps members here that to your 40,000 colleagues around our country, you are what's right in America. And I thank you for what you do every day and for helping us to imagine a better future. I love that saying: "For every one of me, there are a thousand of me." Let's keep going until every one of those thousands can be reached, and every one of them can have the same experience that you had -- to serve, to give back, to grow, and to be part – to make America what it should be. "Imagine, recruit, transform, and inspire." Those are not only good words for City Year – those are good words for America in the 21<sup>st</sup> Century.

Thank you all.

FIRST LADY HILLARY RODHAM CLINTON  
CITY YEAR CELEBRATION  
BOSTON, MASSACHUSETTS  
JUNE 4, 1999

Thank you, Jamie Lee, for that generous introduction, and for your years of dedication to improving the lives of our young people. I am deeply grateful for the honor you have all bestowed upon me today, and for this opportunity to be part of such a memorable and exciting day. I especially want to applaud the young members of Boston's City Year who just performed that remarkable routine for us. I understand you start every day of service with that high energy performance – and I can certainly see why you won the competition last week at your national convention. Congratulations.

It's a great pleasure for me to be back in Boston, and to see Gov. Cellucci and Mayor Menino, both of whom have been so supportive of City Year and AmeriCorps. Thanks to your leadership – and the work of so many here – Massachusetts is known far and wide for its commitment to national service.

It's hard to imagine a better place to celebrate the tenth anniversary of City Year than here in Faneuil Hall. The place where Samuel Adams rallied the citizens of Boston to the cause of independence. Where George Washington toasted the nation on its first birthday. And where people have always gathered to replenish their commitment to liberty, justice, and citizenship.

Today, we mark the anniversary of an organization that is keeping the values and vision of our founders alive. An organization that continues the American tradition of citizens united in a common purpose, that celebrates diversity, and that stands for hope and idealism.

I want to thank the many people with us today who have given so much of their time and energy and imagination to City Year -- and who have helped it grow into a national organization.

I want to especially recognize City Year's inspirational co-founders: Alan Khazei [KAY-ZEE] and Michael Brown; and executive director Robert Lewis, who have done such a remarkable job of inspiring a generation of young people to serve. I'm very pleased to see my good friend and a City Year trustee -- Rosabeth Moss Kanter. And I want to add my congratulations to Hubi Jones and Jeff Swartz – for their powerful leadership of City Year over the past decade. I also want to thank the many people here today who have supported national service so generously over the years – and most of all – the young people who are here today, and who represent the very best that this country has to offer.

We've come together today at a unique time in history – as we end one century – and begin a new millennium. When the President and I first began to think about how we could mark this turn of the calendar, as individuals and as a nation, we realized we had a unique opportunity to promote and preserve the common values that bind us all together as human beings. Values that we celebrate today.



We've chosen as our theme for the millennium "Honor the past – Imagine the future" – and the President has invited all Americans to decide what gifts they want to bring with them into the future. Gifts that will help rekindle our spirit of democracy, renew our commitment to citizenship, and unleash the full potential of the American people as we chart our common future.

Giving gifts to the future is what all of you in City Year have been doing – every single day -- as you've worked to make a positive difference in your communities. When you visit an elderly person; help plant a community garden; or work in a community soup kitchen. When you tutor an elementary school student who needs help in reading; become a friend and mentor to a troubled or lonely child; or open a school vacation camp for kids who otherwise would have no where else to go. When you turn a neighborhood that used to be a "war zone" into a place filled with hope and the sound of children's laughter.

As you celebrate your tenth anniversary, you should take great pride at what you have accomplished. You have mentored and tutored almost 400,000 children. You have worked on the front lines to assist disaster victims, helped immigrants prepare to become citizens, and taught younger students how to resolve their conflicts peacefully, without resorting to violence. You have created innovative ways to engage middle-school and high-school students in service themselves. And you have helped to launch a national movement, that will make service the common expectation of every young person growing up in America.

Unfortunately, we haven't always recognized how much young people can contribute to their communities, and to their nation's future. Ten years ago, when City Year was a small pilot program here in Boston with just 100 members, you were real pioneers.

Few people back then believed that young adults from all walks of life could find common ground in service. Or that their service would make them better citizens. Or that they could make a real contribution to their communities.

What you did here in Boston with City Year shattered those old stereotypes, and showed us what was possible when young people were empowered in their communities. In fact, you did so well that my husband used City Year as a model for his national service program, AmeriCorps. And now, City Year corps members wear the AmeriCorps emblem on their signature red jackets, signifying that they are part of that national service network.

This fall, we will all celebrate the fifth anniversary of AmeriCorps. Since the President swore in the first corps members in 1994, more than 100,000 of you have served -- including 40,000 this year alone.

AmeriCorps members, like the City Year corps, represent the rich diversity of America – people of all races, economic backgrounds; ages; and life experiences. And together, you serve 4,000 communities, in every state. And as so many of you know, you not only transform the lives of people around you – you transform how you look at your own future. A recent study tells us that while just a little over half of AmeriCorps members had volunteered before they joined, virtually every one planned to continue their commitment to service after they leave, with many planning careers in public service.

Now, it's up to all of us to make City Year and AmeriCorps a permanent part of the fabric of America's civic life. I'm pleased that the President has proposed to expand AmeriCorps to 100,000 members each year by 2002. And I hope that Congress supports that request. But we all know that government cannot – and should not – shoulder this mission alone.

So towards that end – it is my great pleasure and honor to announce the creation of the first-ever endowment fund for City Year, which will enable thousands more young people to serve in their communities – and be enriched by the experience.

Most of us – when we think about endowments – think about ensuring our universities; and hospitals; and museums endure into the 21<sup>st</sup> century. But now more than ever, we must also ensure that our civic institutions – where we learn about what de Tocqueville calls “the habits of the heart” – are preserved and sustained for future generations. At the turn of the last century, people came together to create such enduring civic institutions as the Boys and Girls Scouts; the YMCA; and the Urban League. Now it’s up to us to endow youth service and civic engagement institutions to help us meet the new challenges and opportunities of the next century.

I want to recognize those who have contributed to this remarkable \$6 million endowment fund through their “legacy gifts” -- Bank Boston and CEO Chad Gifford; Bain Capital and Mark Nunnelly; Timberland and CEO Jeff Swartz. I also want to thank the individuals who have given so generously: Holly Davidson; Paul and Phyllis Fireman; and Sidney and Judy Swartz. [I’m honored that the Swartz’s have dedicated their civic innovation initiative in the President’s and my names – and I hope that we all continue to look for new ways to engage our young people in national service.] And finally, I want to thank Compaq Computer Corporation and Hans Guetsh, for their national sponsorship of City Year.

Thank you all for these truly remarkable gifts to the future. And I have no doubt that with the momentum that we see here today – that you will be able to reach your goal of a \$10 million endowment.

These public/private partnerships have always been at the heart of City Year's sustained success -- and are so vital to deepening its ties to the broader community. And I believe this endowment could not have come at a more opportune time.

About six weeks month ago, America received a wake up call when two young men in Littleton, Colorado, held a school, a community, and, in a way, the whole nation hostage. This tragedy, which has broken the heart of an entire nation, has also sparked a national soul searching, and a growing commitment to work together to find solutions to youth violence. Even now, we can begin to see the good that can come out of such a tragic event. I know that many parents have been prompted to think long and hard about what more they can do to communicate with their children, know their troubles, and keep them safe. And already, we've made some progress toward common sense measures that will help keep guns out of the hands of children.

Littleton has also prompted a long overdue discussion not just about the role that violence plays in our popular culture, but what we can do together to see that children are not exposed to routine violence in their games, their television shows, and their movies.

But I believe strongly that if we are to end the violence that too often engulfs our young people, then we must also give them something to say yes to; a chance to contribute. A chance to make a difference. In other words, a chance to serve. We all have a stake in the healthy development of every young person in our community, and we can all do more. I want to commend the City Year corps members who thought to start the Young Heroes program to involve middle school students – so they have the opportunities to contribute. We must help every child who is growing up in America to learn early on that he or she is needed, valued, and able to make a difference -- by asking them to serve their community.



Today, as I look at the faces of so many young people here – I am filled with optimism for the future. As my husband always says “there is nothing wrong with America that cannot be fixed by what is right with America.” I say to all the corps members here today, and to their 40,000 colleagues around the country: “you are what’s right with America.” I want to thank all of you for what you do every day – to make the world a better place. But even more -- for helping us to imagine a better future. I love your saying, that “For every one of me there are a thousand of me.” From what I already know about what you’ve accomplished; and from what I’ve seen today – I can only hope that one day – there will be a million of you.

“Imagine, recruit, transform; and inspire.” These are the words that guide your work at City Year. They should be our guides as well – not only today, but into the 21<sup>st</sup> century.

Thank you.

**FINISHED TRANSCRIBING – NEEDS TO BE EDITED**

FIRST LADY HILLARY RODHAM CLINTON

CITY YEAR CELEBRATION

BOSTON, MASSACHUSETTS

JUNE 4, 1999

Thank you so much. Thank you Jamie Lee for your service, for your introduction. I am deeply grateful for the honor that you have bestowed upon me today, but I'm even more grateful for the work you do everyday and the example you set. I want to applaud all members of Boston City Year who have given so much to this community, and besides, you can (???), you can recite, you can work, and you can set all of our hearts just bursting with pride and gratitude.

As I was watching Lauren and Rosa and as I was seeing what they have done for us today, I thought of all the City Year members I've run into all over this country, wearing your red jackets, usually with big smiles and with more energy than I can possibly keep up with. And I want you to know how important what your doing here is for our country. You are honoring three of us today and it is a great honor for us to be with you. It is also an honor to be here with the governor who has supported City Year, and I am very grateful also to Mayor Menino for his support of City Year, and the leadership of many from this city and this commonwealth. It is literally transforming to the streets and neighborhoods where people live and work. I've often thought that if we could just ignite the spirit of City Year, and national service, and Americorps we would see such a revolution sweep our country. Well, indeed, that is what is happening. From the early ideas and vision that Michael and Allen brought to City Year along with their colleagues, to this day ten years later. I believe we are seeing the deeply held effects of what you and others like you are doing.

It takes a long time to change a heart, it takes a long time to change a culture. But that is what is happening. And it's hard to imagine a better place to celebrate this tenth anniversary than here in this historic hall. A place where Samuel Adams rallied the citizens of Boston for the cause of independence. Where George Washington toasted the nation on its first birthday; where people have always gathered to replenish our commitment as Americans to liberty, justice, and his citizenship.

Now City Years is keeping those values alive. You are carrying forward the vision that brought people here in decades and centuries past. To unite in a common purpose, to celebrate our diversity, to stand for the idealism that has always been the hallmark of America's best days.

I want to thank all of you who are part of this extraordinary and very worthwhile effort. Let me start by recognizing the two men, who, along with all of you have really made this day possible. Allen and Michael had an idea and as social entrepreneurs, they were able to act upon that idea. They recruited many leaders like Mr. Executive Director Robert Lewis, who throughout our country and every City Year's site, has similarly inspired the spark on social entrepreneurship

and city involvement. There are many people in this hall today who want to make that day possible. I know that many are good friends and supporters of City Year. I want to congratulate my co-honorees, because I know that Dean Jones, as he's often referred to, is not just the Dean of Education but the Dean of Social Justice, and not just the example in honor here, but someone who is looked to around our country for his leadership.

I know that the Swartz family has a fine tradition of city involvement in this community. And now by spreading out and enabling City Year to grow even stronger her contributions are more important than ever. Leaders like one of your City Year Trustees, a friend of mine, Rosabeth Moss Kanter who takes the work that she does every day at the Harvard Business School and checks it into City Year to keep that spirit of change and action going. But, there are many of you who are really responsible for what we celebrate today. But we can't mess our world. As energetic, as all of you who are currently corps members happen to be, we have to continue to reach out to our fellow citizens on behalf of the goals of City Year.

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But what you are doing is really fulfilling that need to honor the past because you keep faith within a loving community. You understand the need for "Big Citizens" in our time and you are literally helping to transform the country and to build, I'd imagine, a better future. Giving gifts to the future is what you do every day; when you visit an elderly person, or help plan a community garden, or work at a community soup kitchen, or tutor a child who needs help, or become a friend or mentor to another child, to open a school vacation camp where kids would otherwise have no other place to go, to help charter neighborhoods that used to be warzones to places that are once again filled with happy playing children. You have mentored and tutored in the last ten years almost 400,000 children; you've worked on the front lines for the city disaster victims. You have helped immigrants prepare to become citizens; you've taught lonely students how to resolve their problems peacefully; you've helped in infinite ways to engage middle school and high school students in service themselves. And because you have done all of that for ten short years, you have helped to launch a national movement that people who

will make service a common expectation and experience on every young person growing up in America.

To often today, we have a very distorted view of our young people. Look at the stereotypes for when you here the stories of tragedy and disaster. I know that that is not in any way representative of the young people I meet every day everywhere in America. I know that there are young people in this generation who are doing as much if not more than anyone has ever done before to help build a better, more peaceful, helpful America. I know that young people today often have a more difficult time navigating to adulthood than the people I grew up with, that it seems much more difficult to sometimes find your footing. That is why what you're doing here, what the governor said is an anecdote to allowing the other problems besiege our society. It is not only life changing for those of you who participate, but it can be completely life changing for our entire nation.

Who would help to shatter stereotypes. You have helped to bring people together from every segment of American society. And you know, and I'm sure that Allen and Michael have told you, that my husband and I looked to City Year when he was elected President as a model for the kind of national service program that we hoped could fill the entire country with the same kind of energy and enthusiasm that is brought to you. Now that the City Year Corps members wear the Americorps emblem on your signature red jackets, because you are part of the huge growing national network of service.

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But we know that government cannot -- and should not -- shoulder that burden mission alone. We all have to be part of making service live in our lives.

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And I want to recognize those who have contributed to this beginning endowment who have helped to raise already 6 million dollars. I want to thank the following for their legacy gifts: Bank Boston and CEO Chad Gifford; Bain Capital and Mark Nunnally; Timberland and CEO Jeff Swartz. There have been numerous individuals who have also given generously: Holly Davidson; Paul and Phyllis Fireman; Sidney and Judy Swartz. I would like personally to thank Sidney and Judy who have dedicated this gift, the civic innovation initiative, in the President’s and my name. And I hope that it will serve to spur all of us on -- to do even more to find new ways to engage young people in national service. And finally, I want to thank Compaq Computer Corporation and Hans Guetsh, for their national sponsorship of City Year. Now we often talk about a “wired world,” well, that has several meanings – these are wired people. You know the energy that comes from these young people is something that we must awe moving forward.

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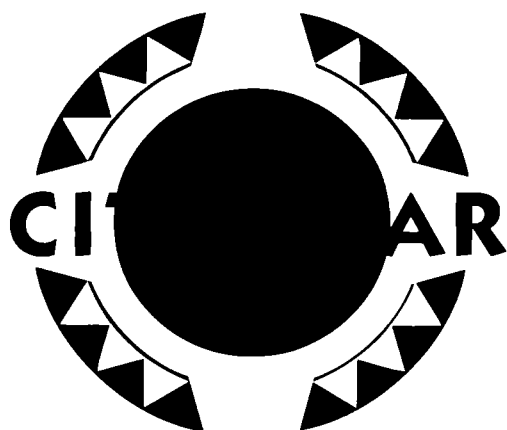
children. We talked about how to make our schools smaller and to give more opportunities for adults to have meaningful interaction with every individual child. And for peers to mediate and avert problems and avert violence. We talked about how important it was for parents and other adults to spend real time with children and young people. To listen, respond, to help be part of making the aspirations, the fears, the hopes of all of our young people understandable so that we can manage our own.

Now, in a way, I think that what you are doing here is one of the best answers that we can give; to what we as a nation have to do to respond. We've made progress in so many areas in the last 6 ½ years. It is not just enough to end the violence that taught and molds our children by just saying "No" to them. We have to give every other person a chance to say yes and a chance to contribute, a chance to make a difference, a chance to serve. We, every one of us, has a stake in the healthy development of every boy and girl in America. And each of you understands that because your turning that into helping lift up even young people. There is nothing wrong with America that cannot be fixed by what is right in America. That's something my husband has said over and over again. Well, I want to say to all the corps members here, that to your 40,000 colleagues around our country, you are what's right in America. And I thank you for what you do everyday and for helping us to imagine a better future. I love that saying: "For every one of me, there are a thousand of me." Let's keep going until every one of those thousands can be reached, and everyone of them can have the same experience that you had; to serve, to give back, to grow, and to be part – to make America what it should be. "Imagine, recruit, transform, and inspire:" those are not only good words for City Year – those are good words for America in the 21<sup>st</sup> Century.

Thank you all.

# **Putting Idealism To Work**

## **An Idealist's Handbook**



**This copy belongs to:**

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## City Year: An Action Tank for National Service



City Year is a national service program which brings together young people from diverse backgrounds for a year of full-time community service.

City Year was designed as a workshop or "action tank" for national service. From a fifty person summer pilot program in 1988, City Year has grown to 1,000 corps members in Boston, Chicago, Cleveland, Columbia, Columbus, Philadelphia, Rhode Island, San Antonio, and San Jose.

City Year seeks to address unmet community needs, break down social barriers, inspire citizens to civic action, and strengthen the bonds of community. By tapping the energy and commitment of young people, City Year is "putting idealism to work."

***(continued on inside back cover)***

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### **For More Information Call:**

|                        |                             |
|------------------------|-----------------------------|
| City Year National     | 617/927-2500                |
| City Year Boston       | 617/927-2400                |
| City Year Chicago      | 312/464-9899                |
| City Year Cleveland    | 216/574-2677                |
| City Year Columbia     | 803/254-3349                |
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| City Year Rhode Island | 401/553-2500                |
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| City Year San Jose     | 408/294-3041                |

**City Year  
285 Columbus Avenue  
Boston, MA 02116  
[www.city-year.org](http://www.city-year.org)**

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The supreme good is like water,  
which nourishes all things without trying to.  
It is content with the low places that people disdain.  
Thus it is like the Tao.

In dwelling, live close to the ground.  
In thinking, keep to the simple.  
In conflict, be fair and generous.  
In governing, don't try to control.  
In work, do what you enjoy,  
In family life, be completely present.

When you are content to be simply yourself  
and don't compare or compete,  
everybody will respect you.

Tao Te Ching, #8

**IMAGINE**

**RECRUIT**

**IDEALISM**

**TRANSFORM**

**INSPIRE**



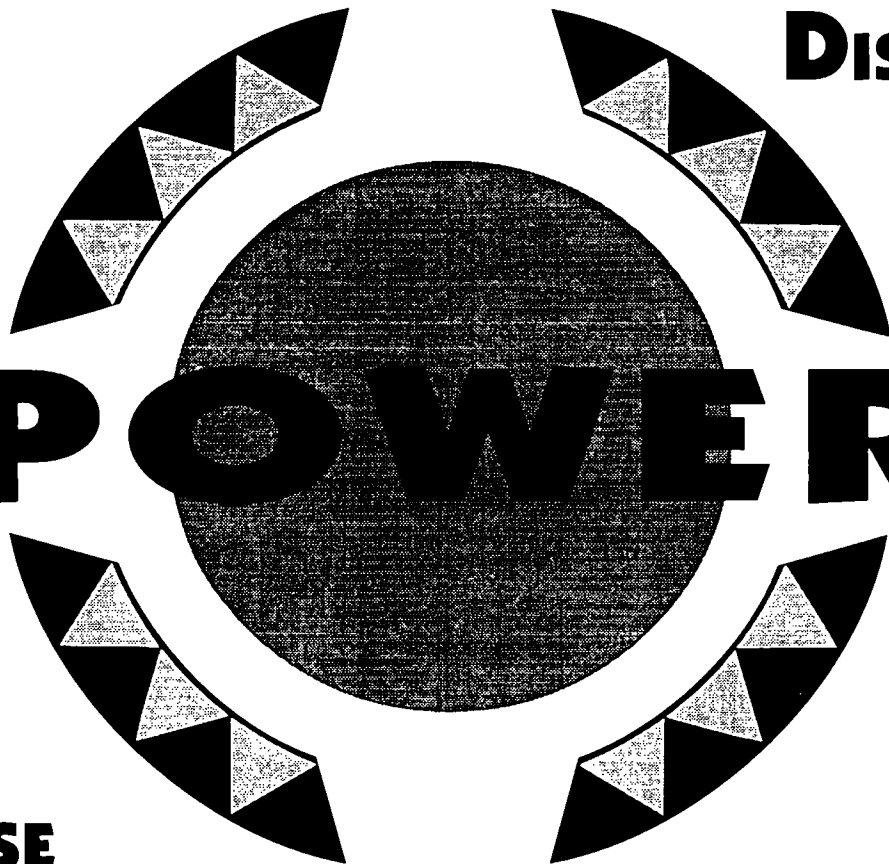
**SPIRIT**

**DISCIPLINE**

**POWER**

**PURPOSE**

**PRIDE**



**ACTION**  
North

**ANALYSIS**

West

**LEADERSHIP**

COMPASS

**VISION**

East

South  
**EMPATHY**

# ► PREFACE TO THE FIFTH EDITION

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**"Some people see things as they are and say why.  
I dream things that never were and say why not."**

- Robert F. Kennedy,  
adapted from George Bernard Shaw

Idealism is part of America's founding imagination. You could even say that America was founded on July 4, 1776 with a Declaration of Idealism. That declaration essentially says that "When in the course of human events . . ." things don't work, people must get together to fix things. *Idealism is the essence of real democracy.*

But today, cynicism -- spreading like cancer -- is the most dangerous force in our society.

The number one strategic objective of our society has to be defeating cynicism and reclaiming our idealistic heritage.

Part of our idealistic heritage is to first reclaim the very word "idealism."

The dictionary defines "idealism" as the practice of forming ideals and living under their influence. Idealism is, in fact, a very pragmatic art -- not to be confused with simple "optimism" or "being naive." Idealism is the art of assessing a situation, imagining a more ideal situation -- and then taking practical steps towards achieving that more ideal situation. 

The dictionary defines cynicism as "the practice of believing that human conduct is motivated wholly by self-interest, to be contemptuous and distrustful of human nature and its motives." Cynicism is "marked by an often ill-natured inclination to stress faults and raise objections."

Cynicism tells us to accept the status quo and asks "why bother?" Idealism pushes us to imagine a different reality, and asks "why not?"

We must recognize that idealism is not just the responsibility of our greatest heroes, but of all of us. We each have a role to play in making our world and our society more ideal. Idealism is a powerful force lying latent in all of us, waiting to be tapped and channeled.

*National service is a means for institutionalizing idealism -- a time and place of life to learn the skills and commitments of idealism that can last a lifetime. If the armed services are America's national defense, national service can be America's national offense.*

City Year is just one small part of an exciting and growing national service movement -- we are a proud member of the AmeriCorps National Service Network.



Everyone at City Year is here to put his or her idealism to work.

The ideas in ***Putting Idealism to Work*** are a true collective wisdom of the organization which will serve as a guide for your service at City Year. As City Year has grown, it has operated under a set of values, ideas, and methods for practicing idealism -- and each year we hone them, name more of them, and discover new ones at work. Four years ago we took the exciting step of starting to write them down. Many people have contributed to it. In the spirit of making this a cohesive organizational document, names of City Year staff have not been placed next to specific statements of discovery.

The hope is that ***Putting Idealism to Work*** can be an extremely useful and thought-provoking tool for all of us. I encourage you to read it, think about it, put it aside, read it again -- and most of all, help put its essence and spirit into practice. It is a living document which is constantly revised, refined, and added to, with the understanding that every one of us can discover new insights for putting idealism to work.

Today, as City Year welcomes its ninth site -- City Year Philadelphia -- in its ninth year, we wish to thank the Corporation for National Service, our national sponsors, the Timberland Corporation, and the Digital Equipment Corporation, as well as the more than 100 companies, foundations, municipalities and more than 40,000 individuals who make City Year possible.

Michael Brown  
City Year  
July 10, 1997

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Addendum:

Remarks by Michael Brown

Youth Service America SuperConference, 9/5/92

John Carroll University, 9/22/94



# STARTING POINTS

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Underlying City Year is a set of “starting points” — assumptions and ideas that form the basis of our work together:

- ▶ With the end of the Cold War, the major conflict in the world is between cynicism and idealism.
- ▶ The energy, idealism and spirit of young people are America's most untapped resources.
- ▶ Making its diversity work is America's greatest challenge, and its principle opportunity for greatness.
- ▶ Community service is a powerful meeting place for diverse people and institutions to come together to find common ground, share common purpose and achieve positive change.
- ▶ The path of service leads from charity to justice.
- ▶ There is a common good that can be agreed upon and achieved.
- ▶ Idealism, leadership and excellence are all arts that can be learned and put into practice.
- ▶ Idealism is a very pragmatic art that must not be confused with simple “optimism” or “being naive.” Idealism is the art of assessing a situation, imagining a more ideal situation, and then taking practical steps towards achieving that more ideal situation.
- ▶ We need new American institutions that unite us, rather than divide us. Those who design such institutions must ask: “Am I building this for everyone, including my own children?”

- ▶ Institutions can be built which nurture, validate, channel — and remove the obstacles impeding — the goodness of human nature.
- ▶ All problems with human origins have human solutions.
- ▶ True commitment, belief and understanding come from experiential learning.
- ▶ The highest office in a democracy is that of citizen.

# AN ACTION TANK FOR VOLUNTARY NATIONAL SERVICE

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**City Year's mission is to put idealism to work by tapping the civic power of young people for an annual campaign of idealism that generates transformative service, breaks down social barriers, inspires citizens to civic action, develops new leaders for the common good, and improves and promotes the concept of voluntary national service. City Year's vision is that one day the question most commonly asked of an eighteen year old is: "Where are you going to do your service year?"**

City Year is an "action tank" for the idea of voluntary national service. An "action tank" is both a program and "think tank" — a place that combines theory and practice. City Year seeks to constantly advance and improve the concept *and* delivery of voluntary national service. At the same time, City Year also seeks to be one of many "trustees" for voluntary national service. Working with the Corporation for National and Community Service and many other institutions large and small, City Year is dedicated to helping to build a comprehensive system of voluntary national service. City Year seeks a time when dedicating a year to service becomes a natural and exciting part of growing up in a democratic society — a time when the most common question an 18 year-old asks her friend is "where are you going to do your service year?" In helping to build national service, City Year is dedicated to the following principles and understandings:



National service is the "missing link" in American democracy: it can make democracy work better by making citizenship meaningful.

- ▶ National service is the single idea most capable of fundamentally changing our society for the better: it can help make the nation more committed, more engaged, more thoughtful, more effective, more united and more just.
- ▶ National service must be developed creatively, so that Americans delight in it, know the value of it, want their children to serve in it, and are willing to pay for it.
- ▶ National service must be woven into the fabric of the country, so that it unites all sectors of society — public and private — through the common thread of young people in service.
- ▶ By uniting diverse Americans to work side by side for a common purpose, national service can help complete the Civil Rights Movement, which largely ended discrimination within the law, but not discrimination within the heart or the head. By working together, Americans can help build a more just and beloved society.
- ▶ National service, above all else, must be a call on young Americans to be idealistic and heroic — to share a generational adventure in idealism.

# TIPS AND TECHNIQUES FOR GETTING THINGS DONE

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## 1. Challenge cynicism — wherever you find it.

The first step towards putting idealism to work is to reject cynicism and embrace idealism. All successful human endeavors — from breakthrough inventions like the telephone to great social leaps forward like the Civil Rights Movement— begin with the assumption that change is possible. Nothing is more destructive today than the growth of cynicism, a pervasive negativity — an habitual scoffing — that ridicules positive initiative, questions everyone's motives, and assumes the worst in people and institutions. Cynicism is the enemy of positive change because it discourages creative thinking — and destroys both the belief that change is possible and the will to act. Like a corrosive cancer of the human spirit, cynicism has become so pervasive that recognizing and standing up to cynicism — especially in everyday conversation and thinking — is now a major act of courage and belief. Learn to recognize cynicism, in all its forms. Challenge cynicism everywhere, especially within City Year itself.

## 2. “Every battle is won or lost before it is fought.”

This 2500-year-old insight from the Chinese strategist Tsun Tsu (pronounced “Sun Soo”) is the most important rule of implementation for idealism. All of City Year needs to be built on it. It means that setting clear and correct goals, and preparing an effective plan to meet those goals, are the *critical* elements to success. Almost any glitch or failure can be traced *directly* to poor planning or preparation. Another way of saying this rule: “For better or worse, you *always* get the result you planned (or failed to plan) for.” There are three steps to winning battles before they are fought. *First*, visualize a final result — a great service project, an outstanding event, a successful fundraising activity; second, think backwards *step by step* from that imagined great result, until you understand all the steps and every single detail it will take to succeed — including contingencies for what could go wrong — like “what do we do if it rains?”; and *third*, only then begin to implement each step forward.

**3. Always begin each new task with the same question: “What are our goals?”**

Someone once said that “if we are not careful, we will end up in the direction we are heading.” That’s an amusing way to remind ourselves that the first step of any successful project is to set clear and focused goals. Once you are certain of the goals, design everything around achieving those goals, and don’t forget to constantly refer back to the goals as you implement. (Find simple ways to keep reminding yourself and your team of the goals along the way — as someone else once pointed out, the “most common human error is to forget what one is doing.”)

**4. Develop a “core theory” for what you are doing, and narrate it through every aspect of your task.**

A “core theory” is a BIG IDEA — like a bright star to a sailor — that helps you navigate and make decisions to achieve a large goal. At City Year, the biggest “core theory” is that social progress can be achieved through intensive civic engagement that unites people and institutions for a common purpose. A good core theory can help make decisions and solve problems. For example, when City Year needed to find a way to raise money from the general public, the solution developed was the Serve-a-thon. The Serve-a-thon not only raises funds, but promotes the broad core theory of City Year by systematically engaging thousands of people in service, idealistic activities, resource engagement, inspirational communication, leadership development and building a more beloved community. *Similarly, whenever you are seeking to achieve something at City Year, ask yourself: “what is the core theory here?” And then build everything around the core theory.*

## 5. “Multiply” the power of everything!

The dictionary defines “multiply” as increasing in number, spreading in effect or using in several ways. “Multiplying” is a powerful tool for social change. Almost everything we do at City Year can and should be multiplied so that its effect produces **more** inspiration, **more** service, **more** idealism, **more** civic engagement and **more** resources for the common good. *The key to multiplying everything is to always ensure that you are doing many things at once.* For example, the morning calisthenics of the corps — “PT” — is a powerful multiplier: the corps energizes and gains focus for the day ahead, *while* building a sense of community, *while* inspiring passersby, *while* sending a daily message that young people are a powerful, positive community resource.

We must never seek to be the entire flame — just the biggest spark we can be. How can we do this?

Never serve alone — if your task is to build a garden recruit a neighborhood’s children, parents and civic and business leaders to join us! Service is power and inspiration and commitment — constantly give it away! Invite local businesses to contribute and participate in your carnival; give an article written on your service project to your sponsor; hand the Daily Briefing and the corps member application to visitors to increase their knowledge and understanding of City Year’s work; ask one of the children you are working with to speak at your team’s presentation — it will not only provide that child with a powerful leadership development opportunity but it will also make for a more creative and effective presentation.

Most of all, when planning anything at City Year, always stop and say: “How can this be multiplied so that we are engaging more people and resources to make the largest possible positive impact?”

## 6. “Advance” everything.

To “advance” something is to prepare every aspect of an event or activity in advance, including *physically* going to the site where the event or activity will take place. Excellent “advance work” is the absolute hallmark of the best political campaigns, entertainment and corporate events. *City Year’s techniques for “advance” are a set of critical leadership skills which everyone — corps and staff — should master.* Since “every battle is won or lost before it’s fought,” without excellent advance, there is a good chance we have already lost.

## 7. "Delight" people — exceed expectations!

In the business world the old standard was customer "satisfaction." But in today's demanding world who wants to be just "satisfied"? No one! Today, people need to be "delighted" — just look at what happened to the American car industry in the '70's when Japanese cars were delighting Americans and American cars were not.

It is important to realize that the "delight" standard not just be applied to the private sector and consumer goods anymore, *but to every aspect of modern society, including government and non-profits, like City Year.* In other words, if national service as a whole and City Year in particular does not delight the American public, neither will survive — nor should they! At the same time, we must also realize that when the service of young people delights American communities, it changes the way people view young people — and that gives young people real power. How do you know when you have delighted some one? *When you have exceeded their expectations.* Who do we seek to delight? *Everyone* — children and teachers in schools, workers and clients in all the non-profits where we work, people on the street, policy makers, and funders. *In everything we do, plan and implement, make sure that it passes the "delight" test — exceeding everyone's expectations!*

## 8. "City Year-ize" everything.

At its best, City Year should be like a "crystal." As a crystal grows, each new part contains the same simple patterns, and the same elements of design and structure. Over time, the crystal becomes strong and complex by repeating its simple formula. If you snap off a part of the crystal you can always tell where it came from — and most importantly, that part contains the patterns and ideas so that it can continue growing on its own, in a new environment. Similarly, each part of City Year should be built from the same values, techniques and structures. In other words, every aspect of our work should be "City Year-ized" — the learning, ideals and techniques of the organization should be present in everything we do. Constantly step back and re-examine *your part of the organization*, asking: "How would anyone know that this is a City Year activity, event, document, or meeting?" Learn the City Year crystal and help it grow!



## **9. Create your own environment for success.**

Don't let the unknown standards of others limit the possibility for your success. For example, if your whole presentation away from headquarters depends on having a slide projector, and you are told they are "99 % sure" they are going to have one for you, bring a slide projector anyway (and an extension cord).

## **10. Success means being deliberate, programmatic and accountable.**

This is the best recipe for success when implementing anything at City Year. Only by being deliberate, programmatic and accountable can City Year, or any organization or person, achieve anything important. To be "deliberate" means to do things *with a purpose and on purpose*. To be "programmatic" means to have an effective and creative, *step-by-step plan* for achieving a specific result. To be "accountable" means to establish a set of timely and effective *consequences* to ensure that those results are really achieved. Almost any success or failure at City Year can be traced directly to how deliberate, programmatic or accountable we were. In general, however, the most common failures are usually ones involving a lack of accountability.

## **11. Nail the details! Every single one.**

*Excellence is all in the details.* Everything counts, all the time! Ray Kroc, who built McDonald's, said that the key to success was "you have to see the beauty in the hamburger bun." In other words, you have to *love* getting that bun perfect. Our "hamburger buns" are: PT, the uniform, the Daily Briefing, our Serve-a-thon brochures — and a thousand other things. See the beauty in your hamburger buns! Each daily briefing, each painted wall, each child taught — for better or worse — tells the world about our values, standards and beliefs. City Year is being built by almost painful attention to detail. Hold yourself, your peers and the people you are leading to the highest possible attention to detail.

## **12. Pay very close attention to City Year's "look and feel."**

"Look and feel" includes many things — and it is essential to City Year's mission and our ability to succeed. For example, City Year events are always "interactive" with guests asked to do "PT" or participate in a warm up. This is because its the best way to get across the importance we place on "involvement." Another important example is the City Year logo, which is infused with many levels of meaning, and lets people know that City Year is a very deliberate organization. In general, the "look and feel" of service activities, the headquarters, the staff and corps, events, etc. make a major statement about — and constantly reinforce — our values, mission and commitments. Apple Computer founder Stephen Jobs said: "I have found that the best companies pay attention to aesthetics. Beyond the functional benefits, the aesthetics communicates something about how they think of themselves, their sense of discipline, how they run their company." Whenever you are planning a City Year activity conduct a "look and feel" audit of your plans. If it's not there, go back and put it in.

## **13. Every important task gets a team!**

While everyone has specific responsibilities, all major organizational tasks should be built around well-functioning teams. Teamwork makes for a better design process, a more enjoyable working environment, and a better final result. If you find yourself (or see another) working on an important organizational task largely alone, putting in extremely long hours, trying to implement a million details and beginning to feel a bit like a martyr, then something isn't working right and you should speak up! Get a team around that big task!

## **14. Get group input — but put one person in charge.**

For anything to get done, there must be one person who is both accountable and responsible. However, everything can be improved when there is group input.

## **15. Resources go where they are needed.**

As priorities shift, it is important to remember that resources must also be shifted to meet important organization goals. At any given time your role may be to ask for or receive resources — always remember that the needs of the organization as a whole comes first.

## **16. Before a decision, maximum input. After a decision, maximum unity.**

This is the only way to get things done.

## **17. Don't tinker — Seek powerful solutions.**

When something is not working, be careful not to censor your own thinking by assuming that certain solutions are not possible — or are too “radical.” Ask yourself, “If I could do exactly what I thought was needed here, what would I do?” More than 90% of the time the “powerful” solution can in fact be implemented.

## **18. Think “outside the box.”**

This is the very heart of idealism! As George Bernard Shaw said, “Some people see things as they are and say why. I dream things that never were and say why not?” Develop an almost child-like habit of challenging the conventional wisdom of what's possible.

There is a famous story told by business consultant Michael Gerber of a grueling three day road race in which everyone participating would run for 18 hours and sleep for six hours. One year a new runner showed up, he was not dressed in special running clothes like everyone else, and nobody knew him. When the race began he used a funny, slow run — almost a shuffle — that made many people snicker. To everyone's surprise, he went on to win the race — cutting the record winning time almost in half! It turns out his shuffle conserved energy. But most of all, he never stopped to rest at all. When he was asked why he didn't sleep every 18 hours like all the other runners, he said “no one told me I was supposed to, so I didn't.” Now everyone uses his shuffle and runs straight through. He revolutionized the race.

Just like that runner, when planning and implementing City Year programming, service, or events, constantly force yourself and others to question your assumptions, dream the possibilities and think “outside the box.” Sometimes an entirely new way of thinking about something can open up remarkable new opportunities. If someone says, “that can’t be done,” ask “why?” If they say, “we tried it and it failed in the past,” ask “why?” If they say . . . ask “why?” (Just make sure to keep smiling when you ask.) Best of all, bring into the planning process people with fresh perspectives — *people who have almost no experience with what you are doing*. Never having run the race they won’t be stuck in the same box as everyone else.

## **19. “Pilot” a new idea first.**

A “pilot” is an experiment — a test. Before attempting to implement a new idea or system on a large scale (such as across an entire corps — or across the country), pilot that idea first. Conduct a “low-cost” (in terms of money, time, people or other resources) experiment with the idea. (City Year, for example, began with a nine week pilot summer, rather than a full-year program.) Try it with one team, one division, one event, one site, etc. See if it really works, or learn how to make it work right. If it really is an improvement, teach the whole City Year organization.

## **20. Found it right!**

“We had a fundamental belief,” says Apple Computer founder Stephen Jobs, “that doing it right the first time was going to be easier than having to go back and fix it. And I cannot say strongly enough that the repercussions of that attitude are staggering. They’re just staggering.” Whenever you are founding something new at City Year, think it through, take the time — and do it right the first time. Remember that the tiniest of seeds can grow into a great tree with many limbs — but those limbs have to be present in the initial seed. You cannot attach a limb onto a fully grown tree. For example, when City Year began it was vital that the first 50 corps members represented a true cross section of young adults and that each of just five teams had a private sector sponsor. Today, the corps unites over 600 young adults across all lines of geography, income, race, ethnicity, and education; and more than 80 corporations support their work.

## **21. Don't separate the process from the result.**

For example, if you are designing a workshop on how to empower corps members, corps members need to be involved in the design and implementation of it.

## **22. Implement fewer things better!**

With the best of intentions, we can have a tendency at City Year to try to do too many things at once. It is always better to do a few things excellently than to do many things merely "ok" — or poorly. When making plans and decisions always take one last look at the result to see if we are trying to do too much (which is usually the case!) and then have the courage to cut.

## **23. Think big — but implement extremely well day to day.**

City Year's mission is extremely large (change the world!) and extremely small (today's service project). Only if we do the small mission well will the big mission follow.

## **24. Seek truly effective communication.**

Truly effective communication means (1) developing simple, clear messages and (2) using diverse, appropriate and often creative methods of communicating those messages so that real communication *actually occurs*. Sometimes it means holding a special briefing in advance, or developing a skit, or writing a document, or having a testimonial or pairing people up for a discussion — sometimes it means all of these and more. Also, be very aware of language used, including body language — the words we choose and our body language are powerful aspects of communication. Be extremely sensitive to both.

## **25. Take dramatic action! Get Skit-ish!**

The most effective form of communication at City Year is the skit. Skits are the best method of communicating in a diverse environment. The very process of having to create a skit forces a group to think clearly about the information being presented, and how to effectively present that information to a specific audience. The best skits are informative, creative and a little bit silly. Perform skits internally and externally.

## **26. If it is not in the Daily Briefing, it doesn't exist.**

The Daily Briefing is our strongest communication tool. It literally can keep us all on the same page. It should inform, inspire and engage — both internally and externally. Read it, contribute to it, share it.

## **27. Set ambitious but achievable and realistic goals — and meet or exceed every single one.**

It is absolutely vital to meet or exceed every major organizational goal we set. When the organization meets its goals it builds the confidence of others to invest in the next set of *more ambitious* goals. In other words, each set of goals is a step. On the other hand, a person or an organization is always harmed the most by not meeting self-defined, publicly stated goals. Because we must meet or exceed every goal, *we must be very careful about the goals we set.*

## **28. Build every relationship with “CIA” — Communication, Involvement and Appreciation**

Connecting people and institutions for positive action through community service is City Year's primary method of social change. Think of the City Year organization like a needle, and the corps and staff as the thread, weaving together people and entire sectors of society (non-profits, businesses, policy makers, government). We can only be effective by strengthening existing relationships, and building new ones. Accordingly, we must all become experts building, maintaining and intensifying relationships. “CIA” is a “Devo” (City Year's affectionate name for our Development, or fundraising, department) short-hand reminder of the three critical aspects of relationship building: (1) Communication, (2) Involvement and (3) Appreciation. Communicate constantly — both the positive and challenging information. Involvement is at the very heart of what City Year is about — with the Serve-a-thon our biggest day of involvement each year. If you involve people, they become committed. Finally, appreciate people and institutions: a thank you letter, a phone call, a note from the whole team, a plaque, or a small gift like a City Year mug are all real ways of showing appreciation. For every City Year relationship you manage, do a CIA check periodically.

**29. One person *manages* each relationship.**

While many people will play a key role in building a City Year relationship, every important relationship at City Year should have one person managing that relationship and accountable for its health and growth.

**30. Everything takes longer than you think — plan for it.**

There is a significant gap between having an idea and implementing that idea: it takes longer to get the meeting set, to have that first draft, to put up the dry wall, to get the right input, and to have people call you back. Make sure the schedule you set is workable.

**31. Use the Honda Recipe for excellence.**

Each year, we are told, Honda Corporation buys one of every car made in the world, rides them, takes them apart, and then designs the best elements of what it learned into its own cars. Use this same technique for building your part of City Year. Remember that someone may already be working on — or have already solved! — the same problem you are working on. Seek her or him out.

**32. Inject creativity into Everything.**

A little creativity goes a long, long . . . l o o o n g w a y. After you have planned something, step back and do a quick “creativity check” by asking, “where are the real creative parts to this?” If you can’t find the creativity, go back and inject some.

**33. Everything feels like a failure in the middle — keep going!**

This insight came to us from Harvard Business School professor, and City Year Board member, Rosabeth Moss Kanter. In every planning process there is first a burst of creativity and excitement — and then suddenly it seems as if everything is falling apart. Guess what? You’ve reached the “middle.” Keep working and it will all come together.

### **34. Always look beyond the obvious next step.**

Learn to predict and anticipate potential negative consequences — and then take steps to avoid them.

### **35. Manage by information.**

Rosabeth Moss Kanter, Harvard Professor and City Year Board member, shared the insight that a very empowering way to manage big tasks is “by information.” That is, publicly distribute progress reports for specific goals, such as how many teams have 100 percent attendance, or how we are doing hitting our Serve-a-thon registration goals. A healthy competition is just one benefit of “managing by information.” The sharing of information also shows how the organization is doing as a whole, and shows where either investments need to be made or where special expertise is being developed. Almost any activity that includes numbers or lists can be “managed by information.”

### **36. Learn how to get diverse input for designs and decisions.**

Sometimes this just means walking around asking people — “what do you think of such and such?” and sometimes it means putting together a focus group (or more permanent group) of people with diverse experiences, perspectives, ideas and backgrounds to get input more systematically. In planning anything, think about inclusivity in terms of input into design, implementation and communication. Perform an “inclusivity audit” in your head at each step of the way.

### **37. Deploy for inclusivity.**

As you put together groups and deploy, think about ensuring inclusivity at each step of the way. For example, if you are heading out to a presentation in two cars, make sure each car represents the diversity of your group — in case one car gets lost and misses the presentation.



**38. Always debrief — look for the “unexpected” success or failure.**

After every major team task, assemble the team and “debrief” — analyze what went right, what could have been done better, and why. Figure out how City Year as an organization can learn the lessons your team learned. Then you can put the lessons learned in writing. Organizational expert Peter Drucker points out that we can always learn the most when we get results which differ from what we expected to get. Be especially on the look out — and learn the most from — the “unexpected success” or the “unexpected failure.”

**39. Establish a “certainty of process” for new projects.**

Professor Rosabeth Moss Kanter instructs that it is important to establish a “certainty of process” for getting a major task done. In other words, at the very beginning, establish (and make sure all participants are aware of) a process that the project will go through to get completed: the project’s timeline, what everyone’s role is, who needs to see what by when, when meetings will happen, what decisions will be made by whom and when, who will lead the process as a whole, etc. Once this is done it should decrease the anxiety over the “how” of a project. If you are leading a new project it is best to come to the first meeting with a draft plan for establishing a “certain process.”

**40. No one tends to appreciate anything they get for free.**

This is just a fact of life. When designing and implementing, seek to ensure that everyone “earns” whatever they are given, even if they can earn it in creative ways.

**41. Give the innovative project its own space.**

Organizational expert Peter Drucker says that if you want someone to develop something fundamentally new, you must first remove him or her from what he or she is doing now. Otherwise, the day-to-day pressures of the existing job will always crowd out the new responsibility; the demands of the “now” always eat “what could be,” and nothing fundamentally new gets developed.

## 42. Find a sponsor for everything!

Everything at City Year should have its own sponsor — like the “Timberland” uniform. Finding a sponsor for each initiative at City Year not only maximizes City Year’s limited resources, but it also ensures long term sustainability for national service and multiplies the power of our work. Seek a sponsor for what you are working on — spring camps, the daily briefing, the yearbook, etc. — and engage that sponsor in our work. By building a direct link between a private sector sponsor and the service work, we share idealism, engage more people in service and build a stronger democracy. Before spending any funds, operate by the NIKADS principle (from City Year Columbia) — **N**eed it? **I**n **K**ind? **A**t a **D**iscount? Shop around.

## 43. Make the complex simple.

Simplifying things is hard work — but it’s essential. Apple Computer Founder Stephen Jobs reminds us that “simplicity is the ultimate sophistication.” At first, the solutions to most problems seem very simple. But the more we understand the problem, the more complicated everything becomes, and soon we are coming up with “all these convoluted solutions.” “That’s sort of the middle,” Jobs observes, “and that’s where most people stop. But the really great person will keep on going and find the key, the underlying principle of the problem — and come up with an elegant, really beautiful solution that’s simple and works.”

*Whenever you are implementing or programming anything at City Year go back over the final result. If it’s too “convoluted” keep working until you make a breakthrough to real simplicity.*

## 44. Remember, everyone always needs to be prepped.

Whenever you are asking anyone — corps members, staff members, service partners, parents, corporate sponsors, anyone at all — to participate in a workshop, roundtable, fundraising event or other City Year activity, always remember that everyone needs to be “prepped.” That is, everyone needs to be told the exact nature and goals of the event or activity, who will be attending and why, what role they are expected to play and what major points need to be covered. Prepping speakers is an important leadership skill. If it is a major event or activity, rehearse everything! Actual testimonies need to be heard, focused and improved. One final tip: If people are asked “at the last minute” to speak, it is always tempting for them to say “well, I was just asked at the last minute so . . .” when they stand up to speak so as to gain the support of the audience. Ask them in advance not to; the effect is always the opposite: the audience will immediately lose confidence in both the speaker and the organization.

#### **45. Train your replacement seamlessly — and document everything!**

If you move into another job or role at City Year, or are preparing to leave the organization, the work you have done should continue at the same level of excellence so that the transition of your responsibilities to another person is “seamless” to the organization. Training and documentation are the keys to a successful transition. Make sure that your experience, methods and lessons learned are shared with the organization *in writing* so the knowledge is accessible and not carried in your head. In other words, everything you created should not fall apart the moment you are not there to do it.

#### **46. Be a clock builder, not just a time-teller.**

John Smale, former CEO of Procter and Gamble said of his company, “Our commitment must be to continue the vitality of this company — its growth in physical terms and also its growth as an institution — so that this company, this institution will last through another 150 years. Indeed, so it will last through the ages.”

In everything we do, we need to think of the seven generations ahead of us and ensure that we are making it possible for them to participate in an even better “City Year.” Jim Collins and Jerry Porras of Stanford School of Business, describe this strategic way of thinking and operating as “clock-building” or building systems and structures around the work we do so that it will be “built to last.” If we always rely on one person to “tell time” (that is, to perform a specific function) then without that person we are lost. However, if that time-teller builds a “clock” around his or her specific function, many people can tell time from it. Time telling often gets great praise within any organization — simply because of the terrific heroics of time-telling individuals. We must all learn to be clock-builders, not time-tellers, and to reserve our highest praise for the best clock-builders.

#### **47. "Center it!"**

Bill Shore, Founder of Share Our Strength, a national hunger relief organization shared with us the story of Alex Liebowitz's dad, who always yells out "center it" to the kids at the youth hockey game. He tells them to "center" the hockey puck because if everyone tries to protect the net, no one will ever score. And if everyone races to the puck, no one will ever be in a position to score. But if we "center" the puck, someone else can score — and we all win. At City Year this means that there are many times when we have taken a project, idea or situation as far as we can and we need to "center" it for the organization. Sometimes that means taking it to a supervisor, or reaching out more broadly.

#### **48. Work calmly, but with a sense of urgency. You can change a mind, an organization, or a life — today, right now.**

It is amazing how much one can accomplish in a day with a calm sense of urgency — and how little one can accomplish in a month without it.

#### **49. Don't forget to have fun!**

A little bit of fun builds community and makes the group more productive over the long run. When your plans are almost done, go back over them and do a "fun" check — especially for retreats and long meetings. If there is no fun time there, go back and put some in.

#### **50. We must never lose the human aspect of what we are doing.**

It is always important to keep this in mind as we get busy with all the "important" things we have to do.

### **51. Operate with purpose and pride.**

We are all working towards a mission of building a stronger community and country through national service. We should always seek to operate with a powerful sense of purpose and pride. Purpose and pride are a major source of positive power — especially for young people — as they deeply inspire and lead others, even the casual observer. Operating with purpose and pride means that whenever we are in uniform, whether walking down the street, riding the bus, serving in a school or attending a meeting, we should be purposeful and take great pride in our work. Specifically, it means operating with a positive attitude and powerful appearance, body language, and courtesy. The positive inspirational effects of operating with purpose and pride are often stunning! On the other hand, failure to operate with purpose and pride casts a shadow over the good works of the entire organization, and tends to reinforce cynicism.

### **52. Lead with ideas.**

The first role of a leader is to lead with ideas, rather than “rules” or “expectations.” Allow people to get as excited as you are about those ideas. When people understand the “why” they will tend to quickly make the “how” happen.

### **53. Set very high expectations for yourself and others — especially people you are leading.**

Perhaps the greatest mistake any leader or supervisor can make is to set low standards and expectations for the people she is leading. People will often respond to exactly the expectation that is being set. Your main function as a supervisor is to develop others so that they can do your job. If you make excuses for others, if you expect less from others than you expect from yourself, if you do not hold people accountable, if your first goal is not to challenge the people you are leading — but to be “liked” by them, then people you are leading will invariably learn to resent you because they know that you do not fundamentally respect them enough to challenge them and hold them accountable.

**54. Build the site. Build the organization. Build national service.**

These are the three goals we constantly strive to reach in all that we do at City Year.

**55. Put the needs of the organization as a whole above the needs of your corner of the organization.**

The needs of City Year as a whole always take precedence over the needs of a single team, department or individual (unless that individual is in crisis).

**56. No one you are leading should be upset with anyone leading you, or with the organization.**

When you are leading others it is your responsibility to be accountable to the organization for the people you are leading. You are responsible for their understanding, attitude and behavior. They should not be confused, upset or misinformed — especially with someone who is leading you. If they are, you are probably blaming others (either overtly or subtly) and not accepting full responsibility and accountability for your role.

**57. “It’s not my fault — but it is.”**

We must all try to feel real “trusteeship” for the organization, accepting responsibility for fixing problems, rather than “blaming” others for these problems. This means there are often many times when we could truly go the extra mile, foresee negative consequences, and take corrective action in advance, rather than thinking that it’s “just not my fault.”

**58. When leading, set the vision and delegate the tasks, and then hold people accountable — really accountable.**

Nothing is more important than accountability. When we fail to hold people accountable we not only let down the organization (and everyone who serves in it and supports it), but also the person who we fail to hold accountable.

**59. Always keep your troops informed.**

This is a real gem from the military. Share information constantly — both the good news and the bad news. Share it as soon as you have it — especially with anyone you supervise. Sharing information decreases anxiety and increases the willingness of others to follow you. Holding on to information tends to infantilize the people you are leading. The best commercial airline pilots communicate constantly with the passengers.

**60. Seek clarity in thinking — and have the courage to go where that clarity leads.**

The work we do is often difficult. Solutions to problems are not always easily apparent. Over time, however, hard work and hard thinking usually lead to “clarity” — sometimes not until you are lying in bed late at night! “I have clarity on this” is among the sweetest sounds at City Year. When you get clarity, follow it, even if it challenges original assumptions or ideas.

**61. To solve a problem or get a major task done, “release energy.”**

Organizational expert Peter Drucker reminds us that just like in nature “energy” within an organization cannot be “created” — it can only be “released.” There are almost always enormous resources of untapped energy available at City Year, and the best way to solve a problem or get a major project accomplished is to “release” energy around that problem or project. Sometimes that means just letting people know about the problem or project — and letting those with the energy come forward. Other times it means creating a special team. For example, in the first year of City Year Rhode Island the organization simply did not have all of the staff resources it needed to conduct the Serve-a-thon or graduation. Instead the call went out to the corps, and the energy released was extraordinary — corps members were pivotal to making both events outstanding. Because City Year seeks to be a “catalyst” or spark for broad civic engagement and idealistic action, City Year corps and staff must become experts at techniques for releasing idealistic energies.

**62. Admit mistakes freely.**

Doing so makes it easier to fix things, and encourages others to admit mistakes — and soon we all realize that it is all right to make mistakes, just so long as we learn from them.

**63. Refuse to fail (a.k.a. “City Year refuses to fail”).**

This may sound a bit arrogant, but it is just a way of describing an attitude at City Year towards extreme adversity or difficulty in achieving a desired goal. To achieve important organizational goals, City Year will re-imagine plans, re-arrange priorities, re-allocate resources, or just plain work harder and smarter. Remember: because we refuse to fail, we must be careful that the goals we set are important enough to do what it takes to achieve them.

**64. When leading, be comfortable being misunderstood.**

Abraham Lincoln said this. Of course, we must always try hard to be understood. But the very nature of leadership is to be “out in front” — often ahead of other people’s thinking. And if you want to lead you have to be comfortable with the fact that sometimes being out in front means that you will be misunderstood. (Some leaders are misunderstood for years, even for their entire life.) This is especially true if you seek to lead with ideas, which take time to be worked with, thought about, experienced and take hold. As a philosopher once said, “All great ideas come into the world in the same way: first they are ridiculed as absurd. Then they are violently opposed. Finally, they are accepted as completely normal.”

**65. Sometimes we all need to allow ourselves to be led through the darkness.**

Part of being a strong leader is also learning to be a strong follower.

**66. Do three “squishy” things a day.**

You know you are truly leading when you do at least three things a day that make you a little bit uncomfortable.



## **67. Rotate leadership.**

Give opportunities for people you are leading to lead the group. It's the best way to train new leaders.

## **68. Find everyone's strengths and work with them.**

Assume that everyone has a unique strength, something special to offer, and set about discovering it and releasing it. You will always find it! Wayne Meisel, founder of COOL, observes that everyone and everything is a resource, and we need to be "artists" of combining those resources to achieve new, magical and positive results.

## **69. Systematically inspire!**

A major responsibility of leaders is to inspire, which means literally to "breathe life into." We should seek ways to "systematically" inspire others, both individually and organizationally. If you inspire one other person to take a positive action, you have doubled your own impact. If that person inspires another person, you have tripled your impact — all while you are off inspiring a third person! Inspiration is at the heart of our work, for if we light the idealism of others we can achieve things we could never achieve alone. We must always assume that everyone carries a spark of idealism. As American philosopher William James, calling for national service at the turn of the century, said: "It is only the question of blowing on the spark until the whole population gets incandescent."

## **70. Seek to be effective, not just "right."**

Often this means truly "walking in other people's moccasins." Of course, it is perfectly acceptable — even essential for those who seek to lead — to challenge the thinking of others. But as Robert Kennedy said, "The task of leadership, the first task of concerned people, is not to condemn or castigate or deplore; it is to search out the reason for disillusionment and alienation, the rationale of protest and dissent — perhaps, indeed, to learn from it."

**71. Share your thinking process with others.**

If people know how you got to a conclusion, they will have more confidence in following you there.

**72. The highest form of leadership at City Year is that of the “servant leader.”**

This means working with and supporting other people — doing and modeling, rather than pointing and ordering.

**73. Maintain a “creative distance” between yourself and the people you are leading.**

If you become too close to people you are leading you tend to lose your effectiveness.

**74. Train some one else — especially a corps member — to do it.**

Always ask: “Is what I’m doing a task that some one I am leading could perform with the proper training and guidance?” If so, stop doing it, and start training and guiding.

**75. Learn to recognize and resolve “false choices.”**

One of the hallmarks of good leaders is that they easily recognize and resolve “false choices.” A choice is a “false” one if, in fact, we do not have to choose at all, or if there is a totally different way of looking at the situation. For example, it is a false choice that City Year must choose “between” youth development of the corps and providing important service. The best possible youth development is for a corps member to experience the real empowerment of excellently providing a critically needed community service. Another false choice is that we must choose between our local and national missions. In fact, *because it has expanded nationally City Year is a much stronger organization within each local community in which we operate.* Specifically, growth has meant that City Year is better able to attract the resources, build the organizational systems — like the City Year Academy, attract more talent, and provide remarkable development opportunities for our corps and staff.

## **76. “Gut check” major decisions.**

Never compromise the integrity of the organization. When making major decisions, learn to trust your best instincts, and the best instincts of others. If something doesn't *feel* quite right, perhaps it's not. Always put the integrity of the organization first — ahead of what might be easiest at the moment. If you are unsure, seek out more information and opinions.

## **77. Implement decisions seamlessly.**

Always “own” the decisions you are implementing or the news you are communicating. For example, if during the input stage you strongly disagreed with the final decision, no one should be able to detect that from how you implemented or communicated the final decision to others. In particular, *never lead people by appealing to “personal” loyalty* — especially appeals “against” the organization, such as: “City Year really screwed up, but just do this for me.” Invariably, leading others through appeals to personal loyalty ends up harming not only the organization but also oneself, because it isolates you from the support of the organization the next time around.

## **78. Your commitment brings about the commitment of others.**

When it's a good cause, *and you have committed yourself entirely*, people will come out of the woodwork to help you. The poet W.H. Murry wrote: “Until one is committed, there is hesitancy — the chance to draw back — always ineffectiveness. Concerning all acts of initiative and creation, there is one elementary truth, the ignorance of which kills countless ideas and splendid plans. The moment one definitely commits oneself, then providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision — raising in one's favor all manner of unforeseen incidents and meetings and material assistance which no [one] could have dreamed would have come his [or her] way.”

## **79. It's never what we say, it's always what we do.**

This is how leaders are judged.

**80. Don't confuse "empowerment" with "anarchy."**

Structure is the heart of real empowerment. Provide people you are leading with the structure and skills they need to meet their potential. As professor Rosabeth Moss Kanter puts it: "Structure is liberating."

**81. Seek to be a coach rather than a parent.**

It's often more effective.

**82. Develop the judgment to know when to set aside usual policies for a higher goal.**

Sometimes its important to set aside business as usual.

**83. Give immediate feedback (whenever possible).**

Timely, balanced feedback (both positive and negative) is critical for growth.

**84. Find and use "teachable moments"**

Constantly share what you're learning with those who you are leading.

**85. Celebrate achievement.**

No matter how small. Whenever possible, name the names of the people who have achieved.

**86. View every crisis, need or challenge as an *opportunity* to move forward or get someone involved.**

The Chinese word for "crisis" combines danger and opportunity. At points of crisis there is often a unique opportunity to make *positive* breakthroughs. Look for them and pursue them.

## **87. Develop a bias for action.**

Indecisiveness can be the greatest problem of all. It is almost always better to make a decision, and then learn from it, than to hold everything up. The poet Goethe wrote: "Whatever you can do — or dream you can — begin it. Boldness has genius, power and magic in it. Begin it now."

## **88. "Powertools" are City Year's "interface" for idealism — the basic building blocks of City Year.**

For idealism to thrive, it must be supported by an entirely new kind of organizational culture — one that is as accessible and as inclusive as possible. "Powertools" are named structures that make idealistic activity and teamwork easier and more productive. For example, NO-STU-ESO (a facilitation technique, "No one speaks twice until everyone speaks once."), etc. If you want to communicate an important idea, it is often best to create a structure that embodies that idea. Then name it, and train specifically on the structure or technique, including the *reasons* behind the structure. The City Year name for this technique is "NiPiTiSi" (Nee-pee-tee-see): "Name it, perfect it, train it, and spread it." Create new powertools all the time!

## **89. Take reasonable risks that seem to be in line with City Year ways of putting idealism to work.**

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**90. Constantly put yourself in other people's shoes — "Moccasins" everything.**

The essence of City Year is found in the Native American prayer, "Great Spirit, grant that I will not criticize my brother or sister until I have walked a mile in his or her moccasins." What would the world be like if everyone truly walked in each other's moccasins? It would be a truly "aware" world of justice and peace. The practice of identifying with someone else is a powerful tool for social change — and it is a key element of good leadership. When planning anything, first conduct a "moccasins" exercise — challenge yourself to be in tune with the unique people and environment you are working in.

**91. City Year is dedicated to helping build the "beloved community" that Dr. Martin Luther King, Jr. spoke of.**

Building the beloved community is a journey that never really ends.

**92. Seek to be as inclusive as possible.**

Inclusivity is the real test — and ultimate goal — of building the "beloved community." Inclusivity means taking diversity one step further by learning to tap everyone's strengths to achieve goals that are larger than ourselves. A purposeful and inclusive community is more than the sum of its parts. The strong circle — with "no one in and no one out" — and the City Year uniform, which everyone shares in common, are tools of inclusivity.

**93. Celebrate all holidays.**

By embracing and celebrating the holidays of all cultures, we share in the joy of each other's cultures and enrich our community.

**94. Everything at City Year begins with the question: What is citizenship?**

Citizenship is City Year's "core value," and the proposition that voluntary national service reinvigorates citizenship is City Year's "core theory."

**95. City Year is dedicated to developing the concept of public service entrepreneurship.**

We are all engaged in "entrepreneurship" — the art of putting existing resources to better, more productive uses. The main resource City Year puts to higher utility is youth.

**96. Civic engagement, not traditional politics, is City Year's vehicle for change.**

The distinction between traditional politics and civic engagement is a *critical* one to City Year. City Year is both non-partisan and pre-political. We neither march nor petition. City Year is an intensive, civic experience, an immersion in service and leadership for corps, staff and others. Community service is a unique and special meeting place for diverse people and institutions to come together to find common ground and purpose. Community service is not presented as a "replacement" for politics. Rather, community service is a new meeting ground that can help improve politics by building a more engaged, knowledgeable, inter-connected, and idealistic citizenry and society

Mahatma Gandhi said that there were three keys to building a democracy — "the ballot," "the jail" (by which he meant civil disobedience), and "the spade," by which he meant the willingness of citizens to do the daily service work that it takes to create a democratic society. Without the spade the ballot becomes meaningless and the jail (being willing to give up your own personal liberty for something you believe in strongly) becomes impossible. City Year is about giving young adults the chance to experience and develop the spade work necessary for a democratic society. It is not about the ballot or the jail.

**97. There should be no City Year “client.”**

City Year seeks to be a catalyst — a mechanism to engage an ever widening circle of people and institutions in positive change through idealistic action. While we may never totally reach this ideal, City Year does not seek to make a “client” of anyone. As Jane Addams, founder of the settlement house movement, writes: “You cannot go into a man’s house with a stern resolution to be a friend to him. The delicate flower of friendship does not grow that way. But you can become identified with the interests of the neighborhood of which he is part. You find yourself working shoulder to shoulder with the man who lives next door — friendship springs most naturally in comradeship and identity of interests.” At the center of all the idealistic change at City Year are the City Year corps members, who are the “rocket fuel” for the whole enterprise.

**98. All people — especially young people — need the same eight things.**

Meaning, adventure, community, power, respect, structure, challenge and opportunity.

**99. Young people are the resource, not the client.**

This is the *whole* reason the youth service experience is so powerful. City Year is not a youth program. It is a social change organization — seeking to shift attitudes, values and resources towards the common good — with youth as its greatest resource. In everything we do, we need to think about how we can *release the power of young people*.

**100. City Year is an act of will.**

City Year does not have a solitary institutional base. City Year is essentially a collective act of will of many people and institutions. As a full-time member of the City Year community, your actions of will make a huge difference.



### **101. The ideal service metaphor is to act like “water.”**

What kind of institution does City Year seek to be? In building your part of City Year, remember that the Tao Te Ching, a two thousand year old Chinese text credited to Lao-Tzu, tells us that the highest form of leadership is like “water” — it seeks the lowest level so that it touches and connects all things; it moves around great barriers that it cannot go through; it acts as a solvent on things that are stuck, and it makes good things grow.

### **102. Try to put into practice the Iroquois principle that, “with each decision, consider its effect on the next seven generations.”**

What would the world be like if this were practiced universally? Perhaps a world without poverty, pollution or war.

### **103. Send out “tiny ripples of hope.”**

Robert Kennedy, speaking in South Africa in 1965, said: “Each time a person stands up for an ideal or acts to improve the lot of others, he or she sends out a tiny ripple of hope, and crossing each other through many centers of energy and daring those ripples create a mighty current that can strike down even the strongest walls of oppression and resistance.”

Almost every good thing that ever happened at City Year stemmed from an act of courage and belief by an individual or group of people. Small, heroic acts, like the daily dedication of corps and staff, help build City Year. In the process, these “acts” ripple out to inspire others to act on their beliefs, who in turn inspire others.

### **104. City Year is built by witnesses and champions.**

A witness is someone who has *seen or been affected* by the work we do, such as a corps member's mother or father, a service partner, or even someone riding public transportation or strolling by PT. A champion is someone who *acts* on City Year's behalf and places his or her personal resources and credibility behind moving the organization forward. Many City Year champions have taken major personal and professional risks that have significantly moved the organization forward. Staff and corps must be both witnesses and champions, and help develop other witnesses and champions.

## **105. Courtesy is a powerful skill for social change.**

In a time where violence is pervasive and civility sometimes uncommon, being courteous, kind and polite are powerful tools to affect and change the immediate environment around us. A simple, “hello,” “please,” and “thank you,” can have huge effects. Looking behind to hold the door for the person after you will surprise people in a positive way. Courtesy has the power to build a sense of community and interconnectedness, and in a world of low expectations a little bit of courtesy goes a long way. Powerful courtesy inspires and leads others, and serves as a platform for larger ideas of idealism. Let’s make Power Courtesy a signature of City Year and national service!

## **106. The corps and staff together make up a *single* City Year workforce for idealism.**

We are all in service — both corps and staff.

## **107. We are all fund-raisers.**

Every single corps member and staff member must take responsibility for raising the funds to support our work. We are all able to serve full-time today because others have made it possible. We should see fund-raising as a major part of our mission, and as an “opportunity” to get others involved and shift resources positively.

## **108. We are all communicators — and communication is a huge part of service.**

We communicate strong messages everyday whether we know it or not — through our pride in our uniform, our courtesy on the transportation system, the way we interact with people on the street and in our excellent service.

Sometimes we may feel that the truly “selfless” thing to do is to quietly go about our work, rather than inspire visitors, community members and members of the general public. In fact, quietly going about our work can be the most “selfish” thing we could do. By not inspiring others we are holding onto a gift we have for others, and — most importantly — we are failing to ensure that next year more work can get done and more people can dedicate themselves to idealism full-time.

Think about how many silly or violent or valueless messages are sent across the mass media everyday! As leaders — corps and staff — we should be competing strenuously to get our messages of idealism, service, and belief in the power of young people across in all that we do through TV, radio, print and word of mouth. Everyone you are leading should develop a sophisticated understanding of the positive role that mass communications can play in moving our society forward.

## **109. Take what's best — and leave the rest.**

Draw on the virtues of every institution — business, government, the campaign, the not-for-profit, the university, the military, and the family. Each of these institutions has real virtues for us to embrace (such as the esprit de corps of the military, the accountability of the private sector, and the sense of urgency of the campaign), as well as pitfalls we may seek to avoid. The key is always to keep thinking critically — take what's best, leave the rest.

## **110. Appeal to the best in people and institutions.**

Challenge everyone to put their best to good use. Never be hesitant to ask someone to contribute or get involved.

## 111. **City Year is a values-based organization — and that's "good."**

For many years, leaders and institutions in our society became increasingly shy about talking about "values" — often for a very good concern: "In such a diverse world, how," many have asked, "can society choose to elevate any particular values?" On its surface at least, the choosing of values might seem to be oppressive, or at least insensitive.

Increasingly, however, our society is reaching a new consensus, based on two insights:

*First, committed people of all backgrounds are realizing that it is impossible to live and work without values* — in fact, without widely-held shared values, our society will come apart. In particular, if we do not *deliberately* provide our young people with powerful, positive values, they will often receive powerful negative values by default.

*Second, there really are many widely-held shared values.*

There are many values at work at City Year. Many of the greatest values at work at City Year are stories and ideals of great wisdom that often express in powerful ways widely held, shared values that speak powerfully across many cultures and communities. For example, the founding ideal of City Year is captured best by the Native American prayer: "Great Spirit! Grant that I will not criticize my brother or sister until I have walked a mile in his or her moccasins." This ideal is expressed many ways in many cultures. For example, "Love your neighbor as yourself" (Christianity) and "Hurt not others in ways that yourself would find hurtful" (Buddhism). This is a very powerful human value that says all true moral action begins with a profound "awareness" of others. What would the world be like if no one judged anyone until they truly experienced the other's circumstance? It would be a world free of war, want and hate. The key to real social change is to "operationalize" such powerful values.

At the same time, there is an increasing concern among committed people that cultures not be "used" for profit or fad. City Year seeks neither. It is with deep respect that City Year seeks to operationalize great wisdom from many cultures that can speak to the very best of what it means to be human, a condition common to all cultures. The alternative course — to ignore great wisdom, and to fail to share them systematically — seems unacceptable. Now, perhaps more than ever before, our society needs positive, practical action guided by time-tested wisdom of the common good.

**112. "City Year is not what you think it is."**

This is not meant to sound arrogant; it is just that on first contact City Year often isn't what people think it is. This is probably because it is trying to do many different things at once, and it is struggling to do things in new ways. The main thing to keep in mind is that we all can keep "discovering" what City Year is about, and we should never be too surprised to learn something fundamentally new about the work we are all doing.

**113. City Year takes a holistic approach to change.**

As the African Proverb says, "It takes a village to raise a child."

## ► FROM YOUR COMFORT ZONE TO . . .

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### **114. Seek to move out of your “comfort zone” and into your “challenge zone.”**

City Year is often a place where you get a chance to “slay your dragon” — and grow. In other words, you get many opportunities to do difficult, personally challenging things. For those that are shy and tend to always follow, the dragon to slay might be to speak publicly and lead. For those who tend to lead, the dragon to slay may be to learn to follow others and work effectively in a group. Eleanor Roosevelt said that “you must do what you are most afraid to do.”

### **115. Try to be both a student and a teacher in a school for idealism.**

Moment to moment we must easily slip from being a student to a teacher to a student again. As a student, study people who are good at something and learn from them. Learn the most from your own experience, from those with similar experiences, and from those learning the fastest. Remember, corps and staff always have a great deal they can learn from each other. As a teacher, constantly share your insights, ideas and experience, especially with people you are leading.

### **116. Think differently with City Year.**

City Year is often a “counter-intuitive” institution. In other words, at times, City Year can feel like a clock that turns the “wrong” way. New staff and corps members may feel like Alice in Wonderland, having traveled through the looking glass, where white is black and black is white. On any given day, City Year tends to challenge many traditional assumptions about many things, such as the roles of young people and the private sector in social change — even traditional assumptions about how to make diversity work. Push yourself to think differently with the organization.

**117. Behind almost every success is good judgment.**

Good judgment is essential to our work. The good news is that judgment can be developed and improved. There are, it seems, three elements of good judgment: First, common sense. We must always try to evaluate what we are doing from a simple, common sense perspective. Sometimes the most thought out plans simply do not pass the common sense test! Second, experience. As we all learn — sometimes very painfully — experience is an extraordinary teacher. Finally, the third element of good judgment — and perhaps the most important — is one's own personal security. In other words, the more we can keep our own "ego" out of our decisions, the better our decisions tend to be.

**118. Learn when to ask for help, advice and resources.**

This is the hallmark of those who have succeeded most independently in the organization.

**119. Seek opportunities to "get a win."**

City Year can be a complicated working environment. It can take time to learn how to accomplish tasks and organizational change. Seek opportunities to get an organizational "win" — a successfully completed task that adds value organizationally. Getting that first "win" will boost your own confidence, and the confidence others have in your work.

**120. Show a little "G" and "I."**

Gumption and Initiative.

**121. Use every experience as a learning experience.**

Both positive and negative experiences.

**122. Seek to be both an outstanding leader and an outstanding follower.**

City Year needs both. Learn to move easily between leadership and followership modes.

**123. Struggle to maintain an open heart and an open mind.**

Perhaps nothing is more important for growth and success. Gandhi said, “if you want change, you first have to become the change.”

**124. Everyone needs to do things that are not in the job description.**

For example: moving things upstairs, answering phones, moving things back downstairs, helping out on a organization-wide event, putting out a mailing, or inspiring a visitor.

**125. Seek to transcend both guilt and anger.**

The most effective agents of social change (both people and institutions) have first transcended (risen above) guilt or anger as a major influence on how they process information or make decisions. Decisions based on guilt tend to be paternalistic — that is, they tend to be highly protective of people and make assumptions and decisions *for* people, rather than challenging people with information, goals and accountable systems; decisions based on anger tend to place a higher priority on making a point or “getting a reaction” than finding a truly effective outcome. The hallmark of the best leaders at City Year has been that they have consistently transcended both guilt and anger.

**126. First absorb, and then contribute to the organizational wisdom.**

City Year seeks to be a continuous learning organization. The many people who have served in City Year, both staff and corps, have developed a real organizational wisdom that needs to be respected and appreciated. First seek to understand and absorb the organizational wisdom, and then do everything you can to contribute to it.



## **127. Embrace change!**

City Year is always changing, like sand beneath our feet. That's good. Learn to love change. Change is what keeps the organization moving forward. The ancient Greek idea of *throsos* is at work at City Year: a boat is at sea, and to survive the journey without docking the boat, the crew must fix and replace every board, one at time, while at sea; by the time the boat returns to the harbor, it is a completely different boat; but of course, it is the same boat. Every year there is new change to be embraced — growth of the corps, new sites, and new ideas — like Serve-a-thon, City Year Gear and CYZYG!

## **128. Take enormous pride in the City Year uniform.**

Is your uniform clean? Your name tag straight, in the right place and easy to read? How we wear the uniform speaks the loudest about how we feel about our work, our values, ourselves and commitments.

## **129. Commit totally to building City Year while you are here.**

You can make a major difference that has long term results.

## **130. Take responsibility for three things.**

The three things are: (1) doing you own job excellently; (2) helping others with similar jobs do theirs excellently; and (3) helping City Year meet its organizational goals.

**131. If you are struggling with an aspect of City Year, suspend judgment and seek out more information about it.**

As a corps member or staff member you may not always agree with the way the organization thinks — especially in the beginning of your City Year experience. Over the years, however, many corps and staff members have said that many aspects of City Year cannot be truly understood — and therefore adequately judged — until they are *experienced personally and then thought about over time*. On the other hand, there are always aspects of organizational thinking that need changing. The difficult part is figuring out which is which. If you find yourself confused or angry about organizational thinking, it is vital to first suspend judgment, and then get more information, rather than immediately reacting negatively. To care deeply, and yet have the discipline to suspend judgment, is one of the strongest and most important qualities of leadership.

**132. Tack your sail into the City Year wind.**

City Year's rapid development is like a wind that provides all of us with tremendous opportunities for personal and professional growth. Fill your sail with that wind and grow. Fight the wind and tire. Be unaware of the wind and stagnate.

## **TEAMWORK**

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### **133. Share “ripples” constantly — they increase the joy.**

If someone is having a bad day, a “ripple” can bring that person up and give perspective. You may be holding onto someone else’s inspiration! If you have a great ripple, share it!

### **134. A positive, “can-do” attitude is the first qualification for being a part of City Year.**

This must be true for both corps and staff. Inspiring others and maintaining an environment in which idealism can flourish depends on all of us maintaining positive attitudes. This does not mean always being “rah rah.” But it does mean that we must all remain positive, constructive and inspired, even when being critical.

### **135. Few things are as important as being on time and in a good mood.**

Think of how much time, energy and resources gets wasted otherwise.

### **136. When criticizing individuals or the organization, always speak personally and specifically.**

In other words, speak for yourself, not others or a group. Use “I” statements and give specifics, rather than general, vague criticism.

### **137. Good ideas tend to be resilient and will eventually be implemented.**

Try not to become frustrated if your ideas are not implemented right away. The organization simply cannot absorb or implement every good idea immediately. But definitely talk up your ideas and insights — at some key moment you or someone else may be in a position to implement it.

### **138. City Year thrives on trust and joy.**

Trust and joy are like City Year's air and water: if we don't give our trust, we will exhaust ourselves second-guessing everyone and everything, to the detriment of our own work. If we don't take joy in our work, we will burn out and harm other people's joy. On the other hand, if we take joy in our own work, suspend judgment, assume we do not always have all the information, and trust in the positive motivation of others, we will be rewarded by the trust of others.

### **139. Avoid the "It-doesn't-apply-to-me" mode.**

We all have times when we believe that a certain rule or expectation — attending a staff meeting or briefing, filling out a form, being on time, shaving in the morning (for men), wearing the uniform or a name tag — “just doesn't apply to me today.” Often our intentions are well-meaning — we are trying to get something important done. But this attitude can tear at the City Year community and undermine the overall effectiveness of the organization. Catch yourself when this starts to happen, and gently point out when others fall into this mode.

### **140. Take personal responsibility for your own well-being.**

Often the first thing we lose at City Year is sleep, followed closely by our perspective. It's very important for all of us to get healthy doses of both, and ensure there is balance in our life and work. Prepare yourself mentally, physically, and emotionally for the times of the year that are harder than others.

### **141. Don't let anyone else's negativity bring you down.**

Rise above cynicism and negativity.

### **142. Our work at City Year is made possible entirely through goodwill.**

It gives us all a huge responsibility.

**143. Never ridicule any one else's idealism.**

There are really very few “nevers” at City Year, but this is one. The most destructive thing any corps member or staff member can ever do at City Year is to pour cold water on someone else’s idealism, passion, and enthusiasm. As an organization we cannot tolerate it and stay true to our ideals.

**144. Grow ideas.**

Learn to listen to others and “grow” each others’ ideas. It is a powerful process!

**145. Learn to appreciate receiving feedback as a means for personal and professional growth.**

Receiving critical feedback can be a powerful gift.

**146. Whenever the organization is implementing anything new, or something affects the entire organization, City Year’s leadership will lead forcefully.**

With almost everything else, decisions at City Year are extremely decentralized.

**147. Turn your insights into action, not anger.**

In general, try to practice the “Noah Principle” of criticism: don’t just predict the flood, build an ark. Realizing something is amiss is only the first step. Offer timely alternatives.

**148. There is always room for specific, professional criticism, but not constant in-house criticism.**

Regular complaining about the organization, even over little things, can be like a constant drip of water that slowly cracks our foundation. Constant negativity is ineffective, unprofessional, and unfair to the rest of the committed people on the team and in the organization. Most of all, it harms the joy of working here.

**149. Be careful to avoid becoming isolated within the organization.**

Everyone needs to be part of a team. Speak up if you are feeling isolated or think some else it.

**150. Loyalty is essential — both inside and out.**

Almost anything in City Year can be taken out of context. Be loyal to each other. This work is difficult and everyone is trying.

**151. Always give others the benefit of the doubt.**

That way, you will always get the benefit of the doubt too.

**152. Avoid using information as a weapon.**

City Year is a large organization, and we all gain access to different pieces of information. Any sensitive information that is important for a specific person or the organization as a whole to know should be shared professionally and sensitively. We need to be careful not to use the disclosure of certain information as a means of making a point, or to gain an advantage or hurt someone in a moment of anger.

**153. Honesty will set us free.**

Without being destructive, we must always struggle to be very honest with ourselves and others.

**154. When City Year speaks, it should speak with one voice.**

That way we will be most able to be heard and understood.

**155. “Back-channeling” tears at the cohesion of the organization.**

Back-channeling is when an individual tells someone that he or she is upset with someone else, *rather than taking the issue directly to the person involved*. Telling someone about a problem *who cannot do anything about that problem* only increases everyone's sense of frustration. Often, by the time a situation is resolved, the back-channeling has spread, and the actual information becomes distorted, deepening many more people's sense of frustration. If someone complains to you about someone else, suggest that they take their concern directly to the person involved. If a person does take a concern directly to another person, and is not satisfied with the response, the next step is to take that concern to that person's supervisor. *It is never “back-channeling” to take a concern to someone's supervisor (or higher).*

**156. Take care that personal agendas do not impede your ability to learn, grow and contribute.**

We all have special concerns, insights and sensitivities that we carry with us seven days a week, 24 hours a day. These concerns, insights and sensitivities are very important. However, we all must be very careful not to let them harden into an overriding personal agenda that prevents us from having the flexibility to learn and grow, receive new information, examine new ways of thinking — or most importantly — get our work done and meet our commitments.

**157. Resist gossip and rumors.**

Gossip kills community and tears at the trust we all need to have in each other. A good rule is simply not to initiate, listen to, or pass on gossip or rumors. The ability to resist gossip is a major test of personal and institutional character. Let's make City Year into a place of "social integrity" — where people never say anything behind some one's back that they would not say directly to their face.

**158. It's a privilege for all of us to serve at City Year.**

It is a remarkable thing that we get to do this work full-time. We have to remember that this is fundamentally a fragile organization, and that other people's contributions make our work possible, and many other people who want to serve here in the corps and on staff are not able to. At City Year Boston's 1994 graduation Marian Wright Edelman, founder of the Children's Defense Fund, reminded us all that we need to "take the initiative and create our opportunities and never forget that there is no free lunch. Don't ever feel entitled to anything you haven't sweat and struggled for."

**159. This is hard.**

Be strong.

## **160. Seek to have a hard head and a soft heart.**

Having a hard head means being mentally tough, courageous, disciplined, and perseverent in the face of obstacles. All great endeavors and all social change requires people with hard heads. As Robert F. Kennedy said to a group of young South Africans, "The world demands the qualities of youth -- not a time of life, but a state of mind, a temper of the will, quality of the imagination, the predominance of courage over timidity, and the appetite for adventure over the love of ease."

At the same time, a hard head is best accompanied by a soft heart, by compassion, empathy, and understanding. A soft heart means being emotionally available and supportive to those in need. All social change also depends on people with soft hearts.

Both qualities require the other. A hard head without a soft heart can lead to cruelty or a survival of the fittest mentality. A soft heart without a hard head can be overindulgent, condescending, and even patronizing.

## **161. Systematically provide perspective for yourself and others.**

The first thing we all tend to lose at City Year is sleep. The second thing is perspective. Together that's a dangerous combination. Immersion in the daily roller coaster of the excitements and frustrations of idealistic activity leads all too easily to our losing our ability to see real and powerful progress day to day, month to month and year to year. We then tend to see only the faults and failures; and this habitual fault-finding can spiral into cynicism and paralysis. To sustain ourselves in idealism, it is important to systematically regain our perspective by any number of creative means including regularly brainstorming a list of accomplishments of the past month, semester or year; or asking someone positively affected by our work to speak to us. Good leaders constantly provide perspective to their followers.

## **162. Get your "Daily Starfish"**

Like the little girl on the beach, seek to make a difference in a specific and measurable way each day — and circle up at day's end to share and document your "Daily Starfish."



### **163. Frame everything as you go.**

Today's photo, article, or award is tomorrow's inspirational treasure. Systematically framing the organization's history builds both pride and perspective — two important ingredients to continued achievement and success. Colorful and meaningful displays provide real inspiration to visitors, and new recruits.

A good habit to get into is to frame everything right away — the very next day. Even a short delay can mean a permanent delay.

### **164. Capture the impact of transformation by showing the "B" and "A".**

A major part of City Year's mission is to inspire others to civic action. And nothing inspires and motivates people more than seeing a "before" and "after" comparison! We all work much harder once we have become convinced that *change is possible*. The two keys to getting a good "B" and "A" are to plan in advance and be creative. If it is a physical project, take pictures before you start and as you go — especially from the exact same vantage point. If it is a human transformation you seek, find creative ways to document the "before." Share your "B" and "A" transformations with the widest possible audience. Remember: by constantly seeking to show a "before" and "after" we will develop the discipline and focus to ensure that our daily work is truly transformational.

### **165. "Join us!"**

This should be our constant battle cry. Remember that a large part of our mission is to multiply the power of our work, and inspire others to civic action. Remember that Dr. Martin Luther King said that "everyone can be great, because everyone can serve." Whatever you are doing at City Year, ask people outside the organization to join you. Give them the opportunity to feel the greatness.

## **166. Always thank people — right away!**

Always thank people for their contributions to your project, service activity or event. Remember: Expressions of thanks are like pancakes, they need to be served right away. The quicker the thanks, the stronger the delight of the receiver. It is surprising how powerful this simple rule is. Immediate expressions of thanks — a letter, card, phone call or gift — magnify good will. (You will also find that the sooner the thanks, the shorter and more sincere your letter tends to be — as you are still flush with the warmth and impact of another's generosity; if you feel the need to write a long letter of thanks, you have probably waited too long!) Failure to thank right away can lead so easily to failure to thank at all — which destroys goodwill dramatically.

## **167. If there is no goal, there can be no success.**

It is almost shocking how powerful this simple rule of thumb is. For every activity, set a clear, written, and measurable (or at least observable) goal, and constantly measure your progress against that goal. Without a clear, written goal, your project is adrift — and as some one once said: "if we are not careful we will end up where we are heading."

## **168. If you want to communicate powerfully, tell a story.**

A major part of our mission is to inspire others to civic action. All great leaders communicated their ideas best by telling a story — think how many Bible stories you can remember.

Just think of the difference between hearing a 30 minute speech on the subject of how we can all make a difference versus hearing a simple story of a little girl on a beach who said "I made a difference to that one!" when she was challenged as to why she was attempting to save dying starfish on the beach when she could not possibly save them all. The best stories are personal, full of vivid details, and answer the question: "This is how I know that I am making a difference."

**169. Always be prepared to answer one question: why do you think you are making a difference?**

You never know when you'll be asked how you know you're making a difference. If you can't readily provide an answer, then cynicism may get the best of the person asking and they may assume the worst. They may assume that you can't provide an answer because you actually aren't making a difference. Instead, if you were prepared, you could totally delight and inspire the person and give them faith that change is possible and that committed people are out there making a difference.

**170. If at all possible, say "yes" the first time .**

Saying "yes" is a powerful way to empower someone. A very good rule of leadership is to try to say "yes" *the very first time that someone you are leading makes a request to try something new or different*. Even if the request goes against your own experience and judgment, you should still consider saying "yes" (so long as you do not feel a great harm might occur.) That very first request is so key — if you say "no" the lesson your follower may well learn is not to offer any ideas at all. It is important to allow people to make mistakes and learn from them — and, of course, that "terrible" idea may well turn out to have been a stroke of genius afterall.

**171. Encourage your leaders.**

We live in an age in which leadership is constantly knocked down, criticized, deconstructed, and mistrusted. It's no wonder that many people are reluctant to take on leadership, particularly in the political arena. If we want to have great leadership, we need to learn to embrace great leadership, an increasingly rare occurrence these days. This requires the willingness to trust, to follow, and to believe in our leaders, and when necessary, to support them even as their shortcomings and faults become apparent. This doesn't mean that we don't challenge and provide feedback to our leaders, but we do it from a place of respect and support.

## **172. Read at least one newspaper a day.**

Newspapers are the daily diary of our civic life. In order to be an active and concerned citizen, you should keep yourself informed of events happening in your local community, your state, nation, world, and sometimes even outer space. By staying on top of different developments, you'll be better equipped and informed to help contribute to solving social problems and addressing community needs.

## **173. "I'm ready, choose me."**

All social change depends on individuals who declare themselves to be ready, who step forward and take initiative, who volunteer to take on the tasks at hand. Don't let hesitation, inertia, or fear, hold you back from stepping forward boldly. As Ralph Waldo Emerson said, "I shall pass through this life but once. Any good therefore than I can do or any kindness that I can show, let me do it now. Let me not defer nor neglect it, for I may not pass this way again."

## **174. Seek balance in life.**

Living a life of commitment and service can be very hard. Quite literally, we take on the problems of the world. In order to be effective and to set a good example to others, we should seek to maintain balance in our lives. This doesn't mean we don't or can't often work long hours or weekends, especially during heavy seasons in the campaign of idealism. But it does mean that you should not neglect your friends, family, relationships, health, or other personal areas of life. We should all also take time to relax, rejuvenate, and recapture our perspective and energy.

## **175. Don't make 'em guess.**

Always seek to communicate with clarity and completeness. Don't make people guess or assume what you want or what you're trying to say. They may guess wrong.

## **176. Front-Most-Center-Most**

When people come into a room (set up theater style or some variation of that) we should immediately look for the seat that is closest to the front and the middle of the room. It exemplifies a willingness to be engaged fully and shows a great deal of respect and appreciation for whomever and whatever is about to be presented.

**177. Laugh at least once a day. Every day.**

Our work at City Year is nothing if not fun. National Service, as a movement, looks to tap into the energy and idealism of our nation's young people. Laughter is full of energy and idealism. Employ laughter as you would a tool -- and watch what it can do!

**178. "Please" and "Thank You": three words that can take you anywhere!**

Simple courtesy in our daily lives can help to build community and a more civil and respectful society. At City Year, we talk about Power Courtesy. Consider it the new "PC." Our country has been struggling to identify the "Politically Correct" things to do. How about the "Power Courtesy" things to do? The voluntary and inherent respect carried through power courtesy far exceeds the often apologetic and seemingly required acknowledgments of politically correct gestures. At City Year, we deal with all types of people -- of all levels of age, professional status, economic levels and ethnic backgrounds. And all of them respond favorably to courtesy. (In fact, it should be noted that you more often get what you want when you're polite. "Please" and "thank you" will pay off!) So Please remember: your manners affect the manners of others. Thank you.

**179. Become your message.**

The Indian human rights leader Mahatma Gandhi once said, "My life is my message." Those are five powerful words. Think about that -- to become what you believe in. To become what is sought. If you cherish peace, be a peaceful person. If you honor justice, treat others fairly. If you think "Putting Idealism To Work" is a great slogan, become idealism -- become an idealistic person. Remember "Putting Idealism To Work" # 79. "It's never what we say, it's always what we do." They say actions speak louder than words ...

**180. Remember that anyone can discover ways of putting idealism to work.**

And if you do, write it up and send it in so it can show up in the next edition.

**Remarks By Michael Brown**  
**Co-Director of City Year**  
**Youth Service America Superconference**

Washington Hilton, Washington, DC  
November 5, 1992

When I think about a motivating vision for youth service, I think about a trip to the moon. Here's why. In 1969, America did an amazing thing: we sent a man to the moon for the first time in human history. It was a herculean task. Why did it succeed? I think there were three reasons. First, It began with idealistic challenge by President Kennedy that captured the imagination of Americans: hurl a man to the moon, have him walk around a bit, and hurl him back to Earth before 1970. Second, the country used NASA to establish a strategy dedicated to meeting that single goal. Third, the American people had real people to identify with the challenge and cheer on: the astronauts — heroes and pioneers who the public hugely adored. Put all this together and what happened: Americans delighted in the whole idealistic enterprise of putting a man on the moon, and were willing to pay the billions necessary for it to succeed. And to the moon we went.

To paraphrase William James, national service is the moral equivalent of sending a man to the moon. In other words, it probably takes the same three things to get us to national service. First, we need an idealistic challenge to rally the nation behind. Here's one: As a nation, let's challenge one million Americans to be in full-time service by the year 2000. That's right: let's release the idealism of one million young Americans on America's problems — and see who wins, the young people or America's problems. I am betting on the young people.

If ever there were a major idealistic notion for the American people to delight in, it's national service — potentially, the mother of all idealism! Today, at the end of the Cold War, America knows that its greatest challenges are here in our own backyard — homelessness, AIDS, infant mortality, illiteracy, drug trafficking, dissolution of community and family — and cynicism itself. National service is the missing link in American democracy — the engine to generate the will to solve these problems, and the meeting ground for all Americans. Just imagine: Rich, poor and middle income, African American and Asian American, Native American, Caucasian, and Hispanic, city and suburb, Simi Valley and South Central LA — all working side by side on the needs of the nation, serving and learning together.

Second, just like NASA developed a strategy that included pilot programs, and strategic stages, like the Mercury and Apollo Projects — with many successes and some failures — that made steady progress, we need to do the same thing for national service. One million young people in meaningful service is a valuable goal, but it will take us a strategic decade to get there. In order to avoid creating stultifying bureaucracy, national service should be developed as a decentralized network of programs, much like the American system for higher education, which offers young people hundreds of choices among four year colleges, two year schools, large colleges, small ones, public schools and state schools. In fact, it should just become "the thing for young people do." We need to build national service on existing programs and innovative models.

The most natural question for an 18 year old to ask her friend could be: "where are you going to use your national service voucher to do your service year?" The answer might be: "CVC," "City Year," "Public Allies," "The East Bay Conservation Corps" or "Teach for America." or many others. These programs could be linked through a national idea, a national strategy, and strategic federal funding and technical assistance. But national service must never become the exclusive province of the federal government. Instead, national service should be supported by all sectors of society, including all three levels of government, the private sector — which should infuse national service with its entrepreneurial spirit — community based organizations, and citizens at large, through both their tax dollars — and through their direct charitable contributions, like the money they lovingly give to their church or college alma mater.

Finally, we need the national service equivalent of the astronauts. This part is easy, many of these people are in this room today: the young people in service in America — boldly serving where no one has served before. Service as the final frontier! These young people are the new heroes and pioneers for Americans to cheer, and their stories are remarkably compelling.

Just like sending a man to the moon, the acid test for national service is simply this: Americans must delight in national service. They must embrace national service. They must love national service. And, national service must be worthy of their love. They must love it because those million young people in full-time service will be their own sons, daughters, brothers, sisters, and grand kids. Those million young people won't be in a laboratory or in outer space — they'll be living in their homes and serving in their streets — everyday, in front of everyone's nose. If it's not working, we won't have to wait for a major GAO study to tell us that. The American people will be evaluating it on a daily basis.

But if we can make our programs sing, if young people grow and mature through service beyond their years, if real and pressing needs are met, if the very sight of a team of diverse corps members in uniforms hard at work sends shivers of inspiration down the spines of passersby, if we can tap the idealism of youth like the oil gusher that it truly is — then look out! National service will go into orbit! It will be here to stay, and it will revolutionize American democracy. The stakes are huge. Our challenges are great. Let's go to the moon!



**Remarks by Michael Brown  
Co-Director, City Year  
John Carroll University  
Center for Community Service**  
September 22, 1994

I want to thank the university, Mark Falbo, and the Center for Community Service for inviting me here tonight. I am delighted to be here. It is exciting to be on a college campus with so many exciting community service activities and commitments. The Center for Community Service is a beacon for collegiate community service.

In preparing to speak tonight I began to reflect that when I was in college — just a little over a decade ago — our entire society was still organized around one defining struggle — the struggle between capitalism and communism, between the United States and the Soviet Union. The Cold War shaped our economy, our educational priorities, certainly our military priorities, even our popular culture — and perhaps most of all, our sense of what was possible.

I was taught that the Berlin Wall would never be breached without the almost certain use of nuclear weapons. Yet, the wall fell, and Eastern European communism melted like the wicked witch in the Wizard of Oz.

I was taught that strife in the mid-east between Arab and Jew is eternal — almost ordained — and now Arafat and Rabin have shaken hands on the White House lawn.

I was taught that the day South Africa would become a majority run country would be the day that one million South African blacks had taken to the streets and died in what would be the bloodiest civil war of the century. And now suddenly Nelson Mandela journeys from prisoner to president in a peaceful transition of power.

I was taught that the “troubles” of Northern Ireland were unsolvable, that there could be no political solution for ending the violence. And now, suddenly, Northern Ireland is on the cusp of peace.

No one talked about breakthrough peace initiatives — which we now take for granted daily. No one spoke of the power of the unilateral personal initiative — which is today probably the most important and productive tool in international affairs.

The Cold War ended with stunning swiftness. For the first time in more than 50 years, the world is not hanging under an immediate threat of annihilation.

While there is still very real danger and horrible suffering — in Bosnia, in Rwanda, in Haiti— now we live in a world with no imminent threat of large scale thermo-nuclear war. No overarching conflict between capitalism and communism to prevent global unity. Suddenly, we have an expectation of peace — of the resolving of conflicts worldwide.

I was taught a lot of things, but suddenly, for the first time in the world's history we have an opportunity to build a truly global community.

Democracy and idealism are on the rise world wide — yet here at home we are increasingly paralyzed by a new struggle that again affects all our priorities — even our popular culture, and our sense of what is possible.

Today, when we turn on the TV, pick up the paper, or just engage in everyday conversation, we are taught that our schools are a mess—and there seems to be no fundamental way to fix them.

We are taught that more and more children are growing up with guns, gangs, drugs, and no positive role models — but there is really very little we can do about it.

We are taught to think the worst of our political leaders—to ridicule them daily on late night TV— and that increasingly, our system of government is unworkable.

Today, The Cold War has given way to a new battle — one that is more subtle, but nonetheless a battle that is more important, more pervasive, and ultimately more important.

This is the battle between idealism and cynicism.

I have come to believe that this battle — the battle between idealism and cynicism is and will be the defining struggle of our society for years to come.

Indeed, it is the one battle you have already most likely engaged in— because it surrounds us.

Let me start by offering some definitions: by idealism I do not mean naiveté, hopeless dreaming, namby-pamby, pie-in-the-sky schemes or simple optimism. Rather, according to that great source, Webster's dictionary, idealism is "the practice of forming ideals and living under their influence."

Idealism is the practice of forming ideals and living under their influence.

Idealism, to me, is simply looking at the world around you, critiquing it as to its failings and limitations, asking what would and could make it better or more ideal, and then committing yourself to that effort in a practical, real, and meaningful way.

It is a way of looking at a problem; it's an attitude and it's a set of skills.

When Rosa Parks refused to sit at the back of the bus in Montgomery, Alabama, she was practicing idealism. When students took to the streets in China to demand democracy, they were practicing idealism, and many were killed for their beliefs and courage.

Cynicism, again according to Webster, is "the practice of believing that human conduct is motivated wholly by self-interest, to be contemptuous and distrustful of human nature and its motives." Cynicism is marked by an often ill-natured inclination to stress faults and raise objections.

To me, cynicism is the belief that positive change is not possible, let alone worth trying for.

Cynicism is a way of looking at a problem; it's an attitude and it's a set of skills.

To bring the definitions a little further:

Idealism is about action. Cynicism is about re-action.

Idealism creates, cynicism tears down.

Idealism says, "Let's go.," "How do I help?," and "I have an idea."

Cynicism says, "It'll never work.," "Why bother?" and "How do I know that you're doing this for the right reasons?"

Cynicism has made such a creeping advance, that it has made even the term "idealism" into a dirty word. All of us have heard people say — or have said ourselves: "You're just being idealistic." — "Oh, you're just an idealistic fool." — "That's just idealistic. Get real." In other words, "don't be a schlemiel."

You may be thinking at this point, wait a minute, Michael you've left out a whole bunch of people in the middle! What about the realists and realism? What about all of us realists out here who aren't dreamers like the idealists, but aren't naysayers like the cynics? What about us?

Sorry, but reality is what its all about. That's where the battle is fought.

Idealism has to be totally conscious of reality — because that's what it is trying to change and improve. Cynicism constantly points to reality — and says, "See how bad things are?"

When we say we are being "realists," aren't we just attempting to be neutral in the struggle between idealism and cynicism?

But there is no such thing as true neutrality in this struggle.

If the battle cry for many in the 60's was: "One person **can** make a difference and each person must **try**."

Then the battle cry in the 90's must be: "Each person **does** make a difference, And every one must **choose**."

Take, for example, our most basic right, the vote. When we vote, we are part of the political process and we make a difference. Candidates win; candidates lose. Referendums succeed and fail.

When we do not vote, we are part of the ever-growing number of people who have checked out of the process, and are counted by pundits and analysts as proof that people don't care. We encourage cynicism.

The point is that whether we do or don't vote, we make a difference. It is up to us to choose what kind of difference we will make —positive or negative.

We must recognize that idealism is not just the responsibility of our greatest heroes, but of all of us. We each have a role to play in making our world and our society more ideal.

Idealism is a powerful force lying latent in all of us, waiting to be tapped and channeled.

*And today, cynicism is the most dangerous force in our society.*

The number one strategic objective of our society has to be defeating cynicism and reclaiming our idealism.

The number one strategic objective of our society has to be defeating cynicism and reclaiming our idealism.

So, what is to be done?

We need to make the world safe for idealism — we need to make a world in which idealism can succeed.

How do we do that?

- We need to remember that idealism is uniquely American! You could even say that America invented idealism! America was founded on July 4, 1776 with a Declaration of Idealism. That declaration essentially says that "When in the course of human events ..." things don't work, people must get together to fix things. *Idealism is the essence of real democracy.*
- We need to encourage the idealism in ourselves and others.
- We need to recognize and challenge cynicism in all its forms — in the newspapers, on TV — and especially — in everyday conversation and thinking.
- We need to demand that elections stop being covered like horse races and sporting events.
- We need to demand that candidates raise real and difficult problems — like homelessness, education, the growing gap between the haves and have nots — and address them beyond bumper sticker slogans and 30 second sound bites. And we can't jump all over them if their answers are complex, or against the grain of traditional liberalism or conservatism.
- We need to take personal responsibility for stopping the constant personal trashing of candidates, presidents, artists, musicians, teachers, young people and figure skaters. *If we are not careful,*

soon we will lose the talents of committed men and women who will just opt out of public life and the pursuit of excellence.

- We need to take some personal and societal risks.
- We need to be honest about society's problems and challenge our own received liberalism or conservatism.
- We need to give up comfortable ways of thinking.
- We need to remember that, as John Kennedy reflected, "All problems of human origins can be solved by human beings."
- We need to reclaim universal values.
- We need to put those values into action.
- We need to personally embrace the unshakable understanding that change is possible.
- We need to celebrate idealism and introduce our children into idealistic thinking and activities.
- We need a massive investment in the idealism of our people, in the belief that change is possible, and in the development of idealistic leaders.
- We need to put idealism to work.
- Most of all, we need to tap the energy and idealism of young people. We need to engage an army against disbelief — an army that challenges young people to get involved and gives them the means to do so.

To do all this, we need to institutionalize idealism. We need a comprehensive system of voluntary national service.

The military is our national defense — national service can and should be our national offense.

This month we begin the school year all across the country. And in June, at graduation time — hundreds of thousands of young people will graduate from high school and college. And as we all know, there is one question everyone keeps annoying them with: "So, what are you

going to do next?" The answer is usually — "work," "education," "the military," or simply, "I dunno."

But just imagine if we all asked a different question: "How are you going to spend your service year?" Imagine that is was simply "the thing to do" for young people to dedicate a year of full-time service to their country, tackling the challenges of their day: hunger, homelessness, infant mortality, illiteracy, environmental destruction.

Imagine that young people unite from all backgrounds and experiences: African-Americans, Asian-Americans, Caucasians, Latinos; kids from the suburbs, kids from the cities; rich, poor and middle income; high school grads, high school drop outs, and college students. A complete cross-section of America's diversity — young people into rock, rap, funk, fusion, pop, hip hop, reggae, and heavy metal. Simply by uniting for a common purpose, they are attacking America's founding wounds and on-going sadness — the enormous social isolation among people of different backgrounds and races.

Together, they run an after-school program — and give six-year olds a caring alternative to the toughness of their city streets. They go door to door — and jump start a neighborhood recycling program. They haul rusted bed springs and broken glass from vacant city lots —and transform it into a community playground. They cheer and clap as children step off their school buses to attend a troubled inner-city school — and then follow the kids inside to serve as tutors, mentors and role models.

And while they build their community — their community builds them. They gain new skills, and self confidence. They begin to celebrate diversity, and think and talk about the *common* good. They discover that change is possible — both in themselves and in their world.

This is the extraordinary promise of voluntary national service. It's a uniquely democratic idea: a shared generational adventure in idealism. National service would show young people that one person can make a difference — and that a community of committed people can move mountains. It would turn the energy and idealism of young people into a multi-billion dollar service resource. It would turn our youth into the "experts" on what needs to get done — and it would marshal the nation's will to move the best ideas forward. If every 18 year old in the country served in a homeless shelter for one year, an entire generation would be outraged and engaged. There would be a generational commitment to end homelessness, and all kinds of creative ideas on what to do.

But perhaps most of all, national service would be a catalyst for the common good. It would help the country move forward — breaking through apathy, disaffection, misunderstanding and special interest. It would shatter social barriers by uniting rich and poor, and black and white — Simi Valley and South Central Los Angeles. Long term, it could help make our democracy more responsive, more effective, more thoughtful, and more just.

In 1910, William James, coining a new phrase, said that national service should be the nation's "moral equivalent of war." Eighty year later, voluntary national service remains a uniquely stirring idea! The 1990's can be used to build a national service initiative — so that by the year 2000 every young person can look forward to answering that wonderfully same old question: "So, how are you going to spend your service year?"

National service is more than a program. It's a movement. It is an entrepreneurial movement of hope and idealism. It says to young people "You are not the problem — you are the solution, and a major resource to your community." Across the country hundreds of thousands of young people are responding to that challenge. Young people as young as kindergartners are planting flowers and cleaning neighborhood parks. High school students are joining community service clubs, college students are tutoring city kids. All young people, it seems, want the same seven things: meaning, adventure, community, power, structure, challenge and opportunity.

If ever there were a major idealistic notion for the American people to delight in, it's national service — potentially, the mother of all idealism! Today, Post-Cold War America knows that its greatest challenges are here in our own backyard — homelessness, AIDS, infant mortality, illiteracy, drug trafficking, dissolution of community and family — and cynicism itself. National service is perhaps a missing link in American democracy — the engine to generate the will to solve these problems, and the meeting ground for all Americans.

The service experience turns regular young people into "experts." If you serve for a year in a school, you will become an expert — a citizen expert — in what are the stresses on our education system. You will have ideas for change. You will not be easily misled by demagoguery. You may even develop the passion to work on the problems full-time.

In this sense, national service fills a hole in American democracy that goes back to the nation's founding. In law school, I came across a



biography of Thomas Jefferson. It talked about how Jefferson wrote the Declaration of Independence, but was not involved in writing our constitution. He was ambassador to France — and not at the constitutional convention. When he did get hold of the newly drafted constitution, he was very worried, and he faxed back a worried response. He was worried that the new constitution did not give the citizens enough opportunities to “act” as citizens. There was simply very little asked of citizens. And Jefferson feared that Americans would become too self involved, and lose their interest in the common good. He had some radical suggestions — like a new constitutional convention every 20 years, so that every generation had to re-create its own governing world. He also suggested the entire country be divided into small wards, in which citizens would debate the key issues of the day — before they got to Congress. Needless to say, these ideas were never implemented.

The basic flaw that Jefferson saw in our democracy more than 200 years ago, is still a huge hole in our civic life: the need for a citizen-building experience for Americans. The need for national service.

If we can tap the idealism of youth like the oil gusher that it truly is — then look out! National service will be woven into the fabric of American life. It will delight and change the nation, jump start the democracy, and re-charge America's idealistic spirit.

Young people in service can become the centerpiece of a new American idealism — engaging people of all ages — a practical idealism of belief, action and results.

In closing, I just want to say:

Carpe diem! Seize the day!

Especially those of you who are now students — and who begin your adult lives in a transformed world.

Seize the day!

Let us not sleep walk through history!

Act on your idealism!

Seek to affect the new millennium!

Most of all, reject cynicism

Replace it with belief and action.

Remember that in a democracy, the highest office is that of citizen.

I want to close with a story. It is an East African fable, called "The Traveler."

There was an elderly man who lived in a small village. He sat under a large tree on the edge of his village. As it turns out, he had never been out of his own village; when he was young he had climbed the tree he now sat under, and he had caught sight of the next village down the road. But that was all. While he sat under the tree a Traveler approached him and asked: "Old man, what kind of people will I find in the next village down the road?" The Villager replied with a question: "What kind of people have you found on your travels so far?" The Traveler frowned and replied: "Oh! I found wicked and callous people. They have lied and cheated. They cared not for strangers — or even their own children." The villager shook his head sadly: "I am afraid that those are the kinds of people you will find in the next village down the road." Looking discouraged, Traveler sadly went on his way toward the next village.

Soon a second Traveler came upon the Villager and asked: "Kind sir, could you please tell me what kind of people will I find in the next village down the road?" Again, the Villager replied with a question: "What kind of people have you found on your travels so far?" The Traveler replied with a broad smile: "Oh! I have found generous and caring people! They treated me fairly and kindly. They cared deeply for their children — even for strangers!" The Villager nodded his head and smiled, saying: "Those are the kind of people you will find in the village down the road." Looking hopeful, the Traveler went eagerly on his way.

Thank you.

# Advertising Opportunities

Place an advertisement for your company or organization in this section of **Putting Idealism to Work**.

Distribution includes the corps and staff of City Year, alumni, board members, sponsors, service partners, parents, friends, family, volunteers, supporters, elected officials, other AmeriCorps programs and service organizations, and many others who call or write to get their copy of Putting Idealism to Work.

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We'll take camera-ready ads or for an additional charge of \$50 we'll design your ad with your logo, text, and any other graphic items you would like.

Advertising opportunities are also available in a number of other City Year publications including:

- **The Summer Academy Binder**
- **The Corps Member Handbook**
- **The National Alumni Directory**
- **The Power Tool Handbook**
- **The CYZYG Y Program Book**
- **Graduation Programs in each site**

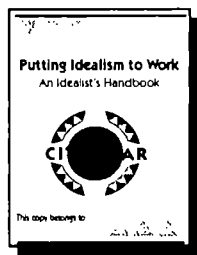
Please call John Sarvey at 617-927-2414 to place an ad or for more information about deadlines, distribution, publication sizes, etc.

# Sponsorship Opportunities

## Putting Idealism To Work

### An Idealist's Handbook

Become the sponsor of Putting Idealism to Work — City Year's highly popular handbook featuring 170 points of wisdom and insight collected over our eight years of growth and development.



**Putting Idealism to Work** is the primary handbook given to the corps and staff to guide us in our daily work as idealists and entrepreneurs. This City Year handbook is now also available to friends, family, and supporters who would like a copy of their own.

**\$5,000**

## National Alumni Directory

Become the founding sponsor of the first-ever City Year National Alumni Directory. The directory will list over 2,000 alumni from eight City Year programs. Different sections will list them by name, year, site and team, and by current location. This resource will serve as a great tool for City Year alumni to reconnect with old friends and colleagues as well as to connect for the first time with other alumni from different years or cities. Current corps members will also use the directory to engage alumni and invite them to stay involved. This publication will be used throughout the year.



**\$5,000**

## Power Tool Handbook

### Inclusive, Accountable Tools for Working with Groups

Become the founding sponsor of the first-ever City Year Power Tool Handbook. This handbook captures and describes City Year's "power tools" such as the Strong Circle, Hands Up, Leave it Better than You Found It, NOSTUESO (No one speaks twice until everyone speaks once)



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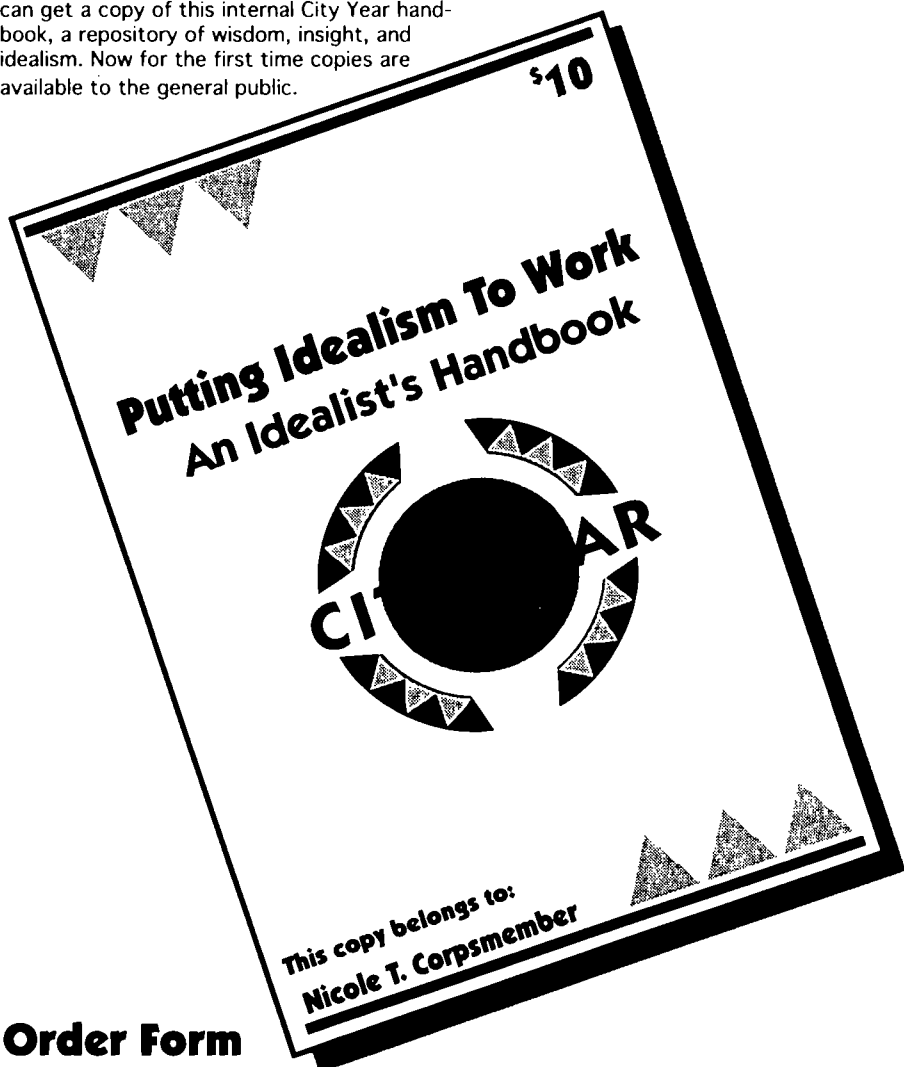
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To inquire about the possibility of sponsorship contact John Sarvey at 617/927-2414.

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## **City Year: An Action Tank for Idealism**

***(continued from inside front cover)***

City Year corps members range in ages from 17 to 23 and come from diverse racial, ethnic, socioeconomic, and educational backgrounds. They represent a cross-section of their communities and the nation: male and female; African American, Asian American, Caucasian, Latino, and Native American; low, middle, and upper income. The corps includes college graduates, college students, high school graduates, and high school drop outs. Together they serve on teams and must learn to draw upon and make the best use of the different talents, skills, and experiences of each team member in order to best meet the needs of the community.

City Year corps members begin each weekday morning with a regimen of high-spirited calisthenics to prepare themselves for a day of excellent service. After their "community huddle", corps members -- in distinctive, red, black, and khaki uniforms -- fan out in teams of 10-15 to serve in their community. Corps members serve as teachers' aides in public schools, renovate housing for the homeless, turn vacant lots into community gardens, operate recreational programs for senior citizens, teach health and public safety curricula, and run after-school programs.

City Year is a private-public partnership supported by the AmeriCorps National Service Network, corporations, foundations, individuals, states, and localities. The Digital Equipment Corporation and The Timberland Company are City Year's national founding sponsors.

*Sales of **Putting Idealism to Work** help to cover the costs of this publication and to support the City Year program. No government funds are used to produce this publication. We are delighted to be able to make available the insights and wisdom that we have captured through the years. We hope you find it useful and inspiring as you seek to bring about social change by "putting idealism to work."*



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E. J. Dionne Jr.

# Once a War Zone, Now a Park

The park behind Benning Terrace, a housing project in Southeast Washington, was once a place where anyone who dared enter risked being shot. The graffiti, said David Gilmore, the receiver of the D.C. Housing Authority, once read: "You are now entering a war zone."

So why were hundreds of kids gathered there amid a sea of red and yellow balloons on Thursday dancing to music? Why had the same young people scurried around earlier to paint houses, plant flowers, help seniors do their spring cleaning and build a brand new playground?

A peaceful revolution is taking place all over the country. It's a revolution against cynicism, despair and selfishness. The celebration in the park at Benning Terrace—and the hard work that preceded it—was organized by City Year, a group that has put thousands of teen and twentysomething volunteers into neighborhoods around the country to do simple but fundamental work rebuilding communities, and community.

Ah, middle-class do-goodism, you say dismissively. Nope. A large share of the volunteer force on that sunny day came right out of the neighborhood, kids with a powerful stake in planting, building and painting.

The work of reclaiming Benning Terrace was begun long before by local groups, among them the Alliance of Concerned Men. Many in the alliance are ex-offenders who want to save kids from going the same way.

A couple of years ago, in the very place we were standing, "the kids weren't coming out playing, the women weren't on the street, the elderly weren't sitting on the

porches," said Tyrone Parker, a founder of the alliance.

"What you're seeing today is what could occur if you give it the opportunity to happen," he said proudly. "This is an expression of communities coming together, including outside communities, committed to people as a whole—all different nationalities and races."

Two large forces are at work in the country creating change for the better. One is neighborhood activism. The other is community service, dedicated young people—many of them receiving modest stipends from the federal government's AmeriCorps program—willing to spend a year or more making a small piece of the world better.

We praise entrepreneurs these days. Here are social entrepreneurs, some of whom gathered around a wooden table in the park to tell their stories.

Jason Pendrock, 19, works on a City Year project in Philadelphia called the Greater Philadelphia Book Bank. It collects volumes that would otherwise be thrown out or shredded and gives them away. The books go to children, church libraries, teachers who pass them on to students. The group, Pendrock said, has collected and warehoused 2 million volumes. Move over, Amazon.com.

Nobody is too young to serve. Twelve-year-old Edwin Santiago, who goes to the Roberto Clemente Middle School in North Philadelphia, didn't like the condition of his neighborhood. So he joined a City Year project. "We sweep the streets and plant some stuff," he said. "I just felt like helping people and just started to do it."

Nikki Tabron, 22, worked in an after-school program at the Boys and Girls Club in Columbia, S.C., mentoring kids and getting them to do their homework. Caring about somebody actually works. "They know we're proud when they're doing their homework," she said.

And forget about those expensive sensitivity training consultants. You want to heal racial divisions? Get people to work together. "I've seen gang members join the corps," Tabron said, using the Marine terminology City Year volunteers prize, "who didn't like people of different colors." Their racial animosities went away, she said, after a year of labor in a common endeavor.

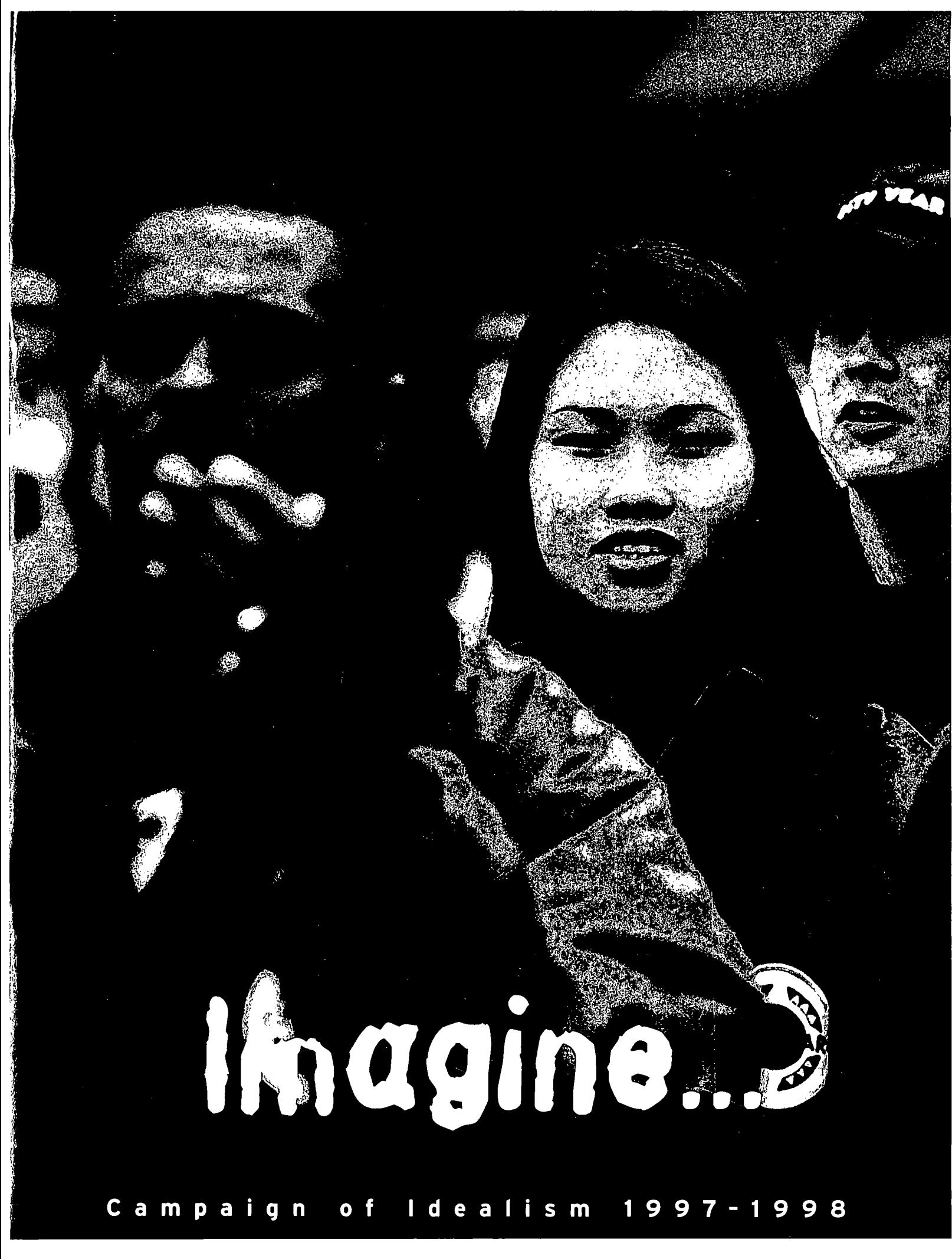
"There are very few places in America where people come together across racial lines," said Michael Brown, a founder of City Year, and national service is one of those few. Robert Lewis Jr., Boston City Year's executive director, carries memories of a grandfather killed by the Ku Klux Klan. "I wanted to be part of something that united people and didn't divide people."

After the Columbine High School tragedy, said Alan Khazei, City Year's other founder, "the whole country has been wringing its hands about what we should do for young people." The answer, he argues, is already there, and it lies in promoting service.

"Everyone is saying: 'What do we do for our children?'" says Brown. "It's time we ask something from our children." What kids crave is responsibility and a sense of power, he says. It is not at all paradoxical that they gain both by serving others.

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Imagine...

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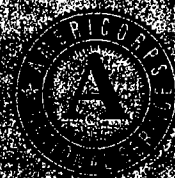
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**CITY YEAR**  
ANNUAL REPORT

**CITY YEAR**

**YOUNG ENOUGH TO WANT  
TO CHANGE THE WORLD —  
OLD ENOUGH TO DO IT**



**CAMPAIGN OF IDEALISM 1996-1997**

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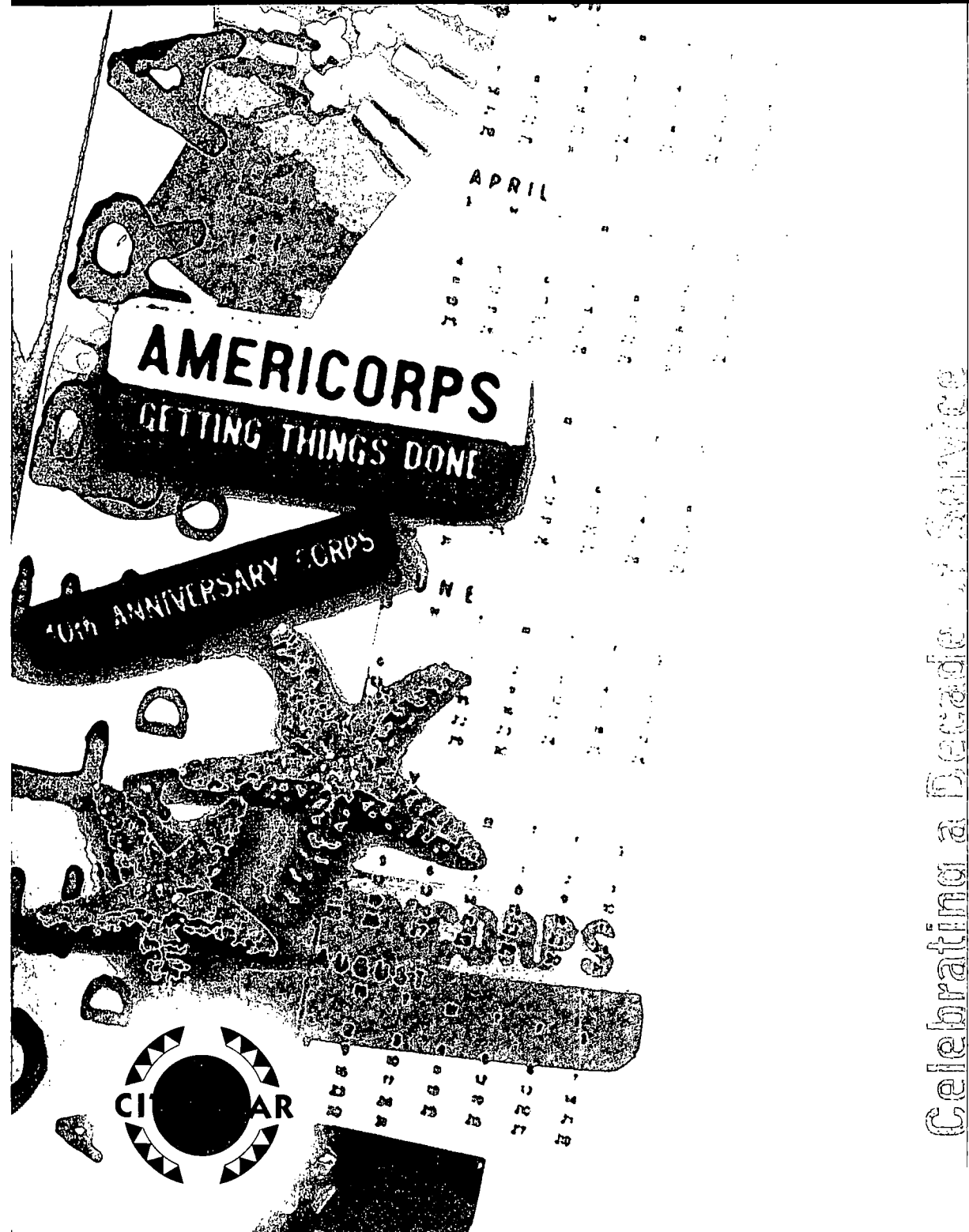
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# IDEALISM INK

INSPIRING THE COMMUNITY TO SERVE



*Celebrating a Decade of Service*

WELCOME TO CITY YEAR SEATTLE / KING COUNTY

PHILADELPHIA GOES TO SCHOOL

SERVE-A-THON IMPACT

# WELCOME CITY YEAR Seattle/King County!

**M**usic rocked Seattle's Center Flag Plaza on October 6, 1998, as 70 energetic young men and women danced their way onto the stage at City Year Seattle/King County's inaugural Opening Day. PT (physical training) leader, Tray Dubray got the crowd involved in the celebration when he invited the special guests and audience to join the corps in their calisthenics. These special guests included Ron Sims, King County Executive, and Sue Donaldson, Chair of the Washington Commission for Community and National Service and the President of the Seattle City Council.

City Year's tenth site within ten years—City Year Seattle/King County—is founded in partnership with local leaders in the private and public sectors. Special thanks goes out to San Jose's Adobe Systems, Inc. and the Seattle Campaign for Kids 2001 for their leadership and support. The Henry M. Jackson Foundation funding grant along with a generous one million-dollar pledge from the William H. Gates III Foundation over the next four years will help to ensure the continued backing of the site. Local government champions Ron Sims and Seattle Mayor Paul Schell provide enthusiastic support for the program, the corps and the service they bring to the city and county.

Richard Yarmouth, Seattle attorney and chair of the City Year Seattle/King County advisory board warrants credit and praise for initiating and guiding the journey that brought City Year to the greater Seattle area. Yarmouth views the Seattle/King County corps members as "outstanding individuals represent[ing] a true cross-section of their communities. Seeing what these young people have done in other cities . . . has made me genuinely excited about this effort."

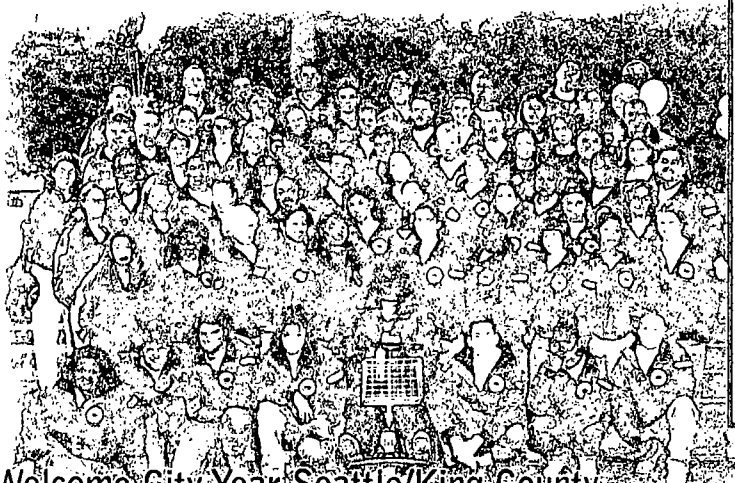


## City Year Detroit Makes a Splash!

Over 100 idealists representing the corps from Chicago, Cleveland, Columbus and the start-up team in Detroit kicked off a service and recruitment blitz in Hart Plaza in downtown Detroit on April 22, 1999. Remarks from Mayor Dennis Archer launched our eleventh city in a groundbreaking way. This innovative, high energy "announcement event" featured scores of champions from the private, public, foundation and education communities and emphasized City Year's service and recruitment efforts. In fact, it was a full-blown commercial for what Detroit has in store when our eleventh site is launched this fall.

Local media was out in full force to capture the spirit, discipline, purpose and pride of our corps members, and the commitment of our partners and community leaders. Later that afternoon, corps members and local volunteers spread throughout Detroit to four service sites and three recruitment sites, including two high schools and the University of Michigan.

As of May 1 1999, City Year Detroit has dedicated support from the Kresge Foundation and has confirmed five Founding Team Sponsors: Blue Cross Blue Shield of Michigan, Comerica Bank, Henry Ford Health System, The Jewish Community of Metropolitan Detroit, and NBD Bank. The start-up team has received over 40 request for proposals for service projects, and more than 90 corps member applications. With the support of their midwest neighbors—Chicago, Cleveland, and Columbus—City Year Detroit is poised to be City Year's strongest start ever!



Welcome City Year Seattle/King County,  
from the entire City Year network!

# [ OPENING DAY 1998 ]



## Seattle / King County, WA

**10/6/98** — The City of Seattle issued a proclamation making October 6, 1998 "City Year Day."

## Chicago, IL

**10/6/98** — Lisa Bouden from the Mayor's Office speaking on behalf of the powerful partnership between the City of Chicago and City Year set off energy and dedication that echoed throughout the entire corps.

## Cleveland, OH

**10/6/98** — Cuyahoga Community College, hosts of the Opening Day celebration, announced that they will be granting fifteen full scholarships to eligible City Year graduates.

## Boston, MA

**9/28/98** — U.S. Senator Ted Kennedy, keynote speaker of Boston's Opening Day in 1988, returned a decade later to address the 10th Anniversary Boston Corps. Kennedy, energized by the spirit of the day celebrated the past successes of City Year and "raised the roof" with the 225 new Boston corps members.

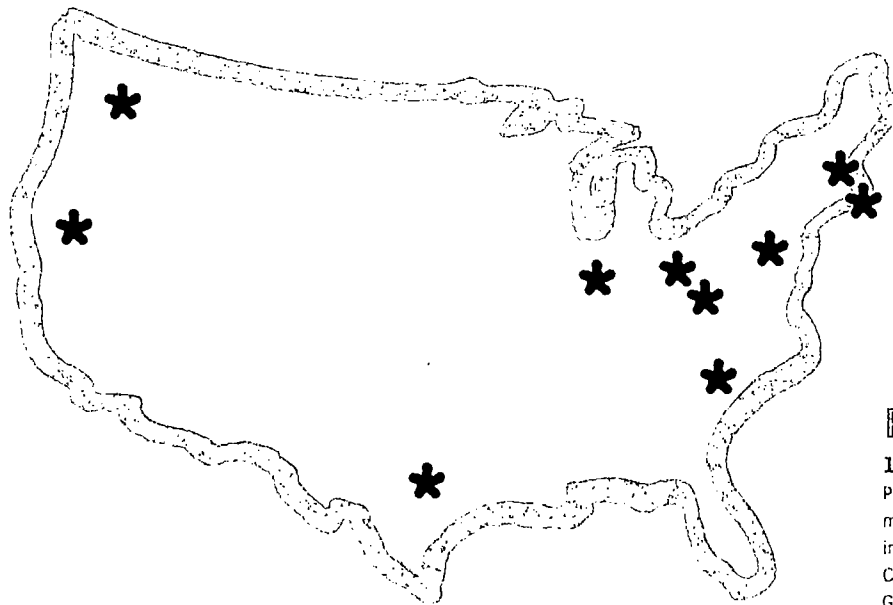
## Rhode Island

**10/2/98** — The entire Rhode Island corps led a powerful day of service after their Opening Day ceremonies. Spreading out across the city of Providence, the corps members were eager to roll up their sleeves and get to work. After all, they said, "This is what it's all about!"



## San Jose / Silicon Valley, CA

**9/25/98** — President Bill Clinton, traveling through San Jose, was cheered on by the sixty City Year corps members. The President was so moved by the display that he stopped the motorcade to shake hands with each of the corps and staff and thanked everyone for the work they were doing.



## San Antonio, TX

**9/26/98** — City Year's prized red jackets were presented to Col. Tom Hickerson, Texas Commissioner on Volunteerism; Mike Novak, County Commissioner; Howard Peak, Mayor of San Antonio; and Patsy Torres, Entertainer. These four leaders have demonstrated an unwavering commitment to City Year through their energy, devotion, and idealism.

## Columbus, OH

**9/25/98** — The NBC news reporter assigned to Opening Day was so inspired by the day's events that he requested that NBC be the Serve-a-thon media sponsor and asked if they could provide the TV personality for Opening Day next year.

## Columbia, SC

**10/1/98** — Dr. Willis Ham of the South Carolina Human Affairs Commission served as keynote speaker, along with City Year Dean Greg Ricks, providing impassioned words and wisdom that will echo throughout the year. Dr. Ham, so engaged by the day's event, is on-board as a new and true City Year champion.

## Philadelphia, PA

**10/7/98** — The power of Philly's Opening Day ceremonies attracted outstanding involvement from all levels of City Year's partners in the Greater Philadelphia area. The president of the Chamber of Commerce, Charles Pizzi, president of the City Council and mayoral candidate, John Street, along with Mayor Edward G. Rendell were in full participation along with all seven of the Philly corporate sponsors and each of the 14 service partners. Go Philly!

# City Year Serve-a-thons take the nation by storm!



7 cities

16,475 participants

364 service sites

74,700 TOTAL IMPACT:  
inspired citizens



City Year's annual convention of idealism

# cyzygy '99

May 25-28, 1999

## JEREMY SOLOMAN

**Corps Year: '93-94**

**Staff: Boston & Columbia, SC '93, '94-95**

**Current occupation:**

**National CYZYG Director, City Year**

Jeremy, you've come back to City Year after being away for three years. What kept you away all this time?

I've been working in Washington, DC as part of the Clinton administration, doing scheduling and advance for the White House. I worked for a while for Robert Reich, the former Secretary of Labor, and for the last two years as Deputy Director of Scheduling and Advance for the US Secretary of Health and Human Services, Donna Shalala. In my job, I got to travel to some pretty great places with the White House staff—a new place just about every week—like China and Argentina. Five star hotels, the whole bit.

So what brought you back to City Year?

I missed the feeling at the end of the day, the tired feeling, when I knew I did my best to make a difference. A lot of people go to DC with the idea that they are going to make a big impact, but after being there for two years I felt removed from the real world. I was fortunate to work with a lot of incredible people who have devoted their lives to public service and are doing very admirable work. But I felt that not enough of what I was doing was truly America's work. I wanted to get back to community work and community service.

Did you keep your City Year uniform pressed and ready to go all this time?

When I got back, I pulled out my old red jacket and found my old t-shirts. I've got some relics—like my t-shirt from City Youth, which doesn't even exist any more; it's now Young Heroes. But it's great to be back in my red jacket and khakis.

What are your personal goals in your new job?

The overall goal of CYZYG is to secure national service for the next ten years while celebrating City Year's ten years of service. City Year has always been a bipartisan private/public program. Being in DC will help spotlight that. I think every lawmaker, once they witness the good work we do, will not be able but to help support the national service program.

Can you give the alumni who will be joining us for CYZYG '99 an insider's tip of things to do in DC?

The paddle boat rides on the Potomac are very romantic. I also recommend taking the metro (subway) because the DC streets have a habit of changing names without warning—17th Street suddenly turns into Connecticut Ave. People might need to know that.

What do you like to do when you're not working?

Basketball. I've played a lot of basketball in my time at City Year. I've played against Charlie Rose and Sam Healy. They're great. I guess I like movies too, and walking around Georgetown. When the monuments are all lit up at night, they are awe-inspiring.

When you look back on your year as a corps member, what's your favorite memory?

I remember a day in Boston—it was freezing cold—just taking the train home. Walking out from the train, totally frustrated after a day of working with kids, I turned my head just as a car splashed a huge puddle and soaked me completely. My mouth was open when it happened. . . and I just started laughing. I remember thinking, it couldn't have gotten any worse. It was the funniest thing. At that moment I knew I was doing the right thing. I thought, this is as bad it's going to get and I still like it!

## Announcing ... [www.cityyear.org](http://www.cityyear.org)

City Year has hit the "on switch" and launched our new presence on the World Wide Web. From our own internal server compliments of Compaq, "routers, switches, and hubs" provided and supported by Cisco Systems, and cutting-edge technological expertise, design and support constituting hundreds of hours of time from The Bit Group, City Year's website represents powerful partnering across the private sector. The result: a web-site that transports the reader into a virtual City Year complete with vivid, colorful graphics and interactive design. Browsers can benefit from as much (or as little) information as they want or need, including sections on a day-in-the-life of a corps member, founding stories, logo explanations, hyperlinks to AmeriCorps, Timberland, Compaq, and other sites, and of course, information and helpful tools to join City Year as a corps member, corporate sponsor, service partner, staff member, intern, or volunteer.

Log on and tell us what you think. [www.cityyear.org](http://www.cityyear.org) If you'd like to link your site with ours, please email [kthalheimer@cityyear.org](mailto:kthalheimer@cityyear.org).

## City Spirit ... City Year ... San Antonio!

On September 25, 1998, San Antonio made City Year history with the premiere of their weekly recruitment and outreach program, "City Spirit: City Year," on the Catholic Television Station (CTSA). The program reaches an estimated 50,000 viewers every Friday at 8:30 PM, and CTSA hopes that the non-religious show will attract a larger, more secular audience with its community-based service stories.

The program's host, San Antonio's Executive Director Dr. Maria Ferrier, hopes the show will be a "showcase of citizenship service promoting and celebrating all that is good in our people. . . [The show] spotlight[s] young people making a positive difference, the business community responding powerfully to human needs, local government as a partner, and everyday citizens stepping up."

# CITY YEAR PHILADELPHIA Goes to School!

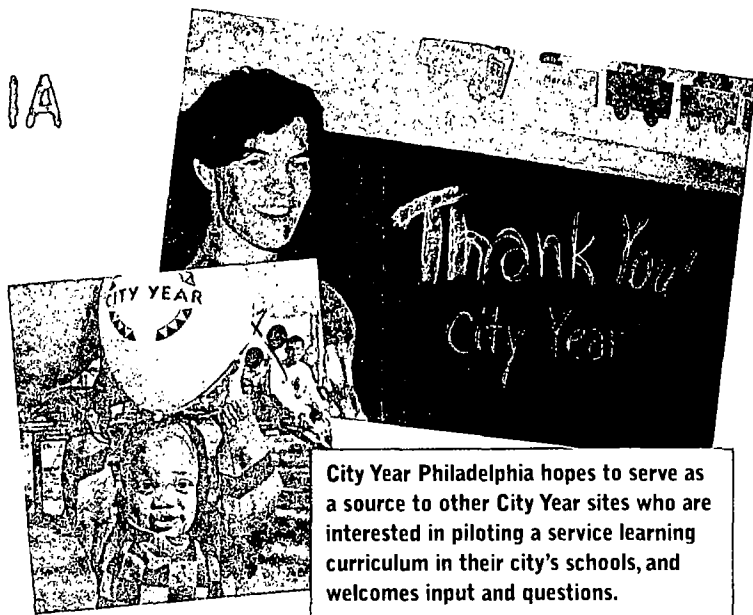
## City Year Service-Learning Partnership with the School District of Philadelphia



Like many urban schools systems, the School District of Philadelphia faces high drop-out rates, low academic achievement records, declining morale, and scarce resources. Three years ago, responding to the urgency of these conditions,

Superintendent David Hornbeck led the development of an aggressive school-wide reform program called "Children Achieving." Part of that reform is service learning, defined as "Citizen Projects" that apply academic skills to activities which address community needs. Citing City Year's nationwide reputation for outstanding in-school service and City Year Philadelphia's outstanding year as a founding site, the School District of Philadelphia invited City Year to take a lead in making service learning a reality.

The Philadelphia Board of Education voted in June 1998 to make service learning and the creation of Citizenship Projects a part of the new promotion and graduation requirements. Research has shown that service learning develops a more engaged student and, in the end, greater academic achievement. In addition, participation in service learning programs increases student attendance, decreases the incidence of disciplinary problems and increases the overall level of volunteerism in the community. All 213,000 elementary, middle school and high school students in the School District of Philadelphia will participate in meaningful service learning activities as a means to create a more relevant and powerful learning environment while building better student citizens and leaders. By creating this district-wide initiative, Philadelphia will become the first city in the country to engage all of its students in service learning activities that are pro-actively connected to teaching strategies and curriculum goals.



City Year Philadelphia hopes to serve as a source to other City Year sites who are interested in piloting a service learning curriculum in their city's schools, and welcomes input and questions.

In promoting educational excellence, youth development and community building, the partnership between City Year and the School District of Philadelphia will set a new standard for the role that national service programs can play in promoting educational excellence. The service learning initiative is the perfect nexus between the School District of Philadelphia—whose interest is in improving education and a student's sense of purpose and value vis-a-vis the community—and City Year—whose focus is in engaging young people in community-building projects. When the knowledge and experience of these two organizations are combined to implement the service learning initiative, Philadelphia will be piloting a unique and powerful program which could set the standard for service learning nationally. The synergy between the School District of Philadelphia's cutting edge approach to urban education and City Year's documented expertise in harnessing the energy and enthusiasm of youth in response to community needs has the potential to dramatically strengthen efforts to develop informed, involved, and productive citizens for the 21st century.

## CITY YEAR CHICAGO

### Chicago Headquarters Dedication!

City Year Chicago celebrated their fifth anniversary December 3, 1998, with the opening of their recently renovated headquarters. The celebration paid tribute to the generosity of 37 powerful Chicago service partners and eight invaluable Chicago corporate sponsors. Michael Alter, President of the Alter Group and Chair of the City Year Chicago board, was honored in recognition of five years as a team sponsor. The move to the new office will provide a more friendly work environment, with more computer workspace, a computer lab and library. Craig Huffman, Executive Director of City Year Chicago, reflects on the transformation: "Our new headquarters will serve as the cornerstone of a new foundation for City Year Chicago. The new space is very inspiring and captures the spirit and energy that we want to represent."

# NATIONAL SPONSOR

## Adobe "Illustrates" Powerful Corporate Citizenship as City Year's Newest National Sponsor

It all began with "No."

In early summer of 1996, City Year San Jose/Silicon Valley was seeking team sponsors for the upcoming program year. Through an introduction from then Mayor Susan Hammer, Adobe executives—including Dyanne Compton and Rebecca Guerra—met with a group of City Year staff to discuss the prospects. After considering the proposal, Adobe regretfully declined.

Fast forward to the end of the summer, when Adobe was relocating its headquarters to downtown San Jose. During the shut down, the company offered its employees an opportunity to "get to know the community" by providing a service day, and contacted City Year to help organize the event.

On September 5th, Adobe and City Year found common ground through community service, and the partnership began...

In the first year, Adobe's employees participated in City Year events including Opening Day, Serve-a-thon, the Martin Luther King Weekend Celebration, Spring Camps, and Graduation, while the City Year Adobe team participated in Adobe's Take Our Daughters to Work Day and a company-planned painting of a local youth shelter. The next year, Adobe was selected as "The Best" of 240 corporate team sponsors nationwide at Cyzygy, City Year's annual convention of idealism!

In 1998, Adobe generously expanded its support by becoming a Founding Sponsor in City Year's newest site, Seattle/King County.

Recently, Adobe was invited to become the newest City Year National Sponsor, and just like the first "ask" from City Year, the initial answer was "no." Nonetheless, they soon realized that City Year met the goals of Adobe's community investment plan (focusing on youth and education), was active in both key geographical areas of the Adobe offices (Silicon Valley and Seattle), and was such a highly leveraged investment. Every dollar donated would impact the lives of more than 900 corps members serving in 11 cities across the country, as well as the thousands of children that corps members serve. This time Adobe decided that it was time to just say "YES!"

## Compaq Becomes a National Leadership Sponsor!

The Compaq Computer Corporation has agreed to become a National Leadership Sponsor of City Year, representing the highest level of partnership possible! Compaq continues the partnership started by the Digital Equipment Corporation in 1993, and City Year is excited and inspired by the continuity of this critical partnership. Compaq is the second largest computer company in the world and the largest global supplier of personal computers. The corporation has developed strategic relationships with national organizations and programs that have significant impact on local communities in the US and abroad.



## [AMERICORPS]

"Our young people are our future. Our very soul as a nation is at stake. I cannot imagine a better investment than in youth who want to work for others and then go on with their education, taking a hand up rather than a hand out. Since 1994, more than 100,000 young men and women have pledged to 'get things done' for America. As AmeriCorps celebrates this milestone, let us congratulate them for their service to our country, and hope that future generations have the opportunity to follow in their footsteps."

—Stephen E. Ambrose, *Wall Street Journal* (Friday Oct. 23, 1998)

City Year is proud to celebrate our fifth year of partnership with AmeriCorps, the federal agency operated by the Corporation for National Service which provides major funding and leadership for service across the country. Established in 1993, AmeriCorps recently achieved a major milestone by swearing in the 100,000th AmeriCorps member—a figure the Peace Corps took 20 years to achieve. AmeriCorps has also benefited from increased funding from Congress for the second year in a row, excellent press in the *Wall Street Journal*, the *U.S. News* and *The New York Times*, and close collaboration with General Colin Powell to integrate children and youth into service, a goal launched at the Presidents' Summit in Philadelphia, 1997. As Harris Wofford, CEO for the Corporation, stated:

"These successes reflect the growing non-partisan consensus that the work of AmeriCorps, Learn & Serve America, and the National Senior Service Corps are an integral part of our nation's civic sector and are producing valuable contributions in meeting the needs of communities in every part of the nation."

City Year receives 49% of its funding through AmeriCorps, sustaining a truly effective public-private partnership. Working with local State Commissions for service, City Year sites actively participate in Corporation-sponsored initiatives such as Make a Difference Day (October 23rd), Martin Luther King, Jr. Day, AmeriCorps Promise Fellowships, as well as state conferences, trainings, and community events. This year, we are tremendously excited to host CYZYGY in Washington, DC with the Corporation for National Service in a national celebration of service pride and accomplishment in all 50 states.

COMPAQ

Through acts of passion and perseverance, the young leaders

of City Year **INSPIRE** citizens to social action and

**TRANSFORM** the world around them. They do this

with the **SPIRIT** of idealism, the **DISCIPLINE** of hard work,

the **PURPOSE** of shared goals, and the

**PRIDE** of representing their generation.

**Help build the 21st Century**

RECRUITING THE '99-'00 CITY YEAR CORPS TODAY.  
FOR MORE INFORMATION, PLEASE CALL:

|                               |              |
|-------------------------------|--------------|
| Boston, MA                    | 617-927-2500 |
| Chicago, IL                   | 312-464-9899 |
| Cleveland, OH                 | 216-574-2677 |
| Columbia, SC                  | 803-254-3349 |
| Columbus, OH                  | 614-224-9569 |
| Philadelphia, PA              | 215-988-2118 |
| Rhode Island                  | 401-553-2500 |
| San Antonio, TX               | 210-223-2677 |
| San Jose / Silicon Valley, CA | 408-294-3041 |
| Seattle / King County, WA     | 206-269-0350 |
| Detroit, MI                   | 313-874-6825 |

## HOW HAVE YOU PUT YOUR IDEALISM TO WORK?

Checkout our website and tell us your favorite stories of transformational service. We'll share the highlights in the fall issue of *Idealism Ink*. Find us at [www.cityyear.org](http://www.cityyear.org) and email stories to [kthalheimer@cityyear.org](mailto:kthalheimer@cityyear.org)!

## That was Then ...

- The Cosby Show rated the #1 TV show and Rosanne was #2.
- "Don't Worry Be Happy" climbed the charts to be Billboard's Top Hit.
- City Year began as a 50 corps member, 8 week summer pilot program.
- The Washington Redskins won the Super Bowl and the Los Angeles Dodgers took the World Series.
- 200 people participated in "City Year for a Day," City Year's first Serve-a-thon, completing 20 service projects.
- The Bush/Quayle ticket won the presidential election against Massachusetts' own governor, Michael Dukakis.
- Only a handful of people have even heard of the Y2K problem.
- The Dow Jones Industrial average exceeded 2000—the first time ever over that mark.
- The nylon stocking celebrated its 50th anniversary.
- Boston was the one and only City Year site.
- The City Year uniform included a t-shirt, hat, sweatshirt and red Converse sneakers.

## This is Now ...

- Buffy the Vampire Slayer clobbers competition to top TV show ratings.
- Seinfeld says good-bye after nine seasons.
- The New York Yankees sweep the San Diego Padres in four games to win the World Series! The Denver Broncos tackle the Super Bowl!
- Nike Air Jordan III lists as top athletic shoe of all times.
- The NBA experiences its first lock-out ever.
- City Year grows to ten sites and soon to launch its 11th in Detroit, MI!
- 16,475 people participate in City Year's tenth annual Serve-a-thon, completing 364 service projects in seven cities nationwide.
- Y2K—it speaks for itself.
- The Dow Jones Industrial Average breaks the 10,000 mark.
- The nylon stocking celebrates its 60th anniversary.
- City Year celebrates its 10th anniversary with over 900 corps members in service.



City Year National Headquarters  
285 Columbus Avenue  
Boston, MA 02116



City Year  
is supported  
by the AmeriCorps  
National Service  
Network



CITY YEAR  
NATIONAL SPONSORS

DIGITAL EQUIPMENT  
CORPORATION

THE TIMBERLAND  
COMPANY

# CITY YEAR FAX

285 Columbus Avenue, Boston, MA 02116  
PHONE: 617.927.2500 FAX: 617.927.2530  
INTERNET: [www.city-year.org](http://www.city-year.org)

DATE: JUNE 2, 1999  
TO: CHRISTY MACY, SENIOR SPEECH WRITER  
ORGANIZATION: OFFICE OF THE FIRST LADY  
FAX #: (202) 456-5709  
PHONE #: \_\_\_\_\_  
FROM: ALAN KHAZEI

## NOTES:

Christy -

Here's our draft cue to cue.  
We'll get you changes tomorrow.

Call me at home tonight, 617 524-  
7840  
if you need anything else.

Thanks! Alan

2

**PAGES FOLLOW THIS COVER PAGE**

PLEASE NOTE: The information in this facsimile message is privileged and confidential. It is intended for the use of the individual named above and others who have been specifically authorized to receive it. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, or if any problems occur with transmission, please notify us immediately at 617.927.2500. Thank you.

# First Lady Program 6/4 Draft, Draft, Draft

| Program Time                              | Detail Time | Event Activity                                                                                                       | Who's Involved                                                    | City Year Point Person | External Point person | Note/Equip. Needs/Description                                                                   |
|-------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------|-----------------------|-------------------------------------------------------------------------------------------------|
| <b>Friday June 4th Program Cue to Cue</b> |             |                                                                                                                      |                                                                   |                        |                       |                                                                                                 |
| 12:00 PM                                  |             | 2nd Floor Room and Entrance ready for arrival of special guests                                                      |                                                                   | Richard                | WH Advance            |                                                                                                 |
|                                           | 12:35 PM    | Move to 2nd floor into 2nd floor holding area for FLOTUS meet & greet upon arrival                                   |                                                                   | Steve, Richard         |                       |                                                                                                 |
|                                           | 12:50 PM    | FLOTUS arrives escorted at entrance by 100 Pioneers and 2 security divisions of City Year Boston                     | Michael, Alan, Robert                                             |                        | WH Advance            |                                                                                                 |
|                                           | 12:55 PM    | FLOTUS makes way to 2nd floor to shake hands with special guests. Guest are then escorted to seats                   |                                                                   | Steve, Richard         |                       |                                                                                                 |
| 1:00 PM                                   | 1:05 PM     | FLOTUS moves into private holding                                                                                    |                                                                   |                        | WH Advance            |                                                                                                 |
|                                           | 1:05 PM     | All Special Guest in procession are in 2nd Floor Holding                                                             |                                                                   | Richard, Steve         |                       |                                                                                                 |
| 1:00 PM                                   |             | Program Participants move to staging area                                                                            | MC's, VOG,                                                        | Carolyn                |                       |                                                                                                 |
|                                           | 1:05 PM     | Pre-Program to staging begins                                                                                        |                                                                   | Jennifer               | Middle house          |                                                                                                 |
|                                           | 1:10 PM     | Pre-Program Begins, Intro of 10th Anniversary Corps, Intro of stage people                                           | 30 CY Presentation people on stage, Special Guest seated on stage | Charlie                |                       |                                                                                                 |
|                                           | 1:10 PM     | Voice of God ask ladies and gentlemen to please rise                                                                 |                                                                   | Charlie                |                       |                                                                                                 |
|                                           | 1:11 PM     | VOG announces: Ladies & Gentlemen "Please Rise "The FLOTUS Hillary Rodham Clinton and Corps members accompanying her |                                                                   | Charlie                |                       | All enter from rear door and walk center isle (lined by City Year) make way to seating on stage |
|                                           | 1:12 PM     | Procession Music Starts                                                                                              |                                                                   |                        |                       |                                                                                                 |
|                                           | 1:13 PM     | First Lady enters proceeds to stage is sealed                                                                        | WH Advance                                                        |                        |                       |                                                                                                 |
|                                           | 1:14 PM     | Welcoming remarks from Robert Lewis, Jr.                                                                             | Robert                                                            |                        |                       |                                                                                                 |
|                                           | 1:17 PM     | Intro two MC's/Welcome intro Corps PT                                                                                | Warren Salley & Rosa Aldana                                       |                        |                       |                                                                                                 |
|                                           | 1:21 PM     | All Corps members rise for PT                                                                                        | Warren & Rosa                                                     |                        |                       |                                                                                                 |
|                                           | 1:25 PM     | MC's intro dignitaries                                                                                               | Warren & Rosa                                                     |                        |                       |                                                                                                 |
|                                           | 1:26 PM     | Dignitaries speak...                                                                                                 |                                                                   | Carolyn                |                       |                                                                                                 |

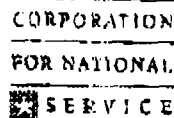
JUN-02-1999 17:54

P.02

Funerals Awards will go before 1st Lady Kennedy

First Lady Program 6/4 Draft, Draft, Draft

|         |                                               |               |          |  |                                                                                                                     |
|---------|-----------------------------------------------|---------------|----------|--|---------------------------------------------------------------------------------------------------------------------|
| 1:34 PM | VOG CY Chorus "One thousand of Me"            | Charlie Rose  |          |  |                                                                                                                     |
| 1:39 PM | Intro FLOTUS                                  | Young Person  |          |  |                                                                                                                     |
| 1:40 PM | FLOTUS speaks                                 |               |          |  |                                                                                                                     |
| 1:55 PM | Presentation Founders Awards                  |               | Carolyn  |  | First Lady Hillary Rodham Clinton, Dr. Hubie Jones, Jeffrey Swartz                                                  |
| 1:58 PM | <i>L FLOTUS</i><br>Presentation Legacy Awards |               | Carolyn  |  | Compaq Computer Corporation, Holly Davidson, BankBoston, The Timberland Company, Bain capital, Reebok(Paul Fireman) |
| 2:03 PM | Close Thank you                               | Warren & Rosa |          |  |                                                                                                                     |
| 2:04 PM | Music plays                                   |               | Jennifer |  |                                                                                                                     |
| 2:06 PM | FLOTUS Exits                                  |               |          |  |                                                                                                                     |
| 2:08 PM | Guest Exit                                    |               |          |  |                                                                                                                     |
|         |                                               |               |          |  |                                                                                                                     |

**Fax  
Transmittal****Please deliver  
Immediately!**

To: Shirley Sagawa

Organization

Fax Number: 703-548-6374

From: Tara Murphy

Department: Public Affairs

Phone Number: 202-606-5000 x158

Fax Number:

Date/time: 5/28/99

Total Pages (including cover):

4 5

Message: Here are a few facts/figures on AmeriCorps:

1. a rehash of accomplishment numbers -- we won't be updating these until the anniversary
2. a few extrapolations to demonstrate what 100,000 americorps could do
3. press release on aguirre study -- may be too wonky for her remarks -- main point is AmeriCorps works....

Let me know if you need anything else. When/where is she speaking to City Year folks?

**NATIONAL SERVICE: GETTING THINGS DONE**

AmeriCorps • Learn and Serve America • National Senior Service Corps

1201 New York Avenue, N.W. • Washington, DC 20005  
telephone: 202-606-5000 • website: [www.nationalservice.org](http://www.nationalservice.org)



## **Info on AmeriCorps and Senior Service Corps**

- **More than 100,000 citizens have served with AmeriCorps since 1993.** (More than 10,000 (1 in 10) have served with faith-based organizations)

Together they have:

- ⇒ taught, tutored and mentored more than 2.6 million children (equivalent to one of every ten elementary school students in U.S.; or every child in New York City, Chicago and Los Angeles public school systems)
- ⇒ recruited and managed nearly 1.7 million volunteers
- ⇒ provided food and clothing to more than 2.4 homeless people
- ⇒ provided after-school care for more than half a million at-risk youth
- ⇒ removed more than 69,000 tons of trash from neighborhoods
- ⇒ served more than 4,000 communities
- ⇒ restored more than 12,500 miles of beach or river
- ⇒ created or maintained more than 17,000 miles of trails

- **How big is 100,000?**

- ⇒ entire population of Peoria
- ⇒ entire undergraduate population of University of TX(48,000) and Ohio State(50,000)
- ⇒ milestone it took Peace Corps more than 20 years to reach

- **This year more than 40,000 will serve with AmeriCorps**

- **What if we expanded AmeriCorps to 100,000 members per year (President's budget request)?**

- ⇒ a tutor for every 3<sup>rd</sup> grader who can't read at grade level (approx. 1.4 million 3<sup>rd</sup> graders reading below grade level-- assumes 1 member for 14 students)
- ⇒ a mentor for every high school student in danger of dropping out of school (500,000 kids drop out each year)
- ⇒ an after-school program for every child who has no place to go after the bell rings. (5 million children left alone at home each week -- assuming 1 AmeriCorps member organizing after-school program for approx 30 kids)

## BEST OF NATIONAL SERVICE

### AmeriCorps

- In Alabama, 12 AmeriCorps members working alongside senior volunteers recruited more than 1,300 volunteer tutors to work in 110 schools across the state. More than 70% of children served showed significant improvement in reading.
- AmeriCorps members serving with Habitat for Humanity in California recruited more than 11,000 volunteers.
- In Bridgeport, CT. AmeriCorps members tutor and mentor students at Harding High School. Their service contributed significantly to the Harding's dropout decreasing from 16 percent to 6 percent -- with the Latino dropout rate falling from 22 percent to 7 percent.
- In Buffalo, 10 AmeriCorps Rangers escorted 1,300 workers and visitors in high crime public areas, responded to first-aid calls, reported suspicious activity incidents. According to Buffalo Police statistics, while the AmeriCorps Rangers are on duty, crime has decreased by 48 percent in the areas they patrol.

### Senior Corps

- Thirty senior volunteers in New Britain, Connecticut, started a fraud prevention program that helped 5,000 seniors recover more than \$500,000 from fraudulent telemarketing firms and other consumer scams.
- In Boston, 20 Seniors for Schools volunteers tutored 88 second- and third-graders who read below grade level. As a result, all students showed a substantial improvement in their reading, including 50 percent who improved by nearly three reading levels.

### Learn and Serve America

- Four years ago, Putnam Vocational High School in Springfield, Mass. had the highest dropout rate in the district and was considered one of the most violent school in western Massachusetts. Frustrated students and teachers saw service-learning as a path to change. With help from Learn and Serve America, students built a \$1.3 million health clinic at the school for only \$300,000, and now high school nursing students study alongside doctors and medical students at the clinic. As a result, fights have decreased by 90%, the dropout rate has decreased approximately 80% and gang violence has been virtually eliminated. In addition, school attendance is up, and the number of students on the honor roll has increased by 62%.
- A recent study by Brandeis University and Abt Associates proves that service-learning programs help students improve their citizenship skills and improve their attitudes toward school. Three out of four students who participated in Brandeis study report that they learned more during their community service experience than in a typical class taken in school.

### AmeriCorps Heroes (serving this year):

EMBARGOED UNTIL NOON,  
TUESDAY, APRIL 27, 1999

CONTACT: Tara Murphy  
PHONE: (202) 606-5000, x158

## AMERICORPS STRENGTHENS COMMUNITIES, NONPROFITS, STUDY FINDS

### *Benefits of Program Valued at \$1.66 or More per Dollar Invested*

WASHINGTON, D.C. -- Because of the efforts of AmeriCorps members over the past five years, neighborhoods are stronger, nonprofits are more productive, and people are more involved in their communities, according to a new independent evaluation.

"This study confirms what we've long suspected," said Harris Wofford, chief executive officer of the Corporation for National Service. "AmeriCorps works -- and the participants and communities they serve are better off because of it."

After studying survey data from all AmeriCorps programs and examining 60 programs from 1994 to 1996, Aguirre International concluded that:

- AmeriCorps effectively prepares young Americans for the future.
- AmeriCorps strengthens communities and nonprofits.
- The benefits of AmeriCorps far outweigh the costs.

### *Preparing Americans for the Future*

The study found that serving in AmeriCorps significantly improves members' skill in the areas considered the standard benchmarks for job readiness -- communication, interpersonal skills, analytic problem-solving, understanding of organizational systems, and technology. Members gained skills regardless of their skill levels before beginning their term of service, but members who entered with low skills achieved the greatest gains.

AmeriCorps gave all members opportunities to develop new skills and enhance existing skills, the study showed, particularly those who entered with low skills and with little employment experience. The study notes that these findings "may have bearing on overall strategies to develop appropriate, alternative career pathways for young adults and others who may not have been able to fit into the standard sequence of movement through high school, college, and into a career."

The AmeriCorps experience also reinforced and raised members' interest in serving their communities. Nearly all AmeriCorps members (99 percent) reported plans to continue some form of community service in the future, although only 56 percent of them reported involvement prior to serving. Many members were motivated to pursue careers in public service and community-oriented work.

AmeriCorps instills an ethic of service + citizenship.

### ***Strengthening Communities***

According to the study, whatever their specific assignment – tutoring children, running after-school programs, helping communities recover after natural disasters, improving health care services, or making neighborhoods safer – AmeriCorps members help bring communities together by providing needed services, strengthening nonprofit organizations, and getting children, families, and others more involved in supporting one another.

Besides the direct services they provided, perhaps just as important, the study revealed that AmeriCorps served as a catalyst for change for entire organizations. Because of their collaboration with AmeriCorps, many institutions were able to expand, improve, and restore service to their communities.

Communities responded favorably to AmeriCorps, which brought additional resources and generated new volunteers, and there was little overlap or conflict between AmeriCorps activities and the work of other community organizations. Summarizing some of the impacts that are hard to measure, the report states: "AmeriCorps sparked community interest and participation; infused hope into depressed communities; and raised awareness of local problems."

### ***A Smart Investment***

According to the evaluation, AmeriCorps provides a substantial return on investment. The direct benefits to communities and AmeriCorps members are at least \$1.66 for every dollar spent. "Direct service benefits alone outweighed costs," the study concluded. "These positive returns show that the program was a success not only of its community and member benefits but also a successful investment of federal and community funds."

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The study by Aguirre International, *Making a Difference: Impact of AmeriCorps\*State/National Direct on Members and Communities 1994-95 and 1995-96*, was compiled from information from a survey of program accomplishments, interviews at 60 randomly selected programs, and case studies of eight sites. The report is available from the Corporation for National Service at (202) 606-5000, x437.

[Home](#)

# Faneuil Hall History

## Then and Now

*"The City of Boston, the Cradle of Liberty, may Faneuil Hall ever stand a monument to teach the world that resistance to oppression is a duty, and will, under true republican institutions become a blessing."*

General Lafayette, 1825

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For 255 years, Faneuil Hall has been the heart of Boston, the setting where history was changed in colonial times and urban life transformed in modern day.

Faneuil Hall, built by and named for the wealthiest merchant in town, and nearby Quincy Market, were home to merchants, fishermen, meat and produce sellers, and provided a platform for the country's most famous orators.

It is where firebrand Samuel Adams rallied the citizens of Boston to the cause of independence from Great Britain and George Washington toasted the nation on its first birthday. Through the years, Faneuil Hall has played host to many impassioned speakers, from Oliver Wendall Holmes and Susan B. Anthony to Bill Clinton and Teddy Kennedy, always living up to its nickname, "The Cradle of Liberty."

In the 1970s, through the vision of Jim Rouse, head of The Rouse Company, architect Benjamin Thompson and Mayor Kevin White, the by-then dilapidated structures were revitalized and completely changed the face of downtown Boston.

Today what is known as Faneuil Hall Marketplace is still the City's central meeting place, offering visitors and residents alike an unparalleled urban marketplace. The unique array of shops, restaurants and outdoor entertainment have made it a premiere urban destination and spawned imitations in this country and abroad.

Most importantly, the revitalization of Faneuil Hall Marketplace signaled the rebirth of downtown Boston, sparking major growth and renovation in the city. Continued nurturing by all those who care about the Marketplace ensures that this landmark will be an urban magnet for the next 200 years.

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Early in life we need to learn that  
volunteering is crucial in a democracy. The  
challenge is to balance one's own needs  
with a genuine responsiveness to others.

— Most Reverend Joseph M. Sullivan,  
Chairman of the Board of Directors,  
City Volunteer Corps, New York

## Chapter 4

### Pathways to Success: Citizenship through Service

#### Service as a Two-Way Street

The tradition in American schools—as though there was an official script—calls for students to memorize key passages from the great documents of American government and history. Their mastery of stirring and important material, such as the Preamble to the Constitution, is presumed to bond them to their country and its ideals. The study of US history and government is supposed to produce adults who value democratic traditions and shoulder responsibilities with their fellow citizens.

But the script does not always unfold that way. By one important measure—voter participation—it needs radical rewriting. Only 53.1 percent of eligible voters cared enough to vote in the 1984 presidential election, and voter turnouts decrease with level of earnings. While 76 percent of the people earning over \$50,000 per year voted in 1984, only 38 percent of those earning \$5,000 or less do so.<sup>1</sup>

Although the Commission reaffirms the obvious importance of learning the concepts and facts of American history and government, we strongly believe that *knowledge must be integrated with action in order to produce the desired outcome: a citizen participating fully in the responsibilities of community, state, and nation.*

That people need to help and care for one another is an idea as old as the first human communities and equally valid for a modern mass society. But too many Americans,

especially the young, feel a debilitating sense of powerlessness in the face of large national and world issues that affect their lives but elude their control. The Commission believes this sense of futility, and the consequent preoccupation with self, can be redirected into an ethic of service and commitment to others.<sup>2</sup> When young people have a chance to act on their humanitarian ideals, they build self-respect and strong attachments to family and community. *There is virtually no limit to what young people—with appropriate education, training, and encouragement—can do, no social need they cannot help meet. We reiterate: Young people are essential resources, and society needs their active participation as citizens.*

Every community's voluntary sector offers young people varied opportunities to work on their own or with adults to promote social good. By engaging young people in the real challenges of community life, rather than isolating them from adult concerns, much needed work gets done with both youth and the society the better for it.<sup>3</sup>

If all young people—whether college-bound or members of the Forgotten Half—had opportunities to render needed service, they would come to understand that life is a process of both giving and getting. They would better appreciate that democracy involves a social compact in which society nurtures and cares for its young, and the young, in turn, care for the weak, the needy, the infirm, as well as the healthy and empowered members of society. They would

become contributors, problem-solvers, and partners with adults in improving their communities and the larger society.<sup>5</sup> If the service commitment begins early enough and continues into adulthood, participatory citizenship would become what Robert Bellah and his colleagues call "habits of the heart," family and community traditions of local political participation that sustain a person, a community, and a nation.<sup>6</sup>

The same Carnegie study reported that only 20 percent or fewer of the students in those service-oriented high schools actually participated in the available service projects. According to the oft-quoted annual survey of a large sample of incoming college freshmen of the 1986-87 school year (209,627 students at 390 higher education institutions) by the American Council on Education and the University of California at

*Generosity of spirit is thus the ability to acknowledge an interconnectedness—one's debts to society—that binds one to others whether one wants to accept it or not. It is also the ability to engage in the caring that nurtures that interconnectedness. It is a virtue that everyone should strive for . . . a conception of citizenship that is still alive in America.*

— Robert Bellah et al.,  
*Habits of the Heart*<sup>3</sup>

Documentary evidence supports the value of service in young people's lives. According to one longitudinal study, graduates of experimental schools established in the 1930s that featured problem-solving curricula, extensive community learning opportunities, peer teaching, and student-faculty control over governance were more successful in life than students from schools that provided only limited opportunities of these types.<sup>7</sup> A tracking of 79 high school students who performed semester-long internships in four New York county governments reaffirmed the virtues of a community-based rather than a solely school-grounded approach to learning about the processes of government.<sup>8</sup> Similar outcomes emerge from a broad range of hands-on service and volunteer activities by young people throughout the nation.

Yet, reports from the 1980s are uneven. From the 1,103 respondents among 5,000 high schools surveyed by the Carnegie Foundation for the Advancement of Teaching comes the heartening news that 70 percent had some form of student service program.<sup>9</sup> The nature and quality of those programs is, however, unknown, as is the state of service in the four-fifths of non-responding schools.

Los Angeles, only 39 percent, as compared to 83 percent in 1967, held that "developing a meaningful philosophy of life" was a major goal.<sup>10</sup> Nevertheless, in 1985, nearly 70 percent claimed to have performed volunteer service during the previous year. In 1985, too, a Gallup survey reported that 43 percent of the 18-24-year age group had actually done volunteer work that year.<sup>11</sup> Of course, the same person driven by a desire "to be well-off financially" (the ACE-UCLA poll put that total at 76 percent for the 1986 freshmen) could have an equally strong wish "to help the community." Or, perhaps, self-reporting of service performed could simply be a pitch to college admissions officers to look favorably on a well-rounded high school senior's application.

Kim Grose, a Stanford University sophomore active in campus-based service, cautions against drawing hasty conclusions about today's young people from any survey data cited or by reference to the tumultuous decade of the '60s:

*Comparisons drawn between the student activism of the 1960s and the 1980s is often misleading because it gets caught up in '60s stereotypes and jargon and misses the true nature of*

volunteerism on campuses today. At my university, a school often looked upon as an elitist, career-oriented institution, public service is one of the strongest extra-curricular activities. Today's politically and socially active students are not only "hippie-throwbacks" or radicals; many are the same students who plan careers in engineering or business. They do not consider themselves crusaders and do not plan to spend their lives "changing the world." Students tutor, coach softball, paint playgrounds, and read to the elderly because they are interested in people, or because they want to learn a little about poverty and racism before they head out into the waiting corporate world. Or else they volunteer because they see their friends doing it, and it turns out to be fun.

Most students are very idealistic, and some wish to use their youthful energy to get involved in a poor community. Most have listened to their university president's speeches and feel some sense of obligation to repay society for the incredible opportunities open to them. Some will turn to politics, community organizing, or the

or to use the people we work with to protest something. We try to see the homeless man, the hungry child, and the dying woman as the people they are, not the means to some political end.<sup>12</sup>

Whatever the motivation, opportunities for service beckon. The Commission believes strongly that closing the gap between rhetoric and performance would greatly benefit young people and communities alike.

## The Benefits of Service

Educator Jane Kendall cites a prime benefit of service—more effective learning. She cautions, however, that *the best learning occurs when the initial, concrete service experience is followed by a period of disciplined reflection on the experience.* Time for talking, writing, and thinking about what they have done and seen allows the servers to assimilate and synthesize the experience, and later to test what they have learned in new situations. Reflection amplifies not only the service experience, but also the education and work experiences in the server's life.<sup>13</sup>

For the young person who engages in community service, the experience, if

*The youth population has been misnamed the self-centered generation. There's a strong desire to serve others. The problem we face in America today is not a lack of willingness to serve or help others but to find the appropriate outlet for this.*

— George Gallup (1987)

*Peace Corps after graduation as a way to help make the world a more just place. Many others have such enormous loan debts from high tuition costs that their career goals are aimed at law firms and investment banking firms, to satisfy their parents and creditors, not their own ideals.*

*None of us, no matter where our career paths take us, will ever forget the lessons we learned through volunteering in the community. We do not volunteer "to make a statement,"*

reinforced and rewarded, can be beneficial in several ways:

- It expands personal learning and social horizons far beyond home and classroom;
- It eases the often painful passage from school to work;
- It imparts a greater sense of the individual's personal worth and capabilities for leadership and problem-solving;



- It bonds young people more securely and usefully to their communities and activates their civic knowledge in tangible ways:
- It creates genuine work and useful products of which youth and the community can be proud; and
- It teaches basic life skills needed for generic employability and enhances critical thinking skills.

These are significant benefits. But they resist easy categorization and quantification beyond the obvious generality that they all have to do with learning and personal development.

Service-learning offers a partial key to unlock the door that leads from school to work. Lauren Resnick of the Center for the Study of Learning at the University of Pittsburgh points out that students in school are judged by what they do individually. Outside of school, however, work is more often a collaborative enterprise and requires a person to mesh several talents and skills.<sup>14</sup> The experience of a group service project provides important job-readiness skills for the contemporary work world. According to Sue Berryman, Director of the National Center on Education and Employment at Teachers College, Columbia University, the restructuring of many jobs in today's market compels workers to see a project as a whole, find creative solutions to problems, and work cooperatively with others—qualities that also accompany service-learning, but not necessarily traditional didactic schooling.<sup>15</sup>

The service ethic can be instilled incrementally with experiences appropriate to the developmental age of participants—voluntary activity in the community promotes adolescent development more broadly.<sup>16</sup> Fresh Force of Minneapolis, a junior high school service corps, is an example of an effort to respond to the characteristics of the 11-15-year-old age group. In all nine junior highs where it operates, students are organized to propose and implement community service projects. The Pillsbury Company funds recognition events and arranges media coverage for students who contribute 30+ service hours. The United Way pays for a city-wide coordinator, affiliated with the YMCA. As early as possible—especially by junior high school, when energetic young people can often learn better by doing than by sitting passively in classrooms—service and reflection on that service ought to be a part of the regular school curriculum. And every student can gain by participating.

Amplifying these observations, pediatrician Melvin Levine, Director of the Clinical Center for the Study of Development and Learning at the University of North Carolina, argues that schools constrict the ways in which our young people can demonstrate their abilities. At the very time when youth require varied opportunities to learn and to do, schools often confine them to demonstrations of academic, verbal, and specific memory skills that receive high profile in most schools. If the student is not successful in those restricted definitions of competence, he or she is labeled a failure.<sup>17</sup> *Learning through serving is one method of experiential learning that could be used well with students who learn best by doing and by working with others, rather than solely by reading and rote learning.*

Stephen Hamilton and L. Mickey Fenzel found that, for 44 youth in 12 projects, volunteer work had positive effects on their social attitudes, their sense of themselves, and the knowledge and skills they exercised in their voluntary activities.<sup>18</sup> In another study by Conrad and Hedin of 27 variations of experiential education programs, students showed significant increases in moral reasoning, self-esteem, and social and personal responsibility, as well as improved attitudes toward adults, more interest in career exploration, and better problem-solving skills.<sup>19</sup>

Individual or group service-learning projects bestow different benefits. One-to-one service experiences often encourage close relationships between adults and youth and foster intergenerational understanding. Group projects, on the other hand, are more complex because they entail planning and cooperating with others in the work group. The group experience itself can be a powerful learning experience for young people, who thereby try out the roles of leadership and followership.<sup>20</sup>

Growing efforts use service models with at-risk youth. If increased self-esteem and job preparedness are the fruits of service-learning, the reasoning seems to go, then who in our population could better use this leg up than at-risk youth? In Pittsburgh's Oasis program, 100 at-risk seventh graders are enrolled in an education/community service program with the hope that these youth will stay in school and gain self-esteem, as well as serve their communities. In Indianapolis' Dropouts in Touch, older teens encourage younger students to remain in school. Former dropouts who have completed employment training draw on their personal, often negative, experiences to persuade young people to complete high school. Youth on probation assist senior

citizens with maintenance and clean-up activities in the Fountain Square section of Indianapolis, and young adolescents provide companionship services to the elderly.

*The Commission believes that care must be taken that service projects are not designed primarily as devices to "rehabilitate" at-risk youth.* This misses much of the true value of service, particularly its citizenship dimension. And we worry that service opportunities directed primarily to at-risk youth will stigmatize both these youth and the service concept. With this note of caution, we applaud service for *all* young people as an essential building block of citizenship. Moreover, because many young people need to work part-time, service should be an integral part of the regular school curricula and the service programs of community-based organizations, not an appendage to their lives or "another course" tacked on to their regular load.

a \$940 million contribution. Youth corps members perform the remaining 41 million service hours.<sup>23</sup>

In short, service-learning promotes:

- increased competence, self-confidence, and self-esteem;
- experiences among people of diverse backgrounds;
- chances to learn in a different way—from doing, not from being told;
- experiences in problem-solving;
- empathy for others and working cooperatively with others;
- assumption of the responsibilities and obligations of life as well as the enjoyment of its privileges; and
- tangible public benefits to the community.

Even so, community service still faces formidable barriers in becoming a "habit of



*Everyone can be great because everyone can serve.*



— Martin Luther King, Jr.

Youth service yields substantial economic benefits to the community: in-kind contributions of labor and talent, future social welfare costs saved, and young people prepared for stable work and family life. An estimated 3.5 million full-time volunteers could meet numerous societal needs<sup>21</sup>—among them, at a conservative estimate, 500,000 nonprofessional workers in schools, 275,000 caring for severely restricted elderly and handicapped individuals, 225,000 in energy, environmental protection, and urban and rural conservation, 165,000 for services to children, youth, and families, and 200,000 in public safety.<sup>22</sup>

*Young people now contribute at least 250 million hours of service annually* through state, federal, and local programs. Youth Service America estimates that the monetary value of high school students contributing 17 million hours of unpaid service annually is \$59.5 million (at \$3.50 per hour). The 192 million service hours donated by college students, at an hourly wage of \$5, represent

the heart." Only strong backing from policymakers will overcome the most obvious barriers: (1) unresponsive regulations regarding liability insurance, (2) the troublesome matter of transportation to and from sites, (3) inflexible school schedules, (4) coordination with the students' part-time jobs and other responsibilities, and, most especially, (5) policymakers and educators who believe that service is "tangential," "a nice frill, not integral to sound education."

Good service programs do not just happen. Nor can service be "neatly wrapped and tied when so many hours have been donated, journals written, credit and/or grades given." The spark plug of a service program is the adult leader who motivates young people to go deeper—not merely to serve, but to understand and act on that understanding.<sup>24</sup> Service-learning programs with dedicated adult supervisors and committed administrators can match young people with appropriate service slots and monitor the quality of their actual experiences. cursory exposure to service will

not satisfy the goals of service. Only programs that properly train and engage the participants and provide an atmosphere for serious reflection on the meaning and impact of the experience are ultimately worthwhile.<sup>25</sup> If it is to succeed in its noble goals, a service-learning program cannot exist without forceful public policy and careful attention to both purpose and details.

- The Governor's School in the State of Washington trains students from different socio-economic backgrounds to develop and lead service projects.
- In Atlanta, where service is considered part of an essential trio along with education and employment, students must complete 75 hours of unpaid service between grades 9 and 11, and

*Service is needed to allow us to have a future. . . .our society has needs which cannot be met except through service. Service is our ticket to a viable future. It is essential and not a luxury.*

— Hans Huessey, College of Medicine,  
University of Vermont

## Service: A Requirement for Everyone?

School-based voluntary service programs are gaining momentum. Slowly, but steadily, the main messages are taking hold. Local and state agencies are testing new structures and outreach methods, while communities, schools and colleges, local organizations, and governments are expanding service programs.<sup>26</sup> In 1986, two major national education associations, the Council of Chief State School Officers and the National Association of State Boards of Education, published comprehensive guidelines for state agencies wishing to undertake service programs. The CCSSO-NASBE guidelines, and several follow-up meetings to gain feedback on the implementation of service programs, demonstrate the growing interest and commitment of educational policymakers.

An expanding pattern of policy actions and program initiatives across the country, many strongly supported by governors such as Rudy Perpich (MN), George Deukmejian (CA), Richard Celeste (OH), Madeleine Kunin (VT), and Robert Casey (PA), provide examples such as these:

- Vermont requires all students to complete a research or citizenship project which many fulfill through service. SerVermont combines a "bottom-up" design in which student-faculty teams create service projects in their communities.

seniors must take a course on "Duties to the Community." All students keep journals and a log of their after-school, weekend, and holiday service work.

- In Springfield, Massachusetts, under the active sponsorship of the mayor and the superintendent of schools, every student in grades K-12 is expected to perform community service integrated with the academic curriculum.
- About a quarter of the nation's independent schools require some form of service as part of the regular curriculum. Several public high schools in Minnesota require service. Banneker High School, a magnet academic school in Washington, DC, requires 270 hours and Metro High School in St. Louis 240 hours of service for graduation.
- Youth Community Service, a joint project of the Constitutional Rights Foundation and the Los Angeles Unified School District, is the largest program of all. Now in its fourth year, it operates in 22 Los Angeles high schools and involves over 5,000 students, largely minority, in service.<sup>27</sup>
- The Carnegie Foundation for the Advancement of Teaching recommended that a new Carnegie unit for service be included in the graduation requirements of all high schools.<sup>28</sup>

- The State of Maryland requires all high schools to offer service as an elective, while the Regents' Action Plan in New York calls for a required senior course in government participation that includes a practicum in school, community, or government service.

Several national efforts facilitate service. Youth Service America, acting as an information clearinghouse, reports on over 50 state and local full-time youth corps, nearly 500 campus-based service programs, and more than 3,000 school-based programs and offers technical assistance to start youth service programs. Youth Service America and the Campus Outreach Opportunity League sponsored "A Day in the Life of Service" on October 13, 1988 to call attention to the preponderance of the three streams of service activity in America: in schools, on campuses, and in youth corps. The National Society for Internships and Experiential Education houses a national information center on service and provides a national talent bank and technical and professional assistance to those institutions interested in service-learning projects. A guidebook, by Dan Conrad and Diane Hedin for the Independent Sector, provides yet another valuable tool for start-up and evaluation of service programs.<sup>29</sup>

Two organizations—Campus Compact: The Project for Public and Community Service, a project of the Education Commission of the States, and the Campus Outreach Opportunity League (COOL), a network of student-run service programs — involve college students and their institutions in service. Campus Compact encourages college students to become mentors for at-risk youth, while COOL provides a clearinghouse for 450 college student-run service programs.<sup>30</sup> At Washington University in St. Louis, where an estimated 25 percent of the students volunteer, the dean of students says that the engine driving volunteerism, now as always, is youthful idealism and that service allows students to transcend themselves and find meaning, fulfillment, and self-definition.

The Commission believes that more extensive involvement would produce the same result for more young people if the service ethic were an integral part of the educational system, beginning with kindergarten and the early grades. *The Commission recommends creation of quality opportunities for service, as central to the fundamental educational program of every public school, including (a) either a requirement that each school provide opportunities to every student for*

*a voluntary service-learning program built on good practices which is eligible for elective credit toward graduation, or a graduation requirement of a specified amount of service; and (b) age-appropriate curricula and instruction, including both service and class-based reflection, during each year from kindergarten through the twelfth grade.* Service-learning programs can include provisions for coordination and supervision in the schools, meaningful service sites in communities, and recognition award ceremonies for those involved in service. The resolve and cooperation of school boards, administrators, coordinators, and teachers can ensure that service become a part of the regular academic program of all schools. Local, state, and national resources, secured from private and public sources, can make quality service opportunities a reality.

*The Commission believes that decisions about how to structure community service must remain in the hands of schools and communities. We urge, however, that local programs pay careful attention to the criteria we have set out when they begin service programs, especially regarding genuine engagement (rather than mere exposure to service), time for reflection, and a clear mission statement backed up by committed personnel to administer and monitor service-learning programs. The Commission encourages states not merely to adopt youth service policies, but to provide local school boards and jurisdictions with financial and technical assistance to make them quality experiences for America's young people.*

## The Case for Youth Volunteer Corps

In addition to school-based service-learning programs, youth corps membership offers a way for young adults to develop or continue the service habit. The Peace Corps, VISTA, and National Health Service Corps are the best-known national examples of such service. A growing number of voluntary youth corps in cities, counties, and states fuse the environmental and human service needs of communities with the equally important need for youth to serve. These full-time corps programs pay participants minimum wage for service, often offer educational opportunities, and perform beneficial community service.

Most state and local youth corps participants, dropouts and high school graduates alike, have traditionally been young people who need a second chance to make something of their lives. Increasingly, however, youth from all walks of life are

*It's two degrees above zero at 8 am as the last of nine Chicago Youth Corps workers files into the Urban Programs West office on Chicago's West Side. The crew members are lucky today: they'll be working inside at the Garfield Park Conservatory. A couple of weeks ago they were working outside in these temperatures, mulching, wrapping, and pruning trees on a park district golf course.<sup>31</sup>*

*When David Russell of Manhattan's Upper West Side graduated from prep school and entered college, he wasn't thinking about helping others for a living. 'You go to high school, you try to get into the right college, you try to take the right major to get the best job to make a lot of money. It's all you, you, you. But I took a year off and learned about working with people.'<sup>32</sup>*

deciding that youth corps offer valuable routes to experience that help them later in choosing work, training, service in the armed forces, or college. The Corps' main goal is preparation for life, including finding out what it means to be a caring and contributing member of the community. But they pursue other important goals as well: improving job readiness, learning to work with others, enhancing basic learning skills, and starting or continuing college study. For many, service means broadening perspectives about different racial or ethnic groups and thinking about college careers in human services. For all, "the corps programs aim to instill a sense of the value of work, a feeling of civic responsibility, and a sense of self-worth by doing environmental protection, physical development, and human service work that is clearly needed but would otherwise not be done."<sup>33</sup>

To meet goals of service and job readiness, several program components are key. Well-trained crew leaders, who have daily contact with corps members, are critical to corps' success. They are responsible for job supervision, individual and group counseling, and ongoing assessment and motivation.<sup>34</sup> Many corps offer opportunities for education—General Education Development Certificate (GED) preparation, instruction in English as a second language,

or college courses. Corps in cities, counties, and states incorporate general goals in a variety of ways determined locally.

The number of youth corps is growing steadily. Currently, the 50 year-round or summer state and local corps operate with 50,000 participants annually and budgets totalling \$145 million.<sup>35</sup> Several states have launched or expanded youth service corps, broadening them to urban areas and including human services as well as conservation work. The Congress is considering legislation to boost both conservation and human service corps.

A way of computing the value of youth corps service is to calculate the costs of the service if performed by an alternative supplier. For example, the Forest Service receives an estimate of \$456,000 to complete a project; the local conservation corps performs the same service for \$200,000. After computing the cost savings and the program costs (including minimum wage salaries for participants), one study by Public/Private Ventures of the California Conservation Corps estimates \$1.34 in benefits for each \$1 spent by the program. The estimate of the Human Environment Center of Washington, DC, a clearinghouse for youth corps programs, is higher: \$1.60 in public benefit for each \$1 spent by the Corps. This cost analysis includes only

immediate benefits—not the long-term value of the work performed, the human potential enhanced, or the social costs avoided.

Following a long tradition of service in American history—the Civilian Conservation Corps under Franklin Roosevelt, the Peace Corps under John Kennedy, VISTA under Lyndon Johnson, ACTION under Richard Nixon, Youth Conservation Corps under Jimmy Carter—the California Conservation Corps, started in 1976 under Governor Jerry Brown, became a permanent state agency in 1983 under Governor George Deukmejian. The CCC has had 36,000 participants, including 2,200 this year. Its current budget of \$58 million provides more than three million hours of public service conservation work and emergency assistance to the state each year.

Other state corps operate in a variety of ways. The Wisconsin Corps has a two-year \$4 million budget to support 65 predominantly rural projects and 750 participants. The Corps is 28 percent women, 19 percent minorities, and four percent persons with disabilities. In Maryland, the Department of Natural Resources coordinates and funds 24 county programs. The Washington State Service Corps focuses entirely on human service projects.

Cities, too, are active in the youth corps movement. San Francisco Conservation Corps (SFCC) graduates are sought-after employees because of the skills they have learned and the attitudes about work they have acquired. The Corps, which began its program with community development block grants, is partially funded by payments for the services it performs. For example, one work crew our Commission visited is learning advanced carpentry and construction skills by converting a cavernous former embarkation pier at Fort Mason into a community theater and cultural center. New corps programs, however, need start-up money before they can establish a reputation for service deserving of public and private contracts.

The Fairmont Park Urban Ranger Program, created by the William Penn Foundation of Philadelphia, combines service, employment training, and college studies. This new \$13 million project serves 80 young people who have completed high school, but need additional training and job opportunities. At the end of four years, there will be 120 fully-trained Rangers who have also completed two years of course work at Temple University. The goal of the uniformed Rangers is to restore and maintain Fairmont Park as a place of beauty, safety, and civic pride.

The City Volunteer Corps of New York City (CVC), with an annual \$8 million budget from the city, has pioneered volunteer efforts in human service delivery. Conscious of the need for broad economic and ethnic participation, CVC has also started a summer program for high school youth who work full-time in the summer and part-time during the school year. In Summer 1988, CVC instituted a small program for students already in college in the city, offering summer stipends and bonuses for one and two semesters of part-time Corps work while continuing college. The 600 CVC volunteers fan out daily across the city in their uniforms sporting the CVC Big Apple logo. Their projects are located in city parks, building rehabilitation, centers for retarded adults, nursing homes, and schools. Every three months the volunteers change projects so that participants have environmental, construction, and human service work experiences during a one-year period. CVC also offers completion incentives: \$2,500 for those who complete one year of service or \$5,000 toward college for those who choose to resume their studies.

The New York City model spawned Youth Volunteer Corps of Greater Kansas City in which 40 percent of the first 76 volunteers were minority group members. A recent urban corps effort, Boston's 'City Year' adds the feature of adult mentors from the civic and business community who are paired with youth corps participants. Organizer Michael Brown says, "We see youth service as a way to break down barriers. . . . This is citizenship at the broadest level."

Public/Private Ventures, a research and evaluation institute based in Philadelphia, studied nine representative corps programs across the nation and in Canada that have similar goals but different settings and approaches. P/PV found that:<sup>36</sup>

- The Corps produced a large volume of quality work of considerable value to the communities in which they operate.
- The traditional rural corps model of physical work has been successfully translated in the urban environment to human service work.
- Youth corps do not include diverse populations; most are fairly homogeneous, with populations that have major educational and economic needs.
- Corps are highly successful in promoting youth development through the work process and team involvement, but less successful in improving basic skills and educational attainment.

- Programs produce in-program benefits for all corpsmembers and significant post-program economic benefits for disadvantaged corps members.
- Non-economic benefits were mixed, depending on whether or not explicit mechanisms were in place to achieve them.
- A cost/benefit analysis of the California Conservation Corps shows that the combined value of its work and impact on post-program earnings very nearly equals the cost of running the corps and that this finding is likely to be true of other corps as well.

The most serious concerns of the P/PV assessment have to do with the important relationship between education and work. Youth corps programs, particularly newer ones, are seeking solutions by variously mandating that all youth participate in a formal educational component, offering individually-based competency remediation, or awarding cash scholarships for completion of the program. In addition, a lack of diversity in most corps populations means that stimulating interaction among participants from different backgrounds is often missing.<sup>37</sup>

One-third of SFCC volunteers drop out in the first month despite the lure of a \$100 bonus for 60 days of perfect attendance. The attrition rate of New York City's CVC, 25 percent in 1988, decreased gradually over its five-year history as different approaches to retain Corps members were successful. Local situations demand local solutions. What works for some will not work for all. *The Commission strongly supports the youth corps concept and encourages—as elsewhere in this report—the use of diverse methods to achieve the same goals: that youth learn, work, participate, and contribute.* We suggest state and local planners consult the experience of existing programs before they design their own. Briefly stated, experienced corps leaders recommend that corps:

- promote the idea that communities need young people just as youth need community support;
- provide work and life skills and continuing education for corpsmembers;
- serve a public need by producing tangible products that have lasting value and economic benefit to their communities; and
- be environmentally sound.<sup>38</sup>

One novel way to finance these youth corps, which cost money despite the benefits they bring, is the California Bottle Bill. The legislation places a one cent surcharge on all beverage bottles sold in the state with a percentage of this revenue earmarked for the state's seven urban service corps. (Pending legislation would substantially increase both the tax and funding for service corps.)

The relationship of youth corps to community business and industry is clear. Chevron loaned a personnel specialist to the San Francisco Conservation Corps. An Oregon logging company retained the corps for after-cut environmental restoration. A New Jersey Corps branch is starting a small business with help from the private sector. Each Boston 'City Year' service team is financed by a Boston area corporation. Conservationists, the elderly, and community safety organizers—interests and constituencies served by youth—need to be enlisted to support other youth corps activities.

Based on the positive results of programs from around the country, *the Commission encourages communities to expand youth corps programs and to combine support from business, local foundations, city and state resources, and grants from organizations that are natural allies of the youth corps movement to begin or extend youth corps programs.*

*We also recommend that the many existing organizations interested in expanding the practice of youth service unite in one nationwide service federation.* In such unity lies additional influence and greater fundraising ability, which can speed the day when youth service programs are available throughout the land.

## Toward National Service?

The issue of national service has been simmering on the back burner for some time. The US Congress is considering several efforts to encourage local and state youth service programs. H.R. 18, the proposed Youth Service Corps Act, for example, would establish: (1) an American Conservation Service to improve, restore, maintain, and conserve public lands and resources, and (2) a National Youth Service to encourage young persons to participate in voluntary human service projects.<sup>41</sup> The programs would be open to young people age 16 to 25 throughout the year and age 15-21 during the summer. The proposed legislation would:

- encourage states and localities to launch their own youth corps activities;

- provide matching funds for start-up and planning of youth corps; and
- offer technical assistance to start-up projects to train successful planners and workers.

- In addition, the Act calls for the creation of a 32-member Commission on Service Opportunities to examine major issues associated with national service.

A 1988 report of the Democratic Leadership Council added another ingredient to the debate over national service. It proposes voluntary national service with accompanying incentives to persuade many high school graduates, from all economic strata, to choose one or two years of service. The plan would replace existing financial aid grants and loans with vouchers available to youth who complete national service in one

*National service should be open to all but required of none; it should develop gradually; it should be as decentralized as possible but with federal government underwriting; . . . participants would both serve and learn. . .*<sup>39</sup>

*For many years we talked about a national service program at the federal level, but we forgot to remember that a national program is not the same thing as a federal program. In the last three or four years, it has been most gratifying to see what's happening at the grass roots level. We really have a national program, but it's happening where it ought to happen—at the state level, at the city level, at the community level, and not adding just another federal program.*<sup>40</sup>

*The Commission on Youth and America's Future warmly supports legislation that would provide federal funding to launch youth service programs provided that states and communities would retain wide latitude in the design of programs that meet local needs and preferences. We also support a revitalization of such important national service corps as the Peace Corps and VISTA. Serious consideration should be given to proposals for a National Youth Conservation Corps to work primarily in our national parks, wilderness areas, and national forests.*

In 1986, the Coalition for a Democratic Majority proposed voluntary national service that would establish a civilian service component and make federal aid to college students contingent on their "performance of civic duties—either military or civilian."<sup>42</sup>

of three ways: citizen corps (1-2 years), citizen soldiers (2 years), or career military (4 year minimum). Paralleling a new GI Bill, the proposal offers benefits to the individual and society, a stimulus for more young people to attend college, and long-term financial benefits to the nation in tax revenues and service performed.<sup>43</sup>

The Commission does not endorse a model that ties all education aid to student service. Such legislation would require the poor to serve as a condition of obtaining postsecondary education, while allowing the wealthy to study without assuming any comparable civic obligation. Nevertheless, we recognize this proposal as a possible platform from which to initiate serious discussion about how to combine the three attributes our young people strive for: (1) a sound educational background in high



school and postsecondary skills training or college, (2) an economic base from which to build healthy family life, which includes affordable housing and health care, and (3) an opportunity and an obligation to serve and to practice the responsibilities of citizenship. A comprehensive debate over national service is beyond the scope of this Commission, but we support all responsible efforts to bring such a discussion to the forefront.

Service is the most concrete way to inculcate the ideal of reciprocity and civic responsibility that is at the heart of this nation's democratic traditions. It is in giving that one receives, as it is in loving that one is loved.<sup>44</sup> The Commission believes that youth will be better learners, workers, and citizens if they practice serving others early and regularly in their lives.

## PATHWAYS TO SUCCESS:

### Recommendations

At the core of citizenship is the willingness to contribute to the common good. When young people are asked to channel their idealism and energy into helping others and solving community problems, they build respect for themselves and attachments to others. Therefore, we recommend:

- Creation of quality student service opportunities as central to the fundamental educational program of every public school, including: (a) *either* a requirement that each school provide opportunities to every student for a voluntary service-learning program eligible for elective credit toward graduation, *or* a graduation requirement of a specified amount of service; and (b) age-appropriate curricula and instruction, including both service and class-based reflection, during each year from kindergarten through twelfth grade. (p. 85)
- State-level encouragement of local school jurisdiction efforts to enlist the young in serving their communities including the provision of sufficient financial and technical assistance to ensure high quality programs. (p. 85)
- Financial support from business, local foundations, city and state resources, and grants from organizations whose constituencies are served by youth—the elderly, neighborhood organizations, and conservationists—to ensure that the maturing effects of service to others will be available to all youth; and the use of diverse methods to achieve the goals that youth learn, work, participate, and contribute. (pp. 88)
- Unification of the many existing organizations interested in expanding youth service into one nationwide service federation. (p. 88)
- Support for federal financial assistance to launch youth service programs as proposed in several Congressional bills currently under consideration, provided that states and communities retain wide latitude in the design of programs that meet local needs. (p. 89)
- Revitalization of existing national service programs such as VISTA and the Peace Corps, and serious consideration to proposals for a National Youth Conservation Corps to work primarily in national parks, wilderness areas, and national forests. (p. 89)

## City Year

Civil Society - important - <sup>not</sup> must be taught - gov't + business <sup>must inspire citizen action</sup>

Young people - positive image - Littleton - what's right w/ America

Best part - They are reaching out to even younger children

Model for AmeriCorps

AmeriCorps 5<sup>th</sup> anniversary - facts + figures

Endowment - gift to the future

Diversity

↳ Kosovo

Spread the word

Littleton - what's the answer? - Gun control  
and less ~~affairs~~ ~~communities~~ - charged culture - leadership from the media  
- where ~~drugs~~ ~~drugs~~ ~~drugs~~

- It takes all of us VILLAGE

② - Opp for young people (A Corps, City Year, Young Heroes)

③ - Businesses - not sponsors also to support family friendly policies

① - Families

⑤ - Caring adults - teachers, coaches, A Corps/City Year -

④ - Mental health + other services

City Year's tao - not just this year, but all your lives

de Tocqueville

Civil Society - the space betw gov't + our economy

Citizenship - a call to each of us to do all we can  
you have planted the seeds of hope + possibility

Hebard came back from week in Boston where he visited City - came back

and was committed to make experience available to all

Not either the gov't or private sector - better when we  
work together - gov't can + should play a role in sustaining the  
private sector



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**May 24, 1999**

**REMARKS BY THE PRESIDENT TO CITY YEAR CONVENTION**

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

May 24, 1999

REMARKS BY THE PRESIDENT  
TO CITY YEAR CONVENTION

Howard University  
Washington, D.C.

6:25 P.M. EDT

THE PRESIDENT: Thank you. Thank you very much.  
(Applause.) Thank you.

Ladies and gentlemen of City Year, I can't tell you how glad I am to be back. I want to thank President Swygert for making us all feel at home at Howard. I thank Senator Wofford and his predecessor, Eli Segal, and Mark Gearan, our great Peace Corps director, for their presence here.

I'd like to thank especially all the companies who have helped you, and one in particular, Timberland, your founding sponsor. (Applause.) Especially because they are setting a standard for corporate America by giving their employees time off for volunteer work.

I want to thank Alan and Michael, their wives, their families, who have supported them through these long years, for all the wonderful things they have done -- for you, and through you, for America. And I want to thank Stephen for the jacket, although I still have the sweatshirt, and I still wear it, and it's nowhere near worn out. And I will have it, and that jacket, with me for the rest of my life. I thank you so much. (Applause.)

Now, to all of you who are young, ten years of life for City Year seems like a very long time. For those of you who are not so young, like me, it seems like yesterday. The eight years ago, when I saw City Year in Boston, like yesterday -- vivid in my mind.

So, to me it wasn't so long ago that Alan and Michael were

just two young students with this big idea, an idea for making idealism work in practical ways in the lives of ordinary people. A lot of their classmates at the time told them their big idea was just pie in the sky. I've often wondered what pie in the sky looks like; now I see you and I know. You are the pie in the sky, and you are as real as real can be. (Applause.)

When I was going around the country as a candidate for president in 1991 and 1992 I told the people of our nation that our politics in Washington had become too much about the pursuit of power devoid of principle, and divorced from people; that there had to be a way to use the power given to people in public life through the Constitution, to actually connect it back to people, to make it about some larger purpose for America and for the lives of people, and not just about the perpetuation of people in office.

When I saw City Year I knew that I had found the concrete, living, breathing embodiment of what I thought politics ought to be about. In 1991, I called it the New Covenant. It has come in common parlance to be called the so-called Third Way. It simply means that government can't solve all of our problems, but it can't leave people to sink or swim on their own, either. It means that we have an obligation, all of us, to give every single person the tools to make the most of his or her life. It means that we have an obligation, together, to create opportunity for those who have been forgotten; to take responsibility for the welfare of not only ourselves and our families, but of our whole community; and to build that community out of every single American, excluding no one because of their background, their race, their religion or any other trait that has nothing to do with undermining our common humanity. (Applause.)

And much to the surprise of everyone in America but my mother, I got elected President -- (laughter) -- and I had a chance to put those ideas into action. One of the most important days of my Presidency was that wonderful, wonderful day when I got to sign the bill creating AmeriCorps. I signed it, Mr. Wofford, with the pen that President Kennedy used to establish the Peace Corps. Soon, Mr. Gearan's Peace Corps will have 10,000 members in a year -- that's the most they've had in a generation, and we thank the people who have served in the Peace Corps as well. (Applause.)

This spring, since the time I signed the bill creating AmeriCorps, more than 100,000 young people have answered the call to citizen service in America, including those of you in City Year. It is remarkable what has been accomplished, or in your terms, how many millions of starfish you have collected. (Applause.)

Because you have proved, beyond any question, that this is a good and decent, and wonderful, thing, we are now working with the Congress to reauthorize AmeriCorps to create opportunities so that, if we can pass it, we'll have 100,000 young people able to serve in AmeriCorps every single year. (Applause.)

There has never been a more important time to do this. We are enjoying the longest peacetime expansion in our history. It has given us the lowest minority unemployment, the highest homeownership, ever recorded. Just yesterday there was a wonderful article in the New York Times about the ways in which young African-American men, who have long faced bleak job prospects, are now joining the economic mainstream. But you know, because of the service you have done, there are still millions of Americans in inner cities and rural areas such as

Appalachia, the Mississippi delta, our Indian reservations, for whom the prosperity of our time is not yet a reality.

You know there are a lot of people who don't have decent houses to live in. You know there are a lot of children who still don't have access to good health care. You know there are a lot of places that because they are poor still have pressing environmental problems. You know, because I have seen you in the last year or so more often than ever before, that there are natural disasters which afflict us all and need help to heal. You know all these things.

And we have, therefore, both the unique obligation, and, because of our prosperity and security, a unique opportunity to galvanize people as never before in the cause of citizen service. I cannot thank you enough for what you have done. But there is one particular thing I would ask you to focus on. It relates to all the work you do in the schools with America Reads, the mentoring program, and many other kinds of things that you have done. I believe that community service can have a profound impact in diminishing, even erasing, the sense of alienation and isolation so many of our young people feel. (Applause.)

Last week Hillary and I went to Littleton, Colorado where we visited with the families of the children and the teacher who were killed, where we talked to the young people still in their wheelchairs from their grievous wounds. There have been too many such instances in our country in the last couple of years, even amidst all of our rising prosperity, and our falling crime rate.

And one of the things that struck me so strongly, in following all the accounts of what happened, and what could have motivated those two young men to descend into darkness, and take the actions they did, was the repeated description of the sense of alienation they felt -- that they and their group were somehow looked down on by others in their school, and that in reaction, they not only felt bitterness against those who were looking down on them, they turned around and looked for someone else to look down on.

This is an endless cycle. Everybody has a beef in life. Everybody. (Laughter.) Everybody has resentments because of slights or mistreatment, whether imagined or real. A big part of living is finding ways to overcome your own smallness, to get out of your own skin -- to let go of all the things not only that you have imagined have happened to you, but the things that have really happened to you, that should not have.

And I couldn't help thinking how lonely those young men must have become, trapped in their own fears and resentments and hatreds; how distant they must have drifted to get to the point where they could literally dehumanize the other children that they were living with, so they could then justify killing them.

That is the exact opposite of what you embody.

I was looking at your colleagues standing behind me. That's a pretty good picture of America -- the America we have, and the America we're going to be. We're growing more and more and more diverse. That means that we will have more and more and more groups, not fewer. And that can be a very, very good thing -- if we respect each other's differences, if we even celebrate each other's differences life will be a lot more interesting in America than it ever has been before. (Applause.)

But, underneath all that respect for diversity there must be a solid anchor of respect for what unites us across the lines that divide us, a belief that we really do share a common humanity, a common journey of life; that none of us is a repository of all wisdom but all of us have something to give as well as something to learn. (Applause.) We have to believe that. And then we have to find a way to both respect individual liberty and the right to privacy, and still be connected to one another in specific and concrete ways.

And so I say to you, there are still a lot of our kids who may even become strangers in their own homes as they turn inward and retreat and disengage. But those who join City Year, AmeriCorps, they become part of a team, and they are by definition important -- every single one of you. So I say to you, this is a message that our kids need to get. Oh, they get it just from the power of your example -- if you're out there reading to them or you're out there mentoring them or you're out there working in their schools to rehabilitate them -- but you must speak to them.

Most of you at some point in your lives have been bitterly disappointed, have been profoundly despondent. Many of you have done things that you're now ashamed of, that you wish you hadn't done. But you have decided not to give up and not to give in, but to reach out and give to others. That is a message every child in this country needs to get.

And as you see, from where these instances of violence have occurred, this is not a problem that solely afflicts the poor. You can have plenty of money in your home, and the fanciest computer equipment, and the most advanced knowledge of technology and still be poor in spirit. (Applause.)

I'm telling you, you can reach the poor in spirit among our young. You can tell them that no matter what has happened, no matter what's bugging them, no matter who is dissing them, no matter what they have a beef about, real or imagined, what you're doing is a better way to live, and they ought to join you and live that way, too. (Applause.)

Each of you is a thousand people strong, and maybe stronger. I have thought a great deal, in these last weeks, about how people drift away, and how they are lost -- and how the whole idea of family is to bring people up, not only to be individuals, but to be part of something better and stronger. And when we expand that -- to our communities and our country -- we do better.

But we are still losing too many of our kids. I can't help wondering how many children have been saved from lives of despair because they found City Year, or AmeriCorps. I can't help wondering how many of you have a story of real difficulty, more profound than any of the stories of the young people who have taken guns to their classmates in the last few years.

Why did it not happen? Because somebody reached out and gave you a chance to have a meaningful life that is connected to other people -- and in so doing, to find meaning in your own life. Because somebody said to you, you know, it doesn't matter whether you're tall or short, wide or narrow, black or white or Hispanic, or anything else. You're a person; you're an American; you've got something to give; we need you. Be on our team.

That is a message that needs to get out to every child in this country. Every child.

And I want you to know that if we can continue to expand your ranks, to expand the range of your activities, to deepen the commitment of people to letting you do your job, to get Washington to support you and go beyond politics as usual around here and realize this is something that is just good, good, good -- (applause) -- I am convinced that you have the power to change America forever, for the better. And I believe you will.

So I ask you, with all the other things that you're doing, when you leave this great convention of idealism, give a little spark to every kid you see on every street corner -- not just the ones that are in your project, just somebody you see standing. Tell them about what you're doing. Tell them about what it's meant to you. Tell them to hold their heads up and put their shoulders back, and take a deep breath. Whatever it is, it's not that bad. Tomorrow's better. Don't let -- (applause) -- don't let this happen. Don't let it happen to any child who can be saved. You can keep a lot of them from drifting away. You already are, every day, in ways that you're not even aware of.

I want people to look at you, and think about America, and say, this is what I want for our children and our grandchildren. This is what I want America to be. This is why I want to serve. And in so doing, you will be enriching yourselves beyond your wildest dreams.

Keep going. I love you. I'll save my jacket; I'll save my sweatshirt. I'll save my memories. You keep going. We need you.

God bless you. Thank you. (Applause.)

END

6:45 P.M. EDT

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

February 10, 1999

PRESIDENT CLINTON:  
EXPANDING OPPORTUNITIES FOR NATIONAL SERVICE  
February 10, 1999

Today, at the University of Maryland, College Park, President Clinton will call on Congress to expand the yearly participation level in AmeriCorps to 100,000 members by 2002. He will also kick off AmeriCorps' largest national recruitment campaign, to challenge young people to provide service to their communities.

EXPANDING AMERICORPS TO GIVE MORE AMERICANS A CHANCE TO SERVE. When he came into office in 1993, President Clinton outlined a vision for a national service program that linked responsibility to opportunity by allowing young people to serve our nation while earning funds for a college education. The result of that vision is AmeriCorps, which is bringing people of different racial, ethnic, and economic backgrounds together to solve community problems and improve the lives of Americans. In the four years since its launch, over 100,000 AmeriCorps members have risen to the challenge. They have tutored children in school and after school, organized block watches and book drives, renovated housing for low-income families, and recruited people in neighborhoods to volunteer alongside them.

The President seeks to build on this success by creating more opportunities for Americans to serve through AmeriCorps. The President's FY 2000 budget request includes \$533 million for AmeriCorps, an increase of \$106 million over FY1999. This new funding would enable AmeriCorps to expand to nearly 70,000 members in 2000 and 100,000 members each year by 2002. This expansion also would allow high school students to join AmeriCorps -- by serving part-time during the school year and full-time during the summer.

A CALL TO SERVICE CAMPAIGN. President Clinton will announce the launch of the AmeriCorps Call To Service campaign, the largest-ever national recruitment drive for AmeriCorps. The President will challenge all Americans, especially young people, to get involved in service. The Call to Service campaign will provide young people with information on how they can serve in AmeriCorps to help strengthen local communities. The campaign includes a new television publicservice announcement produced by MTV, print advertisements, campus visits, and other local recruitment efforts.

A PROVEN RECORD OF SUCCESS. In just four years, over 100,000 young people have joined AmeriCorps to serve more than 4,000 communities. AmeriCorps provides needed human resources to schools, churches, community groups, and nonprofit organizations, including Habitat for Humanity, Big Brother/Big Sister, and the American Red Cross. A recent evaluation confirms that AmeriCorps strengthens communities in many ways: building leadership, citizenship, and other important skills, and making community organizations more effective. Since 1994, AmeriCorps members have served more than 32 million people, mobilized nearly two million volunteers, taught, tutored or mentored more than two million children, organized after-school programs for more than a half million at-risk youth, helped more than 200,000 senior citizens live independently, and built or rehabilitated more than 25,000 homes. After a year of full-time service, AmeriCorps members receive education awards to help finance college or pay back student loans.



THE WHITE HOUSE

Office of the Press Secretary  
(Aboard Air Force One)

For Immediate Release

May 20, 1999

PRESIDENT CLINTON NAMES ANTHONY MUSICK AS THE CHIEF FINANCIAL OFFICER OF  
THE CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

The President today announced his intent to nominate Anthony Musick to serve as Chief Financial Officer of the Corporation for National and Community Service.

Mr. Musick, of Stafford, Virginia, currently serves as the Deputy Chief Financial Officer at the Department of Commerce. From 1991-1998, he served at the Internal Revenue Service, and was promoted to Chief Financial Officer, where he managed a \$7 billion budget, accounting operations, and program analysis, and supervised four divisions of 260 employees. Previously at the IRS, he served as Director of Systems and Accounting Standards. From 1989-1991, Mr. Musick was Director of Financial Management in the Office of the Comptroller of the Currency. Mr. Musick received a B.S. degree from the University of Maryland, an M.B.A. from George Washington University, and is a Certified Public Accountant.

Created in 1993, the Corporation for National Service engages more than a million Americans of all ages and backgrounds in service to their communities. Through its three service initiatives -- AmeriCorps, the National Senior Service Corps, and Learn and Serve America - the Corporation provides opportunities for Americans to meet critical challenges in the areas of education, public safety, the environment, and other human needs. The CFO oversees all financial management activities relating to the programs and operations of the agency and maintains an integrated agency accounting and financial management system.

-30-30-30-



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# CITY YEAR FAX

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DATE: JUNE 2, 1999  
TO: CHRISTY MACY, SENIOR SPEECH WRITER  
ORGANIZATION: OFFICE OF THE FIRST LADY  
FAX #: (202) 456-5709  
PHONE #: \_\_\_\_\_  
FROM: ALAN KHAZEI and MICHAEL BROWN

## NOTES:

Christy -  
Great to talk to you!  
We've faxed the information.  
If you need anything else please  
call. We're all very excited!  
Alan & Michael

617 -  
927 -  
2345

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**PAGES FOLLOW THIS COVER PAGE**

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Christy Macy, Senior Speech Writer

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**Date:** June 2, 1999

**Re:** Memo for City Year's event with the First Lady, June 4<sup>th</sup> in Boston

Shirley and Christy, we are eagerly awaiting Friday's event with the First Lady, and we deeply appreciate your hard work and support for this event, and yours and the First Lady's powerful commitment to City Year, AmeriCorps and national service. We hope that in the memo below we provide you with all of the essential information that you and the Office of the First Lady will need. Of course, please feel free to contact us at work or home (our numbers are listed above) with any questions, ideas or concerns.

### I. Pre-event Greeting

Immediately upon her arrival the First Lady will be escorted to the holding room where she will be greeted by about twenty people, most of whom represent the companies and families which have made \$1 million commitments to the organizations. The goal of this pre-event is for the First Lady to shake hands with these lead supporters and quickly take a picture.

We expect the following people to be in the holding room:

Governor Paul Cellucci

Governor of Massachusetts, who has been very supportive of City Year and AmeriCorps. Massachusetts was the first state in the country to offer free subway passes to City Year AmeriCorps members in service on the MBTA. It was the Weld and Cellucci administration that did this, when Mr. Cellucci was Lt. Governor. He has continued it under his administration. As you know, Massachusetts is one of the leading AmeriCorps states.

Holly Davidson

Holly, a long time contributor to City Year and the mother of a current corps members in City Year Seattle, has committed \$1 million to the City Year endowment

Marsha Feinberg

Long time volunteer for City Year. She led the organization of this event for City Year.

Chad Gifford

Chad is the CEO and Chairman of BankBoston, which has committed \$1 million to the endowment to permanently endow the BankBoston City Year team in Boston

Hans Guetsh

Hans is the Vice President for Human Resources for the Compaq Computer Corporation in Houston. He flew in from Europe just for this event. Hans was the key decisionmaker in Compaq's recent \$1 million gift to City Year, which includes computers for all City Year sites.

Hubie and Cathy Jones

Hubie is Special Assistant to the Chancellor at the University of Massachusetts in Boston, and a longtime hero in progressive causes in

BOSTON

CHICAGO

CLEVELAND

COLUMBIA

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Timberland



**PUTTING IDEALISM TO WORK**

*On/for HRC ↓  
Smaller award  
Prize fund =  
hrc award*

Boston. He was among the first people to get behind City Year, and at the event City Year will present him with a 10<sup>th</sup> anniversary "Founder's Award". Cathy is his wife.

Senator Kerry

Unconfirmed; trying very hard to make it

Vanessa Kirsch

Vanessa is the founder of Public Allies and New Profit, Inc., and the wife of City Year co-founder Alan Khazei. She knows the First Lady.

Naida Lewis

Naida is the wife of Robert Lewis, the Executive Director of City Year Boston

Charlotte Mao

Charlotte is the wife of City Year co-founder, Michael Brown. She is a pediatrician who treats children with AIDS. She has met the First Lady once before at the Martha's Vineyard home of Rosabeth Moss Kanter

Tom Menino

Mayor of Boston

Rosabeth Moss Kanter

HBS Professor, City Year Trustee and friend of the First Lady

Sidney and Judy Swartz

Sidney is Chairman of Timberland; they are parents of Jeff Swartz, CEO of Timberland. They have committed \$1 million to the endowment in the name of an "civic innovation fund" named in honor of the President and First Lady.

Debbie Swartz

Debbie is the wife of Jeff Swartz, CEO of Timberland.

## II. The event: City Year Celebrates Tenth Anniversary

As you know, the event is a celebration of City Year's tenth anniversary. The goal of the event is to celebrate the first ten years of City Year, promote the AmeriCorps movement, and propel the City Year organization into the next decade by launching an endowment. We have attached a "cue to cue".

Following the First Lady's greeting of the major champions she will be escorted to a private holding room. On cue, a voice will announce over the loud speaker the entrance of a number of people, including Robert Lewis, Executive Director of City Year Boston, City Year co-founders Michael Brown and Alan Khazei, and the Mayor, Governor and Senator Kerry. There will then be music, and the First Lady will then be announced and she will walk from the back of the room to the front and onto the stage. Robert Lewis will open the event with a greeting and introduce two corps members who will serve as the MCs for the event. The corps members will welcome the City Year Boston corps and lead the entire crowd in an exercise. The MCs will then introduce the elected officials, who will give brief remarks.

Corps members will then make a brief presentation to tell of their service achievements, with the theme of "For every one of me there are a thousand of me." A corps member will then introduce the First Lady, who will speak for approximately ten to fifteen minutes. Michael Brown and Alan Khazei will then present three "Founders Awards" to three people who have been essential to City Year's first decade: Hubie Jones, Jeff Swartz (who may not be able to attend the event pending his return from Europe; his wife will accept the award for him), and the First Lady. Michael and Alan will then ask the First Lady to help them present 10<sup>th</sup> Anniversary Legacy Awards. Her role will be to stand next to Michael and Alan, shake hands with the recipients and pose for a picture on stage. The MCs will then close the event. The First Lady will come down from the stage to work a rope line and then depart the event.

Robert Lewis  
 ① are dis.  
 co-founder  
 ②  
 ③ mayor  
 ④ Sw  
 ⑤ sen  
 Kerry  
 ⑥ Rosabeth

### III. The audience

The audience will be comprised of about 300 City Year corps members and staff, and about 500 guests from the civic, private and governmental sectors, including Governor Paul Cellucci from the Boston and Rhode Island communities.

### IV. The Founders and Legacy Awards

Michael Brown and Alan Khazei, the co-founders of City Year, will present three special "Founders Awards" to three people who have been essential to City Year's first decade: (1) the First Lady, (2) Jeff Swartz, who is the CEO of Timberland and Chair of City Year's Board of Trustees, and (3) Dr. Hubie Jones, special Assistant to the Chancellor of UMASS Boston, who has devoted his life to civic activism in Boston and who has been a special mentor to Michael and Alan. Michael and Alan will then ask the First Lady to join them at the podium to give out seven (as of today) "Legacy Awards" to those companies and individuals who have made \$1 million commitments to City Year's future.

### V. Potential Talking Points for the First Lady

Below are some ideas for the First Lady's remarks:

- Birthplace of democracy and active citizenship, AmeriCorps is modern equivalent

Faneuil Hall is the birthplace of democracy, a fitting place to celebrate the idealism of young people and the civic power of citizens. We need a renewed civic action, a renewed commitment to the ideals of the American Revolution, and City Year and AmeriCorps represent the answer to that call.

- President Clinton launched AmeriCorps now we must make it permanent

President Clinton visited City Year in 1991, and the Clinton administration's AmeriCorps program has taken City Year across the country, from Boston to Seattle, from San Antonio to Chicago. There are now 450 AmeriCorps programs and more than 100,000 young people have already served their country through AmeriCorps. Now we must all work to make City Year and AmeriCorps a permanent part of the fabric of America's civic life. Today, with the generosity of companies and individuals, City Year's endowment is being launched to do just that! And AmeriCorps should be re-authorized and grown - from 40,000 members each year to 100,000 members - so that more young people can dedicate a year at City Year and other AmeriCorps programs.

- Thanking those that have made "Legacy Gifts"

We hope so much that the First Lady will mention by name those who have made the \$1 million "Legacy Gifts" to City Year. As of today, these givers are:

#### Corporate

BankBoston and CEO Chad Gifford, for endowing their City Year Boston team permanently  
Bain Capital, and Mark Nunnally, for endowing their City Year Boston team permanently  
Timberland, and CEO Jeff Swartz for endowing their City Year Boston team permanently  
Compaq Computer Corporation, for sponsoring City Year nationally and putting computers in every site

#### Individuals

Holly Davidson, a mother a corps members, for making a founding gift to the endowment  
Paul and Phyllis Fireman, for endowing an annual "Fireman Fellow for Public Service at City Year"  
Sidney and Judy Swartz, for endowing a "the Bill and Hillary Clinton Civic Innovation Fund at City Year"

As we mentioned to you thirty-five days ago when the First Lady committed to this event we had only one million committed. Her leadership has already directly leveraged another \$6 million.

If there are more (we hope!) we will get them to you ASAP.

• Vital to endow 21st century civic institutions, especially institutions that unite for service

It is said "endowments are gifts from the present to the future." The First Lady could tell people how we have all been showered with gifts from the past. Specifically, she could refer to the turn of the last century, when the Progressive Era brought about so many institutions we take for granted today: the Boys and Girls Scouts, the YMCA, the Urban League. Now, it is our turn to make gifts to the future! It is vital to endow youth service and civic engagement institutions for the 21st century. We need institutions that prepare us for a new patriotism, a new civic engagement, and a new unity. She could point out that by the year 2050 there will be no majority race in America, and that we therefore need institutions like City Year and AmeriCorps to break down the social barriers that keep us apart, and unite people to work together for a common public purpose

• The critical need for private/public partnership like City Year and AmeriCorps

City Year has been built as a strong private/public partnership, beginning entirely privately funded, and now matching every public dollar with a private dollar. She could talk about the importance of building institutions in this way, so that there is a deep and interconnected ownership and commitment. It could be great if here she could mention the big, million dollar donors to City Year that are being honored.

• City Year and AmeriCorps statistics

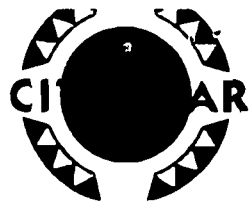
We will have impressive 10th year statistics in everyone's program, and other speakers may refer to some of these, in addition the First Lady may wish to refer to AmeriCorps statistics, including the 100,000 alumni in just five years. City Year's 10th anniversary statistics include:

- 650,222 people have participated in a City Year Serve-a-thon or other civic engagement activity;
- 238 companies have sponsored City Year community service teams;
- The City Year corps has mentored, tutored and led 380,604 children;
- 3981 young adults have completed a year of service in the City Year corps; and
- More than 100,000 idealistic Americans have served in AmeriCorps, the nation's national service initiative, for which City Year served as a model.

We have attached a 10 Year Statistics summary page.

V. Conclusion

This event will powerfully move City Year, AmeriCorps and the national service movement forward. Please let us know if we can provide any other information. Thank you!



## City Year's First Decade of Service and Idealism: At a Glance

### NATIONAL HEADQUARTERS

285 Columbus Avenue  
Boston, MA 02116  
Tel: 617.927.2500  
Fax: 617.927.2510  
[www.city-year.org](http://www.city-year.org)

Hours of corps member service contributed: 5.8 million

Corps members graduated: 3,981

Corporate Team Sponsors: 238

Nonprofit organizations partnered with for service: 720

Children directly served in schools, after-school programs, vacation camps and Young Heroes: 380,604

Serve-a-thon projects completed: 2,620

Citizens engaged through Serve-a-thon: 96,734

Other citizens engaged: 553,488

Number of corps members in 10<sup>th</sup> Anniversary corps: 900

Number of City Year programs nationwide: 11

Total Revenue, private and public sources: \$118,885,788

BOSTON

CHICAGO

CLEVELAND

COLUMBIA

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**PUTTING IDEALISM TO WORK**

Washington Post 6/1/99

E. J. Dionne Jr.

# Once a War Zone, Now a Park

The park behind Benning Terrace, a housing project in Southeast Washington, was once a place where anyone who dared enter risked being shot. The graffiti, said David Gilmore, the receiver of the D.C. Housing Authority, once read: "You are now entering a war zone."

So why were hundreds of kids gathered there amid a sea of red and yellow balloons on Thursday dancing to music? Why had the same young people scurried around earlier to paint houses, plant flowers, help seniors do their spring cleaning and build a brand new playground?

A peaceful revolution is taking place all over the country. It's a revolution against cynicism, despair and selfishness. The celebration in the park at Benning Terrace—and the hard work that preceded it—was organized by City Year, a group that has put thousands of teen and twentysomething volunteers into neighborhoods around the country to do simple but fundamental work rebuilding communities, and community.

Ah, middle-class do-goodism, you say dismissively. Nope. A large share of the volunteer force on that sunny day came right out of the neighborhood, kids with a powerful stake in planning, building and painting.

The work of reclaiming Benning Terrace was begun long before by local groups, among them the Alliance of Concerned Men. Many in the alliance are ex-offenders who want to save kids from going the same way.

A couple of years ago, in the very place we were standing, "the kids weren't coming out playing, the women weren't on the street, the elderly weren't sitting on the

porches," said Tyrone Parker, a founder of the alliance.

"What you're seeing today is what could occur if you give it the opportunity to happen," he said proudly. "This is an expression of communities coming together, including outside communities, committed to people as a whole—all different nationalities and races."

Two large forces are at work in the country creating change for the better. One is neighborhood activism. The other is community service, dedicated young people—many of them receiving modest stipends from the federal government's AmeriCorps program—willing to spend a year or more making a small piece of the world better.

We praise entrepreneurs these days. Here are social entrepreneurs, some of whom gathered around a wooden table in the park to tell their stories.

Jason Pendrock, 19, works on a City Year project in Philadelphia called the Greater Philadelphia Book Bank. It collects volumes that would otherwise be thrown out or shredded and gives them away. The books go to children, church libraries, teachers who pass them on to students. The group, Pendrock said, has collected and warehoused 2 million volumes. Move over, Amazon.com.

Nobody is too young to serve. Twelve-year-old Edwin Santiago, who goes to the Roberto Clemente Middle School in North Philadelphia, didn't like the condition of his neighborhood. So he joined a City Year project. "We sweep the streets and plant some stuff," he said. "I just felt like helping people and just started to do it."

Nikki Tabron, 22, worked in an after-school program at the Boys and Girls Club in Columbia, S.C., mentoring kids and getting them to do their homework. Caring about somebody actually works. "They know we're proud when they're doing their homework," she said.

And forget about those expensive sensitivity training consultants. You want to heal racial divisions? Get people to work together. "I've seen gang members join the corps," Tabron said, using the Marine terminology City Year volunteers prize, "who didn't like people of different colors." Their racial animosities went away, she said, after a year of labor in a common endeavor.

"There are very few places in America where people come together across racial lines," said Michael Brown, a founder of City Year, and national service is one of those few. Robert Lewis Jr., Boston City Year's executive director, carries memories of a grandfather killed by the Ku Klux Klan. "I wanted to be part of something that united people and didn't divide people."

After the Columbine High School tragedy, said Alan Khazei, City Year's other founder, "the whole country has been wringing its hands about what we should do for young people." The answer, he argues, is already there, and it lies in promoting service.

"Everyone is saying 'What do we do for our children?'" says Brown. "It's time we ask something from our children." What kids crave is responsibility and a sense of power, he says. It is not at all paradoxical that they gain both by serving others.