

Challenge



Serve

10th Anniversary

Inspire



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City Year is a national youth service organization that unites young adults, ages 17-24, for a challenging and rewarding year of full-time community service, leadership development and civic engagement. Founded in Boston in 1988, City Year has grown from a 50-person pilot program to more than 900 corps members in sites across the country including: Boston, Chicago, Cleveland, Columbia, Columbus, Philadelphia, Rhode Island, San Antonio, San Jose/Silicon Valley and Seattle/King County.

Corps members represent diverse racial, cultural and socio-economic backgrounds with a range of educational experiences, and include college and high school graduates and GED candidates. The corps is selected based on their demonstrated interest and commitment to service.

City Year's primary focus is children. Through partnerships with elementary and middle schools and community organizations, City Year Boston serves thousands of children every year. Teams of corps members mentor and tutor in schools, and develop and teach domestic violence prevention and HIV/AIDS education. City Year's commitment to children has expanded to after school initiatives. For example, the LEFTY program (Learning Environments for Today's Youth) is a resource for youth during afternoon and evening hours, providing safe out-of-school activities. Young Heroes is a leadership program developed and run by the corps for 6th-8th graders on weekends and during the summer.

Corps members also participate in physical service by renovating elderly and homeless housing, and beautifying urban spaces, community gardens and playgrounds.

Through volunteer service and leadership training, City Year corps members are able to excel in future endeavors. Corps development includes GED classes and college/career support. There is a weekly stipend, and upon graduation, corps members receive nearly \$5,000 for college or career training.

City Year is a private-public partnership supported by the AmeriCorps National Service Network, many large and small corporations, foundations and private donors committed to youth and the future of national service.



**PHOTOCOPY
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eaders



can it be done

City Year's Mission is to put idealism to work by tapping the civic power of young people for an annual campaign of idealism.

City Year's Goals of the annual campaign of idealism are to generate transformative community service, break down social barriers, inspire citizens to civic action, develop new leaders for the common good, and improve and promote the concept of voluntary national service.

City Year's Vision is that one day, the most commonly asked question of an 18-year-old is: "Where are you going to do your service year?"

Young enough to want
to change the world -
old enough to do it



B O S T O N

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an annual convention of idealism

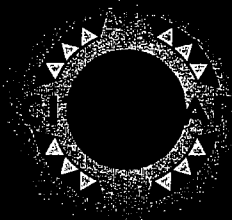
cyzygy

'99

Howard University, May 25-28, 1999



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Come celebrate the power and potential of diverse young leaders united in service at **cyzygy'99** on May 25-28, 1999. Hosted at Howard University, **cyzygy'99** will celebrate City Year's Tenth Anniversary while **building national service for the 21st century.**

cyzygy'99 will feature four action-packed days of service, enrichment and inspiration. Our nation's capital provides an ideal forum to celebrate citizen service as a powerful resource to strengthen our communities and unify our nation.

Inspirational speakers, challenging workshops, leadership development, transformational service and fun are all part of **cyzygy'99!** To learn more, please call

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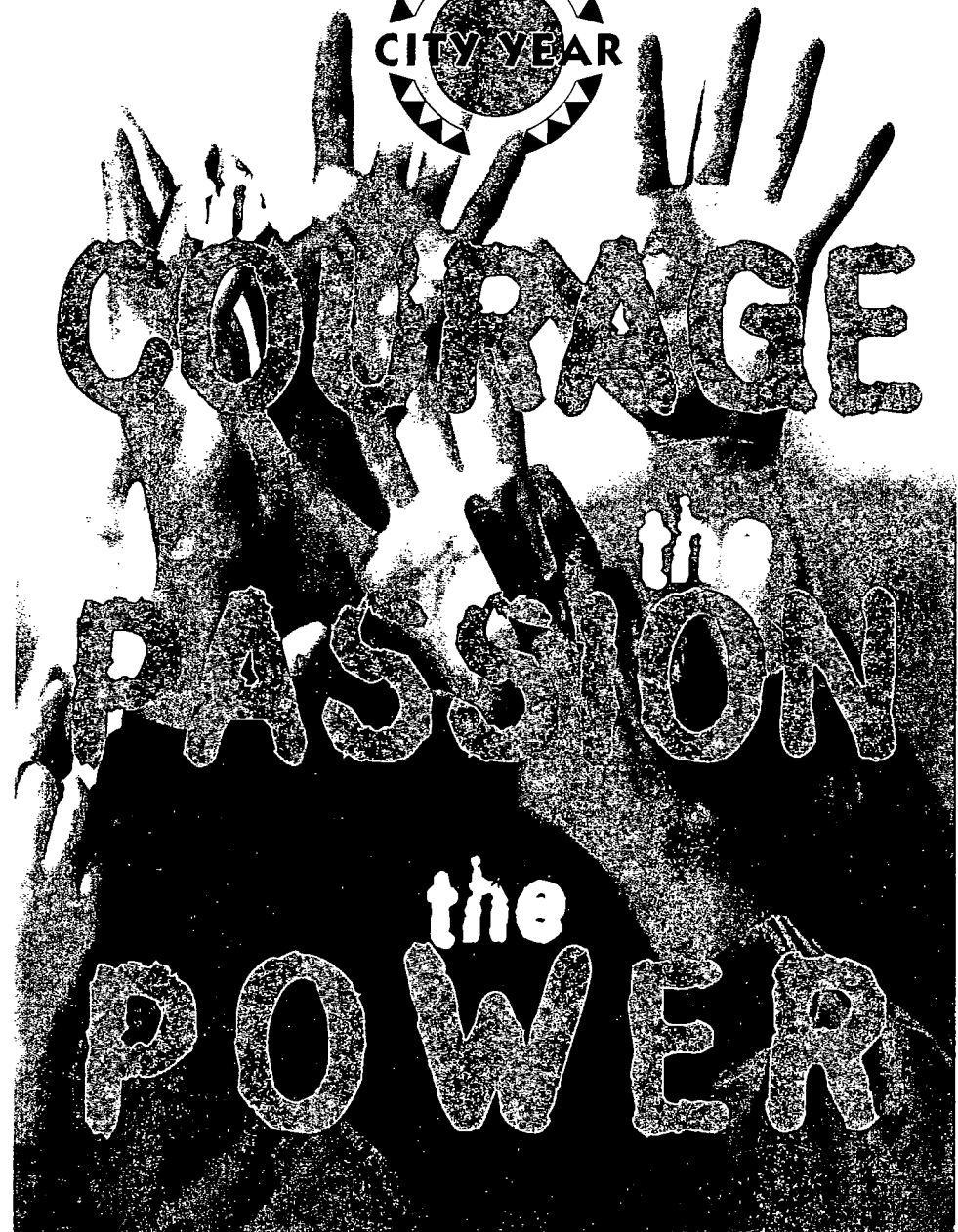
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[City Year - The Courage, the Passion,
the Power]



Providence Journal-Bulletin

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THURSDAY

JUNE 5, 1997/50 CENTS

'WE ARE RESPONSIBLE FOR ONE ANOTHER'



Journal-Bulletin/STEVE SZYMLANSKI

HEARTFELT: Michael Mandel, a City Year member from Chicago, First Lady Hillary Rodham Clinton, and Jackie Daluz, from City Year in Rhode Island, during the national anthem in front of Providence City Hall yesterday.

First lady celebrates citizen volunteers

By SCOTT MACKAY

Journal-Bulletin State House Bureau

PROVIDENCE — Invoking the American tradition of helping your neighbor and the magnanimous spirit of the Marshall Plan, First Lady Hillary Rodham Clinton told a national convention of young community volunteers yesterday that citizens need to help each other to meet the nation's future challenges.

"America and Americans have to understand how we are interdependent," said Mrs. Clinton, speaking on the steps of City Hall to a crowd com-

posed largely of the 750 volunteers from the City Year national youth service program, which is holding its annual convention in the city this week.

"Citizenship has always been more than paying taxes, or going to work or obeying the law or casting a vote Citizenship is built on the idea that we are all responsible for one another," said Mrs. Clinton.

City Year is a volunteer organization that links teenagers and young adults with community projects and

Turn to VISIT, Page A-9



IN IT TOGETHER:

City Year members from around the country chat near Kennedy Plaza yesterday.

Journal-Bulletin/
JOHN FREIDAH

More pictures,
Page A-8.



NOW THAT'S ITALIAN: Hillary Rodham Clinton's trip to Providence wouldn't be complete without the traditional presentation of the mayor's marinara sauce. Here Mayor Vincent A. Cianci Jr. presents the first lady with a jar, telling her to give the chef a night off and open it for her and the president. At right is Jackie Daluz of Pawtucket.

Journal Bulletin/CONNIE GROSCH

FIRST LADY GIVES LESSON IN CITIZENSHIP



Journal Bulletin/JOHN FREDERICK

AN ENTHUSIASTIC CROWD: Brandi Powell of Columbia, S.C. above, cheers when her City Year constituency is announced, as Elizabeth Sherwood, also of Columbia, listens. At left, City Year members from around the country showed up in force at City Hall for the ceremonies.



Journal Bulletin/CONNIE GROSCH

MEETING THE PEOPLE: Hillary Rodham Clinton works the crowd after addressing the City Year rally at Kennedy Plaza yesterday.

FROM PAGE ONE

Visit

Continued from Page One

focuses on urban schools. It is part of the AmeriCorps national service program started by President Clinton as a sort of domestic Peace Corps.

Mrs. Clinton cited last month's Presidents' Summit for America's Future in Philadelphia, the huge national pep rally for volunteerism attended by Mr. Clinton and former Presidents Jimmy Carter, Gerald Ford and George Bush.

Of all the national volunteer programs highlighted at the summit, Mrs. Clinton said, "none of those examples was more important than City Year."

Speaking on a sun-splashed afternoon tinged with a chilling wind, Mrs. Clinton was flanked on stage by Governor Almond, Sen. Jack Reed, and Mayor Vincent A. Cianci Jr. Attendance was sparse; few came to hear the first lady except for the 750 City Year volunteers, local political figures and people associated with the convention.

In a 15-minute speech that sported as many clichés as a commencement address, Mrs. Clinton urged a return to a Tocquevillian America — the country described by Alexis de Tocqueville, a French political thinker in the 1830s, as egalitarian and decentralized, marked by small government, individual initiative and volunteer associations.

"He wrote what is still one of the most perceptive analyses of what kind of people and country we are," said Mrs. Clinton. "One of the things that he noted was how America was unusual. Yes, we had a government that had been formed by a revolution, that was committed to ideals that had never been taken seriously anywhere else

in the world before. We had men and women working hard to make a good living for themselves and their families in a free-market economy."

But neither the nation's democratic form of government nor the economy that has created material wealth is "what made America special," Mrs. Clinton said. "It was the space between our government and our economy, what is sometimes called civil or civic society, the space that is occupied by families and churches and associations and groups of all kinds, and that is fueled by a sense of service and obligation."

"America is great because America is good. We are good because we understand that we do not make it alone, we make it by helping other people as well to [reach] their potential," said Mrs. Clinton.

Citing the recent 50th anniversary celebrations for the Marshall Plan that helped rebuild Europe after World War II, she said: "What other country would have reached out to help rebuild its enemies?"

"If we intend for the United States to continue to lead the world by example and model, then we have to serve in order to build the kind of country that we will be proud of, that will be strong and will give the hope to others that you have seized for yourselves," Mrs. Clinton said.

Those themes are underscored in Mrs. Clinton's book *It Takes a Village to Raise a Child*, in which she argues that that while parents have the prime responsibility for raising children, the larger community and the government have to do their part to raise healthy, happy and well-educated children.

The Clinton administration's approach mixes idealism with the political realities of the 1990s, when the New Deal and Great Society



IN THE MOOD: City Year members from Rhode Island dance following the ceremony on the steps of City Hall in Providence yesterday afternoon during First Lady Hillary Rodham Clinton's visit.

concept of an activist federal government that helps those who cannot help themselves seems a relic of a bygone era. With Republicans in control of Congress, there is scant support for federal social programs.

With Mrs. Clinton playing a leading role, Mr. Clinton tried in his first term to resurrect traditional Democratic programs by proposing a universal health-care program. It met defeat, beaten back by wary conservatives in Congress and a massive lobbying campaign by

many of the special interests — insurance companies most prominently — that profit from the current health system.

So instead of taking on one big issue, the Clinton administration shifted gears to a strategy of trying to address many small issues. AmeriCorps and the volunteerism movement do just that. The volunteerism initiative provokes no real controversy, but has drawn sneers from skeptics on the left and right.

Some liberals see it as Clinton's cop-out, an abdication of the gov-

ernment's responsibility to help the nation's have-nots, sort of liberalism on the cheap. Conservative opinion has ranged from parodying the "mandatory volunteerism" aspect of the movement to lampooning the need for political figures urging people to do what they have been doing for years on their own — freely giving their time to worthy causes.

The speech on the City Hall steps was the only public event yesterday during Mrs. Clinton's roughly two hours in Rhode Island.

Reporters were granted no interviews, allowing the first lady to avoid nettlesome questions about such topics as the Whitewater investigations and the sexual-harassment allegations leveled against her husband by Paula Corbin Jones.

Before the speech, Mrs. Clinton appeared at a private reception attended by about 150 guests in the ornate Alderman's Chamber inside City Hall. The state's political hierarchy was well-represented at the event, which included City Year officials and representatives of the local corporations that raised the \$150,000 needed to hold the convention in Providence, including the Bank of Newport, the Journal-Bulletin, Textron, CVS and Hospital Trust.

Some in the throng said poor acoustics and echoes off buildings made understanding her speech difficult. The speakers were set up behind the crowd, amplifying to a vast empty downtown space. Still, most were pleased to glimpse the first lady. After her speech, she approached the crowd, shaking hands and saying hello.

Ellen O'Donnell, 20, from Providence, had never seen her before and called her visit "impressive," even more so because City Year members organized it. She liked the speech, to a point. "Her points were good — making the streets safe and so on — but she didn't give any specifics."

Although Mrs. Clinton didn't mention it, yesterday's speech was given from the steps facing Kennedy Plaza, named for John F. Kennedy, who famously challenged Americans in his inaugural address to "Ask not what your country can do for you, but what you can do for your country."

— With staff reports from Jonathan D. Rockoff.

Journal-Bulletin/JOHN FREIDAH

THE PLAIN DEALER

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FINAL

CLEVELAND, THURSDAY, JUNE 4, 1998



SCOTT SHAW / PLAIN DEALER PHOTOGRAPHER

President Clinton basks in the applause of City Year Corps volunteers at John Carroll University.

President salutes U.S. youth volunteers

Casey Hunt's letter moved president to come to Cleveland

By OLIVERA PERKINS
PLAIN DEALER REPORTER

Casey Hunt was one of 600 City Year Corps members who wrote President Clinton several weeks ago asking the president to speak at the national convention of young volunteers at John Carroll University.

Hunt, 24, really wanted Clinton to address the group, but he said that he didn't focus on that when he wrote his letter. He saw it as a chance to tell the president how tutoring school children and helping elderly residents at Kethley House, an assisted-living and nursing facility in Cleveland had given new direction and meaning to his life — a change that didn't go unnoticed by his mother, Maxine.

"I heard the words, 'I'm proud of you, son,' from my mother for the first time," said Hunt, his voice breaking with emotion as he spoke to the crowd of more than 900.

Yesterday Hunt got a response

that he had never imagined. Not only was he seated next to Clinton on the stage, but the president also told the convention how much he had been moved by Hunt's letter.

"I thank Casey for what he said," said Clinton, "When he started talking about his mother, I almost started to cry, too."

City Year is a national service organization in which 17- to 24-

■ Clinton means well, but doesn't measure up to his idols, writes Elizabeth Auster. 2-A

■ Couple angered after being forced to take down anti-abortion sign. 12-A

year-olds spend 10 months volunteering in 10 cities, doing things like tutoring students, helping nursing home residents and turning weed-choked lots into inviting green spaces. It is part of AmeriCorps, the federal service program. Participants receive a weekly stipend of \$135 and qualify for a \$4,725 grant for schooling or job training after completing the program.

SEE VOLUNTEERS/12-A •

Clinton salutes citizen service of youths

VOLUNTEERS FROM 1-A

During the president's 25-minute speech, which was met by an exuberant crowd that often interrupted his remarks with wild applause and cheers, he repeated the theme that national service programs had the potential to transform America.

"Out of the national service of our soldiers in World War II came the GI Bill, which educated a whole generation of [our] parents and created the great American middle class," he said. "Out of the all-too-short service of President Kennedy came the Peace Corps, which took the idea of citizen service around the world."

"Out of AmeriCorps has come a blending of the two, taking the idea of service and the idea of education — it's almost like the Peace Corps comes home, in

larger numbers — with a GI educational bill for citizen service," Clinton said.

The president said that in four years, nearly 90,000 people had served in AmeriCorps, including those in City Year; and nearly 50,000 had been eligible for education benefits. He said that last year, AmeriCorps members had taught or tutored 500,000 students, helped immunize 64,000 children and renovate 5,600 homes.

The president told the convention that he had just learned that 1,000 colleges and universities around the country had joined the America Reads Challenge by committing to send college work-study students to tutor children in reading.

Increasing literacy is among the goals of the Presidents' Summit for America's Future, an effort by Clinton and the surviving former presidents to have Ameri-

cans engage in service efforts that address health, education and other issues relating to young people.

Hunt said Clinton was so unassuming and friendly that he was more anxious about addressing the convention than meeting the president.

"I've never spoken in front of a crowd that large before, but he said I did a good job," said Hunt.

Much of Clinton's address had the feel of a homecoming. He said his fondness for City Year dates to 1991, when as a presidential candidate he visited a fledgling City Year group in Boston. The president was so impressed with the group, he vowed to help it expand should he be elected.

Yesterday, Stephen Spaloss presented Clinton with the Lifetime of Idealism Award. Now co-director of City Year Philadelphia, Spaloss was then a corps member in Boston when he liter-

ally gave the presidential candidate the shirt off his back as a show of appreciation.

"I want you to know that I still have Stephen's sweatshirt, and I'll have it with me forever to remember when I first met him and I first met City Year," said Clinton.

Responded Spaloss, 29, who has only seen Clinton a few times since their first meeting: "He treats me the same way now as he did then, even though he is the president. It was like having a reunion with a friend."

While much of Clinton's speech focused on AmeriCorps' success, he also urged them to lobby legislators to support the program in order to keep it successful. Clinton has recommended to Congress that funding for the Corporation for National Services, the entity Congress created in 1993 to oversee AmeriCorps and other national service programs, be increased. The current budget is

\$685 million; and Clinton is requesting that the figure be increased by \$96 million, said Harris Wofford, the corps' chief executive officer.

Clinton also urged the conventioners to support pending legislation aimed at curbing tobacco use among young people. He admitted that request had little to do with volunteerism. However, he was moved to make the request because he had just come from Stephen E. Howe Elementary School in Glenville, where a dozen City Year corps members are assigned.

"Ninety percent of all smokers started before they were 18, even though it's illegal to sell cigarettes to children under 18," Clinton said.

At an afternoon forum on public policy and service programs, speakers discussed ways of getting the private sector more involved in service programs, so that they could share the costs.



CHUCK CROW / PLAIN DEALER PHOTOGRAPHER

President Clinton dives into a crowd of City Year AmeriCorps volunteers after giving his speech at their national convention at John Carroll University yesterday.



Sweating to the oldies

Toiling together will do as much for race relations as talking together

BY STEVEN WALDMAN

The topic was supposed to be race, but the conversation quickly turned to music. As alumni of the national service program City Year gathered at a conference in Boston, one panel of young people convened to discuss how their ethnic backgrounds had affected their experiences with the program.

More than one former team of workers described how, whenever they would arrive at a work site to do graffiti removal or housing renovation, conflict would arise over what music to play on the boom box. Black corps members (and some urban whites) would generally put on hip-hop or rap—music that some of the white suburbanites found annoying. When a white City Year participant would change it to heavy metal or grunge, the black corps members would be insulted. The daily decision of what music to play became a constant issue of “respect,” a proxy for whatever insecurities and anxieties each group had about working with the other.

One team of corps members hit upon a comical, yet poignant, compromise. Instead of listening to rap or grunge, they agreed to listen to oldies—a musical genre that no one there particularly liked but which no one felt threatened by. The key to the compromise, the alumni agreed, had been the mutual trust they’d gradually developed through working together toward common goals.

Colorblind huddle. Usually when critics recommend that racial dialogue be accompanied by action, they mean acts such as appointing more minorities to important positions or promoting affirmative action. But there is also a need for people of different races to work jointly toward goals that have nothing to do with race. The failure to recognize this reality is one reason President Clinton’s race initiative has been such a dud.

The same dynamic described by the City Year alumni is typical of team sports. Republican politician Jack Kemp, for example, has often talked about how his experience as a pro football quarterback made him more understanding of African-Americans. As John Mackey, a former football buddy of Kemp’s, explained, “The huddle is colorblind.” Whatever Kemp’s preconceived notions, he was far less concerned with the race of his offensive linemen than with their ability to keep him from get-

ting killed by an opposing linebacker. Similarly, although there’s no statistical proof, it sure seems that most interracial friendships in high schools are forged on sports teams.

The other widely cited example of black-white cooperation is the military—where, again, the goals toward which soldiers strive have nothing explicitly to do with racial harmony. Indeed, if the *goal* of the Army were race mixing instead of defending our shores, it might do neither job well.

By contrast, college students spend a great deal of time talking about racial issues—and yet it doesn’t seem to translate into better relations. A recent study by the Corporation for National Service on diversity in civilian service programs included this

telling passage: “A white female . . . commented that the college she had attended was very diverse but the students there ‘hung out in groups where everyone was the same.’ In contrast, at her AmeriCorps program, members truly served and socialized across racial, ethnic, and class lines.”

Why the contrast between college and national service? Primarily, it’s a question of individual goals versus group goals. While the college student’s grades reflect only on her, a service corps—like an army or a sports team—measures success collectively. (At the end of the day, are the graffiti gone, the hill taken, the other team defeated?) Few things force you to take an honest measure of people as much as having to rely on them to ac-

complish an objective. You don’t have the luxury of your prejudices. Young people in City Year didn’t learn that everyone worked hard or was pleasant company; they learned that there wasn’t a correlation between those qualities and race.

So how could Clinton improve his race initiative? Perhaps by no longer thinking of it as a race initiative. He should pick a goal largely unrelated to race and create opportunities for people of different backgrounds to work together toward that goal. The president could help organize a partnership between black churches and white churches to fight drug addiction, or between Hispanic high schools and non-Hispanic ones to renovate low-income housing. There would be a lot less time for talk and perhaps more time for progress. ■

Steven Waldman is national editor of U.S. News. In 1996, he worked as an official at the Corporation for National Service.



City Year corps members warm up before starting a project.

Racially loaded arguments about music sometimes erupted at the work site.

The New York Times

THE NEW YORK TIMES **OP-ED** MONDAY, MARCH 15, 1993

Abroad at Home

ANTHONY LEWIS

Making a Difference

BOSTON

The Mason School in Roxbury, a largely black area of Boston, has problems typical of an inner-city school: not enough money, an old building, children who speak different languages. But it has a determined principal in Mary Russo, respected teachers and 10 young men and women helping out as aides. They come from a service group called City Year.

One of the City Year aides, Lucius Graham, is in the first-grade classroom. Three children — Andrea, Shamkia and Alvin — hang on to him, hugging his legs. He talks with them, then goes to the corner and helps three girls paint T-shirts with colors that glow in the dark.

Lucius, 18 years old, dropped out of high school in the 11th grade, last year. "The school had too many problems," he said. "You were labeled as part of a gang. I went every day with a weapon to protect myself."

How did he end up in City Year, helping in the Mason School? "There was a City Year group building a little park in our neighborhood. The more I watched, the more I liked it."

Now he is in high school equivalency classes that City Year offers its corps members. If he keeps up with the work, and most do, he will get a diploma.

Stephen Noltemy, 21, got his diploma that way, as a City Year corps member, and now teaches in the diploma program. He comes from South Boston, the white stronghold of working-class Boston. He was in trouble, in a halfway house, when he joined City Year.

"I didn't care about too many things then," Steve said. "I was angry, prejudiced, negative. I was less than zero."

"City Year saved my life. I don't want to sell anything to you, but there it is. I like to wake up in the morning — know what I mean?"

One day last week I watched City Year at work and talked with staff and corps members. Like Steve Noltemy, I feel I should discount it and say I am not trying to sell anything. But what I saw was impressive, even moving — and quite without what I had been half afraid I would find, the aroma of do-goodism.

Daina Sutton, 19, had a baby in 1991 and dropped out of school. The father was arrested in June 1992.

"I really didn't want to do anything," she said. "Except I wanted to do something for my son. City Year wasn't a big deal at first. Now it's everything."

The team Daina was on started by making a garden in a run-down area.

Then she helped 225 school kids train at the Boston Ballet. Now the team is at a school in East Boston, giving an environmental curriculum it helped design: "basics like what to do with litter."

"One of the people on my team was a rich white girl," Daina Sutton said. "I thought, I don't want to be her welfare case. But we got really close."

Diversity is a major theme of City Year. Teams are mixed in race, class, education. About a quarter of the 220 young people in the corps are drop-outs, a third in college or on the way.

Black and white, rich and poor spoke of how daunting it had been at first to be with different people.

"It was not just skin color," said Andre Berry, 20, a black corps mem-

A service corps that works.

ber who is now on the staff as a team leader. "One girl on my team had a parent who was a brain surgeon! It was weird to me: Someone who's got money — what's she doing here? But she became one of my close friends."

Lisa Schorr, 22, of Washington, D.C., a graduate of Sidwell Friends School and Harvard, is a corps member this year. "I started out skeptical," she said. "I thought the diversity would be forced and superficial. But it isn't."

Alan Khazei and Michael Brown had the idea of City Year and founded it five years ago, after they graduated from Harvard Law School. Alan Khazei said to me:

"The common ground is service. People have lost the sense that they can make a difference. Everything is so imposing: the homeless problem, drugs, the ghettos. What can I do as one person? This shows people that they can make a difference: bring life to a community under siege, build a playground, improve a school, rehab housing for the homeless. . . ."

City Year is a model for the national service program proposed by President Clinton. I had expected to write about the structural qualities that make it such an appealing model: the lack of bureaucracy, the mix of private and public funding, the entrepreneurial spirit. But that will have to wait for a second column. The young men and women of City Year could not be put aside. □

The Boston Globe

TUESDAY, MARCH 5, 1996

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A model for activism

City Year's national convention this June in Boston should inform Congress' national service debate and, beyond that, suggest possible new directions for civic action on a large scale.

Coming two months before the party political conventions, City Year's gathering, if it replicates last year's event in Columbus, Ohio, will also display energy and optimism that the presidential candidates will be hard-pressed to match.

The two are not unrelated. With President Clinton declaring an end to big government and Republicans intent on devolving many federal functions to the states and localities, members of both parties are exploring ways local citizen organizations can fill a significant part of the breach.

Michael Brown, cofounder and chief philosopher, offers City Year as a model. This is not volunteer charity work, he notes, but a full-time, (modestly) paid corps of workers who accomplish much in schools and neighborhoods and who grow in the process. They work with peers from a variety of backgrounds and develop a sense of civic reciprocity, giving to the community in order to

get something in return. Alan Khazei, the other cofounder, calls City Year not a think tank but "an action tank" – and what action there has been.

Beginning with a 50-member experiment in 1988, City Year is now in seven cities – Boston, Chicago, Columbus, San Jose, San Antonio, Providence and Columbia, S.C., with Cleveland planning to join in the fall.

Although it is part of AmeriCorps, President Clinton's national service program, City Year beats its own path. While AmeriCorps requires programs to raise at least 15 percent of their funds from local and private sources, for instance, City Year has kept its figure above 50 percent.

The convention, called "Cyzygy" (taken from syzygy, a word for celestial balance), will attract bipartisan participation, including Gov. William Weld and Sen. John Kerry. City Year is infectiously candid about the range of its goals: to "spread idealism to every corner of the globe" and to build, in a single day this June, a school playground in Charlestown.

The Philadelphia Inquirer

Monday, April 6, 1998

Youths striving to keep themselves, and their community, healthy



The Philadelphia Inquirer • TOM GRALISH

Volunteers with City Year Philadelphia, a youth community-service program, begin each day with calisthenics — three of those mornings at the very public JFK Plaza.

The Japanese have the right idea. They punctuate the workday with exercise breaks to invigorate deskbound bodies, flush stagnant minds, and build esprit de corps.

I'd like to see this practice take root here, and not only in offices and factories. For example, cocktail parties would be much more bearable if they featured a push-up contest or gung-ho round of tossing the medicine ball.

Given this bias, you can imagine how delighted I was when a friend told me about a community service program called City Year. Maybe you've seen some of these kids downtown in their bright-red jackets. Three mornings a week, they gather at JFK Plaza, in the shadow of the LOVE statue, to do calisthenics.

The other day, I joined them at 8:15 for PT ("physical training," for you civvies). It was a lovely spring

morn, sunny, breezy and a tad too brisk, frankly, for the short-sleeved sport shirt I was wearing. But I was surrounded by so much youthful verve and enthusiasm, I hardly noticed the chill.

"Formation!" shouted project leader Jay Robertson. "Good morning, City Year!"

"Good morning!" the corps members shouted back, their reply reverberating off the skyscrapers.

"I can't hear you."

"Good morning!"

Then Robertson and several others led us through the exercises: leg stretches and "slap-happys" and jumping jacks and traveling side-jack jumping jacks and torso twists and bends.

"Can do! One, two, three!" the corps ex-

claimed.

Like Marine recruits at Parris Island, we had to count in unison and parrot cadences that, in our case, were strictly G-rated. To wit: "Spirit!

See **ART CAREY** on C4



Art Carey
*Body
Language*

For them, health, strength, total fitness isn't just physical

ART CAREY from C1
Discipline! Purpose and Pride!"

That mantra, combined with the flowing endorphins, had the intended effect. Volunteers who minutes before were sluggish and sleepy now were fully awake, beaming, brimming with vitality.

"It gives you that special kind of energy in the morning, like drinking a cup of coffee," said Marcus Bruton, 20, an Overbrook High grad. "It gets you fired up and pumped up." (It also teaches such prized professional traits as responsibility and punctuality; arriving on time is imperative.)

"We do PT for three reasons," said Jim Balfanz, 28, codirector of City Year Philadelphia. "To get our minds and bodies ready for a great day of service; to build community by giving corps members from all across the city a chance to come together and inspire each other about the work they're doing; and to inform the public about the power of young people to make a difference and to encourage citizens to become involved in their communities."

These City Year folks are crafty. They perform their calisthenics in a public place in the heart of the city for a reason: to attract attention. It works. Many passersby stop and gape. They smile, they ask questions ("What's this? Some kind of paramilitary cult?"). Some even join in, as do homeless habitues of the park in warmer months, and even some of the paper-pushers who watch from neighboring office towers.

I like the way Bruton phrased it. It's all about spreading the can-do spirit of City Year and the gospel of community service through "word of eye."

The rationale behind City Year PT (which corps members also do on Tuesdays and Thursdays at their respective service sites) is simple: Rev up the body and you'll also rev up the brain and spirit.



The Philadelphia Inquirer / TOM GRALISH

Members of Philly's youth community service program start each day with exercise.

"Action begets action," said Phil Behr the other day.

Behr, 56, of Gladwyne, is cochair of City Year Philadelphia's advisory board. Truth to tell, he's also why the program is here. Several years ago, he was running in Boston when he saw a couple of hundred City Year volunteers doing their morning PT. His reaction: "Wow!" Later, he saw the same spectacle in Chicago. "We've got to bring this to Philadelphia," he thought.

In September, with the help of local businesses and foundations (Safe-guard Scientifics Inc., CoreStates Bank, Philadelphia Lawyers, Prudential Preferred Properties, Wawa, Inc./PNC Bank and the Pew Charitable Trusts), it happened; Philadelphia became the ninth city in the nation to launch a City Year program.

City Year is part of the AmeriCorps

National Service Network and gets 51 percent of its financing from Uncle Sam. This 10-month adventure in "putting idealism to work" (the corps motto) is open to ages 17 to 24. Some are high-school dropouts pursuing GED's; some are Ivy League grads wondering what next. Some are taking a break from college; others are taking a year off before heading to college.

"I was the first person from my high school in 26 years not to go directly to college," said Fiona Mason. "I wasn't ready. I had no idea what I wanted to study. I figured my first year would be wasted."

So Mason, 19, put off entering Boston University to give herself time to ripen in the real world while pursuing what for her is not just another extracurricular activity on a college application, but a true passion: community service. (By the way, a lot of college admissions deans love City Year; it's the kind of life-experience credential, they say, that can put a candidate over the top.)

City Year itself is a community, one devoted to harnessing the power of unity fueled by diversity. It's *e pluribus unum* in practice, a barrier-breaking, stereotype-busting, assumption-shattering melting pot of young Americans — there are upper-middle-class blacks from the suburbs, for instance, and lower-middle-class whites from the city — who come in more flavors and colors than Baskin-Robbins ice cream.

"I came from a fairly sheltered homogeneous background," said Kimberly Nelson, 23, who attended private school before enrolling at Swarthmore and the University of Rhode Island, where she's majoring in political science. "Everyone had the same education level and socioeconomic level, so we all had the same politics and way of looking at the world."

"One of my biases is that I didn't think I could learn anything from somebody who hadn't finished high school," said Nelson, who is African American and in her second City Year tour of duty, specializing in civic engagement. "Being on a team with people from the inner city and all different backgrounds, I learned that I could."

Behr, a preppie-looking investment banker, is positively giddy about City Year's potential; it's a surefire way to bridge city and suburb and topple racial barriers. "My daughter's in college, and they have diversity there, but it doesn't really work," he said. "The races sit separately and don't mix. City Year does work because it puts people from diverse backgrounds in a task-oriented environment."

The tasks include serving as role models, mentors and tutors for other young folks, and giving them goals, direction and a sense of pride; running after-school literacy programs for tots and teens; removing graffiti and beautifying the cityscape with murals; restoring abandoned houses and transforming vacant lots into community gardens; and collecting more than a million books from the suburbs and redistributing them to public schools and literacy workers in the city.

City Year calls itself an "action tank" — when it comes to community service, these kids walk the talk. They're also learning, and teaching, an important lesson: Health is about wholeness. To be a truly healthy, totally fit human being means more than doing yoga, running marathons or pumping iron. It means escaping the narcissistic self-absorption of the gym, helping others, giving something back, making a contribution to the common good.

So here's the deal: If you live in the 'burbs and you think the city is decaying and doomed, and that racial harmony is an impossible dream, stop by Love Park some Monday, Wednesday or Friday at 8:15 a.m. and join the City Year kids in calisthenics.

The exercise will get your body moving and your heart pumping. The experience will confound your prejudices, and treat your soul to a healthy dose of hope.

For more information about City Year Philadelphia and how you can get involved in community service, call 215-988-2118.

Philadelphia Online

■ For a Web Video version of this column, visit Philadelphia Online, The Inquirer's site on the Internet: <http://www.phillynews.com>

Chicago Tribune

Saturday, April 26, 1997

North
Sports Final
50c Newsstand



Tribune photos by Patrick D. Witty

Anthony James, 10, grabs for a gardening shovel (above, center) as students took back a rubbish-strewn garden at the Elliott Don-

nelley Youth Center. Organizer Michael Mandel (below) rallies the kids, including Michael Smith, 11, (left) and Sushmere Martin, 12.

Students dig into volunteer spirit

By Heather Lalley
TRIBUNE STAFF WRITER

They lugged shovels taller than themselves and wore gardening gloves hanging from their fingers, but nobody seemed to mind.

The 1st- through 8th-graders were too busy on Friday shoveling gravel, pulling weeds and examining earthworms in the Bronzeville community garden they helped spruce up.

While many of their peers spent this past week's spring break camped in front of the TV, 250 Chicago public school kids participated in Camp City Year, a weeklong service learning project in the North Lawndale and Bronzeville communities. Sponsored by City Year, a national youth service organization that is part of the AmeriCorps program, the free camp was organized and led entirely by corps members, ages 17 to 23.

Participants pledge nine months of service to this "domestic peace corps" in exchange for a \$4,725 college scholarship, said the group's director of marketing, Elinor Jannotta. The camp is the culmination of their work, Jannotta said.

"It's a great leadership opportunity and a way for them to integrate what they've learned throughout the year," she said. "It's an opportunity for them to be young role models for children."

Earlier in the week, campers visited the Shedd Aquarium, attended environmental workshops, learned about art and poetry, and played games at a carnival.

"We're trying to make this camp like a mini-City Year for them," said Michael Mandel, 23, who was in charge of recruitment for the program. "We wanted to create a project where they could all get a little taste of service."



Back at the cleanup site, at 3947 S. Michigan Ave., kids dumped orange wheelbarrows full of pebbles onto paths they had created in the community garden.

Residents near the Elliott Donnelley Youth Center have used the garden for several years. Recently, though, weeds and rubbish have beaten out the vegetables for space.

And that's where the kids come in.

Over the past several months, City Year participants pulled weeds and picked up the trash. They've hammered railroad ties into

the soil to divide the garden plots.

"It's fun to do this because it feels like grown-up stuff," 10-year-old Eboni Henderson, a 5th grader at Washington Irving Elementary School, said as she gripped a garden shovel with fuzzy gloved hands.

Her dad won't let her shovel snow, she said, so this was her chance to get to shovel. And besides getting to use grown-up tools, Henderson learned a grown-up lesson: "I wanted to be here to help the community. It's to help us breathe better."

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San Antonio spirit

Texas launches City Year, a youth corps in San Antonio enabling young people to commit to a year of community service.

by Susan Finegan





CITY YEAR: Putting Idealism to Work

NATIONAL HEADQUARTERS

285 Columbus Avenue
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www.city-year.org

City Year, an AmeriCorps program, is a national service organization which unites young adults, ages 17 to 24, from diverse racial, cultural and socioeconomic backgrounds for a demanding year of full-time community service, leadership development, and civic engagement.

City Year corps members represent a cross-section of their communities--male and female; inner city and suburban; African-American, Asian-American, Caucasian, Latino and Native American; and low, middle and upper income. The corps includes college graduates, high school graduates, and young people without high school diplomas.

City Year was designed as a workshop or "action tank" for national service. From a 50 person summer pilot program in 1988, City Year has grown to 900 corps members in Boston (MA), Chicago (IL), Cleveland (OH), Columbia (SC), Columbus (OH), Philadelphia (PA), Rhode Island, San Antonio (TX), and San Jose (CA). Our tenth and newest site will open fall of 1998 in Seattle/King County.



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, tan and black uniforms - fan out in teams of 10 to 12 to serve 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 curriculums, and run after-school programs. Through their service work and coordinated Leadership Training Days, City Year corps members learn the value of community, realize their potential to improve the lives of others, and develop the skills necessary to excel in educational and professional endeavors.



City Year is an innovative and multifaceted service organization which seeks to address unmet community needs, break down barriers of class and race, 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."

The Presidents' Summit for America's Future The City Year Commitment

By 2000, City Year's national corps of diverse 17-24 year olds will lead 250,000 community partners, youth and corporate citizens in 5,000,000 hours of service. Together, their idealism and energy will strengthen neighborhoods, schools and communities. City Year will also convene CYZYG, an annual training, service and policy summit for youth. Next year's convention will be held in June in Washington DC and will feature youth forums on the goals of the Presidents' Summit and a day of service.



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PERSPECTIVES ON CITY YEAR

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"City Year restored my faith in myself and my generation."

— Terese Gibson, City Year corps member

"Many corps based in urban centers acknowledge that they have been unable to draw a wide demographic mix of participants . . . The boldest exception to this is Boston's City Year."

— Michael Morriott, *The New York Times*

"One of our best home-grown products, and now it is one of our leading exports."

— Governor William Weld

"The most cost effective grant in the history of philanthropy at the Bank of Boston."

— Ira Jackson, Vice President, Bank of Boston

"One of my goals is to increase the level of teamwork at Keyport. City Year has been a lightning rod for getting our people to work together. At the same time, it has helped focus our desire to be a good corporate citizen. City Year gives employees throughout the organization a sense of really being involved with the community. It is far more tangible than writing a check."

— John Rosensteel, CEO, Keyport Life Insurance

"The City Year experience offers solid evidence that national service -- contrary to what its critics say -- can appeal to all youths, not just the poor and disadvantaged; that it can operate without intrusive and wasteful bureaucracy; and that volunteers can be assigned to tasks of genuine value to their communities. It offers Congress a well designed prototype for replication in communities across the nation."

— The Progressive Policy Institute

"I'm aware of no other youth corps in the country that has drawn from such a diverse groups of participants for such intense programs."

— Gregg Petersmeyer, former Director, White House Office of National Service

"City Year's presence in the Mason School has translated into more for the kids...The partnership is a synergistic relationship. Both the Mason School and City Year brought particular strengths to the partnership. The two coalesced and produced something even better than the original plans. Every group in the school has been impacted. We're extremely positive. We have a lot of hope."

— Mary Russo, Principal, Mason Elementary School

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Visit CITY YEAR

National Service at Work

The concept of voluntary national youth service has captivated the American civic imagination for generations. City Year is making it happen. Created in 1988 as a uniquely successful public and private partnership, City Year is an "action tank," or workshop, for voluntary national service.

City Year inspires people throughout the community by showing them that idealism and civic commitment are both practical and rewarding. *City Year is making the concept of national service real, and contributing to the development of national policy. City Year continues to break new ground in youth service—and expand beyond local boundaries:*

The strength of City Year lies in its strikingly diverse youth corps. An extraordinary group of 900 young people representing a cross-section of their communities — male and female; low, middle, and upper income; African-American, Caucasian, Latino, Native American, and Asian-American; urban and suburban; college graduates, high school graduates, and young people without diplomas — finds common ground in the full-time improvement of their communities.

City Year has nine years of experience serving the community. With policy makers, youth advocates, and interested citizens, City Year can share practical innovations and catalytic ideas. Perhaps more importantly, we want to learn from you. City Year has begun ambitious national expansion and currently has nine sites stretching from coast to coast. A visit to City Year presents an invaluable opportunity for everyone involved to learn.

THE VISITORS PROGRAM

"I have never seen such a well prepared program for visitors."

—Ann Maura Connolly, Youth Service America

We believe City Year is a program that must be witnessed first-hand. By inviting individuals to visit City Year we are hoping to accomplish three main goals:

- First, we hope that City Year's experience will help others in the service field develop their own initiatives.
- Second, City Year hopes to gain the varied perspectives of many constructive, objective observers, especially those involved in the youth policy, media, and corporate fields.
- Third, we want to share the energy and excitement of young people engaging in citizenship and putting idealism to work.

City Year designs visits to best fit the interests and needs of the prospective visitor. Visits range from one hour to a full day or more. They can include a roundtable discussion with City Year corps members, meetings with City Year staff members, and visits to service project sites.

City Year tries to schedule visits on days that will be mutually convenient. However, we are especially interested in focusing visitors towards "Visitors Days" on which visitors can participate in a half day of orientation on the program. "Visitors Days" include attending the morning program, a site visit, meetings with staff in your field of interest, and a roundtable discussion. "Visitors Days" are every Monday from 8:00 a.m. to 12:00 p.m.

For more information about visiting City Year, please contact Candace Coakley at (617) 927-2313.

PUTTING IDEALISM TO WORK

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Bringing CITY YEAR to Your Community

City Year began in 1988 as a summer pilot program in Boston. In 1989, Boston expanded to a full year program for 75 diverse young people. In 1993, City Year opened a summer program in Columbia, SC, and a second full-year program in Providence, RI. In September of 1994, City Year grew significantly by adding four new full-year programs in Chicago, IL, Columbia, SC, Columbus, OH, and San Jose, CA. In September of 1995, City Year opened its seventh site in San Antonio, TX, and the following year launched an eighth site in Cleveland, OH. 1997 brought City Year Philadelphia, PA, as the ninth site. Most recently, City Year has identified Seattle/King County as its tenth site to open in the Fall of 1998.

City Year's new site development process was designed to insure the maximum investment of the local community and the most effective utilization of City Year's limited resources. Listed below are City Year's "Seven Guideposts" for new site development. These guideposts are a checklist for a community that wants to build a local City Year program. City Year works closely with local community leaders to reach each guidepost. In the Fall, City Year's National Board of Trustees votes to grow to a city based on that city's progress in meeting each guidepost. For more information on how you can bring City Year to your community, please contact Teresa Polhemus at (617) 927-2418. Thank you for your interest in City Year!

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City Year's "Seven Guideposts" for New Site Development

1. A delegation of local community leaders — public, private, nonprofit and municipal — visit City Year in Boston for meetings with senior staff, corps, and corporate and community partners. This provides the interested city with a deep understanding of the organization, its mission, as well as parameters for new site development partnership. This delegation should ultimately act as the core of the local City Year Advisory Board.
2. Private sector champion is identified as lead advocate for expansion site. "Champion" serves as integral partner with City Year for a successful launch.
3. Planning grant of \$100,000 is committed for start-up effort (January - June).
4. Letters of endorsement from a broad-based coalition of community leaders sent to City Year. In particular, written endorsement from Mayor of proposed site is strongly encouraged.
5. A significant portion of first year program dollars is secured from private, public and municipal sources (*Goal: \$500,000*). In addition, multi-year financial commitments are identified.
6. Donated or inexpensive office, living space and transportation are secured for start-up effort (January - June).
7. Strong support is received from AmeriCorps on both the national and state levels.

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PRIVATE SECTOR LEADERSHIP AND INVESTMENT IN CITY YEAR 1997 - 98

City Year is supported by a unique private-public partnership that engages corporations, foundations, individuals, state and local municipalities, and the AmeriCorps National Service Network. Sponsors invest in City Year not only by financially backing teams of corps members, but also by joining the corps members in their service projects, and by offering full-time employment opportunities for City Year graduates.

Since the founding of City Year, individuals and private sector organizations have invested more than \$30,000,000 in cash, through a multitude of means—including the Serve-a-thon™, team sponsorships, foundation grants, individual contributions, and employee initiatives. In addition, companies have made extensive and creative in-kind investments—from jackets and boots to computers, fax machines, headquarters space, consulting support, legal and audit services.

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City Year: National Expansion Strategy (A)

"People, people have you heard? City Year is the word!," called 200 voices from Boston's City Hall Plaza. It was 8 a.m. on a wet, February morning in 1993. As the commuters rushed by, the young people of City Year, uniformed in bright red jackets, completed their daily physical training. Soon, they would break into teams and move out into Boston's neighborhoods to serve in community centers, shelters, and schools.

Michael Brown and Alan Khazei, City Year's founders and executive directors, could not see "P.T." from City Year headquarters, an old warehouse along the wharf. But they knew it was happening and were tremendously proud of the youth corps' commitment and accomplishments. In its fourth year as a demonstration program for national youth service, City Year had surpassed nearly everyone's expectations. Parents, teachers, community leaders, the media, CEOs of large corporations, even the President of the United States, had praised the program's ability to bring together youth from diverse backgrounds, to contribute substantively to the Boston community, and to start up and sustain operations through largely private sector investment.

This morning, however, Khazei and Brown were focused on the future. Pressure had been building since 1991 to grow City Year beyond Boston. By January 1993, hundreds of politicians, businesspeople, and citizens had asked to start "a City Year" in their town. Youth service was on the presidential agenda. And, Khazei and Brown's vision had always been *national* service.

The questions facing Brown and Khazei were when, where, and how to expand. Chicago; Providence, Rhode Island; and Columbia, South Carolina were possible choices for the next academic year, now eight months away. Other cities were under consideration for opening in 1995, when both founders hoped to have 8 to 10 sites in operation. All options, however, would require substantial resources and organizational commitment in the coming months. To open the first expansion site in September, Brown and Khazei knew they had to act now.

Background of National Service

The idea that U.S. citizens should perform nonmilitary service for the nation had existed since philosopher William James called for "a moral equivalent of war" in 1910.¹ During the

Research Associate Nicole Sackley prepared this case under the supervision of Professor Jeffrey L. Bradach as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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1. James, William. *The Moral Equivalent of War*. New York: American Association for International Conciliation, 1910.

Great Depression, the federal government experimented with national service by creating the Civilian Conservation Corps (CCC), a program to put jobless Americans to work building infrastructure and improving national parks. In 1964, President Johnson inaugurated Volunteers in Service to America (VISTA), a domestic Peace Corps for college graduates to serve in rural America. Over the years, however, VISTA received limited funding; other proposals for national service during the 1970s and 1980s failed to attract wide-scale support. Federal programs focused instead on job training and employment for low-income and unemployed youth.

In the absence of federal initiative, advocates of national service began in the 1970s to amass political support for youth service corps at the local and state level. By 1984, 27 unaffiliated programs had been established as government agencies or government-funded non-profits. The new programs had two goals: they were seen as a way to accomplish meaningful service and as an answer to rising youth unemployment, crime, and dropout rates. The majority were 100- to 1,000-member conservation corps, patterned after the CCC of the 1930s. Youth worked full-time for the minimum wage in supervised teams of 8 to 12 people. Participants were typically, male, high school dropouts, and from low-income households. Depending on the region, corps were either predominantly Caucasian, Hispanic, or African-American. Most corps performed physical service such as building repair, trail clearing, and environmental cleanup in urban and wilderness areas.

In 1984, New York City budgeted \$10 million for a new youth corps, designed to innovate the established model of youth service. First, in contrast to past efforts, the City Volunteer Corps (CVC) would engage its volunteers in human service such as tutoring children and working with elderly. Second, it planned to attract a diverse corps, both racially and socio-economically. The program achieved its first innovation, but not its diversity goal. According to an independent evaluation conducted in 1987 by Public/Private Ventures (P/PV) and the Ford Foundation: "CVC members have successfully accomplished important human service work in the community. . . . Like most youth corps, participants are high school dropouts from low socioeconomic backgrounds."² A 1987 P/PV assessment of all U.S. youth corps concluded:

Youth corps are challenging programs to operate, requiring substantial commitments of political leadership and funding. . . . Most produce a large volume of work of good quality and considerable value. . . . Many corps members, [however], require close supervision and could benefit from remedial education and career guidance. . . . A tension exists between the youth corps' roles as a service program and a program for at-risk youth.³

Revisloning National Service

It was 1980. Michael Brown and Alan Khazei were college roommates, concerned about community disengagement and racial polarization in the United States. When Brown took a year off from college to work on Capitol Hill, he was assigned to research national service, became intrigued by the idea, and convinced Khazei to join him in Washington. National service, it seemed, might be the means to common ground. Explained Khazei:

2. Public/Private Ventures. *Youth Corps Case Studies: The New York City Volunteer Corps Fall, 1987*.

3. Public/Private Ventures. *Assessment of Youth and Conservation Corps, 1987*.

It was the "missing link" of American democracy. The Civil Rights Movement ended discrimination within the law, but not in the hearts and minds of citizens. By uniting diverse Americans to work side by side for a common purpose, national service could show that there is more that unites us than divides us.

Khazei and Brown vowed to help build voluntary national service. In 1984, Brown took a position at the CVC in New York, attracted by the promise of a diverse corps working together to provide direct service to the community. A year later, he joined Khazei at Harvard Law School, where they began to identify three components of what they thought would be an ideal national service program: diversity, citizenship, and private sector investment.

Diversity National service would unite Americans, by bringing them together in service teams of 10 to 12 young people. Each team would include African-Americans, Asians, Latinos, and Caucasians; city dwellers and suburbanites; men and women; college graduates and high school dropouts. Serving together for one year, they would learn from and about one another. At the CVC, Brown had discovered how difficult such diversity was to achieve: "The CVC truly wanted a diverse corps, but it didn't insist upon it from the very beginning. We learned that how you start is how you end up, because new recruits want to see themselves in the corps." In the end, the CVC did not achieve its diversity objectives. Ensuring a diverse corps, vowed Brown and Khazei, should be the first priority of national service.

Citizenship National service would train young people for "the highest office in a democracy"—that of a citizen. Physical service such as cleaning graffiti or building gardens would engender responsibility for a shared environment. Even more important, service that required direct work with others of different backgrounds would build commitment among citizens. A national service program, they believed, should also provide tools for citizenship, including a high school education, first aid skills, voter registration, and practice in public speaking.

Private sector investment Fostering citizenship, believed Brown and Khazei, was the responsibility of all social sectors—public, non-profit, and private. "It takes a village to raise a child," reminded an African proverb they often recalled. In the 1980s, youth corps operated with largely government funding. When Brown attempted to generate private investment while at the CVC, he was told, "You have \$10 million in city funds. Why do you need other support?" To Brown and Khazei, national service needed the private sector's resources and skills. Government restricted use of funds to particular constituencies such as "at-risk" youth or city residents; private funders had no such constraints. Government placed priority on regulation; the private sector of the 1980s seemed to emphasize entrepreneurship and innovation. And the absence of public funds allowed for financial and policy independence from political decision-makers. They concluded, "national service had to be founded in the private sector, on private sector principles. Government would then come in as an investor."

When Brown and Khazei explained their vision to others, most responded skeptically. "Everyone told us it couldn't happen," remembered Khazei. "Or, they said it was a great theory, but how did we know it would work? We realized, then, that people first had to experience the idea. We resolved to create an 'action tank'—combining a think tank and a pilot program to demonstrate on a small scale what national service could be. If we could show the future, then maybe, we could hasten the future." The action tank would enlist 50 Boston youth, ages 17 to 23, in a year of service. They would call it City Year.

Start-up

In June 1987, Brown and Khazei—aided by their friends Neil Silverston, a Harvard Business School student, and Jennifer Eplett, an EF Hutton analyst—began developing City Year. With the exception of Brown's year at the CVC, no one had experience implementing a service program. "We were making it up as we went along. We were running on ideas and inspiration, commitment and vision. We didn't know what we couldn't do," explained Khazei. Together, the four estimated that start-up would take two years: a year of planning for a summer pilot to test the model in 1988, followed by another year of fundraising and program development before opening a full year program in September, 1989 (see **Exhibit 1** for timeline).

Funding presented the most immediate challenge. Brown and Khazei decided that each corps member would need a \$100 weekly stipend to help with food and transportation. As well, they wished to demonstrate the value of service by providing participants who completed the service year with \$5,000 scholarships or \$2,500 cash service awards (\$1,000 for the summer pilot). City Year would also require office space, uniforms, and salaries for staff. All would be raised through the private sector. For a 50-person corps, they would need \$200,000 for the summer pilot and over \$800,000 in the first year.

For seven months, they raised nothing. Recalled Khazei, "We lived off savings and second jobs. It was a long process of meeting someone who introduced us to someone, until finally, in January, we met with Ira Jackson of the Bank of Boston. It was a real turning point. When they contributed \$25,000, it gave us a stamp of legitimacy and helped bring in other funders." The Bank of Boston became the first "team sponsor"—agreeing to support one City Year team. One by one, Bain & Company, General Cinema, NYNEX, and Equitable Financial Services contributed \$25,000 towards the summer pilot. In March 1989, Echoing Green Foundation's 90-day \$100,000 challenge grant galvanized three corporations to return with funding for the first year. Finally, in August 1989, City Year had sufficient funds to open its doors. Concluded Brown, "We succeeded, I think, because we were so tenacious. We believed absolutely in what we were doing. It was City Year or bust."

Early on, Brown and Khazei began to tackle the question of how City Year would achieve a diverse corps. "Diversity," stated Brown, "was always our highest priority. At every stage in planning, we asked ourselves how decisions were affecting our goal." A service year of September to June was chosen, because most young people were accustomed to an academic calendar. Early efforts targeted public and private schools, as well as community centers and playgrounds for those not in school. After the summer pilot, recruitment director Kristen Atwood was the only full-time employee of City Year. Noted Khazei, "a long time before Michael, myself, or any fundraisers, Kristen went on the payroll."

Though challenging, funding and diversity were clear goals during start-up. More ambiguous was the question of what City Year's day-to-day organization would look like. Recalled Brown, "How, we wondered, do you take people from all different backgrounds, bring them together, and develop high quality service? How do you develop an organization?" Brown and Khazei sensed that the answer lay in a strong culture. Corps members and staff would need shared ideals, symbols, and traditions. Explained Brown, "We began to invent a way of doing things."

The City Year Model

By 1992, City Year had developed a distinct "way of doing things." The City Year culture was idealistic, energetic, entrepreneurial, and disciplined. Guided by a deep commitment to diversity and service, it was—in the words of one staff member—"run like a political campaign." Inspirational stories, shared vocabulary, bright uniforms, morning calisthenics, and team-building exercises created the City Year "look and feel." The corps and staff called these "power tools" and used them to communicate core values through every activity. "We are a values-based organization, and that's good," reminded Brown and Khazei. Of the 150 inspirational stories presented in the City Year handbook, the most repeated and shared was a Robert Kennedy quotation:

It is from numberless diverse acts of courage and belief that human history is shaped. Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.⁴

At heart, the culture was inclusive. Meetings followed the rule of NOSTUESO ("No One Speaks Twice Until Everyone Speaks Once") and corps members were encouraged to "moccasin" their ideas, which alluded to a Native American prayer, "Grant that I not criticize my brother until I have walked a mile in his moccasins." (See **Exhibit 2** for excerpts from City Year Handbook). City Year exuded high energy. Training included dramatic skits and service projects; every day began with calisthenics, cheers, and raps created by the corps.

City Year encouraged entrepreneurship and pushed corps members to uncover the "best virtues" from a diversity of American institutions including the military, the government, the university, the political campaign, and the family. Exhorted Brown, "Mine the military's esprit de corps, business' accountability, the urgency of the political campaign, and the mutual regard of the family." Corps members responded by developing their own service projects, while staff members initiated a leadership training curriculum for the entire corps.

Yet, the culture was also pragmatic. Every idea was piloted by one team before being presented to the entire corps. Staff provided written documentation of all events and presentations. And, it was disciplined. Every staff and corps member wore the same red jackets and khaki pants. Tardiness, drugs, violence, or other disruptive behavior resulted in dismissal from the corps.

From these values, a City Year model developed for managing (1) recruitment, (2) the corps, (3) service, (4) fundraising, and (5) staffing and organization.

Recruitment

Corps recruitment began every November and continued throughout the year. Brown and Khazei set two goals: enlist young people who showed promise of enthusiasm and initiative, and

4. Guthman, Edwin and C. Richard Allen, eds. *RFK: The Collected Speeches*. New York: Viking, 1993, p. 243-4.

recruit a diverse corps. Diversity—of gender, ethnicity, education, family income, and geography—was meant to reflect the demographics of metropolitan Boston (see Exhibit 3 for City Year demographics). To all, City Year gave a highly energetic presentation. Recruiters described how corps members had made a difference in the Boston community, while corps members led audiences in calisthenics and spoke about their own experiences.

No one presentation, however, addressed every audience. By 1991, recruiters had learned from experience to pursue different strategies with different groups. For college graduates, they posted descriptions at career placement offices and emphasized the direct leadership and management experience City Year could offer over entry-level positions elsewhere. By contrast, recruiters found high school dropouts at community centers and neighborhood playgrounds, and spoke with them informally about the chance to find a direction through City Year. Middle-class suburban youth were among the hardest to recruit. These students, along with their parents and guidance counsellors, had to be convinced that the City Year experience merited a year off before college. Recruiters had to reach students months before college acceptance letters. To do so, they sent literature to high schools and made presentations at Parent-Teacher Association meetings a year in advance.

The Corps

Beginning with an intensive five-day orientation, corps development emphasized teamwork and leadership. A sense of "one corps," united for a common purpose was reinforced through uniforms, morning calisthenics, and common stories such as "ripples" and "moccasins." Division into teams, however, was also critical to the experience. Each corps member spent his or her entire year as a member of one team. Serving in a small group of 10 to 12 was designed to encourage leadership and build long-term bonds between those of different backgrounds. Corp members were expected to exemplify City Year's values. Each young person signed a contract promising full effort and participation, a positive attitude, and professional behavior. As one team leader noted, "City Year holds the corps to high expectations. Understanding what City Year is about and following the rules are just a given."

To each team, Brown and Khazei assigned a staff leader who managed team dynamics, oversaw service quality, and provided counseling to individual corps members. Early team leaders were typically Boston-area college graduates, attracted to City Year by community service and leadership opportunities. In later years, many corps members stayed with City Year to become team leaders.

Service

The corps' experience and City Year's value to the community depended on the creation of quality service projects. The first two years were a struggle to keep five corps teams in full-time service by finding and developing dozens of two- to four-week projects. Relationships had to be developed with local not-for-profits and schools. Brown, Khazei, and senior staff grappled with what kinds of service would allow City Year teams to make the most significant contributions in the Boston community. Response from schools had been particularly strong; as one elementary school principal explained, "The corps members give our children hope and a vision of how to live." By the second year, Brown and Khazei decided to focus City Year's efforts on children. They also, remembered Khazei, "determined that we could have a bigger impact if we maintained

longer-term relationships with schools and other service organizations. Each year's work would build on the last."

Regular innovation became central to development of City Year's program of service. Staff members who documented service initiatives began in 1990 to create a list of best projects completed in schools. Activities such as tutoring, leading field trips, teaching violence prevention, hosting parents' nights, and painting classrooms became part of a detailed curriculum package that City Year could train corps members for and offer to schools as a "service product." Also instrumental in the development of service were individual corps members. In 1990, one team piloted a one-week day camp for children. Later, another team designed a program called "Young Heroes" which introduced eighth graders to public service through projects planned and led by corps members on weekends.

By 1992, service at City Year had become a highly organized and demanding program. Each year began with a two-week "start-up" project, generally physical service to foster team-building and achieve tangible results. Service continued with a four-month "flagship" project, designed to build continuous improvement at a school, community center, or homeless shelter. Teams performed service from 9 a.m. to 5 p.m., Monday through Thursday. Fridays were devoted to organized workshops which addressed corps members' ability to lead effectively in service and as citizens. To graduate, a corps member had to register to vote, write a resume, learn tax preparation, become certified in first aid, and—if not a high school graduate—study toward a general equivalency diploma (GED). Once a month, the entire corps came together for a one-day "Signature Service" such as the building of a playground or the cleanup of a local beach. (See Exhibit 4 for highlights of one team's schedule).

Fundraising

City Year's fundraising strategy followed its philosophy of civic engagement. "Our goal," explained Brown, "was never to just get a check. From the beginning, we asked sponsors to get involved, come out and do service, and begin seeing service as a vehicle to bring people together. We sought partnerships with the private and public sectors to engage their resources and commitment to the community." In its first three years, City Year focused exclusively on partnerships with the private sector. (See Exhibit 5 for selected financial information). Executives were invited to observe and participate with teams in service and attend roundtable talks with corps members. City Year valued in-kind donations, pro bono consulting or legal advice, but when possible, sought deeper partnerships. When Jeff Swartz, COO of the Timberland Company, donated work boots to the corps, Brown and Khazei invited him to a service event, and Swartz found himself moved by the experience: "Once I participated, I had a new, very different feeling of commitment."⁵ Timberland became a team sponsor and announced a multi-year \$1 million commitment in 1992.

By 1991, a growing number of firms had become "team sponsors," an innovation Khazei and Brown borrowed from the 1984 Olympics where companies sponsored athletic teams. Each City Year sponsor contributed up to \$100,000 and established a unique relationship with one team. Corps members wore T-shirts with their sponsor's name, lunched with the CEO, presented to the board of directors, and hosted service projects for company employees. Sponsoring firms

5. Mooney, Tom. "Attack on the City" *Providence Journal-Bulletin*, December 19, 1993.

encouraged employees to attend City Year events like Opening Day, Graduation, and the Serve-a-thon.™ An annual day of service organized by City Year for the community, the Serve-a-thon™ was another way City Year linked fundraising and service. In 1992, 8,000 people participated, raising \$700,000 for City Year. The five original team sponsors returned to sponsor a team in 1990, 1991, and 1992, along with 20 other Boston-area firms (see Exhibit 6 for list of team sponsors).

With private sector support, City Year grew from a 50 to 100 corps members, while continuing to provide \$5,000 graduation awards. By 1991, Brown and Khazei felt the private sector had committed to City Year, and that the organization was ready to grow. They decided to bring the public sector into City Year's coalition. Federal funding for national service had become available when President Bush signed into law the Community and National Service Act of 1990. City Year applied for support, and in June 1992, became one of eight National Demonstration Projects, receiving a combined \$7.2 million for 1993 and 1994. In accepting public funds, Brown and Khazei imposed the condition that City Year remain at least 51% privately funded.

Staffing and Organization

"We are all in service, both corps and staff. Together, we make up a single City Year work force for idealism," declared Brown. The staff of City Year reflected the diversity and energy of the organization. Like the corps, they varied in experience, background, and ethnicity. Some had heard about City Year and called Brown and Khazei asking to join. Others were actively recruited by the co-founders for the value they could add to the organization. Community service veterans, high school graduates, several consultants and investments bankers, and a former assistant vice president of the Bank of Boston served as directors of fundraising, service, and corps development. All were attracted by the mission of "making a difference" and the power of directly influencing the lives of others.

Most of the team leaders were in their mid- to late twenties, and several had been with City Year since its founding. Many had begun as corps members and moved into leadership roles in the organization. Noted Khazei, "Because we believe in empowering young people and giving responsibility, nearly 20% of our staff are former corps members." A Harvard professor, an ex-Marine, and several ex-teachers also served as team leaders.

Reporting relationships and specific job descriptions for City Year's young staff remained loose and fluid (see Exhibit 7). Staff moved from one area to another and new positions were created as needed. Although the top level comprised seven to ten key people who reported to the co-directors, nearly everyone in the organization interacted daily with Brown and Khazei. It was through these interactions—sometimes in meetings, but often informally—that decisions were made. The frequent analogy of City Year to a political campaign referred to both a campaign's energy and its chaotic, sometimes ad hoc management processes.

City Year's strong culture and an intensive training program glued this diverse and growing set of people together. Week-long summer retreats were designed to inculcate the vision, values, and culture of City Year in new staff. Program director Stephanie Wu described these retreats as, "a total immersion experience in what it means to live in the City Year community. It is an important place where the wisdom of the organization is housed and shared."

For 1993, City Year planned to initiate a "Summer Academy" which added sessions on leadership and management skill development.

Brown, Khazei, and the City Year staff were advised by a 14-member board of directors. Both co-founders were adamant about selecting board members who were not only prominent in government, business, or the not-for-profit world, but also on record as supporting national service and "genuinely excited by the vision of City Year." Board members included a former U.S. senator, the president of Radcliffe College, a bank senior vice president, and several not-for-profit directors. Because of the speed of change at City Year, board meetings were devoted mainly to updates on new developments.

Leadership

The driving force behind City Year was and continued to be the combined leadership of co-directors Brown and Khazei. "In our vision," commented Khazei, "we have always been partners. We sometimes disagree, but we discuss and make all decisions together." Though different in personality—Brown was described as "deeply thoughtful" while Khazei preferred "spontaneous action," even casual observers noted that they shared the same idealism, dynamic energy, and seemingly tireless commitment to national service. It was this energy, which in the words of one senior staff member, "converted people to City Year. They wear their passion on their sleeve, and it draws you in."

Many found themselves "drawn in" by the co-founders's participative and informal management style. Brown and Khazei performed service along with corps members, wore the City Year uniform, and were known as "Michael and Alan" to everyone. One senior staff member commented, "They care deeply about the people at City Year. They welcome everyone's energy and ideas." Another added, "Alan and Michael give staff members and corps members the chance to make decisions. They stay in the background while the corps and staff lead public events." Still, Brown and Khazei participated in all key decisions at City Year and were highly visible players in the national service movement.

Described by many as "classic entrepreneurs," Khazei and Brown could be very hands-on and directive. They insisted on close guidance over all strategic decisions affecting City Year and the vision of national service. They placed a high value on innovation and would, "freely throw out plans and processes if they or someone else thought they had a better way to accomplish the task." New concepts and ideas were seen by Khazei and Brown as means of promoting the vision of national service. Yet, it created a constant challenge for the organization, and sometimes caused frustration among the staff. One senior staff member concluded, "Alan and Michael are visionaries. They push ahead, and the organization struggles to keep up with them."

Developing a National Strategy

By 1991, City Year had begun to develop a national reputation. Its position as a national demonstration project and its success in attracting corporate support brought political and media attention. City Year encouraged those interested to visit, observe teams in service, and speak directly with corps members. Over a thousand came to Boston. Corps members told them:

I never realized how sheltered I was, how I used to stereotype people who were different from me. When you work with people, really work hard together, your attitudes change.⁶

* * *

I didn't care about too many things. I had dropped out of school. I was angry, prejudiced, negative. City Year saved my life. I don't want to sell anything to you, but there it is. I now like to wake up in the morning—know what I mean?⁷

* * *

When the kids I work with start learning, I can see the smiles on their faces. I know then that I became part of their lives. I made a difference.⁸

* * *

"Once they saw it for themselves," explained Brown, "once they talked to corps members, people got it. They were hooked." Many praised the fact that over 80% of the corps completed the service year. A 1991 survey of all City Year graduates found 65% pursuing higher education, 69% working, 19% parenting, 2% unemployed, and 14% unknown. The *New York Times* declared, "If it can get more funds, City Year will expand. . . . That would mean a welcome flowering of what is already the pride of Boston—and could be the pride of the nation."⁹

Brown and Khazei, however, vowed that City Year first had to grow in Boston. "We needed to demonstrate scale," explained Khazei. "We had to become large enough so that young people in red jackets were as common to the community's fabric as the police force or the schools." With increased corporate sponsorship, City Year expanded from 100 to 200 corps members in 1992, and considered further growth for 1993. But as Brown recalled:

We began to ask the question, "Should we stay a single site action tank or grow and become a bigger part of the national service infrastructure?" We decided that we could have the most impact by demonstrating what a national service network in the City Year model would look like.

In December 1991, a presidential hopeful called on City Year. Brown and Khazei arranged a two-hour discussion between Governor Bill Clinton of Arkansas and several corps members. Clinton was elected president in November 1992. The day after Thanksgiving, a CNN newscast showed the president-elect out jogging in a City Year sweatshirt. In his first press conference as president-elect, he told reporters his top priorities were the economy, the deficit, health care, and national service.¹⁰ Recalled Brown, "It was a great surprise. The first three had to be on the national agenda. Only a president could make national service a top concern."

6. Harrison, Jim "City Year" *Harvard Magazine*, May-June 1992.

7. Lewis, Anthony. "Making a Difference" *The New York Times*, March 15, 1993.

8. Hanson, Gayle. "A Youth Corps Volunteering to Change Things" *Insight Magazine*, August 24, 1992.

9. Brent Staples, "Pride in Boston" *The New York Times*, June 19, 1991.

10. Cable News Network, *Evans and Novak*. November 14, 1992, Transcript 139.

If national service was on the presidential agenda, Brown and Khazei realized the time had come to think seriously about expansion.

Developing New Sites

"There were a few things," noted Khazei, "that were fundamental to us, on which we would not compromise. We would not open a program that wasn't diverse, didn't perform quality service, didn't attract private sector support, and didn't share City Year's culture. On everything else, we were completely flexible." Given their requirements, Brown and Khazei began to consider what a new site would need to replicate the organization's fundamental values and ideals. Brown remembered, "We didn't know yet how we could ensure that the intangibles that make City Year what it is—its idealism, its energy, its entrepreneurship—took root somewhere else."

Brown and Khazei called Roger King, a City Year board member and Bain manager, to discuss their concerns. King recommended that they focus on how to structure the relationship between Boston and a potential expansion site. Bain & Company donated a case team, led by King, to examine the question.

Weak Coordination

In the not-for-profit world, organizations often grew by developing a loosely affiliated network of chapters. Chapters of large and successful not-for-profits like Habitat for Humanity and the Audubon Society shared the name of the national organization, as well as mission statements and training manuals, but had separate legal status, autonomous executive directors, and local boards of directors with fiduciary responsibility over local budgets. In many cases, local chapters exercised a high degree of control over their activities.

The Bain case team weighed the advantages and disadvantages of this approach. Local control fit with a common understanding in the non-profit world that organizations serving the community should be local in character. Not only, it was believed, did local people understand what was unique about their city, but citizens would reject an organization not controlled entirely at the local level. Looser control also allowed for faster growth. City Year might be wise to take advantage of the strong and unprecedented political support that the idea of national service was enjoying in 1992. The most worrisome disadvantage was that City Year would have limited ability to ensure that its model and culture were replicated with fidelity.

Strong Coordination

Under a system of strong coordination, key decisions about the strategy and direction of local sites would be made by a national organization led by Brown and Khazei. They would maintain ultimate control over all operating standards and guidelines for the corps and staff. Tight control also would enable them to shape directly the composition of local staff, placing City Year veterans in each new site. Local sites would not have separate legal status as independent not-for-profits; local boards would have only advisory roles, and executive directors would be employees of City Year.

The advantage of strong coordination, argued Bain, was that City Year would have a greater ability to proscribe and monitor replication of the model. Tighter control would also

enable the rapid development of shared experience across sites utilizing similar practices— thereby lowering costs, improving quality, and encouraging diffusion of innovation across sites. The disadvantage was that growth would have to be slower so that new sites were supported and managed in ways to ensure their full adoption of the model: a few sites, at most, in 1993, with possible expansion to as many as 10 cities in 1994.

After analyzing the situation, Bain recommended that City Year adopt a strategy of tight coordination, and expand to one or two sites in the next year. Khazei and Brown agreed. Explained Khazei, "Because the value that we add—our culture, our experience, our central ideas—was not easily transferable, that argued for stronger coordination. You can't put City Year into a manual. We care so much about the idea that we had to ensure its success." Added Brown, "The quality of new sites was a top concern. There was too much at stake, including the reputation we had built for five years in Boston. We could not allow any site with the City Year name to fail."

Yet, both wondered about the implications of this decision for the City Year organization. Most likely, Boston would become the headquarters of a national organization that managed and coordinated all new sites along with City Year Boston. How that organization would be structured, and what roles and responsibilities it would assume, however, remained unclear. While some veteran staff members would maintain positions at City Year Boston, others might move to new positions in the national organization.

Khazei and Brown also pondered how to staff local sites. Noted Brown:

We had no idea how many City Year-trained staff we would need at each site. Through expansion in Boston, we had developed a depth of experienced staff and corps who could seed other sites and foster understanding and adoption of the City Year model locally. But we also wanted local people at each site. Was there a right mix?

While they tentatively thought that the executive director would have to be a City Year veteran, they considered whether other senior staff should be local people. Service projects, while following the guidelines of meaningful service and civic engagement, would need to address each community's particular needs. Commented Khazei, "We could not be rigid. We wouldn't go in and impose City Year on a community. Any new site would have to embrace and understand City Year."

Three Opportunities

A national conference and a news story galvanized City Year to consider its options. In January 1993, the Conference of Mayors invited City Year to make a 7 a.m. presentation to 200 of the nation's mayors. Recalled Brown, "Twenty corps members led the mayors in calisthenics and told their City Year stories. Mayor Flynn [of Boston] described the impact City Year had made in Boston." That same day, NBC aired a three-minute profile of City Year on the national news. By the end of the week, hundreds of phone calls had poured in from dozens of cities—from mayors, businesspeople, government officials, and not-for-profit directors, all wanting to find out about starting "a City Year chapter."

Several calls came from cities that the Bain consulting team had recently identified as matching key selection criteria. A new site would have to have a diverse metropolitan population from which to draw a diverse corps. The city would have to demonstrate a commitment to City Year and an interest in community service. Contentious politics, an existing youth corps, or heavy corporate commitment to other service providers represented possible barriers to entry. As well, City Year had to be assured of private sector resources, which required a substantial corporate base (see **Exhibit 8** for Bain Study site selection criteria).

Other calls came from cities already mentioned by City Year staff members as possible expansion sites. Many had argued for months that City Year needed to prove it could operate in an environment different from Boston. Expansion to one of the nation's largest cities—New York, Chicago, or Los Angeles—would demonstrate the strength of the City Year model. So would expansion outside the Northeast, to a spread-out city without extensive public transportation, or to a metropolitan area with a different ethnic diversity. Others disagreed, arguing that it was more important to ensure that expansion succeeded. Cities demographically similar to Boston would make the best new sites. City Year, some pointed out, should "stay close" and select a city where they could share resources and staff easily with Boston.

Chicago

The city of Chicago was particularly promising. Both the director of Chicago Community Trust and the president of the MacArthur Foundation had witnessed City Year presentations. Mike Alter, president of the Alter Group, a Chicago real estate firm, was a long-time friend to Brown and Khazei and an avid City Year supporter. Expansion to Chicago in eight months, however, would require considerable effort. Few U.S. cities contended with as many social challenges. City Year would also have to navigate complex local politics and compete for funding with 1,500 other community organizations.

Providence

Another possibility was Providence, Rhode Island. Rocky Melo, a former corps member and now a Brown University student and member of the Governor's commission on youth service, called Brown and Khazei about bringing City Year to Providence. Rhode Island's state capital, she argued, had a diverse population of 160,000, no existing youth corps, and an energized service community. Melo knew many directors of non-profits personally. Less than 60 miles south of Boston, Providence had branch stores of several current team sponsors. Brown and Khazei wondered, however, whether Providence could fulfill City Year's requirement of private sector funding. Rhode Island had a limited corporate base. Also, given its small size and proximity to Boston, Brown and Khazei were not sure they would truly be testing the viability of the model by expanding to Providence.

Columbia

A third possibility was 1,000 miles away in Columbia, South Carolina. There, Marie-Louise Ramsdale was busy with preparations to open a summer pilot for a youth service corps. Ramsdale, a 24-year-old Harvard Law School student, had been inspired while participating in the 1992 City Year Serve-a-thon, to found a corps modeled on City Year in her hometown of Columbia (pop. 120,000). Failing for months to schedule a meeting with Brown or Khazei, she went ahead with her plans, researched youth corps, and made a proposal to Columbia's mayor

and key business leaders. Within six months, Ramsdale had raised over \$10,000, assembled a board of not-for-profit directors, lawyers, and corporate executives, and begun to recruit young volunteers. When she contacted City Year again, the call was given to Roger King. He immediately told Brown and Khazei, "You must meet Marie-Louise. She has the energy and the commitment needed for a new site. With or without us, I think she is going to make it happen." Though enthusiastic, Khazei and Brown maintained reservations. Columbia was a small city, and Ramsdale was not a City Year veteran. Could the City Year culture "take" under her leadership? Moreover, it was not clear that Ramsdale would be interested in operating in a system with tight control.

February Decisions

As the corps completed its day of service, Brown and Khazei had yet to make any final decisions. Momentum was building, and both were now certain that the time was right to expand. The huge demand generated by the Conference of Mayors meeting raised the question of whether the slow growth mandated by tight coordination was really the best strategy. Perhaps it would be better to loosen control and expand quickly to a larger number of cities in 1994. The demand seemed to exist for such a strategy.

In any case, they struggled with the question of which cities to enter. Chicago, Providence, and Columbia were all promising opportunities. Yet, each had distinct drawbacks. Khazei and Brown could not help wondering whether they were even the right cities from which to choose. Many other cities were now expressing interest, but would they still be receptive a year from now?

Brown and Khazei also realized that, regardless of which city they entered and the degree of control they exercised over a site, the addition of new sites would likely require changes in the City Year organization and their own management style. They considered creating a new corporate structure, and wondered what new roles and responsibilities would have to be established. New staff would be hired, and others would take new positions. What impact would this have on the staff and corps? And how could they communicate the changes and align the organization to this new strategy?

Both were acutely aware of the high stakes involved. City Year had always operated through innovation and risk-taking, but this time, they knew it could not afford to fail. Expansion to the "wrong site" or a poorly executed growth strategy would squander substantial organizational resources—perhaps jeopardizing even Boston's viability. The future of City Year depended on its continued reputation as a successful model for national youth service.

Exhibit 1 Timeline of City Year Events, 1987-1993**Start-up**

September 1987 Planning begins for summer pilot
 January 1988 City Year receives first donation
 June 1988 Summer pilot launched
 August 1988 Pilot for Serve-a-thon™ called "City Year for a Day"
 September 1988 Planning precedes for full-year program

First Year

September 1989 City Year opens with first full-year corps
 October 1990 First annual City Year Serve-a-thon™; 450 participate
 June 1990 First full-year corps graduates

Second Year

September 1990 Corps expands to 70 members
 October 1990 1,200 participate in annual Serve-a-thon™
 January 1991 Teams complete longer four-month service projects

Third Year

September 1991 Corps expands to 100 members
 October 1991 3,000 participate in Serve-a-thon™
 December 1991 Governor Bill Clinton visits City Year
 June 1992 City Year is named a Demonstration Project for National Service by President Bush; receives \$7.2 million in federal funding

Fourth Year

September 1992 Corps expands to 214 members; City Year's communication staff report that 1,000 people have attended City Year Visitor's Day since 1989
 October 1992 7,000 participate in Serve-a-thon™
 November 1992 Clinton elected president and calls for volunteer National Service
 January 1993 City Year's presentation to Council of Mayors followed by hundreds of requests for expansion
 February 1993 Brown and Khazei consider expansion to Chicago, Providence, and Columbia for September 1993

Exhibit 2 Excerpts from the City Year handbook, "Putting Idealism to Work"

- ***"Every battle is won or lost before it is fought."*** This 2,500-year-old insight from the Chinese strategist Tsun Tsu is the most important rule of implementation at City Year. Planning and preparation are the critical elements of success. Almost any glitch or failure can be traced *directly* to poor planning or implementation. Think it through, take the time—and do it right the first time.
- ***Nail the details! Every single one.*** Excellence is all in the details. Everything counts, all the time! Each daily briefing, each painted wall, each child taught—for better or worse—tells the world about our values, standards and beliefs.
- ***Program for diversity.*** In planning anything, think about diversity in terms of input into design, implementation and communication.
- ***Lead with ideas.*** Always try to lead first with the big ideas, rather than "rules" or "expectations." Allow people to get as excited as you are about those ideas. Share information, and the results you are trying to achieve.
- ***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.
- ***"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.
- ***City Year refuses to fail.*** To achieve important organizational goals, City Year will re-imagine plans, re-arrange priorities, re-allocate resources, or just plain work harder and smarter. 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.
- ***City Year seeks to appeal to the best in people and institutions.*** And challenge them to put their best to good use. Never hesitate to ask someone to contribute or to get involved.
- ***Young people are the resource, not the client.*** This is the *whole* reason youth service experience is so powerful. City Year is not a youth program. It is a social change organization with youth as its greatest resource.
- ***Never ridicule anyone 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 is pour cold water on someone else's idealism, passion, and enthusiasm. As an organization we cannot tolerate it and stay true to our ideals.
- ***Always remember, it's a privilege for all of us to serve at City Year.***

Exhibit 3 City Year Corps Demographics, 1989-1993

		1989- 1990	1990- 1991	1991- 1992	1992- 1993
Enrollment	Fall	50	74	100	214
	Mid-year	7	2	7	20
	Total	57	76	107	234
Gender	Male	54%	49%	50%	53%
	Female	46%	51%	50%	47%
Ethnicity	African-American	39%	29%	35%	33%
	Asian-American	2%	8%	7%	8%
	Caucasian	47%	45%	42%	43%
	Latino	12%	14%	15%	14%
	Native American	0%	3%	1%	<1%
	Other	0%	1%	0%	2%
Pre-CY Education	High school non-graduate	23%	30%	24%	27%
	High school graduate	61%	50%	60%	54%
	Some college/college graduate	16%	20%	16%	19%
Socioeconomic (annual family income)	Low (up to \$30,000)	na	57%	61%	68%
	Mid (\$30,000-\$60,000)	na	20%	26%	12%
	High (above \$60,000)	na	23%	13%	20%
Attendance	Completion rate	77%	83%	86%	85%
	Average length of stay (months)	7.9	8.2	8.2	8.1
Profile of graduates	Education:				
	College (2&4 years)	42.9%	64.8%	54.2%	na
	Vocational program	2.9%	5.6%	1.4%	na
	Working	68.6%	68.5%	69.4%	na
	Parenting	11.4%	18.5%	16.7%	na
	Unemployed	14.3%	1.9%	12.5%	na
	Unknown	20.5%	14.3%	21.7%	na

Exhibit 4 Highlights of Reebok Team's Schedule, 1992-1993**Fall Term**

August 20-31	Training Academy (all staff)
September 1	GED Testing
September 8-12	Corps Member Orientation and Training (overnight)
September 15-29	Kick-off Project Reebok Team constructs common space in group home, Lynn Mental Health, Lynn, MA
September 18	Signature Service All corps and staff clean-up and rehabilitate Garden Cemetery in Chelsea
September 22	Opening Day
September 29	Fall Flagship Project "Operation Overcoat" Reebok Team collects, sorts, and distributes overcoats to homeless people
October 2	Friday Workshop "Life Issues and Counselling Services"
October 9	Friday Workshop "Multicultural Awareness"
October 24	Serve-a-thon™ (led by all staff and corps)
October 30	Friday Career Expo "Internships, College and Careers"
November 6	Friday Workshop "Leadership-You Can Make a Difference"
November 20	Friday Workshop "Violence Prevention"
December 9	Event with Sponsor Reebok Human Rights Day
December 12	Signature Service All corps and staff visit with elderly residents of Boston Housing Authority sites
December 19	Flagship Project ends Winter vacation begins

January Term

January 5-29	Corps Member Externships Projects of Reebok Team members include 1) writing articles about homelessness for newspaper sold by homeless, 2) teaching Russian at Cambridge Rindge and Latin School, 3) programming for children at Boys and Girls Club in East Boston
January 18	Martin Luther King, Jr. Day Celebration
February 1-4	Mid-year Retreat (overnight, all staff)

Spring Term (upcoming events)

February 2	Spring Flagship Project Reebok Team to serve at Phyllis Wheatly Middle School in Roxbury as teacher's aides
February 13	Signature Service All corps and staff to sort food at Greater Boston Food Depository
March 6	Friday Workshop "Wellness and AIDs"
March 13	Event with Sponsor Service Project with Reebok Employees
March 26	Recruiting Blitz "Annual Call to Service" (all teams)
March 27	Friday Workshop "Life after City Year"
April 19-23	Reebok Team helps run Day Camp for children during Boston Public School's Spring Break
May 2	Special Event Walk for Hunger (all corps and staff)
May 14	Special Event Blackstone School Carnival
May 22	Friday Workshop "Violence Prevention"
June 1	Flagship Project Ends
June 14	Graduation

Exhibit 5 Selected Financial Information, 1989-1993

	8/31/90	8/31/91	8/31/92	8/31/93*
Revenues				
Private Sector	\$539,712	\$1,539,708	\$2,492,184	\$2,926,200
Federal Funding	0	0	0	2,858,100
In-Kind	153,602	219,118	129,159	311,400
Total Revenues	693,314	1,759,826	2,621,343	6,095,700
Expenses				
Salaries, benefits (staff)	343,222	558,759	980,741	2,370,000
Stipends, scholarships(corps)	410,251	562,965	787,346	1,750,200
In-Kind	152,868	270,922	146,014	261,400
Other Expenses	151,244	382,770	692,707	953,400
Total Expenses	1,057,585	1,775,416	2,606,808	5,335,000
Net Surplus (Deficit)	-364,271	-16,950	14,535	760,700

*Estimate, February 15, 1993

Exhibit 6 List of Team Sponsors, 1992-1993

Apple Computer Team	Boston Wharf Company Team
Bain & Company Team	Citizens Founders Team
Bank of Boston Team	Citizens Team
Big Six Accounting Team (consortium)	Clean Harbors Team
Arthur Anderson	Echoing Green Foundation Team
Coopers & Lybrand	Fleet Bank Team
Deloitte & Touche	Gillette Team
Ernst & Young	Hospitality Industry Team (consortium)
KPMG Peat Marwick	Au Bon Bain
Price Waterhouse	Rebecca's Cafe
Boston Consulting Team (consortium)	Interleaf Team
Anderson Consulting	Kellogg Foundation Team
Boston Consulting Group	KPMG Peat Marwick Team
Charles River Associates	Liberty Mutual Team
Gemini North America	Massachusetts Community Service
Harbridge House	Commission Team
Mercer Management Consulting	Millipore Team
Monitor Company	New England Telephone Team
Pittiglio, Rabin, Todd & McGrath	Parents, Friends & Family Team
Talisman, Inc.	Reebok Team
Boston Company Team	Summit Partners Team
Boston Lawyers Team (consortium)	Timberland Company Team
Bingham, Dana & Gould	
Brown, Rudnick, Freed & Gesmer	
Burns & Levinson	
Choate, Hall & Stewart	
Goodwin, Proctor & Hoar	
Goulston & Storrs	
Hale & Dorr	
Hill & Barlow	
Kirkpatrick & Lockhart	
Mintz, Levin, Cohn, Ferris,	
Glovsky and Popeo, P.C.	
Palmer & Dodge	
Ropes & Gray	
Sherburne, Powers & Needham	
Sherin and Lodgen	
Skadden, Arps, Meagher & Flom	
Testa, Hurwitz & Thibault	
Widett, Slater & Goldman, P.C.	

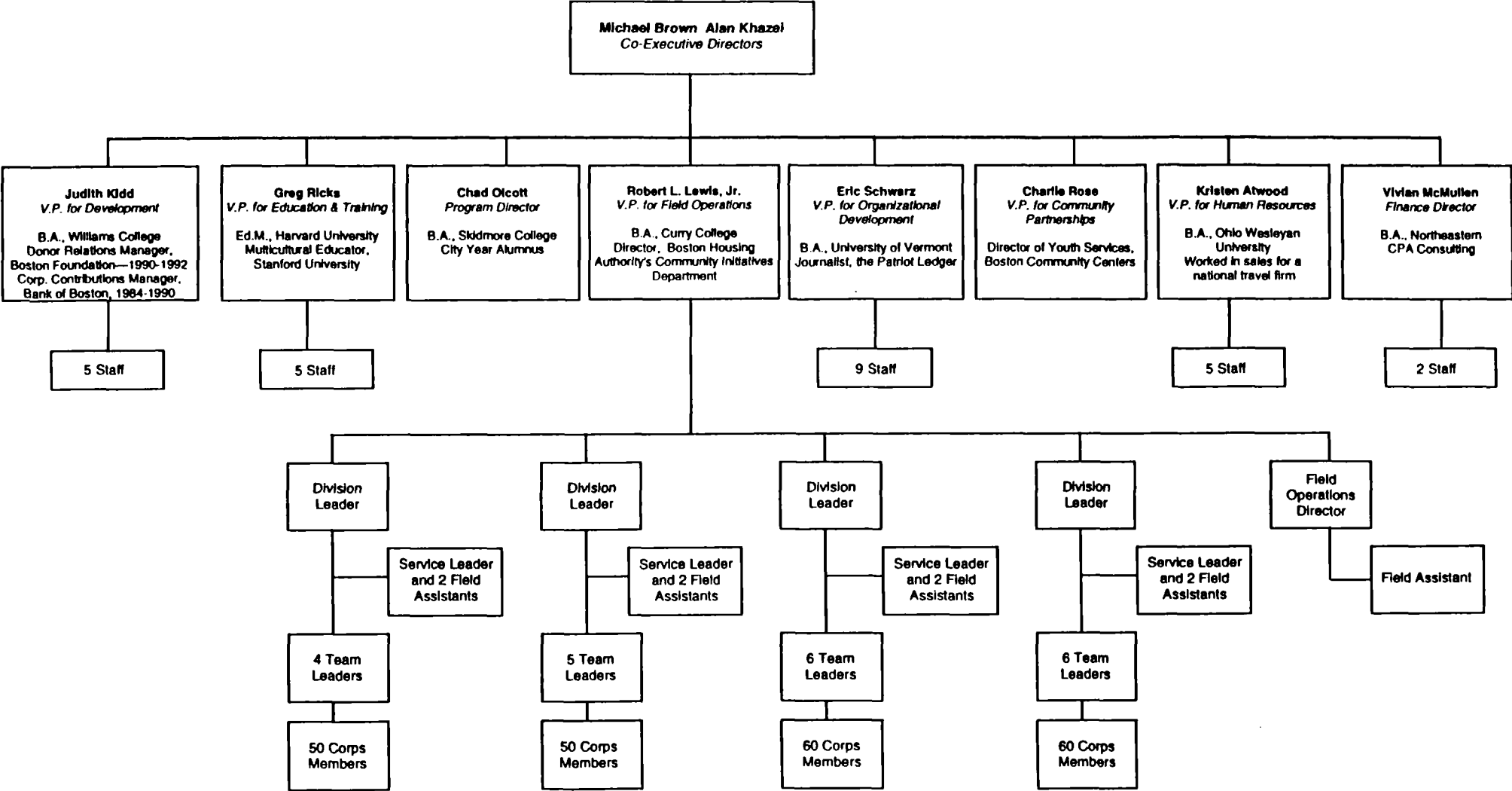


Exhibit 8 Bain Study: Site Selection Criteria

Group	Criteria	Rationale	Definition
Demographics	Size	Pool for corps members; pool for individual financial support; integral part of City Year philosophy	Metropolitan area population >500,000
	Diversity		Minority population
Funding	Corporate sponsorship	Pool for corporate fundraising	Number of establishments with >500 employees
	Local foundations	Another key source of funds	Assets of foundations in state
	Funders identified	Would ease financial burden of first sites	Contact established with City Year
Community Support	State/local government contacted by City Year	Will ease implementation; could rally local support	Contact established with City Year
	Community interest	Local support	Community expressed interest in City Year
	Civic-mindedness	Potential support	Participation in community activities
	Successful current youth corps	Not beneficial to compete with existing corps	
Geographic	Balance	Should avoid image of "New England" corps	Outside of New England
	Federal support coordination	Improves possibility for federal financial assistance	Congressional support
		Eases implementation process	Direct flight <3 hours

THE PLAIN DEALER

OHIO'S LARGEST NEWSPAPER 35¢ NEWSSTANDS & MACHINES

SPORTS FINAL

CLEVELAND, THURSDAY, JUNE 4, 1998

Clinton basks in warmth of Cleveland

By JOE HALLETT
PLAIN DEALER POLITICS WRITER

President Clinton, as he has a dozen times since taking office, came to Cleveland yesterday and relished a friendly respite from scandals that seem to engross the Beltway but bore the heartland.

In a five-hour visit, Clinton once again appeared right at home in a state which he said "has been very, very good to me." And he did his best to assure that Ohio's next governor is a Democrat by raising at least \$500,000 for Lee I. Fisher, the party's nominee.

Everywhere he went, Clinton appeared buoyed by the warm, even adoring, welcome he received. He made a brief stop to talk to kids at Stephen E. Howe Elementary School in Cleveland. Then the president gave the keynote speech to more than 1,000 City Year convention delegates assembled at John Carroll University. He finished with the Fisher fund-raiser at the Cleveland Play House.

His reception seemed to affirm the high approval rating he has received in national polls, despite nagging investigations of his relationship with former White House intern Monica Lewinsky and controversy over the sale of missile technology to China.

"These scandals and controversies swirling around the president are much more important inside the Beltway than they are out in the rest of the country," said Professor John C. Green, director of the Bliss Institute at the University of Akron.

SEE CLEVELAND/12-A



SCOTT SHAW / PLAIN DEALER PHOTOGRAPHER

President Clinton basks in the applause of City Year Corps volunteers at John Carroll University.

President salutes U.S. youth volunteers

Casey Hunt's letter moved president to come to Cleveland

By OLIVERA PERKINS
PLAIN DEALER REPORTER

Casey Hunt was one of 600 City Year Corps members who wrote President Clinton several weeks ago asking the president to speak at the national convention of young volunteers at John Carroll University.

Hunt, 24, really wanted Clinton to address the group, but he said that he didn't focus on that when he wrote his letter. He saw it as a chance to tell the president how tutoring school children and helping elderly residents at Kethley House, an assisted-living and nursing facility in Cleveland had given new direction and meaning to his life — a change that didn't go unnoticed by his mother, Maxine.

"I heard the words, 'I'm proud of you, son,' from my mother for the first time," said Hunt, his voice breaking with emotion as he spoke to the crowd of more than 900.

Yesterday Hunt got a response

that he had never imagined. Not only was he seated next to Clinton on the stage, but the president also told the convention how much he had been moved by Hunt's letter.

"I thank Casey for what he said," said Clinton, "When he started talking about his mother, I almost started to cry, too."

City Year is a national service organization in which 17- to 24-

■ Clinton means well, but doesn't measure up to his idols, writes Elizabeth Auster. 2-A

■ Couple angered after being forced to take down anti-abortion sign. 12-A

year-olds spend 10 months volunteering in 10 cities, doing things like tutoring students, helping nursing home residents and turning weed-choked lots into inviting green spaces. It is part of AmeriCorps, the federal service program. Participants receive a weekly stipend of \$135 and qualify for a \$4,725 grant for schooling or job training after completing the program.

SEE VOLUNTEERS/12-A

PHOTOCOPY
PRESERVATION

Clinton salutes citizen service of youths

VOLUNTEERS FROM 1-A

During the president's 25-minute speech, which was met by an exuberant crowd that often interrupted his remarks with wild applause and cheers, he repeated the theme that national service programs had the potential to transform America.

"Out of the national service of our soldiers in World War II came the GI Bill, which educated a whole generation of [our] parents and created the great American middle class," he said. "Out of the all-too-short service of President Kennedy came the Peace Corps, which took the idea of citizen service around the world."

"Out of AmeriCorps has come a blending of the two, taking the idea of service and the idea of education — it's almost like the Peace Corps comes home, in

larger numbers — with a GI educational bill for citizen service," Clinton said.

The president said that in four years, nearly 90,000 people had served in AmeriCorps, including those in City Year; and nearly 50,000 had been eligible for education benefits. He said that last year, AmeriCorps members had taught or tutored 500,000 students, helped immunize 64,000 children and renovate 5,600 homes.

The president told the convention that he had just learned that 1,000 colleges and universities around the country had joined the America Reads Challenge by committing to send college work-study students to tutor children in reading.

Increasing literacy is among the goals of the Presidents' Summit for America's Future, an effort by Clinton and the surviving former presidents to have Ameri-

cans engage in service efforts that address health, education and other issues relating to young people.

Hunt said Clinton was so unassuming and friendly that he was more anxious about addressing the convention than meeting the president.

"I've never spoken in front of a crowd that large before, but he said I did a good job," said Hunt.

Much of Clinton's address had the feel of a homecoming. He said his fondness for City Year dates to 1991, when as a presidential candidate he visited a fledgling City Year group in Boston. The president was so impressed with the group, he vowed to help it expand should he be elected.

Yesterday, Stephen Spaloss presented Clinton with the Lifetime of Idealism Award. Now co-director of City Year Philadelphia, Spaloss was then a corps member in Boston when he liter-

ally gave the presidential candidate the shirt off his back as a show of appreciation.

"I want you to know that I still have Stephen's sweatshirt, and I'll have it with me forever to remember when I first met him and I first met City Year," said Clinton.

Responded Spaloss, 29, who has only seen Clinton a few times since their first meeting: "He treats me the same way now as he did then, even though he is the president. It was like having a reunion with a friend."

While much of Clinton's speech focused on AmeriCorps' success, he also urged them to lobby legislators to support the program in order to keep it successful. Clinton has recommended to Congress that funding for the Corporation for National Services, the entity Congress created in 1993 to oversee AmeriCorps and other national service programs, be increased. The current budget is

\$685 million; and Clinton is requesting that the figure be increased by \$96 million, said Harris Wofford, the corps' chief executive officer.

Clinton also urged the conventioners to support pending legislation aimed at curbing tobacco use among young people. He admitted that request had little to do with volunteerism. However, he was moved to make the request because he had just come from Stephen E. Howe Elementary School in Glenville, where a dozen City Year corps members are assigned.

"Ninety percent of all smokers started before they were 18, even though it's illegal to sell cigarettes to children under 18," Clinton said.

At an afternoon forum on public policy and service programs, speakers discussed ways of getting the private sector more involved in service programs, so that they could share the costs.



CHUCK CROW / PLAIN DEALER PHOTOGRAPHER

President Clinton dives into a crowd of City Year AmeriCorps volunteers after giving his speech at their national convention at John Carroll University yesterday.

PHOTOGRAPHY
PRINTED IN AMERICA

MEMORANDUM

TO: Shirley Sagawa
Deputy Chief of Staff, Office of First Lady Hillary Clinton
FROM: Carolyn Casey
Director of External Affairs, City Year, Inc.
RE: Meeting with City Year Executive Directors
DATE: 19 January 1999

=====

Thank you for meeting with City Year during, what I am sure, is a very busy week. We are greatly honored and feel privileged to have the opportunity to share our service with you. Your insights and strategic vision for AmeriCorps will be very enriching.

I have attached biographical information on the roster of attendees. As per my understanding from Alan, the focus of the meeting is a dialogue between our ten Executive Directors and you. The remaining City Year senior staff have been invited to attend and observe.

As you know, City Year is deeply committed to building AmeriCorps and national service. To that end, we are hosting **CYZYGY**: City Year's National Convention of Idealism at Howard University on May 25 - 28, 1999. Some of the event's highlights include:

- Congressional reception co-hosted by Senators Kennedy and Chafee;
- district-wide, high-impact service day for 2000 participants;
- One America Forum on service as a strategy to unite our nation;
- policy forum on building national service for the 21st century; and
- a variety of workshops and panels to build skills and capacities in the service movement.

By uniting corporate sponsors, civic leaders, service partners, AmeriCorps programs, alumni and over 900 Members of the City Year National Corps, we hope to engage, educate and inspire our nation's leaders. We are meeting in Washington, DC this week to lay the critical ground for a successful event.

CYZYGY is but one strategy for strengthening service on the local, state and federal level. We would greatly benefit by your thoughts and advice as to how to be a more powerful partner for AmeriCorps and the State Commissions. Executive Directors will be eager to share their experiences from service, leadership development and civic engagement with you. Additionally, they would greatly benefit from hearing your thoughts on the following topics:

- the White House strategy for AmeriCorps and national service policy;
- advice on how to build bipartisan support by engaging Senators and Congressional members; (NOTE: Many of them will be visiting with members of Congress or their staff on Thursday afternoon.) and,
- your thoughts on how City Year can support and promote the White House's agenda on service.

Thank you once again, for your willingness to help build City Year's capacity as a strategic partner in the national service movement. We are excited to see you and to learn from your wisdom and vision.

City Year's Executive Directors

Jim Balfanz (CY93) , Executive Director, City Year Philadelphia

A graduate of Northeastern University, Jim is an alumni from the 1992-93 City Year Boston corps. Following graduation, Jim joined City Year's External Affairs Team and eventually earned the responsibility of Deputy Director of the Office of National Affairs. One of his many responsibilities was the development of City Year programs in Philadelphia and Seattle. Jim was selected to lead City Year Philadelphia as founding co-Executive Director in 1997, a position he holds today as sole Executive Director.

Reco Bembry, Executive Director, City Year Seattle

Reco is the founding Executive Director of City Year Seattle which is in its inaugural year. He is a nationally recognized youth worker with more than 15 years experience. Prior to joining City Year Reco was the Senior Program Coordinator with the City of Seattle Parks and Recreation Department where he managed programs serving over 15,000 young adults. He is an accomplished musician, a graduate of the Cornish Institute of Performing Arts and recently completed a fellowship at the Massachusetts Institute of Technology.

Priscilla Butler, Executive Director, City Year Columbus

Priscilla founded City Year Columbus in 1994 as a loaned executive from US Healthcare, where she served as Vice President of Community Relations. With over 15 years experience in the private sector, Priscilla joined City Year full-time as Executive Director in Columbus in September 1997. Her strategic thinking, for profit management skills and deep ties in the community of Columbus have made her an invaluable leader for City Year.

Dr. Maria Hernandez Ferrier, Executive Director, City Year San Antonio

Before beginning her tenure in September 1995 as City Year's founding Executive Director in San Antonio, Maria was appointed in 1991 to the Board of the Commission on National and Community Service by President George Bush, during which time it became her ambition to see a City Year program developed in San Antonio. A lifelong teacher and administrator in the San Antonio school system, Maria was selected in 1992 by the Secretary of Education, Lamar Alexander, to serve as the Director of the Office of Bilingual Education and Minority Languages Affairs in the U.S. Department of Education. In addition to her tremendous professional abilities, Maria is also a talented singer.

Craig Huffman, Executive Director, City Year Chicago

Craig joined City Year Chicago last spring, just in time to lead the celebration of our fifth anniversary corps in the Windy City. He served most recently as Assistant to the President of the Chicago Urban League and Director of the Urban League's Youth Development Fund. In his inaugural City Year he has secured significant support from Mayor Richard Daley as he has laid a foundation for future growth in one of the country's largest cities.

Robert Lewis, Jr., Executive Director, City Year Boston

Vice President of City Year, Inc. and Executive Director of City Year Boston, Robert leads the largest City Year corps. After over sixteen years of community, youth, and service development experience and as co-founder of Boston's nationally-recognized Street Worker program, Robert joined City Year in 1992. Robert is a well-respected community activist and motivational speaker. He is also a Little League baseball coach and a former aerobics instructor.

Randy McShepard, Executive Director, City Year Cleveland

As Deputy Director of the Cleveland Bicentennial Commission and a member of the founding advisory board of City Year Cleveland, Randy played an instrumental role in bringing City Year to Cleveland. Before joining City Year, Randy was the Executive Director of the Community Vocation Guidance Service in Cleveland, and was also a musician on world tour.

Jyothi Nagraj , Executive Director, City Year Rhode Island

This past September, at the age of 23, Jyothi became the youngest Executive Director at City Year ever to be appointed. A graduate of Brown University, Jyothi is an extraordinary young person who is lighting up the Rhode Island community with her corps of idealists. She joined City Year Rhode Island two years ago and has served as Development Director and Civic Engagement Director. Recently, she recruited Brown University President Gordon Gee to serve on her Advisory Board.

Marguerite O'Brien, Interim Executive Director, City Year Columbia

Marguerite joined City Year Columbia in 1994 and has held a variety of positions including Director of Leadership Development, Director of Recruitment and Deputy Director. Deeply committed to young people and the ethic of service, Marguerite is providing critical leadership as City Year conducts an Executive Director search.

John Hoang Sarvey, Executive Director, City Year San Jose

John is a four year veteran of City Year, joining us from the Campus Outreach Opportunity League where he ran a national conference for over 2,000 students, faculty and community leaders. He has held a variety of positions at City Year including National Alumni Director, Deputy Director of the National Corps, and Logistics Coordinator for CYZYGY. As an undergrad at UCLA, John demonstrated an early capacity for leadership as Student Body President and Community Service Commissioner.

City Year National Leadership Staff

In addition to co-founder Michael Brown and Alan Khazei, the following people comprise the national leadership team at our national headquarters in Boston.

Kevin Broughton, Chief Financial Officer (CFO)

Kevin came to City Year in 1995 with more than 25 years experience in finance, insurance, and banking, including leading a department at the Bank of Boston. With a wealth of expertise, Kevin has advanced City Year's financial capabilities and has led the development of a state-of-the-art finance department for a growing national organization.

Carolyn Casey, Director of External Affairs

Carolyn joined City Year in 1995, playing a central role in building City Year's capacity to engage a broad cross section of champions for national service. Following ten years of state and federal politics, she infused City Year with the energy, enthusiasm and strategic thinking that has allowed us to turn an idea into reality. One of Carolyn's annual priorities is CYZYGY: City Year's Annual Convention of Idealism which will take place in Washington, DC this May. Carolyn's past positions include Director of Communications and Director of National Affairs. She recently received her masters degree from the Kennedy School of Government.

Cindy Laba, Director of Recruitment and Selection

Cindy, a five year City Year veteran, joined us from the South Boston Boys and Girls Club where she directed a substance abuse prevention program. She has held a number of positions including Program Director of City Year Boston and Chief of Staff to the President. In addition Cindy's strong operational skills always put her in a leadership position of CYZGY, City Year's Annual Convention of Idealism. Cindy is responsible for managing the recruitment of over 1,000 young idealists across the country.

Allyce Najimy, National Operations Director, Office of the National Corps

Eight years ago City Year hired Allyce as a part-time GED instructor. At the time Allyce also managed a popular restaurant in Faneuil Hall and worked as a teacher at the South Boston Neighborhood House. Two years later she joined City Year full-time and soon became part of our new site development team as a founding staff member of City Year San Antonio. Allyce has also served as Program Director in City Year San Jose and the National Program Director in the national headquarters.

Jeff Paquette, Director of the Department of Administration, Technology, and Analysis (DATA)

Jeff joined City Year in 1993 with experience as a VISTA volunteer and as the former Executive Director of The Dome, an acclaimed youth program in New York City. A Berkeley MBA, Jeff has held a variety of positions at City Year including Program Director, Deputy Director of City Year Boston, and Executive Director of City Year Columbus. Jeff also developed the Care Force initiative which markets service and leadership training initiatives to corporations. Presently, Jeff leads a new department focused on building a strong infrastructure for the organization, with a special emphasis on technology.

Greg Ricks, Vice President and Dean of City Year

Greg is a nationally recognized trainer and facilitator of multi-cultural education and inclusivity. The youngest person to hold the office of Dean at Northeastern University, Greg has also served as Dean at Dartmouth College and Stanford University. At City Year, Greg recruits and develop staff talent, and plays an instrumental role in the programmatic development of the corps year.

Charlie Rose, Vice President, Office of National Affairs

For the last 20 years, Charlie has helped found a variety of local and national youth and education programs. Charlie served as a founding board member of City Year and presently serves in the same capacity for the nationally renowned City on a Hill charter school. Before joining City Year, he spent nine years as Director of Youth Services for Mayor Raymond Flynn's administration. Charlie is also an entrepreneur who owns Bella Luna, a successful restaurant in the Boston neighborhood of Jamaica Plain.

Kim Syman, Co-Director of Development

After volunteering for several months with City Year, the organization finally had the good sense to hire Kim as a special projects assistant to the Co-Founders. In her present role, Kim is building City Year's capacity to engage foundation support for key growth initiatives. Prior to City Year, Kim worked at MacNeil Lehrer in New York. As a resident of the Big Apple, she successfully led a community effort to transform Madison Square Park from a local blemish to the vibrant, recreational open space it is today.

Kadi Tierney (CY'91), Co-Director of Development

Inspired by an ABC news story in 1990, Kadi called City Year Boston to request an application. She was accepted and graduated from the corps in 1991. After her effective leadership in a variety of roles, including New Site Development, Kadi was selected to lead City Year Cleveland as founding Executive Director. She has returned to the National office to help build capacities and innovation in our corporate giving program. Kadi served as a member of the White House transition staff as an aide to Eli Segal and has also toured with Up with People.

Stephen Spaloss, (CY'91), National Operations Director, Office of the National Corps

In December 1991, Stephen was one of four corps members to meet with then Governor Bill Clinton during his inaugural visit to City Year in Boston. During the meeting, the Governor and Stephen connected and at the conclusion, Stephen took off his City Year sweatshirt as a gesture of friendship and belief. Clinton was soon photographed jogging in the sweatshirt which helped promote national service as a cornerstone of the Clinton platform. At CYZGY '98 in Cleveland, Stephen was able to reunite with his "old friend" and present him with a number of new gifts. A recipient of the Digital Equipment Corporation City Year Alumni Leadership Award, Stephen has helped found City Year programs in Rhode Island and San Jose, and served as the founding Co-Executive Director of City Year Philadelphia.

Stephanie Wu, Vice President of City Year and President of the City Year Academy

Stephanie left the private sector in 1988 and became a team leader for the very first City Year corps. Over the past ten years, Stephanie has been instrumental in managing major organization change efforts. As a nationally recognized trainer and facilitator, Stephanie is the founder of the City Year training Academy. Hailing from the Green Mountain State, Stephanie is also an expert skier.

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[CYZ Y6Y'98]

CYZYGY '98

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JUNE 2 - 5, 1998

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CITY YEAR BOSTON presents its annual
MARTIN LUTHER KING, JR. DAY CELEBRATION
Monday, January 18, 1999

Join us for an afternoon of inspiration & celebration
 at the Berklee Performance Center

Keynote speaker: Yvonne Pointer, author of *Behind the Death of a Child*
2:00 p.m. to 3:30 p.m.

Join us in the morning for :

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1:00 p.m. Boston schoolchildren present their **DREAM BOARDS** at the Berklee Performance Center

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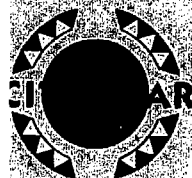
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o by Jim Harrison

PHOTOCOPY PRESERVATION

JOHN LEWIS is a giant in the history of the fight for Civil Rights and social justice in America. The son of Alabama sharecroppers, Lewis emerged as "one of the most courageous persons the Civil Rights Movement ever produced". Lewis has dedicated his life to protecting human rights, securing personal dignity and building Dr. King's vision of the "Beloved Community".

His contribution towards creating a just and inclusive society are immeasurable and have helped shape our nation. His lifelong commitment to justice came at an early age, when he was inspired by the words of Dr. Martin Luther King, Jr., the Montgomery bus boycott of 1955 and the Supreme Court decision regarding school desegregation.

In the 1960's, Lewis founded and Chaired the Student Nonviolent Coordinating Committee (SNCC), which played a pivotal role in mobilizing thousands in the movement against the atrocities of racism and civil rights abuse. In his efforts, Lewis endured 40 arrests, a fractured skull, and numerous physical attacks, yet he remained deeply devoted to the philosophy of nonviolence.

Congressman Lewis epitomizes the belief that "one person can truly make a difference". His countless acts of courage include: serving as one of the original Freedom Riders; organizing massive voter registration drives throughout the South; emerging (at age 23) as one of the Civil Rights Movements Big Six Leaders as organizer and speaker at the March on Washington; recruiting hundreds of white and black students from across the country to participate in 1964's Mississippi Freedom Summer (when three of those students were killed and dozens more attacked and arrested as they sought to register black voters); leading the march from Selma to Montgomery which galvanized the country and led to eventual passage of the Voting Rights Act of 1965; and working closely with Bobby Kennedy for social justice and on his '68 Presidential Campaign.

John Lewis, a Congressman from the 5th Congressional District in Georgia, chronicles his life's journey in the recently released *Walking With the Wind*. His vision and courage helped change history and serves as an inspiration for citizens everywhere.

City Year is honored to welcome him to Boston.



CONGRESSMAN JOHN LEWIS (D-GA)

WALKING WITH THE WIND

Please join the City Year community as we welcome one of our nation's heroes, **CONGRESSMAN JOHN LEWIS (D-GA)**, for an address and book signing.

TUESDAY, DECEMBER 15, 1998

BOOK SIGNING - 5:30 TO 6:00PM

[City Year Plaza, City Year Headquarters - 3rd Floor]

ADDRESS - 7:00 TO 8:00PM

[MLK Space, City Year Headquarters - 4th Floor]





CITY YEAR: Putting Idealism to Work

NATIONAL HEADQUARTERS

285 Columbus Avenue

Boston, MA 02116

Tel: 617 927 2500

Fax: 617 927 2510

www.cityyear.org

City Year, an AmeriCorps program, is a national service organization which unites young adults, ages 17 to 24, from diverse racial, cultural and socioeconomic backgrounds for a demanding year of full-time community service, leadership development, and civic engagement.

City Year corps members represent a cross-section of their communities--male and female; inner city and suburban; African-American, Asian-American, Caucasian, Latino and Native American; and low, middle and upper income. The corps includes college graduates, high school graduates, and young people without high school diplomas.

City Year was designed as a workshop or "action tank" for national service. From a 50 person summer pilot program in 1988, City Year has grown to 900 corps members in Boston (MA), Chicago (IL), Cleveland (OH), Columbia (SC), Columbus (OH), Philadelphia (PA), Rhode Island, San Antonio (TX), and San Jose (CA). Our tenth and newest site opened fall of 1998 in Seattle/King County.



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, tan and black uniforms - fan out in teams of 10 to 12 to serve 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 curriculums, and run after-school programs. Through their service work and coordinated Leadership Training Days, City Year corps members learn the value of community, realize their potential to improve the lives of others, and develop the skills necessary to excel in educational and professional endeavors.



City Year is an innovative and multifaceted service organization which seeks to address unmet community needs, break down barriers of class and race, 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."

The Presidents' Summit for America's Future The City Year Commitment

By 2000, City Year's national corps of diverse 17-24 year olds will lead 250,000 community partners, youth and corporate citizens in 5,000,000 hours of service. Together, their idealism and energy will strengthen neighborhoods, schools and communities. City Year will also convene CYZGY, an annual training, service and policy summit for youth. Next year's convention will be held in June in Washington DC and will feature youth forums on the goals of the Presidents' Summit and a day of service.



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Alan Khazei
Co-Founder
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PERSPECTIVES ON CITY YEAR

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"City Year restored my faith in myself and my generation."

— Terese Gibson, *City Year corps member*

"Many corps based in urban centers acknowledge that they have been unable to draw a wide demographic mix of participants . . . The boldest exception to this is Boston's City Year."

— Michael Morriott, *The New York Times*

"One of our best home-grown products, and now it is one of our leading exports."

— Governor William Weld

"The most cost effective grant in the history of philanthropy at the Bank of Boston."

— Ira Jackson, *Vice President, Bank of Boston*

"One of my goals is to increase the level of teamwork at Keyport. City Year has been a lightning rod for getting our people to work together. At the same time, it has helped focus our desire to be a good corporate citizen. City Year gives employees throughout the organization a sense of really being involved with the community. It is far more tangible than writing a check."

— John Rosensteel, *CEO, Keyport Life Insurance*

"The City Year experience offers solid evidence that national service -- contrary to what its critics say -- can appeal to all youths, not just the poor and disadvantaged; that it can operate without intrusive and wasteful bureaucracy; and that volunteers can be assigned to tasks of genuine value to their communities. It offers Congress a well designed prototype for replication in communities across the nation."

— The Progressive Policy Institute

"I'm aware of no other youth corps in the country that has drawn from such a diverse groups of participants for such intense programs."

— Gregg Petersmeyer, *former Director, White House Office of National Service*

"City Year's presence in the Mason School has translated into more for the kids...The partnership is a synergistic relationship. Both the Mason School and City Year brought particular strengths to the partnership. The two coalesced and produced something even better than the original plans. Every group in the school has been impacted. We're extremely positive. We have a lot of hope."

— Mary Russo, *Principal, Mason Elementary School*

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Alan Khazei
Co-Founder
e-mail: Alan_Khazei@City-Year.Org

Visit CITY YEAR

National Service at Work

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The concept of voluntary national youth service has captivated the American civic imagination for generations. City Year is making it happen. Created in 1988 as a uniquely successful public and private partnership, City Year is an "action tank," or workshop, for voluntary national service.

City Year inspires people throughout the community by showing them that idealism and civic commitment are both practical and rewarding. *City Year is making the concept of national service real, and contributing to the development of national policy. City Year continues to break new ground in youth service—and expand beyond local boundaries:*

The strength of City Year lies in its strikingly diverse youth corps. An extraordinary group of 900 young people representing a cross-section of their communities — male and female; low, middle, and upper income; African-American, Caucasian, Latino, Native American, and Asian-American; urban and suburban; college graduates, high school graduates, and young people without diplomas — finds common ground in the full-time improvement of their communities.

City Year has nine years of experience serving the community. With policy makers, youth advocates, and interested citizens, City Year can share practical innovations and catalytic ideas. Perhaps more importantly, we want to learn from you. City Year has begun ambitious national expansion and currently has nine sites stretching from coast to coast. A visit to City Year presents an invaluable opportunity for everyone involved to learn.

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THE VISITORS PROGRAM

"I have never seen such a well prepared program for visitors."

—Ann Maura Connolly, Youth Service America

We believe City Year is a program that must be witnessed first-hand. By inviting individuals to visit City Year we are hoping to accomplish three main goals:

- First, we hope that City Year's experience will help others in the service field develop their own initiatives.
- Second, City Year hopes to gain the varied perspectives of many constructive, objective observers, especially those involved in the youth policy, media, and corporate fields.
- Third, we want to share the energy and excitement of young people engaging in citizenship and putting idealism to work.

City Year designs visits to best fit the interests and needs of the prospective visitor. Visits range from one hour to a full day or more. They can include a roundtable discussion with City Year corps members, meetings with City Year staff members, and visits to service project sites.

City Year tries to schedule visits on days that will be mutually convenient. However, we are especially interested in focusing visitors towards "Visitors Days" on which visitors can participate in a half day of orientation on the program. "Visitors Days" include attending the morning program, a site visit, meetings with staff in your field of interest, and a roundtable discussion. "Visitors Days" are every Monday from 8:00 a.m. to 12:00 p.m.

For more information about visiting City Year, please contact Candace Coakley at (617) 927-2313.

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Bringing CITY YEAR to Your Community

City Year began in 1988 as a summer pilot program in Boston. In 1989, Boston expanded to a full year program for 75 diverse young people. In 1993, City Year opened a summer program in Columbia, SC, and a second full-year program in Providence, RI. In September of 1994, City Year grew significantly by adding four new full-year programs in Chicago, IL, Columbia, SC, Columbus, OH, and San Jose, CA. In September of 1995, City Year opened its seventh site in San Antonio, TX, and the following year launched an eighth site in Cleveland, OH. 1997 brought City Year Philadelphia, PA, as the ninth site. Most recently, City Year has identified Seattle/King County as its tenth site to open in the Fall of 1998.

City Year's new site development process was designed to insure the maximum investment of the local community and the most effective utilization of City Year's limited resources. Listed below are City Year's "Seven Guideposts" for new site development. These guideposts are a checklist for a community that wants to build a local City Year program. City Year works closely with local community leaders to reach each guidepost. In the Fall, City Year's National Board of Trustees votes to grow to a city based on that city's progress in meeting each guidepost. For more information on how you can bring City Year to your community, please contact Teresa Polhemus at (617) 927-2418. Thank you for your interest in City Year!

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City Year's "Seven Guideposts" for New Site Development

1. A delegation of local community leaders — public, private, nonprofit and municipal — visit City Year in Boston for meetings with senior staff, corps, and corporate and community partners. This provides the interested city with a deep understanding of the organization, its mission, as well as parameters for new site development partnership. This delegation should ultimately act as the core of the local City Year Advisory Board.
2. Private sector champion is identified as lead advocate for expansion site. "Champion" serves as integral partner with City Year for a successful launch.
3. Planning grant of \$100,000 is committed for start-up effort (January - June).
4. Letters of endorsement from a broad-based coalition of community leaders sent to City Year. In particular, written endorsement from Mayor of proposed site is strongly encouraged.
5. A significant portion of first year program dollars is secured from private, public and municipal sources (*Goal: \$500,000*). In addition, multi-year financial commitments are identified.
6. Donated or inexpensive office, living space and transportation are secured for start-up effort (January - June).
7. Strong support is received from AmeriCorps on both the national and state levels.

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PRIVATE SECTOR LEADERSHIP AND INVESTMENT IN CITY YEAR 1997 - 98

City Year is supported by a unique private-public partnership that engages corporations, foundations, individuals, state and local municipalities, and the AmeriCorps National Service Network. Sponsors invest in City Year not only by financially backing teams of corps members, but also by joining the corps members in their service projects, and by offering full-time employment opportunities for City Year graduates.

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Since the founding of City Year, individuals and private sector organizations have invested more than \$30,000,000 in cash, through a multitude of means—including the Serve-a-thon™, team sponsorships, foundation grants, individual contributions, and employee initiatives. In addition, companies have made extensive and creative in-kind investments—from jackets and boots to computers, fax machines, headquarters space, consulting support, legal and audit services.

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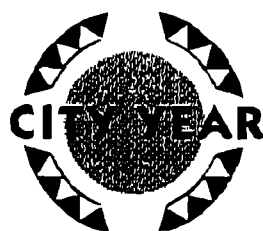
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CYZYGY '99

Building National Service for the 21st Century

Howard University

May 25 - 28, 1999

Celebrating a Decade of Service

Over the last decade, City Year corps members have contributed more than five million hours of service to ten cities nationwide. These diverse, committed idealists, ages 17-24 years old, dedicate a year of full-time service, leadership development and civic engagement to strengthen their community and our nation. Every day, City Year corps members act as catalysts for civic change - tutoring, mentoring and inspiring children, building playgrounds, transforming vacant lots into urban gardens and leading thousands of citizens into service.

In Washington, DC on May 25-28, 1999, City Year will unite our Tenth Anniversary Corps with AmeriCorps members, service partners, alumni, and civic and private sector leaders from across the country to celebrate a generation committed to service. Through workshops, policy forums, keynote addresses, high-impact service and compelling dialogue, City Year's 5th Annual CYZYGY will promote young people as community leaders and demonstrate the power and potential of civic engagement through national service. Honored guests of CYZYGY in the previous years have included key national figures such as President William Clinton, First Lady Hillary Rodham Clinton, Ohio Senator-elect George Voinovich, Rhode Island Senator John Chafee and Reverend Bernice King, daughter of the late Dr. Martin Luther King, Jr.

CYZYGY '99 will unite City Year's network of private sector "big citizens" with new corporations, foundations and individual supporters for a rare opportunity to witness the nation's future through the sites, sounds and voices of the City Year National Corps.

Program Highlights

Opening & Closing Ceremonies

The Opening Ceremony is an exciting, high-energy kick-off for the convention and sets the stage for the following three days of service and learning. The Closing Ceremony concludes the convention with an inspirational launch to a lifetime of citizen service. Both events will feature keynote addresses by national speakers, music, and corps member and multi-media presentations.

Day of Service

The CYZYGY Service Day promises to be one of the convention's most visible and memorable events. This high-profile, high-energy celebration will unite 2,000 civic activists, corporate leaders, school children, AmeriCorps members and City Year corps members for transformational service. These projects will engage between 300-500 participants each at four sites throughout Washington, DC, including the neighborhood surrounding the Howard University campus.

Congressional Reception

The national service movement is led and energized by a coalition of committed bi-partisan leadership in Congress. Senators Edward M. Kennedy (D-MA) and John Chafee (R-RI) will co-host a special gathering of key Congressional supporters for members of City Year's First Circle, event sponsors, national service leaders and Washington civic leadership. This event will give guests an opportunity to share their enthusiasm and support for national service while building alliances for future progress and impact.

National Policy Forum

City Year will convene a forum that will unite City Year's network of political, academic, business and community leaders to create a blueprint for national service for the new millennium. For the second year, this forum will join the City Year community with our nation's key opinion-makers, national service leaders, social entrepreneurs and Congressional staff in a thought-provoking discussion and action summit. Noted participants in the 1997 forum included Gregg Petersmeyer, Managing Director, America's Promise; Robert Goodwin, President & CEO, Points of Light Foundation; Jonathan Alter, Senior Political Editor, Newsweek; Nick Bollman, Co-Chair, Grantmaker's Forum on Community and National Service; Michael Sanchez, President, Do Something; and Will Marshall, President, Progressive Policy Institute.

Program Highlights (cont'd)

One America Forum

The second annual One America Forum is inspired by the President's Initiative on Race and will engage convention participants in a dynamic dialogue on the key priorities of our nation's younger generation. Topics such as race and inclusivity are discussed by leaders under the age of 35 who best embody the skills and values of social entrepreneurship. Together, participants will seek to create an agenda for the 21st century. Last year's forum featured *Omar Wasow*, MSNBC Commentator; *Christy Haubegger*, President & Publisher, Latina Magazine; and *Farai Chideya*, ABC Correspondent & noted author on issues of race and diversity.

Leadership Development

Hosting CYZGY in our nation's capital affords City Year the opportunity to access historic locations, important institutions and key national leaders to provide innovative programming which is deeply rooted in America's history and history-makers. Convention attendees will select from four curriculums that reflect fundamental values of City Year's service ethic: *Inclusivity, Social Justice, Youth Leadership, and Educating & Leading Children*. Programming will feature challenging, experiential, interactive and thought-provoking enrichment through workshops, community exploration and a day of service.

Noted Participants

In addition to over 1,000 idealistic, skilled and committed City Year corps members and AmeriCorps participants, scheduled guests include *Eli Segal*, Welfare-to-Work Partnership CEO and Founding CEO of The Corporation for National Service; *Harris Wofford*, CEO of the Corporation for National Service; *Jeff Swartz*, CEO of The Timberland Company; *Farai Chideya*, ABC News Correspondent & Author; *Rosabeth Moss Kanter*, Harvard Business School Professor & Author; *Mitt Romney*, Managing Director of Bain Capital; *Billy Shore*, Founder, Share Our Strength & Author; *George Gendron*, Editor in-Chief of Inc. Magazine; San Jose Mayor *Susan Hammer*; Seattle/King County Commissioner *Ronald Sims*; leading members of Congress; civic and non-profit leaders; and corporate executives from companies such as The Timberland Company, Compaq Computer Corporation, Cisco Systems, MFS Investment Management, BankBoston, Reebok and NationsBank.



CYZYGY '99

Building National Service for the 21st Century

**Howard University
May 25 – 28, 1999**

Celebrating a Decade of Service

Over the last decade, City Year corps members have contributed more than five million hours of service to ten cities nationwide. These diverse, committed idealists, ages 17-24 years old, dedicate a year of full-time service, leadership development and civic engagement to strengthen their community and our nation. Every day, City Year corps members act as catalysts for civic change – tutoring, mentoring and inspiring children, building playgrounds, transforming vacant lots into urban gardens and leading thousands of citizens into service.

In Washington, DC on May 25-28, 1999, City Year will unite our Tenth Anniversary Corps with AmeriCorps members, service partners, alumni, and civic and private sector leaders from across the country to celebrate a generation committed to service. Through workshops, policy forums, keynote addresses, high-impact service and compelling dialogue, City Year's 5th Annual CYZGY will promote young people as community leaders and demonstrate the power and potential of civic engagement through national service. Honored guests of CYZGY in the previous years have included key national figures such as President William Clinton, First Lady Hillary Rodham Clinton, Ohio Senator-elect George Voinovich, Rhode Island Senator John Chafee and Reverend Bernice King, daughter of the late Dr. Martin Luther King, Jr.

CYZGY '99 will unite City Year's network of private sector "big citizens" with new corporations, foundations and individual supporters for a rare opportunity to witness the nation's future through the sites, sounds and voices of the City Year National Corps.

Program Highlights

Opening & Closing Ceremonies

The Opening Ceremony is an exciting, high-energy kick-off for the convention and sets the stage for the following three days of service and learning. The Closing Ceremony concludes the convention with an inspirational launch to a lifetime of citizen service. Both events will feature keynote addresses by national speakers, music, and corps member and multi-media presentations.

Day of Service

The CYZGY Service Day promises to be one of the convention's most visible and memorable events. This high-profile, high-energy celebration will unite 2,000 civic activists, corporate leaders, school children, AmeriCorps members and City Year corps members for transformational service. These projects will engage between 300-500 participants each at four sites throughout Washington, DC, including the neighborhood surrounding the Howard University campus.

Congressional Reception

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CYZYGY '98

CITY YEAR'S ANNUAL CONVENTION OF IDEALISM



**JOIN PRESIDENT BILL CLINTON
IN CELEBRATION
OF AMERICORPS AND NATIONAL SERVICE**

HOSTED BY JOHN CARROLL UNIVERSITY
CLEVELAND, OHIO

**A LIFETIME OF CITIZEN SERVICE
JUNE 2 - 5, 1998**

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Sweating to the oldies

Toiling together will do as much for race relations as talking together

BY STEVEN WALDMAN

The topic was supposed to be race, but the conversation quickly turned to music. As alumni of the national service program City Year gathered at a conference in Boston, one panel of young people convened to discuss how their ethnic backgrounds had affected their experiences with the program.

More than one former team of workers described how, whenever they would arrive at a work site to do graffiti removal or housing renovation, conflict would arise over what music to play on the boom box. Black corps members (and some urban whites) would generally put on hip-hop or rap—music that some of the white suburbanites found annoying. When a white City Year participant would change it to heavy metal or grunge, the black corps members would be insulted. The daily decision of what music to play became a constant issue of “respect,” a proxy for whatever insecurities and anxieties each group had about working with the other.

One team of corps members hit upon a comical, yet poignant, compromise. Instead of listening to rap or grunge, they agreed to listen to oldies—a musical genre that no one there particularly liked but which no one felt threatened by. The key to the compromise, the alumni agreed, had been the mutual trust they’d gradually developed through working together toward common goals.

Colorblind huddle. Usually when critics recommend that racial dialogue be accompanied by action, they mean acts such as appointing more minorities to important positions or promoting affirmative action. But there is also a need for people of different races to work jointly toward goals that have nothing to do with race. The failure to recognize this reality is one reason President Clinton’s race initiative has been such a dud.

The same dynamic described by the City Year alumni is typical of team sports. Republican politician Jack Kemp, for example, has often talked about how his experience as a pro football quarterback made him more understanding of African-Americans. As John Mackey, a former football buddy of Kemp’s, explained, “The huddle is colorblind.” Whatever Kemp’s preconceived notions, he was far less concerned with the race of his offensive linemen than with their ability to keep him from get-

ting killed by an opposing linebacker. Similarly, although there’s no statistical proof, it sure seems that most interracial friendships in high schools are forged on sports teams.

The other widely cited example of black-white cooperation is the military—where, again, the goals toward which soldiers strive have nothing explicitly to do with racial harmony. Indeed, if the goal of the Army were race mixing instead of defending our shores, it might do neither job well.

By contrast, college students spend a great deal of time talking about racial issues—and yet it doesn’t seem to translate into better relations. A recent study by the Corporation for National Service on diversity in civilian service programs included this

telling passage: “A white female . . . commented that the college she had attended was very diverse but the students there ‘hung out in groups where everyone was the same.’ In contrast, at her AmeriCorps program, members truly served and socialized across racial, ethnic, and class lines.”

Why the contrast between college and national service? Primarily, it’s a question of individual goals versus group goals. While the college student’s grades reflect only on her, a service corps—like an army or a sports team—measures success collectively. (At the end of the day, are the graffiti gone, the hill taken, the other team defeated?) Few things force you to take an honest measure of people as much as having to rely on them to accomplish an objective.

You don’t have the luxury of your prejudices. Young people in City Year didn’t learn that everyone worked hard or was pleasant company; they learned that there wasn’t a correlation between those qualities and race.

So how could Clinton improve his race initiative? Perhaps by no longer thinking of it as a race initiative. He should pick a goal largely unrelated to race and create opportunities for people of different backgrounds to work together toward that goal. The president could help organize a partnership between black churches and white churches to fight drug addiction, or between Hispanic high schools and non-Hispanic ones to renovate low-income housing. There would be a lot less time for talk and perhaps more time for progress. ■

Steven Waldman is national editor of U.S. News. In 1996, he worked as an official at the Corporation for National Service.



City Year corps members warm up before starting a project.

Racially loaded arguments about music sometimes erupted at the work site.

THE PLAIN DEALER

OHIO'S LARGEST NEWSPAPER 35¢ NEWSSTANDS & MACHINES

FINAL

CLEVELAND, THURSDAY, JUNE 4, 1998



SCOTT SHAW / PLAIN DEALER PHOTOGRAPHER

President Clinton basks in the applause of City Year Corps volunteers at John Carroll University.

President salutes U.S. youth volunteers

Casey Hunt's letter moved president to come to Cleveland

By OLIVERA PERKINS
PLAIN DEALER REPORTER

Casey Hunt was one of 600 City Year Corps members who wrote President Clinton several weeks ago asking the president to speak at the national convention of young volunteers at John Carroll University.

Hunt, 24, really wanted Clinton to address the group, but he said that he didn't focus on that when he wrote his letter. He saw it as a chance to tell the president how tutoring school children and helping elderly residents at Kethley House, an assisted-living and nursing facility in Cleveland had given new direction and meaning to his life — a change that didn't go unnoticed by his mother, Maxine.

"I heard the words, 'I'm proud of you, son,' from my mother for the first time," said Hunt, his voice breaking with emotion as he spoke to the crowd of more than 900.

Yesterday Hunt got a response

that he had never imagined. Not only was he seated next to Clinton on the stage, but the president also told the convention how much he had been moved by Hunt's letter.

"I thank Casey for what he said," said Clinton, "When he started talking about his mother, I almost started to cry, too."

City Year is a national service organization in which 17- to 24-

■ Clinton means well, but doesn't measure up to his idols, writes Elizabeth Auster. 2-A

■ Couple angered after being forced to take down anti-abortion sign. 12-A

year-olds spend 10 months volunteering in 10 cities, doing things like tutoring students, helping nursing home residents and turning weed-choked lots into inviting green spaces. It is part of AmeriCorps, the federal service program. Participants receive a weekly stipend of \$135 and qualify for a \$4,725 grant for schooling or job training after completing the program.

SEE VOLUNTEERS/12-A ♦

Clinton salutes citizen service of youths

VOLUNTEERS FROM 1-A

During the president's 25-minute speech, which was met by an exuberant crowd that often interrupted his remarks with wild applause and cheers, he repeated the theme that national service programs had the potential to transform America.

"Out of the national service of our soldiers in World War II came the GI Bill, which educated a whole generation of [our] parents and created the great American middle class," he said. "Out of the all-too-short service of President Kennedy came the Peace Corps, which took the idea of citizen service around the world."

"Out of AmeriCorps has come a blending of the two, taking the idea of service and the idea of education — it's almost like the Peace Corps comes home, in

larger numbers — with a GI educational bill for citizen service," Clinton said.

The president said that in four years, nearly 90,000 people had served in AmeriCorps, including those in City Year; and nearly 50,000 had been eligible for education benefits. He said that last year, AmeriCorps members had taught or tutored 500,000 students, helped immunize 64,000 children and renovate 5,600 homes.

The president told the convention that he had just learned that 1,000 colleges and universities around the country had joined the America Reads Challenge by committing to send college work-study students to tutor children in reading.

Increasing literacy is among the goals of the Presidents' Summit for America's Future, an effort by Clinton and the surviving former presidents to have Ameri-

cans engage in service efforts that address health, education and other issues relating to young people.

Hunt said Clinton was so unassuming and friendly that he was more anxious about addressing the convention than meeting the president.

"I've never spoken in front of a crowd that large before, but he said I did a good job," said Hunt.

Much of Clinton's address had the feel of a homecoming. He said his fondness for City Year dates to 1991, when as a presidential candidate he visited a fledgling City Year group in Boston. The president was so impressed with the group, he vowed to help it expand should he be elected.

Yesterday, Stephen Spaloss presented Clinton with the Lifetime of Idealism Award. Now co-director of City Year Philadelphia, Spaloss was then a corps member in Boston when he liter-

ally gave the presidential candidate the shirt off his back as a show of appreciation.

"I want you to know that I still have Stephen's sweatshirt, and I'll have it with me forever to remember when I first met him and I first met City Year," said Clinton.

Responded Spaloss, 29, who has only seen Clinton a few times since their first meeting: "He treats me the same way now as he did then, even though he is the president. It was like having a reunion with a friend."

While much of Clinton's speech focused on AmeriCorps' success, he also urged them to lobby legislators to support the program in order to keep it successful. Clinton has recommended to Congress that funding for the Corporation for National Services, the entity Congress created in 1993 to oversee AmeriCorps and other national service programs, be increased. The current budget is

\$685 million; and Clinton is requesting that the figure be increased by \$96 million, said Harris Wofford, the corps' chief executive officer.

Clinton also urged the conventioners to support pending legislation aimed at curbing tobacco use among young people. He admitted that request had little to do with volunteerism. However, he was moved to make the request because he had just come from Stephen E. Howe Elementary School in Glenville, where a dozen City Year corps members are assigned.

"Ninety percent of all smokers started before they were 18, even though it's illegal to sell cigarettes to children under 18," Clinton said.

At an afternoon forum on public policy and service programs, speakers discussed ways of getting the private sector more involved in service programs, so that they could share the costs.



CHUCK CROW / PLAIN DEALER PHOTOGRAPHER

President Clinton dives into a crowd of City Year AmeriCorps volunteers after giving his speech at their national convention at John Carroll University yesterday.

The New York Times

THE NEW YORK TIMES OP-ED MONDAY, MARCH 15, 1993

Abroad at Home

ANTHONY LEWIS

Making a Difference

BOSTON

The Mason School in Roxbury, a largely black area of Boston, has problems typical of an inner-city school: not enough money, an old building, children who speak different languages. But it has a determined principal in Mary Russo, respected teachers and 10 young men and women helping out as aides. They come from a service group called City Year.

One of the City Year aides, Lucius Graham, is in the first-grade classroom. Three children — Andrea, Shemekia and Alvin — hang on to him, hugging his legs. He talks with them, then goes to the corner and helps three girls paint T-shirts with colors that glow in the dark.

Lucius, 18 years old, dropped out of high school in the 11th grade, last year. "The school had too many problems," he said. "You were labeled as part of a gang. I went every day with a weapon to protect myself."

How did he end up in City Year, helping in the Mason School? "There was a City Year group building a little park in our neighborhood. The more I watched, the more I liked it."

Now he is in high school equivalency classes that City Year offers its corps members. If he keeps up with the work, and most do, he will get a diploma.

Stephen Noltemy, 21, got his diploma that way, as a City Year corps member, and now teaches in the diploma program. He comes from South Boston, the white stronghold of working-class Boston. He was in trouble, in a halfway house, when he joined City Year.

"I didn't care about too many things then," Steve said. "I was angry, prejudiced, negative. I was less than zero."

"City Year saved my life. I don't want to sell anything to you, but there it is. I like to wake up in the morning — know what I mean?"

One day last week I watched City Year at work and talked with staff and corps members. Like Steve Noltemy, I feel I should discount it and say I am not trying to sell anything. But what I saw was impressive, even moving — and quite without what I had been half afraid I would find, the aroma of do-goodism.

Daina Sutton, 19, had a baby in 1991 and dropped out of school. The father was arrested in June 1992.

"I really didn't want to do anything," she said. "Except I wanted to do something for my son. City Year wasn't a big deal at first. Now it's everything."

The team Daina was on started by making a garden in a run-down area.

Then she helped 225 school kids train at the Boston Ballet. Now the team is at a school in East Boston, giving an environmental curriculum. It helped design: "basics like what to do with litter."

"One of the people on my team was a rich white girl," Daina Sutton said. "I thought, I don't want to be her welfare case. But we got really close."

Diversity is a major theme of City Year. Teams are mixed in race, class, education. About a quarter of the 220 young people in the corps are drop-outs, a third in college or on the way.

Black and white, rich and poor spoke of how daunting it had been at first to be with different people.

"It was not just skin color," said Andre Berry, 20, a black corps mem-

A service corps that works.

ber who is now on the staff as a team leader. "One girl on my team had a parent who was a brain surgeon! It was weird to me: Someone who's got money — what's she doing here? But she became one of my close friends."

Lisa Schorr, 22, of Washington, D.C., a graduate of Sidwell Friends School and Harvard, is a corps member this year. "I started out skeptical," she said. "I thought the diversity would be forced and superficial. But it isn't."

Alan Khazei and Michael Brown had the idea of City Year and founded it five years ago, after they graduated from Harvard Law School. Alan Khazei said to me:

"The common ground is service. People have lost the sense that they can make a difference. Everything is so imposing: the homeless problem, drugs, the ghettos. What can I do as one person? This shows people that they can make a difference: bring life to a community under siege, build a playground, improve a school, rehab housing for the homeless. . . ."

City Year is a model for the national service program proposed by President Clinton. I had expected to write about the structural qualities that make it such an appealing model: the lack of bureaucracy, the mix of private and public funding, the entrepreneurial spirit. But that will have to wait for a second column. The young men and women of City Year could not be put aside. □

The Boston Globe

TUESDAY, MARCH 5, 1996

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A model for activism

City Year's national convention this June in Boston should inform Congress' national service debate and, beyond that, suggest possible new directions for civic action on a large scale.

Coming two months before the party political conventions, City Year's gathering, if it replicates last year's event in Columbus, Ohio, will also display energy and optimism that the presidential candidates will be hard-pressed to match.

The two are not unrelated. With President Clinton declaring an end to big government and Republicans intent on devolving many federal functions to the states and localities, members of both parties are exploring ways local citizen organizations can fill a significant part of the breach.

Michael Brown, cofounder and chief philosopher, offers City Year as a model. This is not volunteer charity work, he notes, but a full-time, (modestly) paid corps of workers who accomplish much in schools and neighborhoods and who grow in the process. They work with peers from a variety of backgrounds and develop a sense of civic reciprocity, giving to the community in order to

get something in return. Alan Khazei, the other cofounder, calls City Year not a think tank but "an action tank" – and what action there has been.

Beginning with a 50-member experiment in 1988, City Year is now in seven cities – Boston, Chicago, Columbus, San Jose, San Antonio, Providence and Columbia, S.C., with Cleveland planning to join in the fall.

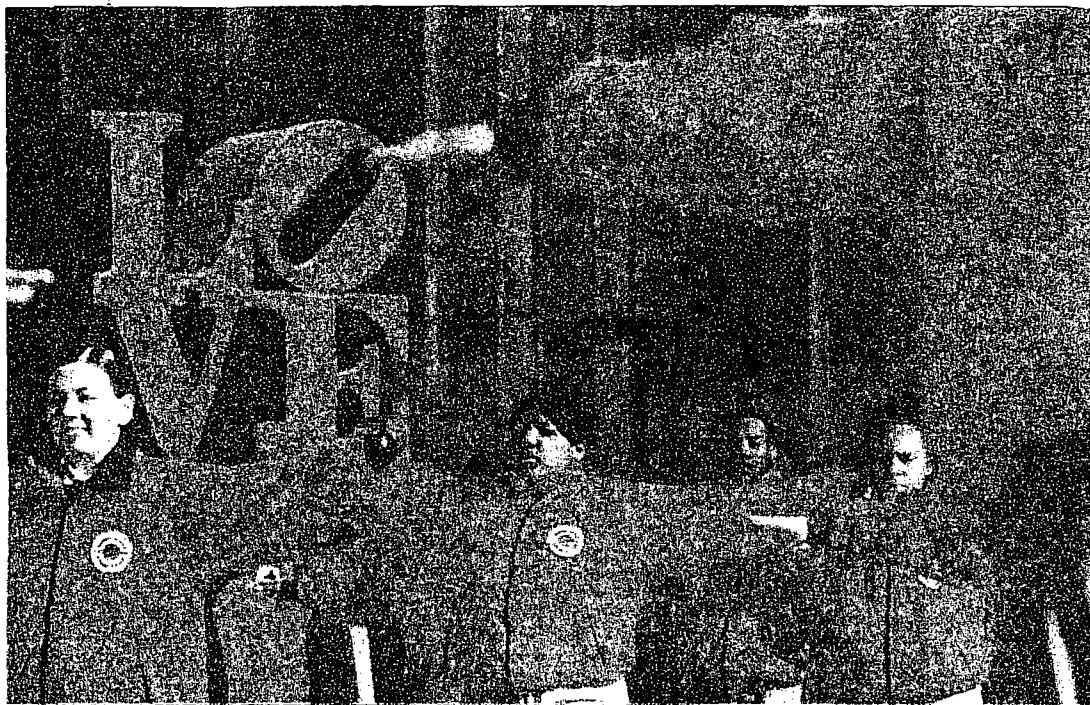
Although it is part of AmeriCorps, President Clinton's national service program, City Year beats its own path. While AmeriCorps requires programs to raise at least 15 percent of their funds from local and private sources, for instance, City Year has kept its figure above 50 percent.

The convention, called "Cyzygy" (taken from syzygy, a word for celestial balance), will attract bipartisan participation, including Gov. William Weld and Sen. John Kerry. City Year is infectiously candid about the range of its goals: to "spread idealism to every corner of the globe" and to build, in a single day this June, a school playground in Charlestown.

The Philadelphia Inquirer

Monday, April 6, 1998

Youths striving to keep themselves, and their community, healthy



The Philadelphia Inquirer / TOM GRALISH

Volunteers with City Year Philadelphia, a youth community-service program, begin each day with calisthenics — three of those mornings at the very public JFK Plaza.

The Japanese have the right idea. They punctuate the workday with exercise breaks to invigorate deskbound bodies, flush stagnant minds, and build esprit de corps.

I'd like to see this practice take root here, and not only in offices and factories. For example, cocktail parties would be much more bearable if they featured a push-up contest or gung-ho round of tossing the medicine ball.

Given this bias, you can imagine how delighted I was when a friend told me about a community service program called City Year. Maybe you've seen some of these kids downtown in their bright-red jackets. Three mornings a week, they gather at JFK Plaza, in the shadow of the LOVE statue, to do calisthenics.

The other day, I joined them at 8:15 for PT ("physical training," for you civvies). It was a lovely spring

morn, sunny, breezy and a tad too brisk, frankly, for the short-sleeved sport shirt I was wearing. But I was surrounded by so much youthful verve and enthusiasm, I hardly noticed the chill.

"Formation!" shouted project leader Jay Robertson. "Good morning, City Year!"

"Good morning!" the corps members shouted back, their reply reverberating off the skyscrapers.

"I can't hear you."

"Good morning!"

Then Robertson and several others led us through the exercises: leg stretches and "slap-happys" and jumping jacks and traveling side-jack jumping jacks and torso twists and bends.

"Can do! One, two, three!" the corps ex-

claimed.

Like Marine recruits at Parris Island, we had to count in unison and parrot cadences that, in our case, were strictly G-rated. To wit: "Spirit!

See **ART CAREY** on C4



Art Carey

*Body
Language*

For them, health, strength, total fitness isn't just physical

ART CAREY from C1
Discipline! Purpose and Pride!

That mantra, combined with the flowing endorphins, had the intended effect. Volunteers who minutes before were sluggish and sleepy now were fully awake, beaming, brimming with vitality.

"It gives you that special kind of energy in the morning, like drinking a cup of coffee," said Marcus Bruton, 20, an Overbrook High grad. "It gets you fired up and pumped up." (It also teaches such prized professional traits as responsibility and punctuality; arriving on time is imperative.)

"We do PT for three reasons," said Jim Balfanz, 28, codirector of City Year Philadelphia. "To get our minds and bodies ready for a great day of service; to build community by giving corps members from all across the city a chance to come together and inspire each other about the work they're doing; and to inform the public about the power of young people to make a difference and to encourage citizens to become involved in their communities."

These City Year folks are crafty. They perform their calisthenics in a public place in the heart of the city for a reason: to attract attention. It works. Many passersby stop and gape. They smile, they ask questions ("What's this? Some kind of paramilitary cult?"). Some even join in, as do homeless habitués of the park in warmer months, and even some of the paper-pushers who watch from neighboring office towers.

I like the way Bruton phrased it. It's all about spreading the can-do spirit of City Year and the gospel of community service through "word of eye."

The rationale behind City Year PT (which corps members also do on Tuesdays and Thursdays at their respective service sites) is simple: Rev up the body and you'll also rev up the brain and spirit.



The Philadelphia Inquirer • TOM GRALISH

**Members of Philly's youth
community service program
start each day with exercise.**

"Action begets action," said Phil Behr the other day.

Behr, 56, of Gladwyne, is cochair of City Year Philadelphia's advisory board. Truth to tell, he's also why the program is here. Several years ago, he was running in Boston when he saw a couple of hundred City Year volunteers doing their morning PT. His reaction: "Wow!" Later, he saw the same spectacle in Chicago. "We've got to bring this to Philadelphia," he thought.

In September, with the help of local businesses and foundations (Safeguard Scientifics Inc., CoreStates Bank, Philadelphia Lawyers, Prudential Preferred Properties, Wawa, Inc./PNC Bank and the Pew Charitable Trusts), it happened; Philadelphia became the ninth city in the nation to launch a City Year program.

City Year is part of the AmeriCorps

National Service Network and gets 51 percent of its financing from Uncle Sam. This 10-month adventure in "putting idealism to work" (the corps motto) is open to ages 17 to 24. Some are high-school dropouts pursuing GED's; some are Ivy League grads wondering what next. Some are taking a break from college; others are taking a year off before heading to college.

"I was the first person from my high school in 26 years not to go directly to college," said Fiona Mason. "I wasn't ready. I had no idea what I wanted to study. I figured my first year would be wasted."

So Mason, 19, put off entering Boston University to give herself time to ripen in the real world while pursuing what for her is not just another extracurricular activity on a college application, but a true passion: community service. (By the way, a lot of college admissions deans love City Year; it's the kind of life-experience credential, they say, that can put a candidate over the top.)

City Year itself is a community, one devoted to harnessing the power of unity fueled by diversity. It's *e pluribus unum* in practice, a barrier-breaking, stereotype-busting, assumption-shattering melting pot of young Americans — there are upper-middle-class blacks from the suburbs, for instance, and lower-middle-class whites from the city — who come in more flavors and colors than Baskin-Robbins ice cream.

"I came from a fairly sheltered homogeneous background," said Kimberly Nelson, 23, who attended private school before enrolling at Swarthmore and the University of Rhode Island, where she's majoring in political science. "Everyone had the same education level and socioeconomic level, so we all had the same politics and way of looking at the world."

"One of my biases is that I didn't think I could learn anything from somebody who hadn't finished high school," said Nelson, who is African American and in her second City Year tour of duty, specializing in civic engagement. "Being on a team with people from the inner city and all different backgrounds, I learned that I could."

Behr, a preppie-looking investment banker, is positively giddy about City Year's potential; it's a surefire way to bridge city and suburb and topple racial barriers. "My daughter's in college, and they have diversity there, but it doesn't really work," he said. "The races sit separately and don't mix. City Year does work because it puts people from diverse backgrounds in a task-oriented environment."

The tasks include serving as role models, mentors and tutors for other young folks, and giving them goals, direction and a sense of pride; running after-school literacy programs for tots and teens; removing graffiti and beautifying the cityscape with murals; restoring abandoned houses and transforming vacant lots into community gardens; and collecting more than a million books from the suburbs and redistributing them to public schools and literacy workers in the city.

City Year calls itself an "action tank" — when it comes to community service, these kids walk the talk. They're also learning, and teaching, an important lesson: Health is about wholeness. To be a truly healthy, totally fit human being means more more than doing yoga, running marathons or pumping iron. It means escaping the narcissistic self-absorption of the gym, helping others, giving something back, making a contribution to the common good.

So here's the deal: If you live in the 'burbs and you think the city is decaying and doomed, and that racial harmony is an impossible dream, stop by Love Park some Monday, Wednesday or Friday at 8:15 a.m. and join the City Year kids in calisthenics.

The exercise will get your body moving and your heart pumping. The experience will confound your prejudices, and treat your soul to a healthy dose of hope.

For more information about City Year Philadelphia and how you can get involved in community service, call 215-988-2118.

Philadelphia Online

■ For a Web Video version of this column, visit Philadelphia Online. The Inquirer's site on the Internet: <http://www.phillynews.com>

Chicago Tribune

Saturday, April 26, 1997

North
Sports Final
50c Newsstand



Tribune photos by Patrick D. Witty

Anthony James, 10, grabs for a gardening shovel (above, center) as students took back a rubbish-strewn garden at the Elliott Don-

nelley Youth Center. Organizer Michael Mandel (below) rallies the kids, including Michael Smith, 11, (left) and Sushmere Martin, 12.

Students dig into volunteer spirit

By Heather Lalley
TRIBUNE STAFF WRITER

They lugged shovels taller than themselves and wore gardening gloves hanging from their fingers, but nobody seemed to mind.

The 1st- through 8th-graders were too busy on Friday shoveling gravel, pulling weeds and examining earthworms in the Bronzeville community garden they helped spruce up.

While many of their peers spent this past week's spring break camped in front of the TV, 250 Chicago public school kids participated in Camp City Year, a weeklong service learning project in the North Lawndale and Bronzeville communities. Sponsored by City Year, a national youth service organization that is part of the AmeriCorps program, the free camp was organized and led entirely by corps members, ages 17 to 23.

Participants pledge nine months of service to this "domestic peace corps" in exchange for a \$4,725 college scholarship, said the group's director of marketing, Elinor Jannotta. The camp is the culmination of their work, Jannotta said.

"It's a great leadership opportunity and a way for them to integrate what they've learned throughout the year," she said. "It's an opportunity for them to be young role models for children."

Earlier in the week, campers visited the Shedd Aquarium, attended environmental workshops, learned about art and poetry, and played games at a carnival.

"We're trying to make this camp like a mini-City Year for them," said Michael Mandel, 23, who was in charge of recruitment for the program. "We wanted to create a project where they could all get a little taste of service."



Back at the cleanup site, at 3947 S. Michigan Ave., kids dumped orange wheelbarrows full of pebbles onto paths they had created in the community garden.

Residents near the Elliott Donnelley Youth Center have used the garden for several years. Recently, though, weeds and rubbish have beaten out the vegetables for space.

And that's where the kids come in.

Over the past several months, City Year participants pulled weeds and picked up the trash. They've hammered railroad ties into

the soil to divide the garden plots.

"It's fun to do this because it feels like grown-up stuff," 10-year-old Ebont Henderson, a 5th grader at Washington Irving Elementary School, said as she gripped a garden shovel with fuzzy gloved hands.

Her dad won't let her shovel snow, she said, so this was her chance to get to shovel. And besides getting to use grown-up tools, Henderson learned a grown-up lesson: "I wanted to be here to help the community. It's to help us breathe better."

Providence Journal-Bulletin

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THURSDAY

JUNE 5, 1997 / 50 CENTS

'WE ARE RESPONSIBLE FOR ONE ANOTHER'



Journal-Bulletin/STEVE SZYLOWSKI

HEARTFELT: Michael Mandel, a City Year member from Chicago, First Lady Hillary Rodham Clinton, and Jackie Daluz, from City Year in Rhode Island, during the national anthem in front of Providence City Hall yesterday.

First lady celebrates citizen volunteers

By SCOTT MacKAY

Journal-Bulletin State House Bureau

PROVIDENCE — Invoking the American tradition of helping your neighbor and the magnanimous spirit of the Marshall Plan, First Lady Hillary Rodham Clinton told a national convention of young community volunteers yesterday that citizens need to help each other to meet the nation's future challenges.

"America and Americans have to understand how we are interdependent," said Mrs. Clinton, speaking on the steps of City Hall to a crowd com-

posed largely of the 750 volunteers from the City Year national youth service program, which is holding its annual convention in the city this week.

"Citizenship has always been more than paying taxes, or going to work or obeying the law or casting a vote Citizenship is built on the idea that we are all responsible for one another," said Mrs. Clinton.

City Year is a volunteer organization that links teenagers and young adults with community projects and

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IN IT TOGETHER:

City Year members from around the country chat near Kennedy Plaza yesterday.

Journal-Bulletin/
JOHN FREIDAH

More pictures,
Page A-8.

FROM PAGE ONE

Visit

Continued from Page One

focuses on urban schools. It is part of the AmeriCorps national service program started by President Clinton as a sort of domestic Peace Corps.

Mrs. Clinton cited last month's Presidents' Summit for America's Future in Philadelphia, the huge national pep rally for volunteerism attended by Mr. Clinton and former Presidents Jimmy Carter, Gerald Ford and George Bush.

Of all the national volunteer programs highlighted at the summit, Mrs. Clinton said, "none of those examples was more important than City Year."

Speaking on a sun-splashed afternoon tinged with a chilling wind, Mrs. Clinton was flanked on stage by Governor Almond, Sen. Jack Reed, and Mayor Vincent A. Cianci Jr. Attendance was sparse; few came to hear the first lady except for the 750 City Year volunteers, local political figures and people associated with the convention.

In a 15-minute speech that sported as many clichés as a commencement address, Mrs. Clinton urged a return to a Tocquevillian America — the country described by Alexis de Tocqueville, a French political thinker in the 1830s, as egalitarian and decentralized, marked by small government, individual initiative and volunteer associations.

"He wrote what is still one of the most perceptive analyses of what kind of people and country we are," said Mrs. Clinton. "One of the things that he noted was how America was unusual. Yes, we had a government that had been formed by a revolution, that was committed to ideals that had never been taken seriously anywhere else

in the world before. We had men and women working hard to make a good living for themselves and their families in a free-market economy."

But neither the nation's democratic form of government nor the economy that has created material wealth is "what made America special," Mrs. Clinton said. "It was the space between our government and our economy, what is sometimes called civil or civic society, the space that is occupied by families and churches and associations and groups of all kinds, and that is fueled by a sense of service and obligation."

"America is great because America is good. We are good because we understand that we do not make it alone, we make it by helping other people as well to [reach] their potential," said Mrs. Clinton.

Citing the recent 50th anniversary celebrations for the Marshall Plan that helped rebuild Europe after World War II, she said: "What other country would have reached out to help rebuild its enemies?"

"If we intend for the United States to continue to lead the world by example and model, then we have to serve in order to build the kind of country that we will be proud of, that will be strong and will give the hope to others that you have seized for yourselves," Mrs. Clinton said.

Those themes are underscored in Mrs. Clinton's book *It Takes a Village to Raise a Child*, in which she argues that that while parents have the prime responsibility for raising children, the larger community and the government have to do their part to raise healthy, happy and well-educated children.

The Clinton administration's approach mixes idealism with the political realities of the 1990s, when the New Deal and Great Society



Journal Bulletin/JOHN FREIDAH

IN THE MOOD: City Year members from Rhode Island dance following the ceremony on the steps of City Hall in Providence yesterday afternoon during First Lady Hillary Rodham Clinton's visit.

concept of an activist federal government that helps those who cannot help themselves seems a relic of a bygone era. With Republicans in control of Congress, there is scant support for federal social programs.

With Mrs. Clinton playing a leading role, Mr. Clinton tried in his first term to resurrect traditional Democratic programs by proposing a universal health-care program. It met defeat, beaten back by wary conservatives in Congress and a massive lobbying campaign by

many of the special interests — insurance companies most prominently — that profit from the current health system.

So instead of taking on one big issue, the Clinton administration shifted gears to a strategy of trying to address many small issues. AmeriCorps and the volunteerism movement do just that. The volunteerism initiative provokes no real controversy, but has drawn sneers from skeptics on the left and right.

Some liberals see it as Clinton's cop-out, an abdication of the gov-

ernment's responsibility to help the nation's have-nots, sort of liberalism on the cheap. Conservative opinion has ranged from parodying the "mandatory volunteerism" aspect of the movement to lampooning the need for political figures urging people to do what they have been doing for years on their own — freely giving their time to worthy causes.

The speech on the City Hall steps was the only public event yesterday during Mrs. Clinton's roughly two hours in Rhode Island.

Reporters were granted no interviews, allowing the first lady to avoid nettlesome questions about such topics as the Whitewater investigations and the sexual-harassment allegations leveled against her husband by Paula Corbin Jones.

Before the speech, Mrs. Clinton appeared at a private reception attended by about 150 guests in the ornate Alderman's Chamber inside City Hall. The state's political hierarchy was well-represented at the event, which included City Year officials and representatives of the local corporations that raised the \$150,000 needed to hold the convention in Providence, including the Bank of Newport, the Journal-Bulletin, Textron, CVS and Hospital Trust.

Some in the throng said poor acoustics and echoes off buildings made understanding her speech difficult. The speakers were set up behind the crowd, amplifying to a vast empty downtown space. Still, most were pleased to glimpse the first lady. After her speech, she approached the crowd, shaking hands and saying hello.

Ellen O'Donnell, 20, from Providence, had never seen her before and called her visit "impressive," even more so because City Year members organized it. She liked the speech, to a point. "Her points were good — making the streets safe and so on — but she didn't give any specifics."

Although Mrs. Clinton didn't mention it, yesterday's speech was given from the steps facing Kennedy Plaza, named for John F. Kennedy, who famously challenged Americans in his inaugural address to "Ask not what your country can do for you, but what you can do for your country."

— With staff reports from Jonathan D. Rockoff.

we've got to **START MEETING** *like this*



We've all been there. Stuck in yet another agonizingly boring, ineffective, unproductive meeting. When, we wonder, can we get back to our real work? We're happy to report that there are exceptions to this sad state of affairs. We've checked out a variety of organizations to see what we could learn about making meetings work. Here's a look at some of the more creative strategies and tools we discovered.

"OK, hands up."

With that simple phrase and a raising of the leader's hand, meetings at City Year, a Boston-based, nationwide nonprofit service organization, are called to order. Other hands shoot up as one by one, conversations cease, until all is quiet. Although City Year uses this physically engaging meeting-start-up technique in groups as small as a dozen, it's especially valuable with large groups, says Edith Buhs. Buhs is the national director of the Academy, the training arm of City Year, which teaches effective-meeting techniques and provides tools—not only to City Year's 1,200 staff and corps members but also to interested nonprofit and for-profit corporations.

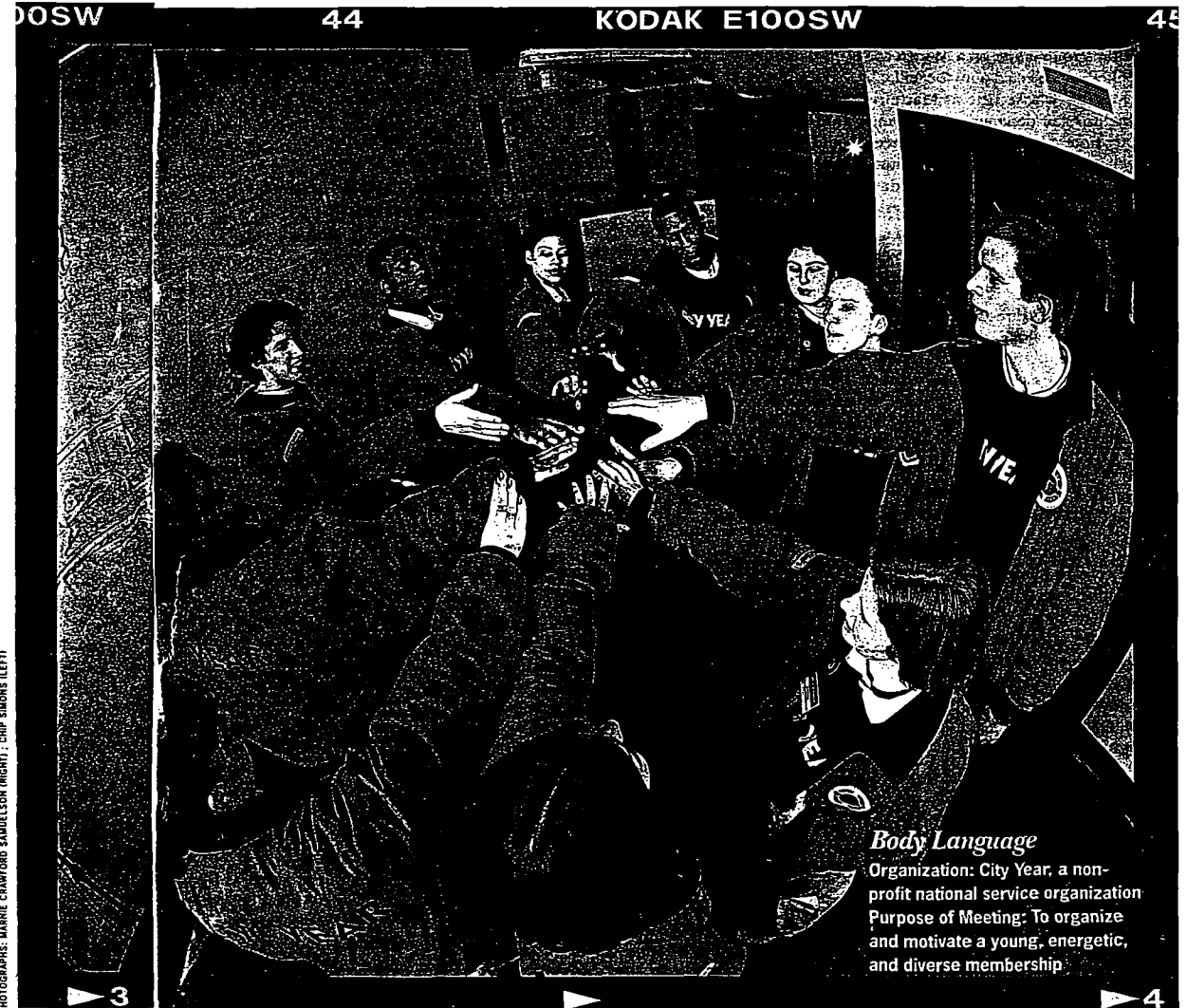
Effective-meeting workshops were originally deemed necessary because of the youth and diversity of City Year's members, but experienced meeting goers could easily adopt some of City Year's power tools. Most meetings begin with a warm-up exercise of some kind. At a recent meeting anticipating the organization's 10th anniversary, a four-by-eight-foot magazine-cover mock-up commemorating the event encouraged big thinking: participants generated ideas for the stories

the "magazine" would feature. Other meetings might begin with what are called "ripples," named for a phrase in a speech by Robert F. Kennedy, in which he said that acts of courage send a "tiny ripple of hope." Anyone can share a ripple. The ripple may be something that happened within the organization. Or maybe it's something from last night's 11 o'clock news. The point is to celebrate the good, to create an updraft of positive emotion.

Most City Year meetings employ a ground rule called NOSTUESO to keep domineering or wordy individuals from monopolizing discussions and to ensure that all voices are heard. The acronym stands for "No One Speaks Twice Until Everybody Speaks Once."

Meeting leaders are also taught to end their meetings with another meeting, a mini-meeting called "+Δ." The mission: to quickly assess the meeting itself. Under the plus sign, leaders write down what worked. Under the delta symbol, they record changes that need to be made, phrasing those recommendations in positive terms: not, for instance, "Meeting too long," but rather "Meeting should be shorter." (Continued)

BY JOHN GROSSMANN



Body Language

Organization: City Year, a nonprofit national service organization
Purpose of Meeting: To organize and motivate a young, energetic, and diverse membership

ONE TOUGH MOTHER
Columbia Sportswear's Gert Boyle

Inc.

THE MAGAZINE FOR GROWING COMPANIES

CORPS values

Welcome to the best management-training program in America
by David H. Freedman

UPSTARTS
a growth industry to die for

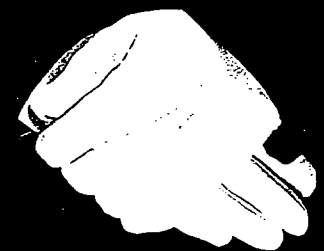
GREAT IDEAS
where they really come from

WHAT'S HOT?
the best information on collections

NORM BRODSKY
on the secret to resolving disputes

BIZ 101
a guide to layered financing

ETHICS
when you go broke, should you have to pay people back?



The Computers-Aided Nine Tricky
Organization: Daniel Medina, a division of great Steel Day in El Segundo, Calif.
Purpose of Meeting: To develop products

If people are starting things down, the excitement and planning atmosphere was taken down by the computer. Medina, who is responsible for the company's computer-aided products, was the first to speak. He said that the company's computer-aided products are the first to be developed in the company's history. Medina said that the company's computer-aided products are the first to be developed in the company's history.

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Standing Room Only
Organization: The Priests of the Holy Spirit, a religious organization in the Bronx, N.Y.
Purpose of Meeting: To build camaraderie and cooperation

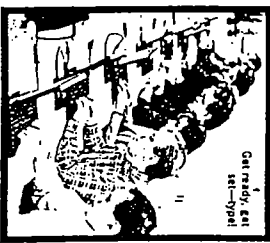
Even though it was a religious organization, the meeting was a very professional one. The Priests of the Holy Spirit, a religious organization in the Bronx, N.Y., was the first to speak. He said that the company's computer-aided products are the first to be developed in the company's history.

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Get Ready, Get Set—Type!
Organization: Key group with 55,000 members in the U.S.
Purpose of Meeting: To generate and select ideas

For 55,000 a day, meeting facilitator Doug Giffen, a managing partner of D.S. Giffen & Associates, of Scarsdale, N.Y., will arrive at your doorstep with new, better, and even a lot of ideas. The meeting was a very professional one.

The meeting was a very professional one. The Priests of the Holy Spirit, a religious organization in the Bronx, N.Y., was the first to speak. He said that the company's computer-aided products are the first to be developed in the company's history.



Title-6-7-8
Organization: Domino's Pizza
Purpose of Meeting: To review an employee's aspirations, needs, and achievements

Tom Monaghan, founder and president of Domino's Pizza Inc., with headquarters in Ann Arbor, Mich., conducted individual job-planning and review (JP&R) meetings with each of his 10,000 employees. The meeting was a very professional one.

The meeting was a very professional one. The Priests of the Holy Spirit, a religious organization in the Bronx, N.Y., was the first to speak. He said that the company's computer-aided products are the first to be developed in the company's history.

Follow the Data
Organization: An educators' task force
Purpose of Meeting: To write a vision statement for a new school high school in two sessions

To get from ground zero to a developed concept in only two sessions, taking two and a half hours each, that was the task of the educators' task force. The meeting was a very professional one.

The meeting was a very professional one. The Priests of the Holy Spirit, a religious organization in the Bronx, N.Y., was the first to speak. He said that the company's computer-aided products are the first to be developed in the company's history.

The Strength Of Diversity The Power Of Idealism



How do you get hundreds of young adults to start their day with calisthenics at dawn in City Hall Plaza? How do you get them to work harder than they've ever worked, tutoring kids, feeding the hungry, renovating housing? You start an organization called City Year.

Founded in Boston and now spreading across America, City Year unites young people from all racial and economic backgrounds for a year of full-time community service. By helping rebuild communities in need, City Year builds citizens – thoughtful, committed people working together to help others.



At City Year they call it "putting idealism to work," and at Bank of Boston, we immediately saw the power of their idea. We were City Year's first corporate sponsor, and we've supported them ever since, through every step of their growth.

This is just one of the ways we're *helping create solutions* and by investing in a dream called City Year, helping to make our community a better place.



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