IDEALIST
HANDBOOK
2013–2014

CITY YEAR
Since 1988, City Year’s 18,000 corps members have:
• Served more than 1,485,000 children
• Completed more than 29 million hours of service

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Welcome to the City Year Idealist Handbook.

This handbook was developed to provide members of the City Year community with a guide to the ideas, values, programs and techniques of City Year, Inc. You are receiving this handbook as the organization reaches an exciting milestone: our 25th anniversary year. Over the past quarter century, City Year has grown from pilot program of 50 young people in Boston to a national corps of more than 2,500 AmeriCorps members. Today, City Year is fully focused on keeping students in school and on track to high school graduation. In the 25 years since I co-founded City Year, I have never been more fired up than I am today about what the inspiring, idealistic, and committed City Year corps and staff can accomplish.

Within this handbook you will find the major building blocks of City Year's culture of idealism – developed over the past two decades – including our Founding Stories; City Year's "Power Tools," inclusive, accountable techniques for mobilization and critical thinking; and, "Putting Idealism to Work," a set of insights for the effective practice of idealism culled from the wisdom and experience of City Year’s community members and the world at large.

In the 2013-2014 Idealist Handbook, you will also find practical information for your participation as a City Year corps member, staff member or champion, including City Year's annual calendar and descriptions of the array of programs, events and initiatives that are manifestations of City Year's vision that citizens of all ages and backgrounds will unite to serve their community, nation and world, and that one day the most commonly asked question of a young person will be: "Where are you going to do your service year?"

Most of all, what you will find in these pages can be described in one word: idealism. The dictionary defines idealism as "the practice of forming ideals and living under their influence." Nothing is more essential to understanding City Year – and being effective within the City Year community – than knowing that at City Year we believe in the power of idealism. We view idealism as a set of skills – imagine, recruit, transform and inspire – that can be learned and put into practice on a daily basis. We especially believe in the power of young people to act on their idealism and to lead and connect the rest of society through their energy, commitment and inspiration.

City Year is fully focused on keeping students in school and on track to high school graduation, and the information in this handbook – along with your own idealism and hard work – will help City Year advance our mission of harnessing the power of national service to address our nation’s dropout crisis, turn around low performing schools and help students succeed, while developing the civic leadership skills of those who serve.

Please read and reread this handbook, put its ideas into practice and use it as a reference for information and a source of inspiration. Thank you for giving a year (or more) to change the world. It is a privilege to be in service with you and to act on our idealism together.

Yours in service and idealism,

Michael Brown
CEO and Co-Founder
WELCOME TO CITY YEAR

YOUNG PEOPLE CAN CHANGE THE WORLD

The simple and powerful idea that young people can change the world inspired the founding of City Year. Since 1988, young people in service with City Year have transformed lives, schools and communities.

City Year is an education-focused non-profit organization that unites young people of all backgrounds for a year of full-time service in high-need schools where they serve as tutors, mentors and role models. City Year works in 25 cities across the United States and has international affiliates in London and Birmingham, England and Johannesburg, South Africa.

Service is the foundation on which all of City Year’s initiatives, programs and strategies are built. As they serve, corps members are exposed to and learn values, skills and techniques.

There were 50 members in the first City Year corps and there will be more than 2,000 young adults from diverse backgrounds serving during the 2012-2013 school year.

ORGANIZATIONAL VALUES

City Year’s core values represent the deepest beliefs and highest aspirations of our organization. We strive to ensure that these values animate our culture of idealism, inspire our actions, and inform our decisions on a daily basis. They serve as our north star, empowering us to stay true to ourselves through changing times as we strive to achieve our mission.

1. Service to a Cause Greater Than Self: We dedicate ourselves to addressing shared civic challenges through unified action

City Year believes that service represents a personal decision to dedicate one’s time, energy, and effort to a cause greater than oneself and to attend powerfully to the needs of others. Service to a cause greater than self creates common ground by bringing together diverse individuals who share a similar commitment to work for the common good and empowering them to engage in unified action. Seemingly insurmountable problems throughout history have been addressed by individuals who have chosen to serve their fellow citizens, communities and nations in this way. This widespread commitment to serve a cause greater than self has united people across backgrounds, transformed pressing public problems, and developed the civic spirit and leadership potential of every individual who has heeded the call to serve. At City Year, we strive to always ask ourselves, “Is this about me, or is it about the cause?” Always make it about the cause. In this way, we unite in a collective effort to demonstrate the power of service as a strategy for generating transformational change.

2. Students First, Collaboration Always: The success of the young people we serve is our preeminent goal, best achieved by working in partnership with others who are dedicated to the same cause

The students we serve are our highest priority, and supporting their success is our preeminent goal. For this reason, we are fiercely committed to deploying our resources and energy in a strategic effort to maximize our positive impact on the academic and life success of every student we serve. Accordingly, other priorities should always yield to the needs of best serving students. At the same time, we recognize that this goal must be achieved by working in collaboration with others—teachers, administrators, parents, policymakers, community and other non-profit partners—who share our commitment to ensuring that every student has the opportunity to receive a quality education and build skills for academic and life success. Inspired by the African proverb that “It takes a whole village to raise a child,” we are committed to putting students first while always operating with a spirit of collaboration and partnership.

3. Belief in the Power of Young People: We are committed to harnessing one of the most powerful forces for positive change at work in the world today.

The energy and idealism of young people are, quite simply, among the most powerful and transformative forces at work in the world today. From advancing civil rights in the United States, to helping end apartheid in South Africa, to promoting democracy in the Middle East, examples of transformational change powered by the idealism and hard work of young people abound. At City Year, we are committed to tapping the civic power of young people to achieve transformational change for students and schools in high poverty communities — building students’ skills for academic and life success and generating a positive school culture and climate. In the process, we seek to develop a generation of empowered, experienced, and effective idealistic leaders. Accordingly, we must always seek to release the idealism of young people to tackle seemingly impossible tasks. Our experience is clear: when given big goals, young people inevitably surpass our highest expectations and achieve extraordinary results.

4. Social Justice For All: We dedicate ourselves to building a more just, equal, fair, and compassionate world.

Over the course of history, every generation has struggled to ensure that the blessings of liberty, freedom, equality, and justice have been shared with an ever-widening circle of humanity. In the fullness of time, powerless subjects have become democratic citizens possessed of inalienable rights; slaves have become free men and women; voiceless women have become empowered citizens and civic leaders; once oppressed minorities have stepped out of the shadows to stand with dignity and equality in the daylight of empowerment and opportunity. Every generation comes of age at a particular moment in this ongoing struggle, and City Year is dedicated to engaging the young adults of each new generation in a year of citizen service focused on widening the circle of those able to stand in the light of social justice. At City Year, this commitment is primarily focused
on promoting educational equality for all—especially for those in the highest poverty communities—so that all students have the opportunity to reach their highest potential.

5. Level Five Leadership: We aspire to develop a culture of Level Five leadership across the organization, fostering a blend of great humility with intense professional will.

The concept of “Level Five Leadership” is borrowed from the book *Good to Great*, written by Jim Collins. The term describes a style of leadership which blends a paradoxical mix of qualities. First, Level Five leaders practice great humility: they are modest, they learn from and listen to others, they give credit to others for success and take personal responsibility when things do not go as planned. At the same time, they operate with intense professional will: they take bold action, set ambitious goals, make courageous decisions, and persevere through the long, challenging process of achieving great things. Humility, will, boldness, courage, and perseverance: these are the qualities of Level Five Leadership, and City Year is committed to operating in this way at all levels of our organization.

6. Empathy: We strive to constantly walk in the moccasins of others

City Year believes that empathy—the ability to emotionally put yourself in the place of the "other"—is an essential skill for anyone committed to social change. We are inspired by the Cherokee prayer that states, “Great Spirit, grant that I may never criticize my brother or my sister until I have walked the trail of life in their moccasins.” Given the complexity of the problems we seek to transform, the diversity of the communities we serve, and the inclusivity of our own corps and staff, a strong capacity for empathy is essential; it empowers us to collaborate effectively in order to maximize our impact. Empathy builds trust, which is essential for our work. Similarly, a deep understanding, developed through empathy, of the people, institutions and communities we seek to serve strengthens program design, implementation and results. At all times, we strive to practice empathy by “walking in the moccasins of others.”

7. Inclusivity: We embrace differences as strengths that magnify our capacity to achieve shared goals

Inclusivity involves more than the celebration of diversity; it means actively embracing differences as vital assets that enrich our community, catalyze transformation, and strengthen our collective power to make positive change. To be inclusive at City Year is to create the most unified, purposeful force for good from the most diverse membership possible. Inclusivity informs our strategy of engaging young people in service as part of a diverse team, as well as our enduring commitment to engaging partners from across the public, private, and non-profit sectors in a collective effort to address pressing public problems. We aspire to create a unique culture that makes all feel welcome, valued, empowered and engaged.

8. Ubuntu: I am a person through other people; my humanity is tied to yours.

Ubuntu—a term borrowed from the Zulu tribe of South Africa—means “I am a person through other people; my humanity is tied to yours.” The concept expresses an essential spiritual truth about the world: we are all connected to each other through invisible webs of interdependence. We share a common world and a collective destiny, and the struggles of the few affect the many. In a very real sense, there is no "us" and “them”…there is only “us”. Because of this profound interdependence, we deepen our own humanity when we strengthen our capacity to recognize and honor the humanity of others. Ubuntu informs our commitment to treating everyone we encounter with deep respect, and to acting from the belief that supporting the success and empowerment of others supports our own success and empowerment. Ubuntu is a way of being and a quality of presence that we aspire to bring to all our relationships.

9. Teamwork: We strive to work powerfully together in a unified effort to achieve our goals.

City Year believes in the power of teams. When diverse individuals unite, collaborate, and dream together in pursuit of a shared vision, the team becomes more powerful than the sum of its individual parts. We are inspired by anthropologist Margaret Mead’s provocative insight about the power of small groups with a purpose. She said, “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” That’s why City Year has made teamwork essential to everything we do. From corps members who serve daily on inclusive teams to support student success to senior leaders who work collaboratively to advance our organizational goals and mission, everyone at City Year operates as part of team. Teamwork maximizes impact and engenders respect, empathy, understanding, communication, insight, patience, creativity, and joy. For this reason, we have made teamwork central to all that we do.

10. Excellence: We hold ourselves to the highest standards as we strive to execute our mission and steward our resources.

City Year recognizes that our ambitious goals for transformational change can only be realized through disciplined, rigorous, tireless attention to detail. Excellence is both an inspiring vision and a daily practice; it informs the aspirational nature of the goals we set for ourselves, as well as the discipline, attention, and focus we bring to every activity that must be completed on the way to achieving those goals. It also informs the care, professionalism, and sense of responsibility we bring to being stewards of the resources—human, financial, and material—entrusted to our organization. Because we recognize that even the smallest details contribute to our grandest of outcomes, we aspire to excellence in the execution of our mission and the stewardship of our resources.

City Year’s vision is that one day the most commonly asked question of a young person will be “Where are you going to do your service year?”

The name, “City Year,” reflects this vision of service as a common experience. Just as the terms freshman year, sophomore year, junior year and senior year are immediately recognizable steps on a young person’s path, the organization’s name is based on the idea that a “City Year” or other year of service will become a rite of passage.
City Year’s mission is to build democracy through citizen service, civic leadership and social entrepreneurship.

Together, these essential, interconnected and nonpartisan strategies can serve as the civic foundation for a strong, active and responsive democracy.

Citizen Service
Citizen service – often referred to as “national service” – is a call for young citizens to give a year or more of their lives in full-time service to their communities and country.

As an ‘action tank’ for citizen service, City Year works to demonstrate, improve and promote the concept of voluntary citizen service as a means of building a stronger democracy.

Like a Swiss Army knife for building a strong democracy, a year or more of full-time citizen service helps a democracy become more robust, more dynamic and more just by:

- Providing young people with a civic rite of passage into lifelong active citizenship.
- Providing the nation and local communities with a major service resource to meet pressing human needs.
- Building unity, civic trust and social capital by uniting people from a wide variety of social, racial, economic and educational backgrounds to serve side-by-side for the common good.
- Inspiring the general population to act on their idealism through civic engagement led by young people in service.
- Transforming the life prospects of those who serve by tying life-changing benefits to service.

City Year works to meet the citizen service element of its mission in a number of ways: developing and operating innovative service programs to help students and schools succeed; generating citizen service policy ideas and initiatives; convening policymakers, public officials, opinion leaders and leaders of the service field; and promoting the adoption of a comprehensive and creative system of voluntary citizen service, including full-time, part-time and short-term service opportunities for citizens of all ages and backgrounds in the United States and around the world.

Civic Leadership
City Year is a training ground – and a proving ground – for thoughtful, active and effective civic leadership. By the end of their service year, corps members not only have made a difference in their communities, they have learned the value of hands-on involvement in democratic self-government to prepare them for a lifetime of active citizenship.

A critical element of our mission at City Year is to train young adults, children and citizens at large to be citizen leaders, to “fully occupy” the office of citizen – indeed, to become “big citizens.”

City Year works to meet the civic leadership element of its mission by developing and expanding programmatic approaches to training diverse groups of young adults and citizens in civic values (which inculcate the common good), leadership skills (which promote effective outcomes) and leadership actions (which meet pressing public needs).

Social Entrepreneurship
City Year is an example of, and an incubator for, social entrepreneurship.

The private sector depends on business entrepreneurs with insight, passion and skills to develop breakthrough inventions and new industries. Likewise, the world at large requires “social entrepreneurs” to act on their idealism, offer breakthrough solutions to pressing human needs, develop new civic and social institutions and reinvent and reinvigorate the public and civic sectors.

While social entrepreneurs rely on many of the same skills and techniques as private sector entrepreneurs, they face a challenge that their peers operating in an established economic marketplace do not. The “social marketplace” lacks a comprehensive system for inspiring, developing and supporting social entrepreneurs, or taking their institutions and programs to scale.

Social entrepreneurship is a critical element of City Year’s mission, in part because we are an example of social entrepreneurship: founded by an enterprising team of young citizens, launched entirely with private sector support and operating with programs and techniques developed largely by corps and staff.

We continue to use entrepreneurial ideas, methods and approaches to build City Year. And we champion these entrepreneurial strategies in the nonprofit sector by sharing our insights and techniques, mentoring emerging social entrepreneurs and encouraging corps, staff, alumni and partners to become social entrepreneurs. By sparking a person’s civic imagination, providing direct experience with an idea in action and touching the “justice nerve,” national service and civic values experiences are natural incubators of new social entrepreneurs who will act on their passion and experience.

INTERNATIONAL AFFILIATES

In addition to City Year’s 25 locations in the United States, there are two international affiliates.

City Year South Africa
Founded in 2005, City Year South Africa was City Year’s first international location. It annually unites young people between the ages of 18-to-25 to serve on diverse teams in schools, focusing on literacy, numeracy, life-skills and positive school climate. In addition to in-school service, corps members also conduct needs assessments in the surrounding communities and develop outreach programs to address those needs according to the capacity of the teams and needs in the community. In 2013, City year South Africa has 142 service leaders serving in 14 schools in Johannesburg and the surrounding communities.
City Year South Africa is the direct result of a request in 2003 from former President Nelson Mandela to then President Clinton to assist South Africa in developing a large scale citizen service initiative. To demonstrate the vital role that young people and citizen service play in supporting and building civil society, President Clinton invited a delegation of board members, alumni and staff from City Year to join him on a trip to South Africa. City Year South Africa was launched the in February 2005.

City Year South Africa is registered under South Africa’s umbrella youth service body, the National Youth Service Unit, which was established to promote youth service in South Africa, and is a key partner of the Environmental Department which has supported its growth by delivering environmental education awareness to students through its afterschool and school based service. Since its founding, City Year South Africa has graduated nearly 1,500 young leaders, more than 80% of which have been placed in viable exit opportunities, which includes further education and training, jobs and internships.

More information on City Year’s work in South Africa is available at www.cityyearsa.co.za.

City Year London & Birmingham

In 2013-2014, City Year’s operations continue to expand and grow in the United Kingdom, including the official launch of City Year Birmingham which will start with a corps of 60 serving in five schools this fall. As the United Kingdom’s second largest city outside of London, there has been tremendous demand for the City Year model in Birmingham. Like London, the Birmingham team will deliver City Year’s Whole School, Whole Child service model – working to raise academic achievement, foster social skills and engender a sense of civic responsibility, among students from some of the most challenging backgrounds in the UK, through tutoring, mentoring and after-school activities.

City London also continues to grow, and will have 115 corps members serving in four primary and seven secondary schools. City Year was launched in the United Kingdom by the Mayor of London, Boris Johnson, in September 2010, with the first corps of 60 serving in 6 schools across east London. Since then City Year has attracted support from all major UK political parties, and from senior Government Ministers including the Secretary of State for Education, Rt. Hon Michael Gove MP.

More information about City Year’s work in the United Kingdom is available at: www.cityyear.org.uk
25 U.S. Locations

Baton Rouge  New Hampshire
Boston  New Orleans
Chicago  New York City
Cleveland  Orlando
Columbia, SC  Greater Philadelphia
Columbus  Rhode Island
Denver  Sacramento
Detroit  San Antonio
Jacksonville  San José/Silicon Valley
Little Rock/N. Little Rock  Seattle/King County
Los Angeles  Tulsa
Miami  Washington, DC

International Affiliates

Johannesburg, South Africa
London and Birmingham, England
A CULTURE OF IDEALISM

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Power
Big Citizenship
Power Courtesy
Inclusivity
Leadership Compass
The Uniform
Power Tools
Founding Stories
Putting Idealism To Work
Books of Influence
The City Year Brand
Messaging Guide
The Logo
All human progress has depended on four things: a vision for a better world, the idea that change is possible, the will to act and the skills to succeed – in a word, “idealism.”

At City Year, we take idealism very seriously, even as we pursue it with joy. We recognize that our unique, intentional culture of idealism powers our impact in schools and provides an immersive context for developing leaders.

We begin by rejecting the notion that idealism is just a positive mindset or attitude (although both are helpful and important) or simply being naïve. Instead, at City Year we view idealism as skills – imagining, recruiting, transforming and inspiring – that can be mastered and put into practice.

The world is more prone to be infected by the threats to idealism, identified by Robert Kennedy as futility, expediency, timidity and comfort, than by idealism itself, often making it hard for idealism to take root and flourish. While each of us has an idealistic spirit within, the world must be made safe and inviting for the spirit to emerge and flourish. For this reason, City Year began very early in its history to develop a “culture of idealism.” The culture of idealism is perhaps the most critical element in City Year’s success, and embracing it – even enhancing it – is essential to each individual’s success at City Year.

City Year’s unique culture is grounded in a powerful set of values illuminated by our Founding Stories. Famed professor of world mythology Joseph Campbell said that all of us can take the path of “the hero’s journey,” but to do so we must embrace a set of shared values – “public dreams” – and experience those public dreams through rituals that give them meaning.

There are clear manifestations of our culture of idealism, including the uniform we wear, the way we welcome students to school with a high-energy morning greeting and the “ripples” with which we start our meetings. Other aspects of the organization’s culture are less visible but are critically important – how we treat and interact with one another, how we seize opportunities that emerge, how we are flexible and responsive, how we refuse to fail, how we plan and manage our business, how we take on what seem to be impossible tasks and how we seek to serve next door and across an ocean.

Our values, rituals and tools contribute to what City Year has been able to accomplish and make possible, even as our ambitious goals often challenge and stretch the corps, the staff and supporters of City Year.

No one succeeds at City Year without embracing its culture of idealism, and with good reason: City Year’s culture is the air we breathe – it is the set of values, structures and practices that creates an environment in which idealism can be successfully practiced.

In this chapter, you will find an introduction to the what, why and how of our unique and powerful culture of idealism. Please join City Year in practicing and strengthening our culture in the days and years ahead.

**THE CITY YEAR PLEDGE**

The City Year pledge is a concise and powerful statement expressing the commitment we make when we assume the responsibilities and privileges of wearing the Red or Yellow Jacket. Corps Members are required to memorize this pledge within their first weeks at City Year, and recite it publicly for the first time at Opening Day. It is then said repeatedly at Unity Rallies, community meeting, PT and all major events.

It states:

I pledge to serve as a City Year member to the very best of my ability,  
To honor the rules and expectations of City Year,  
To respect my colleagues and the people and communities we serve,  
To provide excellent service,  
To lead by example and be a role model to children,  
To celebrate the diversity of people, ideas, and cultures around me,  
To serve with an open heart and an open mind,  
To be quick to help and slow to judge,  
To do my best to make a difference in the lives of others and  
To build a stronger community, nation and world for all of us.

**IDEALISM: IMAGINE. RECRUIT. TRANSFORM. INSPIRE.**

At City Year, the skills of idealism are to imagine, recruit, transform and inspire. City Year, like many nonprofit organizations and worthwhile endeavors, is the product of this idealism. Mastering these skills should be a specific goal for every member of the City Year community, to change the world as part of City Year and as a lifelong practice.

**Imagine**

All idealism begins with a deep dive into realism – seeing the world and its problems as they really are – and only then imagining a profound change for the better. The ability to re-imagine the world – be it hatred into love or illiteracy into reading – is a skill, and there are techniques that can make us stronger, faster and more vivid in our powers of civic imagination.

**Recruit**

The next step is to recruit people and resources with a vision. Powerful recruitment requires a set of skills that involve excellent written and oral presentation skills, logistical capabilities, passion and an understanding of human motivations.
Transform
This is the step where an existing reality is replaced – through planning and hard work – by the imagined reality, such as turning an empty school library into one filled with books, or teaching a child to read. This step has the potential to accomplish amazing feats. For example, the World Health Organization eradicated smallpox disease – a scourge that killed millions of people worldwide over 3,000 years, including during the 20th century – in a 10-year mass vaccination effort. Since 1977, not one person has died of smallpox.

Inspire
Exposure to – or better yet, participation in – positive transformation is deeply inspiring. This inspiration generates more idealism which encourages and fuels the imagination and the will to act, bringing more people and institutions into the practice of idealism. It is critical to take the time to inspire others about idealistic transformations because the failure to do so is to withhold another person’s inspiration. Skills associated with inspiration include public speaking, written communications, graphic arts and marketing.

POWER: SPIRIT. DISCIPLINE. PURPOSE. PRIDE.
No matter the task at hand, we at City Year aim to complete it powerfully. We define power to be the civic power that is attainable by anyone. You do not have to be in an authority position in order to inspire others to action. One can perform powerfully in a variety of ways, but you must possess four qualities in order to be effective: spirit, discipline, purpose and pride.

Spirit
Be ready and willing to challenge cynicism, have a “positive can-do attitude,” and display courage, strength and energy at all times.

Discipline
Focus on the task at hand, be organized and knowledgeable about what needs to happen, and always keep the big picture in mind.

Purpose
Why are you doing what you are doing? What is your goal and ideal end product? How will it help advance your students, your school, your team, the organization or the national service movement?

Pride
While you are working on a task, an event, or your service year, everything should be approached with pride in your appearance, presentation and final product. You should be able to look back upon it with satisfaction, gratification and delight.

BIG CITIZENSHIP
Each City Year corps and staff member must be a “Big Citizen” dedicated to strengthening our democracy every day, recognizing that service extends beyond direct service and includes an array of ways to build citizen service. A strong democracy requires active citizens who have the civic values, skills and inspiration to serve as leaders for the common good. As U.S. President Harry Truman said upon leaving the White House, “I’m not leaving the highest office in the land. I am assuming the highest office, that of citizen.” The more that civic values, skills and action are distributed throughout a society and adopted by the citizens at large, the more dynamic, robust and responsive a democracy will be.

Civic Commitment
There are three parts to being committed to building democracy and being committed to being part of something larger than oneself:

Civic Ideas
City Year is rooted in very big ideas: Democracy, Patriotism, Citizenship and National Service. Take the time to learn about these ideas to understand them fully.

Civic Values
City Year is a community of civic values, which are brought to life by our Founding Stories. We emphasize ten civic values within our organizational values: Service to a Cause Greater Than Self, Students First, Collaboration Always, Belief in the Power of Young People, Social Justice for All, Level Five Leadership, Empathy, Inclusivity, Ubuntu, Teamwork and Excellence. Be ready, willing and able to put these values into action.

Civic Power
There are many forms of power – economic, political and the use or threat of violence. City Year is not about those forms of power. We harness “Civic Power,” which no one can give or take away, and everyone can develop by demonstrating spirit, discipline, purpose, pride and powerful courtesy.

Civic Dangers
Civic commitment and idealism must be protected, especially from four dangers that can obstruct and diminish idealism, as identified by Robert Kennedy: futility, expediency, timidity and comfort. It was during his powerful Day of Affirmation Address in 1966 in South Africa, at the height of the oppressive Apartheid regime, that Kennedy said what the world needed most was “the qualities of youth – not a time of life but a state of mind, a temper of the will, a quality of the imagination.”
He then identified “four dangers” – four mindsets that can undermine one’s idealism. We must struggle to ensure that these dangers never take hold within ourselves or the organization, and if they do, we must work to expel them.

The first danger is giving into *futility*, the belief there is nothing that one person can do “against the enormous array of the world’s ills.” History, argued Kennedy, teaches otherwise. Individuals and teams have made great change in the world and we must aspire to be among them.

The second danger is that of *expediency*, the notion that “hopes and beliefs must bend before immediate necessities. Expediency destroys idealism by undermining the principles that support it. Idealism, high aspirations and deep convictions,” said Kennedy, “are not incompatible with the most practical and efficient of programs.” We must always hold onto our principles as we seek to be effective in the world.

Timidity is the third danger – the lack of courage “to brave the disapproval of their fellows, the censure of their colleagues, the wrath of their society. Moral courage is a rarer commodity than bravery in battle or great intelligence.” If we lose our courage, we lose our voice. If we lose our voice, we lose our will to act. If we lose our will to act, we lose our ability and desire to even think ideistically. Courage is an essential element to what Robert Kennedy called “bringing about a new order of things.”

Perhaps most interestingly, the final danger is *comfort*, the “temptation to follow the easy and familiar paths of personal ambition and financial success so grandly spread before those who have the privilege of education.” To maintain our idealism, we cannot be too comfortable with our own lives and work.

**Civic Capabilities**

The stronger your civic capabilities – the skills you have to make change in the world – the more change you will be able to affect, the more lives you can improve and the more you can operationalize your civic commitment. Often, great leaders are viewed as people who possess mysterious and special gifts or as people we can never become. This is simply not true.

**Here are the four parts of civic capabilities:**

**Civic Idealism**

As stated earlier in the handbook, idealism is a skill that everyone can master: imagining a more ideal outcome; recruiting people and resources to your cause; transforming what is to what could be through planning, execution and hard work; and inspiring yourself, your team and your society to generate more positive change. Imagine, recruit, transform and inspire.

**Civic Leadership**

While each of us may start off with a bias toward a certain leadership style, a strong leader should learn to exemplify all points on the Leadership Compass: East (Vision), West (Analysis), South (Empathy) and North (Action). This training tool is explained in more detail later in this chapter.

**Civic Tools**

A Big Citizen masters a number of civic tools, allowing him or her to create social change by effectively communicating ideas to large groups of people and mobilizing those people to join and support his or her cause. Some of these tools include mastering computer applications (from spreadsheets to databases), oral and written communication and presentation skills, team leadership, organizational skills and always the “three Rs” of reading, writing and ‘rithmetic.

**Civic Literacy**

Civic literacy embodies the knowledge and skills needed to participate effectively in the community, public, political and business sectors. To build your civic literacy, read three newspapers every day; study history or political science; learn to navigate your governmental (neighborhood, city, regional, state, federal and international) and civic sectors; and advocate for what you believe. We cannot make lasting change if we do not know how our civic institutions function and interact.

**POWER COURTESY**

In the dictionary, courtesy is defined as “polite behavior, or a polite gesture or remark.” At City Year we expand upon this and turn it into a powerful tool for engagement and change. Daily interactions, no matter how small, have a huge impact and can influence the way we look at the world. City Year corps members and staff can exhibit power courtesy in a number of ways, such as:

- Holding doors open for others
- Saying “Please” and “Thank You”
- Looking someone in the eye when you shake his or her hand
- Standing up on public transportation in order to let someone else have a seat
- Greeting people in the hallways and on streets
- Introducing yourself
- Standing to speak to a group
- Being sensitive at all times to your surroundings

By making a concerted effort to be courteous in a powerful way, you can transform people’s perceptions. People will take you more seriously, will be impressed by you and, most importantly, will be ready to be led by you. At the same time, you also change yourself.

**INCLUSIVITY**

Bringing together people from different racial, socio-economic, educational, religious, sexual orientation and geographic backgrounds is one part of being an inclusive organization. Diversity alone, however, is not enough. Rather, City Year focuses on inclusivity. To be inclusive at City Year is to create the most unified, purposeful force
for good from the most diverse membership possible. Inclusivity means working to create a culture that makes all feel welcome, valued, powerful and engaged – capable of contributing to a team and a cause that is larger than ourselves. Making inclusivity work is part of the hard work of social change, but the civic payoff is priceless, both in terms of real change made in the world and in the civic understanding forged through the bonds of common purpose. We value the strength of our diversity and our inclusivity as an organization, and it strengthens our ability to relate to students. Further, students who see corps members working successfully as members of diverse teams learn valuable lessons themselves. Seek out, invent and teach ways to make City Year more inclusive and make inclusivity work.

LEADERSHIP COMPASS

City Year seeks to develop leaders for the common good by providing tools for corps, staff and the public at large to improve and grow in civic leadership abilities.

The Leadership Compass is a City Year training tool to highlight the different leadership styles that a person may exhibit and to help participants realize their strongest and weakest leadership styles. These determinations serve two purposes: (1) to help people understand how to work with others who may have different leadership strengths and challenges and more importantly, (2) to help participants fully develop all four leadership styles in order to be a truly effective leader with well rounded leadership dexterity. Master each point of the Leadership Compass.

There are no “right” or “wrong” styles on the Leadership Compass. Each leadership style has its own merits and challenges. Just because you excel in one style, don’t think of it as a label – we all demonstrate each of the leadership styles at different times. Leadership styles are like shoes – you should try them on and walk around in them to see how different styles fit.

East: Vision
Approaches to Work/Work Style
– Visionary who sees the big picture
– Generative and creative thinker, able to think outside the box
– Very idea oriented, focuses on future thought
– Makes decisions by standing in the future
– Insight into mission and purpose
– Looks for overarching themes, ideas
– Adepts at solving problems
– Likes to experiment, explore
– Appreciates a lot of information
– Value Words: “option,” “possibility,” “imagine”

Overuse: Style Taken to Excess
– Can put too much emphasis on vision at the expense of action
– Can lose focus on tasks
– Not time-bound, may lose track of time
– Tends to be highly enthusiastic early on, then burn out over the long haul
– Will not work on projects that do not have a comprehensive vision
– Easily frustrated and overwhelmed when outcomes are not in line with the vision

West: Analysis
Approaches to Work/Work Style
– Understands what information is needed to assist in decision making
– Seen as practical and thorough in task situations
– Helpful to others by providing planning and resources, comes through for the team
– Uses data analysis and logic to make decisions
– Weighs all sides of an issue, balanced
– Introspective, self-analytical
– Thoroughly examines people’s needs in situations
– Maximizes existing resources
– Skilled at finding fatal flaws in an idea or project
– Value Word: “objective”

Overuse: Style Taken to Excess
– Can be bogged down by information, analysis process at expense of moving forward
– Can become stubborn and entrenched in position
– Can be indecisive, collect unnecessary data, mired in details, “analysis paralysis”
– May appear cold and withdrawn with respect to others’ working styles
– Tendency toward watchfulness, observation – Can remain withdrawn, distracted
– Resists emotional pleas and change

North: Action
Approaches to Work/Work Style
– LIkes to be in control of professional relationship
– Quick to act, expresses sense of urgency for others to act now
– Enjoys challenges of difficult situations and people
– Thinks in terms of the bottom line
– Likes quick pace and fast track
– Perseveres, not stopped by hearing “No,” probes and presses to get at hidden resistences
– Likes variety, novelty, new projects
– Comfortable being in front
– Values action-oriented words, phrases: “Do it now!” “I’ll do it!” “What’s the bottom line?”

Overuse: Style Taken to Excess
– Easily overlooks process and comprehensive strategic planning when driven by need to act and decide
– Can get defensive quickly, argue, try to “out-expert” you
– Pushes for decisions before it’s time, avoids discussion
– Can be autocratic, has difficulty being a team member
– Sees things in terms of black and white, little tolerance for ambiguity
– Not heedful of other’s feelings, may be perceived as cold
– Finds it hard to delegate, “If you want something done right, do it yourself!”

South: Empathy
Approaches to Work/Work Style
– Understands how people need to receive information in order to act on it
– Integrates others’ input in determining direction of what’s happening
– Uses professional relationships to accomplish tasks, interaction is primary
– Supportive to colleagues and peers
– Willingness to trust others’ statements at face value
– Receptive to others’ ideas, team player, noncompetitive
– Able to focus on present moment
– Value Words: “right” and “fair”

Overuse: Style Taken to Excess
– Can lose focus on goals when they believe relationships, needs of people are being compromised
– Has trouble saying “no” to requests
– Internalizes difficulty and assumes blame
– Difficultly dealing with anger, being manipulated by it
– Can overcompromise to avoid conflict
– Immersed in NOW, loses track of time, may not see long-range view
– Become mired in process at expense of accomplishing goals

West: Analysis
Approaches to Work/Work Style
–  Value Word: “objective”
–  Adept at solving problems
–  Looks for overarching themes, ideas
–  Insight into mission and purpose
–  Makes decisions by standing in the future
–  Values action-oriented words, phrases: “Do it now!” “I’ll do it!” “What’s the bottom line?”
THE UNIFORM
The City Year uniform is a symbol of full-time commitment to service, ideals and goals larger than oneself. Each time a staff or corps member puts on the uniform, he or she becomes a representative of citizen service, AmeriCorps / National Youth Service and City Year – and becomes a trustee of the relationship between our organization and the community. Along with wearing the uniform powerfully and professionally comes the responsibility of representing City Year and inspiring others.

Chapter 7, CORPS MEMBER STANDARDS AND POLICIES, includes the rules and regulations for how the uniform is to be worn and Chapter 8, THE UNIFORM, includes an explanation and history of the City Year uniform.

POWER TOOLS
In order to conduct ourselves with spirit, discipline, purpose and pride, City Year teaches and relies on what we call “power tools” – accountable, inclusive structures for putting idealism to work. These techniques help to build leadership skills, instill confidence and empower staff and corps members. Power tools can be found everywhere you look at City Year. Two of the most common power tools are “Hands Up” and “Stand and Declare.”

Hands Up:
A tool for quieting a large and/or loud group in order to begin a meeting or event, by raising one’s hand to signal all group members to respond with their hands raised and voices silent. With this simple “hands up” gesture, one person can powerfully – and quietly – signal that a presenter or program is about to begin. The Hands Up power tool allows for a facilitator to quickly get the group’s attention.

Stand and Declare:
A tool for effective and courteous public speaking, “Stand and Declare” refers to the practice of standing up and introducing oneself before one speaks to a group. Standing to speak and introducing yourself is highly respectful to your audience and the person or people you are addressing, as it ensures that eye contact is made, that the audience, speaker or panelist knows who is speaking and that we project our voice for all to hear. Stand and Declare also demonstrates pride and confidence.

Please refer to Chapter 9, POWER TOOLS, for an introduction to the array of power tools used at City Year.

FOUNDING STORIES
At the center of City Year’s idealistic culture is a growing collection of stories and quotations from many cultures that we call “Founding Stories” because they are woven into the fabric of City Year’s culture and are a foundation for our work.

The Founding Stories illuminate our organizational values that guide us, set us on course and remind us of the most fundamental motivations for our work. Each of the founding stories has been a gift to the organization, arriving unexpectedly and instantly recognized as being at home in the organization.

Chapter 10 contains the FOUNDING STORIES and commentaries. Please share these stories often, apply them to your work each day and use them with respect.

PUTTING IDEALISM TO WORK (PITW)
PITW is a collection of ideas written and edited by City Year CEO and Co-Founder Michael Brown, but contributed to by many people. It contains 182 pieces of collective City Year wisdom that guide our service and serve as a reference for ways to implement our mission in our daily work.

Each morning, corps and staff members receive a PITW in their Daily Briefing or on the City Year intranet that provides guidance for the day ahead. Watch for them and seek them out.

Sample PITWs:
PITW #3 Always begin each new task with the same question: “What are our goals?”
PITW #177 Laugh at least once a day. Every day.
PITW #180 Remember that anyone can discover ways of putting idealism to work. (And if you do, write it up and send it in so it can show up in the next edition of the Idealist Handbook.)

In 1993, the “bing!” gesture – a hand to the side of one’s head that then opens up – was invented by City Year Columbus senior corps member and City Year Boston alumnus Brendan Hughes because every time he heard a PITW, he felt that a light bulb switched on in his head with the sound “Bing!”

Chapter 11 provides the complete PUTTING IDEALISM TO WORK.
BOOKS OF INFLUENCE
During our development, specific books have made significant impact on City Year. From the culture that surrounds us to the business practices that drive us, many of the core processes of City Year originate from or are inspired by concepts, philosophies and strategies introduced within these wonderful books. We encourage the City Year community to take the time to read and learn from these.

The Power of Myth by Joseph Campbell with Bill Moyers
Myths to Live By by Joseph Campbell
The Alchemist by Paulo Coelho
Warrior of the Light by Paulo Coelho
Built To Last by Jim Collins and Jerry I. Porras
Good to Great by Jim Collins
Great by Choice by Jim Collins and Morten T. Hansen
Innovation to Entrepreneurship by Peter F. Drucker
The Tipping Point: How Little Things Can Make a Big Difference by Malcolm Gladwell
World Class by Rosabeth Moss Kanter
Insanely Great by Steven Levy
The Cathedral Within by Bill Shore
Tao Te Ching by Lao Tzu, as translated by Stephen Mitchell
The Art of War by Sun Tzu, as translated by James Clavell

We encourage you to read William James’ essay “The Moral Equivalent of War” in which he proposed the development of a full-time citizen service corps for young adults to meet the pressing problems of their day. Written in 1910, this essay includes certain sensibilities of that era and not necessarily our modern views. The central focus of the essay is national service, however, and its contribution to the national service movement is enduring. This essay is available online from several different sources, including:
http://www.des.emory.edu/mfp/moral.html

We also encourage you to read Robert F. Kennedy’s “Day of Affirmation” Speech, delivered June 6, 1966 at the University of Cape Town, South Africa. This essay is also available online from several different sources, including:

MESSAGING GUIDE
Recruitment language
For use in recruitment collateral, messaging for the potential corps audience, and other materials marketed for the 18-24 year old audience:

City Year is an education focused, nonprofit organization that unites young people of all backgrounds for a year of full-time service to keep students in school and on track to graduation. At City Year’s 25 urban locations across the United States and two international affiliates, teams of highly-trained corps members serve full-time in schools as tutors, mentors and role models. By focusing on attendance, behavior and course performance, which identify students who are at risk of dropping out, corps members are uniquely able to help students and schools succeed.

Investor language
For use in public relations materials including press releases, official letters, development collateral, and other external material where identifying the organization’s mission and purpose is necessary and appropriate.

Identifier
For use when identifying City Year in a sentence. Most appropriate in press release leads, summary documents, etc.

City Year, a nonprofit organization whose teams of diverse young adults commit to a year of full-time service keeping students in school and on track to graduate,....

Short boilerplate
For use when identifying City Year in short form communication. Most appropriate in media advisories, development collateral, official letters, contracts and agreements, etc.

City Year is an education-focused, nonprofit organization founded in 1988 that partners with public schools to help keep students in school and on track to graduate. In 25 communities across the United States and through two international affiliates, this innovative public-private partnership brings together teams of young AmeriCorps members who commit to a year of full-time service in schools. Corps members support students by focusing on attendance, behavior, and course performance through in-class tutoring, mentoring, and after school programs.

THE CITY YEAR BRAND
A brand is more than a logo, an ad campaign and a slogan. Those are components of a brand. The brand itself can be understood as a promise that is fulfilled, or an expectation that is met.

Effective and successful social change organizations need strong brands just like for-profit corporations. At City Year, we work extremely hard to establish and maintain the City Year brand. It is a powerful tool to leverage our ideas and ideals to the community-at-large.

The City Year brand is inextricably linked with our mission. It is our logo, our service, one corps member in uniform, a 300-person event, the greeting a guest receives, a nametag at an event, or any other manifestation of who we are and what we do. The brand should reinforce and represent City Year’s values: Service to a Cause Greater Than Self, Students First, Collaboration Always, Belief In The Power of Young People, Social Justice for All, Level Five Leadership, Empathy, Inclusivity, Ubuntu, Teamwork, Excellence.

The personality of the City Year brand determines the voice and the tone that runs through all of our communications and the relationships we have with everyone our
organization interacts with. The ways in which we use the brand consistently and respectfully provide us with opportunities to share who we are, what we do, and how we do it.

The City Year brand is about believing in the power of young people to change the world, and the City Year “voice” is positive, authentic and passionate.

The City Year Logo

The logo is City Year’s footprint of idealism – anything it is on represents the City Year brand and this organization.

The logo is a powerful symbol representing City Year and is a key component of our brand equity. The strength of the logo – and thus the brand – is its ability to inspire citizens, corporations, and civic leaders. The logo says “Idealists at work here.” From San José/Silicon Valley to Rhode Island to South Africa and beyond, the logo unites our community.

Consistency of color, shape, and dimension is essential.

The official versions of site City Year logos can be used locally either with the vector version of the logo or with the patch.

We often use the patch version of the logo in place of the flat illustrated logo. The patch is connected to our iconic red jacket and has more of an emotional connection to our work and adds texture to the page. The two versions of the logo can be used interchangeably, but thought should be put into which option better compliments the design.

#makebetterhappen

City Year has multiple taglines that we pair with the logo for various uses. We have been using the hashtag (#) with the words “make better happen” for our current marketing campaign. It represents the daily, smaller moments of impact that corps members are able to realize every day with students and in schools. We also frequently use the “give a year. change the world.” This tagline is an all-encompassing statement that inspires others to be involved with City Year and to help improve our communities. Other taglines are more specific to the project/campaign they are connected to such as our “In School & On Track” campaign which uses “Helping Students and Schools Succeed.” These taglines are more action-oriented and help our brand target specific audiences for particular outcomes.

Please note, our use of #makebetterhappen is used with the hashtag and as multiple words strung together. Additionally, our “give a year. change the world.” tagline must always be in all lowercase. A tagline is never meant to be a true sentence following grammatical rules, it is a statement of our brand persona and so having it all lowercase helps declare our youthful idealism.

Photography

The old adage is true, a photo is worth a thousand words. So our story is often told through our imagery: the dedication a corps member shows to the student they are tutoring, the joy in a child’s eyes as they achieve more than they ever dreamed of, the power of a 100 diverse young idealists standing together in unity. It is very important that we use our photos to communicate our most important messages, to convey who we are, what we do and the impact we have. Highlight in-school service shots, our team-based structure, our diversity and our youthful idealism and energy. The following section will help teach you how to determine what is a good picture and how to make that picture look its professional best. Always remember, a photo is not just a graphical echo of your content, but is instead an opportunity to amplify the message you are trying to convey through a dramatic visual representation that words along cannot accomplish.

The Elements of a Signature City Year Photograph:

1. Branding: Make sure the City Year logo or name is visible in the photo somewhere (uniform, banner, sign)
2. Diversity: Whether in one photo or through multiple photos, it is important to capture our diversity
3. Energy: No one should look uninterested or inactive (service in action, excited)
4. Emotion: Images should inspire, cause reflection or action or evoke emotion (joy, determination, pride)
5. Powerful uniform: Worn properly (shirt tucked in, nametag, jacket zipped ¾, ironed pants, etc.)
6. Engaging: Convey a value, pictures are worth a thousand words, what story does it tell?

City Year Typography

City Year uses events, newsletters and documents to inspire and engage the community. Our collateral’s unique look is welcoming and accessible. Just as with our logo or other City Year images, using a consistent font is like repeating an important message – it visually underscores our brand and commitment to excellence.

In an effort to convey our “story” with clarity and power, we utilize five official typefaces/fonts. These have been chosen for effect and to emphasize a variety of strategic messages – whether on an invitation or a grant proposal.

Official City Year Fonts:

For general use:
Swiss721 BT Light
Swiss721 Roman
Swiss721 Bold
Swiss721 Bold Condensed
Swiss 721 Italic

For powerpoint and email:
Arial Regular
Arial Bold
Arial Italic

For general use:
Franklin Gothic Book
Franklin Gothic Medium
Franklin Gothic Demi
Franklin Gothic Heavy
Franklin Gothic Medium Condensed
Franklin Gothic Demi Condensed

From the logo, use rarely:
ITC Kabel Book
ITC Kabel Medium
ITC Kabel Bold

For text-heavy content:
(Adobe) Garamond
Garamond Bold
Garamond Italic
City Year Design Aesthetic

City Year’s design aesthetic is a very important part of the brand. The City Year brand should be apparent in all materials by our logo, our fonts, our photos and our overall design aesthetic. With just a glance at any piece of our collateral it should be recognizable as a City Year piece. It’s often the design aesthetic that is overlooked, but it can be the most important part of portraying our brand.

City Year’s brand aesthetic is a clean and modern look. Less is more. Simplicity is key. Make sure to leave white space on the page for the eye to rest on. Choose one or two key messages to highlight and then design the rest as simple, easy to read information that compliments your overall message. Always remember that the goal of the design is to compliment the message, to make the information easier to attain and retain. Graphic design is a solution to a problem, a method to a means; it is a tool that makes communication better.

E-mail signature

Your e-mail signature is a very important part of the brand as it goes out to every person you are in contact with. E-mail signatures are there as a reference for people to find your contact information and should not distract from the content of your e-mail.

Details: gray: R130 G130 B130 black: R4 G4 B4
8 pt text, Sans Serif Font (i.e. Arial/Gill Sans/Helvetica)

Template:
Name (in black)
Title
(optional space-hard return)
Site (in black)
Address (no abbreviations)
Telephone # (use “T:”) | Cell # (use “C:”) | Fax # (use “F:”) (optional)
e-mail | website
(space-hard return)
tagline (with “change” in black)

Example:
Your Name
Executive Brand Hero

City Year Rome
24 Idealism Way | Boston, MA 02116
T: 617.999.9999 | C: 857.999.9999 | F: 617.999.9991
bidealistic@cityyear.org | www.cityyear.org
give a year. change the world.

The Style Guide

The Style Guide, available on cyconnect, sets forth guidelines that should be adhered to in order to ensure that our logo is used appropriately, our sponsors are thanked properly, our materials are high-quality and our communications convey spirit, discipline, purpose and pride.

Look and Feel

When an external guest spends time with City Year – at an annual dinner, a policy meeting, the Visitor Program, a corporate appreciation breakfast or other event – we want them to have a true City Year experience. One of the ways we do that is a basic component of the City Year brand – Look and Feel. Look and Feel suffuses our events with our brand. It can take many forms, from bold, graphic banners at a job fair to the corps bursting forth at an upscale gala. No occasion is too big or too small for Look and Feel.

Brand Colors

City Year’s color palette is designed to reflect the vibrant, youthful, idealistic energy of the corps. While red and yellow will always be the official colors, the palette has been expanded to capture the diversity of cultures and thought, and the depth that characterizes City Year’s mission. City Year is no longer simply a one-dimensional “red” organization but as deep and multi-dimensional as the lives we impact.

Main palette

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<tr>
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</tr>
<tr>
<td>GREEN</td>
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<td>255, 213, 32</td>
</tr>
</tbody>
</table>

Secondary palette

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</tr>
<tr>
<td>PROCESS BLACK</td>
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</tr>
</tbody>
</table>
THE LOGO

CITY YEAR

THE NAME represents the idea that a year of service should be part of every young person’s life experience.

THE LETTERING STYLE is a reference to the Civilian Conservation Corps of the 1930’s, a historic predecessor of the modern national service movement.

THE SUNBURST symbolizes the release of energy, idealism, and human potential, with young people as the catalyst.

THE CIRCLES symbolize community and equality, as well as the “strong circle” structure teams use for communication. The openings in the outer circle symbolize an inclusive and welcoming community.

THE INNER RED CIRCLE symbolizes energy, idealism and a warming force.

THE COMPASS POINTS showing the four cardinal directions—North, East, South and West—reflect the Native American belief that the meeting point of the four directions is a gathering place.

THE FOUR SEGMENTS represent the four seasons.

THE GROUPINGS OF SEVEN TRIANGLES in each segment represent the days of the week and the Native American belief that with every major decision, we should consider the impact on the next seven generations.

THE TWELVE YELLOW TRIANGLES represent the months of the year.

THE COLORS symbolize the rainbow of backgrounds, cultures and experiences that come together at City Year to work for the common good.
CITY YEAR AS AN ACTION TANK

What is an action tank, and what does it mean for City Year and your role as part of it? An action tank is an organization dedicated to bringing about major changes in society, often targeted to advancing a specific public policy solution or agenda, in a manner that combines and leverages direct programmatic experience, policy generation, advocacy and civic mobilization across multiple sectors and the public at large. An action tank is a program, think tank and civic campaign, rolled into one organization, combining theory, practice and civic engagement to generate the ideas, will and resources to bring about a specific, major vector change in society. The ultimate change sought may be institutional, legal, behavioral and/or cultural and have political, economic and social ramifications.

To achieve this major vector change, an action tank’s strategies, goals and tactics at any given time may include any or all of the following: programmatic initiatives, legislative objectives, administrative law objectives, communication objectives, political objectives, public opinion objectives, research and evaluation objectives, media objectives, social learning objectives, societal attitudinal objectives and organizational development objectives – including the founding of new organizations, the triggering of new markets and sources of capital and the creation of new for-profit, nonprofit and/or governmental “fields,” industry categories and coalitions.

An action tank process begins with a ‘one day’ vision – such as President Kennedy’s vision that ‘one day, a man will walk on the moon.’ The next stage is to analyze what is holding back the achievement of that vision, and what strategies, tactics and objectives can be utilized to break through those barriers. Steps are then taken to execute on the identified strategies, tactics and objectives.

As an action tank for citizen service, City Year works to demonstrate, improve and promote the concept of citizen service as a means of building a stronger democracy. In order to achieve City Year’s citizen service vision – that one day the most commonly asked question of a young adult will be “where are you going to do your service year?” – the organization must act as a catalyst for major societal change.

City Year’s action tank accomplishments include:

> Serving as a program model and policy idea generator for national service legislation, including AmeriCorps, which has deployed more than 775,000 Americans in service who have provided more than 1 billion hours of service since 1994;
> Engaging the private sector as a strategic partner in building citizen service institutions; and incorporating citizen service into corporate cultures, through team sponsorships, national leadership sponsorships, Care Force® and special events; and
> Convening City Year’s annual National Leadership Summit. Since 2009, the Summit has convened key leaders from the education and business community, government officials, philanthropists, policymakers, and City Year board members and champions from across the country to explore the role national service can play in addressing the high school dropout crisis. City Year has hosted policy delegations from more than 20 nations, generating interest in the citizen service concept among emerging leaders worldwide and supporting global citizen service initiatives.

Each member of the City Year community is needed to strengthen the “action tank.” In the spirit of one of our Founding Stories, remember that together we are “Building a Cathedral” – the citizen service movement – that is larger than ourselves, our organization and our lifetime.

PUBLIC POLICY

The most important characteristic of an action tank is that it is always grounded in demonstrated, programmatic successes, in showing a solution in action. In fact, it is its programmatic experience that gives an action tank its legitimacy and power to generate consensus and societal will that cuts across lines of ideology and political partisanship to unite the public, nonprofit and private sectors to achieve a shared goal.

By design and since inception, City Year has had a strong record of accomplishment in the area of public policy. City Year helped inspire the creation of AmeriCorps: 

> Convening City Year’s annual National Leadership Summit. Since 2009, the Summit has convened key leaders from the education and business community, government officials, philanthropists, policymakers, and City Year board members and champions from across the country to explore the role national service can play in addressing the high school dropout crisis. City Year has hosted policy delegations from more than 20 nations, generating interest in the citizen service concept among emerging leaders worldwide and supporting global citizen service initiatives.

Each member of the City Year community is needed to strengthen the “action tank.” In the spirit of one of our Founding Stories, remember that together we are “Building a Cathedral” – the citizen service movement – that is larger than ourselves, our organization and our lifetime.

Who’s the next generation that is going to lead us and inspire us and build an America we can all be proud of? When I look out at all of [the City Year corps members] in this audience who have been giving so much of themselves for a cause that is so much larger than themselves I think I have an answer to that question.

— PRESIDENT BARACK OBAMA

Cultures change one heart, one soul, one conscience at a time. Government can hand out money, but what it cannot do is put open our hearts or a sense of purpose in our lives. This is found in charities that warm the cold of life. Just like City Year.

— PRESIDENT GEORGE W. BUSH
and we also need to open the doors of college to everyone. So I had this general idea, and then when I went to City Year in Boston, the lights came on and I said this is what I want to do.

— President William Jefferson Clinton

We continue to be an “idea factory” for other policy ideas around citizen service and to shine a light on the unique role that full-time AmeriCorps members can and are playing in school reform and dropout prevention efforts nationwide.

City Year’s public policy department was formally established in 2001 and since then has worked steadily to leverage a broad base of political and private sector support, to continue to build the national service field, to provide a forum for citizen service organizations and thought leaders and to influence new policies that advance citizen service in partnership with government agencies, elected officials and other policy organizations. This important work is furthered through policy forums, Congressional receptions and luncheons, convening policy leadership, policy research and proposals, visits to City Year by political leaders and collaboration with other citizen service organizations. Through these activities, City Year seeks to demonstrate to the private, public, and philanthropic sectors how national service members can be strategically deployed to address pressing community needs from disaster relief efforts to stemming the dropout tide.

Save AmeriCorps/Voices for National Service

City Year’s public policy initiatives are a vital component of our work and mission, including our leadership role in Voices for National Service, a coalition of national service programs, state commissions and supporters committed to growing and deepening opportunities for Americans to serve.

Voices for National Service was initially called Save AmeriCorps and founded in 2003 in response to major cuts in federal funding that threatened hundreds of AmeriCorps programs. The impact of national service on the lives of Americans was largely an untold story, and through the Save AmeriCorps Coalition, City Year and other service organizations began to build a strong and compelling case for national service and, in turn, helped save the federal investment.

The Save AmeriCorps Coalition was renamed Voices for National Service and transitioned from a spontaneous ad-hoc group responding to the urgent crisis of devastating funding cuts into a focused alliance with a clear mission, goals and annual agenda. The coalition has built strong bipartisan support among our nation’s leaders and helped position national service as a viable policy solution to tackle unmet needs, expand opportunity and leverage social capital.

Voices for National Service has become the collective voice for the national service field, disseminating information to national service programs and sharing information on the impact and importance of service with our nation’s leaders. Through a united effort, this coalition has proven to be a powerful force for building bipartisan support and ensuring the future of national service as a public-private partnership. Voices for National Service has earned a reputation as a highly effective coalition that excels at engaging champions on Capitol Hill and across the country.

One congressional staffer has said of Voices for National Service, “I give them enormous credit, for elevating the issue and mobilizing around the issue…. They [are] incredibly effective.”

More information about the coalition is at voicesforservice.org.

Making the Case for the Integral Role Full-Time AmeriCorps Members Play in School Reform and Dropout Prevention Efforts:

As City Year has pivoted to deploy all of the organization’s full-time AmeriCorps members into schools, the public policy department has placed an increasing emphasis on raising awareness around the critical role that AmeriCorps members play in school reform efforts. City Year’s work with schools and districts across the country has shown that we can transform our nation’s lowest performing schools but it requires the right mix of strong school leadership, skilled educators trained to analyze data and adjust instruction according to student performance, and the additional full-time people power to help teachers deliver effective, research-based interventions at the scale and intensity required.

Reauthorization of the Elementary and Secondary Education Act (ESEA) affords Congress and the Administration the opportunity to ensure that high poverty schools have the funds to acquire the additional human capital needed to implement comprehensive, sustainable school reforms that address the multiple issues that contribute to poor school performance. City Year has released a white paper, organized a congressional briefing, participated in numerous visits to Capitol Hill, and collaborated with the Grad Nation and America Forward coalitions to ensure that ESEA Reauthorization provides all struggling students with the individualized support they need to reach their full potential. In 2011, reauthorization proposals presented by both Republicans and Democrats in the Senate and the House of Representatives highlighted the importance of direct student supports and high-quality external partners.

City Year also engaged with the Department of Education (DOE) around ESEA Flexibility – an opportunity created by the DOE to free states from the most burdensome elements of the No Child Left Behind Act. City Year’s engagement with the DOE resulted in many of City Year’s ideas being included in the ESEA Flexibility package the DOE created. As state partners contemplated applying for ESEA Flexibility, City Year sites worked closely with Headquarters to inform state ESEA Flexibility applications. As a result, certain state partners included some of City Year’s ideas in their ESEA Flexibility requests. These requests outline state education law for the next few school years.

City Year’s Public Policy Highlights Include:

> City Year helped to launch the bipartisan National Service Congressional Caucus to raise awareness of national service and ensure its place on the nation’s domestic agenda.

> Educating national leaders about the power and potential of national service and the need to reauthorize and expand opportunities for all Americans to serve has been a City Year priority. Through Voices for National Service, City Year was able to draw on the combined experience and knowledge of the national service community, collect new ideas and innovative solutions and pass along recommendations to interested policymakers. A series of bills was introduced over the years to strengthen
the federal service programs, increase opportunities to serve, raise the value of the
Segal AmeriCorps Education Award and create new programs such as the Summer
of Service, a service-learning initiative for middle school students.

> TIME magazine cited Voices for National Service and City Year as primary sources
for research and analysis on legislation and agency regulations affecting national
service.

> In 2007, detailed memorandums were sent to all the Presidential candidates with
recommendations for how to strengthen America by growing national service.
Several candidates embraced the new ideas and incorporated them into their
domestic policy platforms.

> City Year was one of four lead organizers of ServiceNation, a coalition of 110
organizations that has a collective reach of some 100 million Americans dedicated
to strengthening democracy and solving problems through civic engagement
and service. ServiceNation organized a year-long campaign to promote a major
expansion of service opportunities in America, which kicked off with the
ServiceNation Summit on September 11-12, 2008 in New York City.

> City Year and ServiceNation were hosts of a nationally-televised Presidential Forum
on National Service in New York City, at which both Senator John McCain and
then-Senator Barack Obama discussed the future of service in America and pledged
to support a comprehensive reauthorization of the national service laws.

In 2009, City Year worked with three national coalitions – Voices for National Service,
ServiceNation and America Forward – to pass the Edward M. Kennedy Serve America
Act, the most sweeping expansion of national service in generations. Many ideas and
experiences shared by City Year directly and through work with these coalitions were
incorporated into the Serve America Act, the national service reauthorization bill enacted
in April 2009.

The Serve America Act is a bold bill that taps the energy and ingenuity of citizens to
address major national challenges. It positions citizen service at the center of our nation’s
response to crises in education, clean energy, health, veterans and economic opportunity.
The bill expands the reach of the innovative and effective non-profit organizations by
providing much needed human capital. It proposes to triple the number of AmeriCorps
member positions to 250,000, creates specialized corps that will be held accountable for
their accomplishments, launches a social innovation fund to scale effective programs and
engages hundreds of thousands of Americans in new service and volunteer opportunities.

Fulfilling the promise of the Serve America Act has been a priority for President Obama’s
Administration, and the White House has urged Congress to increase the federal
investment in national service to implement the landmark law. In fiscal year 2010,
Congress responded by fully funding the President’s budget request of $1.149 billion for
the Corporation for National and Community Service, an historic funding increase for
the agency.

For fiscal year 2011, the White House again urged Congress to increase the annual
budget for service and volunteering. President Obama requested a 23% increase for the
Corporation for National and Community Service to support continued implementation
of the Serve America Act, but that increase was not approved.

Just two years after the Serve America Act passed with broad, bipartisan support, the
2010 mid-term elections ushered in a divided Congress, with new leadership in the
House of Representatives. Since that time, the House, Senate and the White House have
been engaged in a lengthy and bitter debate over fiscal priorities and deficit reduction
strategies, and the House of Representatives has introduced three bills that would
eliminate funding and shutdown for the Corporation for National and Community
Service (CNCS).

While Congress rejected the proposals to close the federal agency, funding for CNCS
was reduced by 8%, $100 million over two appropriations cycles (FY11 and FY12).
These cuts included a $26.5 million reduction for AmeriCorps, $4 million reduction
to AmeriCorps*VISTA, and a $12.5 million or 20% reduction to the Retired Senior
Volunteer Program (RSVP). One CNCS program, Learn and Serve America was
eliminated outright. The congressional funding cuts eliminated 5,000 AmeriCorps
positions. These reductions came as interest in AmeriCorps continues to soar. More
than 582,000 AmeriCorps applications were submitted in 2011 for 82,500 positions.
Between 2010-2011, over one million applications to serve have been rejected, making it
nearly as hard to get into AmeriCorps as it is an Ivy League college.

The fact that the CNCS cuts were not deeper is a testament to the success of the “Save
Service in America” campaign, organized by Voices for National Service, ServiceNation
and America Forward, with leadership from City Year. These three coalitions, that
worked to pass the Serve America Act in 2009, reunited in a mobilization campaign to
save the Corporation for National and Community Service.

Over the past several years as state and local governments have been forced to make their
own budget cuts and reduce government services, communities and citizens have grown
increasingly reliant upon nonprofit organizations that leverage CNCS funds to fuel their
service delivery systems. Today, more than 70,000 nonprofits rely on national service
members to provide them with a critical human capital stream. But public awareness of
the role of national service in communities nationwide is still limited. Many Members of
Congress do not recognize the connection between funding for CNCS and the important
work CNCS-supported organizations are doing in their states and districts. The Save
Service campaign outlined what’s at stake in every community if CNCS funds were cut
or eliminated, and was credited for helping to save 92% of the agency’s funding.

City Year – in partnership with the Save Service campaign – is working to get back on
track to deliver on the promise of the Serve America Act and convince Congress now is
the time to reinvest in America through national service.

VISITOR PROGRAM

Action tanks – when combined with a robust visitor program and communications
strategy – allow leaders in the public and private sectors, as well as opinion leaders, media
and the public at large to experience what Robert Kennedy referred to as “a newer world.”

When people experience a working solution to a pressing public problem, they become
believers, regardless of any prior negative preconceptions, rooted in ideology, politics, or
personal skepticism, apathy or even cynicism. An action tank’s power is based on the old
adage that “Seeing [or better yet, experiencing] is believing.”
City Year’s Visitor Program showcases the action tank of City Year and engages visitors in the ideas and programs of the organization. One of the most effective strategies for introducing people to City Year and transforming them into a City Year champion – whether in a community partner, development or policy capacity – is to have them visit for a firsthand experience that inspires and deepens their understanding. It is one thing to hear or read about City Year; it is something altogether different to experience City Year directly.

The Visitor Program is a critical aspect of what we do – in fact, every great leap forward for the organization can be directly traced to a visit.

> President Bill Clinton found his inspiration for AmeriCorps when he came to visit City Year in 1991 as a presidential candidate.
> Senator John McCain (R-AZ) announced his bipartisan legislation to dramatically increase AmeriCorps funding when he spoke at a City Year conference in 2001.
> Visits by CEOs have resulted in new National Leadership Sponsors.
> Visits by mayors, city councilors, school superintendents and other municipal officials have launched new City Year programs.

While there will be variations from site to site, roundtables and testimonials will be key components of visitor programs throughout the network. Take the time to learn how to develop a great visit, and offer your time and inspiration to each City Year visitor.

Trainings, workshops and intranet materials help standardize and build powerful visitor programs at all sites to complement and strengthen program, policy and development goals. From the welcome signs at the door to the wrap-up at the end of the visit, staff and corps have resources to ensure successful visitors’ programs.

Roundtables
A roundtable usually consists of the guest, between five and seven corps members, key staff and, if appropriate, external champions. The discussion begins with a short warm-up followed by introductions and corps members talking about how they are making a difference, highlighting a particularly inspiring moment in their service year, and what motivates them to serve.

Roundtables can range from the formal (such as when corps members meet with corporate sponsors and public officials) to the informal (such as when corps members meet with potential applicants and executive staff.) Regardless of the setting, the roundtable is an important tool to share information and ideas of City Year with those around us.

Testimonials
The power and potential of City Year and the citizen service movement truly comes alive when a corps member tells his or her story through a testimonial. Corps member testimonials are always a key element of City Year roundtables and events.

Testimonials vary, but they always include specific stories about how a corps member is making a difference (especially through in-school service), a detailed example of the impact of the service, what he or she is learning and how the City Year experience is influencing his/her life, family and future.

Data is an important part of testimonials. The impact of a corps member is found not only in the story of service but in quantifiable evidence of students’ academic success, the school’s more positive climate and the level of involvement in the schools from parents and community members. Incorporating data in testimonials provides support for our corps’ work and our service, and ensures that testimonials connect with both the heads and hearts of City Year champions. Keep updated on the data for your site and the major national results.

A corps member’s testimonial should provide the listener with a clear and compelling basis for recognizing how City Year helps students and schools succeed. Samples of national impact data can be found at cityyear.org/impact.

CITY YEAR CASE STUDIES
City Year’s unique partnerships and rapid development have been the subject of three case studies at Harvard Business School:

Published By Harvard Business School
City Year: National Expansion Strategy December 21, 1995
City Year Enterprise June 7, 1996
Timberland and Community Involvement August 29, 1996
City Year: The Journey November 17, 2011

To order these cases from Harvard Business School, please visit hbsp.harvard.edu/product/cases.

The AmeriCorps budget crisis of 2003 has been the subject of three case studies published by the John F. Kennedy School of Government (listed below). The third study includes a focus on the Save AmeriCorps Coalition and City Year’s role in it.

Published by The John F. Kennedy School of Government, Harvard University:
Case 1739: The AmeriCorps Budget Crisis of 2003:
(A) Why the National Service Movement Faced Cutbacks and How it Responded
Case 1740: The AmeriCorps Budget Crisis of 2003 (B)
Case 1740.1: The AmeriCorps Budget Crisis of 2003: (Sequel) Why the National Service Movement Faced Cutbacks and How it Responded March 1, 2004

To order these cases from the Kennedy School of Government, please visit ksgcase.harvard.edu.
SERVICE AND LEADERSHIP

The City Year Corps
City Year Service in America's Schools
In School & On Track: A National Challenge
Diplomas Now
Leadership Opportunities
Leadership Development
Evaluation
Career and Education Opportunities
Alumni: Leaders for Life
Since our founding, we have believed that national service in general—and City Year in particular—is an experience with a unique ability to achieve a dual benefit: Through a City Year, we can provide high-impact service to communities in need, while simultaneously transforming the lives of the young idealists delivering that service. We believe that service and leadership are the twin strands that comprise the DNA of this organization, and we strive to unleash the full power of a year of service through taking a sophisticated and integrated approach to both of these dimensions of our work.

In terms of service, our rigorous, research-driven service model called Whole School Whole Child is designed to maximize our efforts to impact the nation’s high school dropout crisis. By ensuring the we provide the right supports to the right students in the right schools at the right times, Whole School Whole Child clarifies how our corps members can provide a strategic and high-impact response to this vitally important challenge.

In terms of leadership development, our Flame of Idealism model clarifies the four elements of our approach to developing effective and engaged civic leaders. The Flame explains how service, learning & development, reflection, and culture & values all work together to ensure that our corps members have the skills, knowledge, and commitment required to #makebetterhappen during their City Year…and as Leaders for Life.

In this chapter, you’ll learn more about our rigorous and high-impact approach to service, our comprehensive approach to leadership development, and how these two dimensions combine to unleash the full transformational potential of a City Year.

CITY YEAR SERVICE IN AMERICA’S SCHOOLS

Imagine a nation where every child receives a quality, well-rounded education and has equal access to opportunity, regardless of where they live. Students would become prosperous adults with the education required to pursue careers of their choice; communities would be filled with engaged, caring citizens; the economy would thrive thanks to skilled workers; and most importantly, every child would have the ability to meet their potential.

Currently, 1.6 million American students attend low-performing urban high schools where the odds of graduating high school are less than 60%. The students who are dropping out of school are overwhelmingly people of color – nearly half of all African American students will not graduate with their class and only six in 10 Hispanic students will. Studies conducted on education and the work force found that by 2018, two-thirds of the nation’s jobs will require at least some form of post-secondary education but today only one-third of the country has a post-secondary credential. In order to remain globally and economically competitive, the United States will need to double the number of Americans with a college degree, which requires that we first increase the number of students graduating from high school.

City Year’s Model: Whole School, Whole Child

Whole School Whole Child – is an integrated and comprehensive student support approach utilizing research-based interventions to (1) improve school culture and climate, (2) provide teachers with additional human capital to support differentiated instruction, and (3) implement targeted academic and social-emotional learning interventions to individual students – all anchored in the use of an early warning system.

A growing base of evidence has validated early warning indicators as an effective predictor of student success and the likelihood of graduation. Students who display an early warning indicator (poor performance in attendance, behavior or course work in math or English) have a less than 25% chance of graduating high school on time. Research has also affirmed the importance of social-emotional learning in schools. Students who feel connected to school and are engaged in their learning are more likely to succeed academically and students who are motivated, can work well with others and demonstrate self-regulation are more successful in high school, college and their careers.

Highly trained City Year corps members, who are near-peers to the students they serve and strategically integrated into school design and improvement plans, provide failing schools with the extra people power they need. These full-time, dedicated adults:

- Deliver customized supports to thousands of off-track students demonstrating at least one early-warning indicator (poor attendance, disruptive behavior, course failure in English or Math)
- Enable principals to adjust their school design to more effectively implement research-based practices that lead to transformational gains.

City Year’s service model provides holistic support with sustained impact and emphasis on resiliency skills; offers a full-time presence throughout school and extended day; integrates the classroom with the extended day; provides a holistic understanding of students’ needs; and is integrated with school faculty.
City Year’s approach includes:
• Academic Interventions
• Social-emotional supports
• An extended learning day
• School climate initiatives

Saturating low-performing schools with highly competitive, highly-trained, and diverse City Year corps members is a disruptive innovation, producing transformational, rather than incremental, change and giving educators the support they need to improve student achievement and increase the number of students prepared to graduate high school ready for college and career.

CITY YEAR’S LONG-TERM IMPACT STRATEGY

More than one million students give up on school each year, and half of those dropouts come from just 12 percent schools. In School & On Track is City Year’s national campaign to challenge the status quo, dramatically increase the graduation pipeline and transform the future for thousands of students in America.

In May 2012, City Year announced our Long Term Impact strategy, the next phase of our In School & On Track campaign. Research shows that students who progress to 10th grade with their peers are four times more likely to graduate than students who fall behind. Our Long-Term Impact goal is to ensure at least 80% of the students in the schools City Year serves reach 10th grade on track and on time, and to serve the majority of at-risk students in the locations where City Year serves. City Year will serve in the communities where the dropout challenge is most concentrated, ultimately expanding to the cities that account for two-thirds of the nation’s urban dropouts.

By focusing our work in elementary through high schools, we provide a continuum of care, and saturate feeder patterns so students who need help receive multiple, consecutive years of interventions and supports. Our Long-Term Impact strategy will ensure students have an opportunity to improve their performance that couldn’t be achieved by focusing on a single grade or single intervention alone.
Diplomas Now is an innovative school turnaround model that unites three nonprofit organizations – City Year, Communities In Schools and Talent Development – to work with the nation’s most challenged middle and high schools.

Diplomas Now partners with the school community so each student at risk has the support of caring adults, and those adults have the tools to improve student success. An early warning system identifies struggling students, and the Diplomas Now team creates a plan for each student.

Working with administrators and teachers, Talent Development Secondary organizes and supports schools to strengthen achievement and engagement while providing curriculum, teacher coaching and student support. City Year corps members welcome students to school (and call students when they don’t show up), provide tutoring in math and English, and celebrate positive behavior. After school, City Year provides homework help and engages students in service and enrichment programs. For the neediest students, Communities In Schools provides case management and connects them with community resources, such as counseling, health care, housing, food and clothing. Learn more about Diplomas Now at www.diplomasnow.org.

Investing in Innovation (i3) Grant
In August 2010, the U.S. Department of Education awarded Diplomas Now a $30 million Investing in Innovation (i3) Validation Grant, the largest secondary school turnaround grant awarded in the competition. The i3 grant helped Diplomas Now to expand to over 40 schools in 12 districts. The PepsiCo Foundation, the founding investor of Diplomas Now, generously provided the $6 million match funds required by the Department of Education for the i3 grant to be formally awarded.

Diplomas Now is conducting one of the nation’s largest randomized comparison evaluations with the i3 funding. MDRC, a third party evaluator, will be studying successive cohorts of students in middle and high schools implementing Diplomas Now, comparing outcomes to a randomly assigned group of non-Diplomas Now schools. Outcomes studied include: graduation and promotion rates, as well as student attendance, behavior and course performance. ICF International will collect data on the quality of the implementation of the Diplomas Now model, as well as information on other turnaround strategies that may be operating in the comparison schools. Together, these components of the study will highlight the critical role of the collaborating partners and provide the highest level of external validation of Diplomas Now.
Leadership Development

City Year’s leadership development model recognizes the interconnected nature of social change and individual transformation. Our tagline is #makebetterhappen, and we believe that there are two dimensions to this challenge: Making the outer world better through service, and making the inner world of our corps members better through leadership development. To unleash the full transformational potential of a City Year, we strive always to strike a powerful “both/and” integration of these two interconnected elements of our work. Our leadership development model, The Flame of Idealism, clarifies how these two elements work together in the corps member experience.

City Year seeks to develop idealistic leaders by cultivating the flame of idealism that burns in each of us. Inspired by our colleagues in military service, we have borrowed the U.S. Army’s “Be, Know, Do” leadership development model and adapted it to that purpose. The model asks us all to grapple with the following key questions:

1) Who do I want to Be?
2) What skills do I need to Know?
3) What can I Do to affect change?

The model also recognizes that every corps member grapples with those questions while immersed in City Year’s unique culture of idealism, which is grounded in the organization’s core values.

All of these elements are integrated into a seamless, holistic leadership development experience designed to cultivate, magnify, focus, and sustain a lifetime of idealistic leadership.

The Flame of Idealism provides a visual representation of how all of these elements work together:

An overview of the concepts included in the Flame of Idealism is as follows:

Do is the outermost level of the flame (think of this as the part of the flame that touches the outer world). This dimension of our leadership development experience is about giving our corps members the opportunity to take civic action in their communities; we develop this dimension by providing each corps member with the opportunity to complete ten months of full-time, front-line, grass-roots service. Our efforts to address the high school dropout crisis through a strategic service model are explained in detail elsewhere in this handbook, so all we’ll say here is that the experience of delivering service is an essential element of City Year’s leadership development model.

Nested within the outermost Do dimension of the flame is the Know (this reflects the reality that everything you do is deeply influenced by what you know about the service you are providing). This dimension of our leadership development experience is focused on developing the civic capacity of our corps members in the following ways:

1) Team Collaboration & Leadership
2) Communication
3) Problem Solving & Decision Making
4) Successful Relationship Development
5) Civic Knowledge & Industry Insight
6) Executes to Results

Competition-Based Learning

City Year seeks to build capacity related to six Civic Leadership Competencies that inform all elements of our training, coaching and performance management efforts. The six competencies are as follows:

Trainings

You’ll encounter trainings focused on City Year’s history and culture, the national service movement, the high school dropout crisis, and how to be an effective tutor, mentor, and role model. Throughout the year, you’ll have ongoing trainings focused on essential service skills like English and Math tutoring, behavior management, project planning, attendance initiatives, and more.

Coaching

Your relationship with your supervisor is a critical element of your leadership development experience this year. Over the course of the year, your supervisor will coach you to develop your strengths, stay in your challenge zone, learn from your experiences, and deliver excellent service.

Performance Management Process

The Performance Management Process ("PMP") is designed to clearly present our expectations related to high-quality performance and accurately assess your development over the course of the year. The PMP is built around the six civic leadership competencies presented above; you will meet with your supervisor three times (start-of-year, mid-year, and end-of-year) to assess your development related to these six competencies.
At the innermost level of the flame – nested inside the **Do** and the **Know** – is the **Be**
(this reflects the reality that everything you do, and everything you know, is influenced
by who you are and how you are being). This dimension of our leadership development
experience is focused on developing the civic identity of our corps members through
our leadership development curriculum, *The Idealist’s Journey*. The IJ regularly opens up
spaces that allow you to step away from the demands of delivering service and engage in
structured individual and small group reflection. The IJ has been designed to achieve the
following goals:

- Provide a shared leadership language
- Connect you more deeply to your own sense of purpose
- Promote social and emotional growth
- Enhance connections with peers and staff
- Promote critical reflection
- Enhance capacity for self-transformation
- Strengthen service

In these ways, *The Idealist’s Journey* develops you as a leader by ensuring that you remain
focused on the personal inner transformation occurring in parallel with the outer
transformation you are creating in the communities you serve.

Finally, the entire flame of idealism is fueled by City Year’s unique culture and values,
which have been intentionally designed to promote idealism and big citizenship. City
Year’s unique culture of idealism includes elements like wearing uniforms, serving in
teams, using organizational power tools like “Hands Up” or “Strong Circles,” engaging
in rituals like “Ripples and Joys” or Morning Greeting, and using shared language and
concepts like our Founding Stories (all these elements are explained in detail elsewhere
in this Handbook). City Year’s unique culture and values powerfully cultivate, magnify,
focus, and sustain the flame idealism that burns in all of our corps and staff.

As a final thought, we want you to know that we chose the metaphor of a torch quite
deliberately. To make the most of City Year’s leadership development experience, each of
us must make the choice to intentionally grab hold of the torch and take responsibility
for our own development. Will you truly live the values and embrace the culture? Will
you take civic action (**Do**), develop your civic capacity (**Know**), and strengthen your civic
identity (**Be**) this year?

In other words, will you strive to powerfully cultivate, magnify, and focus your own
personal flame of idealism this year? The torch metaphor makes one simple truth readily
apparent: the answer to that question is in your own hands.

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**LEADERSHIP OPPORTUNITIES**

The Flame of Idealism provide a conceptual framework for how we think about
leadership development here at City Year. In this section, we offer an overview of some
of the concrete opportunities you’ll have to make an impact, gain experience, deepen
your skills, strengthen your civic identity, and live our culture and values. (Note: These
positions may vary by site):

**Camp City Year/City Year For Kids**

Camp City Year was founded by corps members who saw a critical need for positive
programming for children during school vacations. Since its founding, the program has
expanded throughout the network, and has continued to be corps developed and corps
led. Corps members who choose to dedicate themselves to the design and operation of
City Year’s vacation camps commit to extra hours and responsibilities. The camp staff
oversees the design of the curriculum, as well as the operations of a weeklong educational
camp experience for children.

**Recruitment**

After beginning a year of service corps members often deepen their belief that a year
of service can help close the educational achievement gap, an help students get back on
track to reaching their true potential. The impact that corps members have on a daily
basis serves inspire others to “join us.” Corps member can work with the Recruitment
Department to share their stories and encourage like-minded and talented peers
to apply to City Year and continue to #makebetterhappen work. It also is an excellent
opportunity for those who enjoy public speaking or who want to improve their speaking
and relationship management skills. Volunteers can help plan and speak at an Open
House, recruit in the community, in their hometowns, or at their former high schools and
colleges.

**Evaluation Coordinator**

City Year is committed to evaluating our impact. City Year’s Evaluation Department
evaluates our performance, identifies best practices and areas of challenge, and helps
facilitate an organizational culture of continuous learning. Evaluation Coordinators work
with their team and site to follow national and site procedures for collection of student
and other school data across the year and to meet specific deadlines; to help facilitate and
ensure the formative use of student level data; to track, problem-solve, and celebrate both
individual and team progress toward goals.

**Team Sponsor Liaison**

Helping to manage the relationship between a team and its sponsor is a critical element
of our efforts to engage others in the work of social change. The team sponsor liaison can
depth the partnership to foster a greater commitment to the community on the part of
the sponsor. Past sponsors have championed national service by sponsoring and planning
entire days of service with their teams.

**Project Coordinator**

Corps members are encouraged to design, plan and oversee service projects for their
teams and/or their sites. These projects often involve short-term physical service and
sometimes long-term human service. Serve-a-thon and Day of Service projects require corps members to act as project coordinators. These projects also provide an opportunity to lead community members into service.

Trainings/Workshops
Corps members can help to plan and present trainings or workshops on a variety of topics. Opportunities may include planning Leadership Development Days or sessions during Advanced Training Academy and Leadership Academy.

Event Planning
Corps members’ skills and input are valuable when planning City Year events such as Serve-a-thon, MLK Day Celebrations and corps graduation events. Corps members can help shape these events and make sure that the voice of the corps is heard.

Daily Briefing
Provide editorial or technical assistance in writing articles and features for this important communications tool. Corps members can create memorable and useful briefings that help to keep the network connected.

PT Crew
Inspiring the corps to do powerful service is critically important to starting the service day right. Corps members who join the PT Crew create and teach the corps powerful PT moves and routines, helping to generate excitement and enthusiasm from the corps and among those who watch.

Senior Corps Leadership
Senior corps members are corps members who have applied and have been selected for a leadership role, typically in their second year of service with City Year. Based on their excellence as corps members coupled with their “city year” of experience or other relevant skills and experiences, they are viewed as role models helping to lead the first year corps members in service and special initiatives. If you are interested in becoming a senior corps member, take advantage of as many leadership opportunities as possible to increase your skills and demonstrate your commitment to City Year. The application process begins in December.

EVALUATION
City Year is committed to evaluating our impact. Evaluation helps us measure our performance against our goals, identify best practices and areas of challenge, and foster an organizational culture of continuous learning. City Year’s first Evaluation Department was established in 1996. Our evaluation practices evolve with the development of the Whole School, Whole Child model and our strategies to increase graduation rates. In partnership with schools and school districts across the country, as well as external evaluators, we measure City Year’s impact on the students we serve and on the development of our corps members.

City Year takes a multi-method approach to evaluation, led by our national Evaluation Department.

We collect quantitative and qualitative data using a variety of methods, including:

> Surveys of corps members, teachers, principals, school liaisons, and students
> Databases to track our activities and interventions with students
> Focused observations of student behaviors, corps members, and classrooms
> School data on student attendance, behavior, course performance and skill development in English/Language Arts and Math

We use data to:

> Inform our work in the classroom: Evaluation tools and metrics help our staff and corps members improve their practice and support student progress in literacy, math, attendance, and behavior.
> Measure impact: In partnership with the school districts we serve, we measure the impact of our work on students and school climate. We also explore the development of our corps members during their City Year.
> Support organizational strategy: Data improves the quality of our service, informing the work of several departments, including recruitment, staffing, training, and program design.

CAREER AND EDUCATION OPPORTUNITIES
Leadership After City Year (LACY) is City Year’s career development program to help corps members pursue their career and education goals. Whether they are seeking employment or applying to college, graduate school, a second year with City Year or another service program, City Year will provide resources to help corps members throughout the process. Through local workshops and trainings, national partnerships and virtual resources on City Year’s Online Career Center, the LACY Program seeks to support corps members in the next steps along their leadership path.

Online Career Center
The Online Career Center, integrated with City Year’s Alumni website, is a one-stop online shop for corps members and alumni to search for jobs; access tips and tools for job searching, applying to college or graduate school; and learn about employment, scholarship and fellowship opportunities available exclusively to City Year alumni.

Through the Online Career Center, you can:

> Upload your resume
> Search job postings
> Access scholarships from give a year Partners and Higher Education Partners
> Search the Alumni Directory to network with alumni by career, industry and location
> Access professional tools and resources such as tips for applying to school and resume writing

Access to most features and functionality of the Online Career Center requires a login; corps members will be invited to join and login into the Career Center in Fall 2013.
Segal AmeriCorps Education Award

Graduates who qualify* for the Segal AmeriCorps Education Award, valued at $5,550 ($2,775 for mid-years), can apply the award toward a college degree, graduate school, or existing or future qualified student loans. Dozens of colleges and universities across the country augment the education award in some way, including matching the scholarship, waived registration fees, course credits or other forms of financial aid. Learn more about accessing and maximizing your award, including the list of colleges and universities that augment or match the Segal AmeriCorps Education Award, by visiting the “Segal Education Award” page on the Online Career Center.

*For information about qualifying for the education award, please see Chapter 7, CORPS MEMBER STANDARDS AND POLICIES.

give a year Partnerships

give a year Partnerships unite colleges and universities with City Year to develop tomorrow’s leaders and incorporate service as an integral part of the higher education experience by providing benefits to students as well as the institutions. All schools listed below offer between a 25% and 100% tuition scholarship to qualified City Year corps, alumni and staff, along with other benefits.

Graduate Schools

> American University Kogod School of Business (Washington, DC)
> American University School of Education, Teaching and Health (Washington, DC)
> Andover Newton Theological School (Newton, MA)
> Antioch University New England (Keene, NH)
> Bard Center for Environmental Policy (Annandale-on-Hudson, NY)
> Bentley University – McCallum Graduate School of Business (Waltham, MA)
> Boston College School of Social Work (Chestnut Hill, MA)
> Boston University School of Education (Boston, MA)
> Boston University School of Management (Boston, MA)
> Boston University School of Social Work (Boston, MA)
> Brandeis University – Graduate School of Arts & Sciences (Waltham, MA)
> Brandeis University – Heller School for Social Policy and Management (Waltham, MA)
> Brown University – M.A. Program in Public Humanities (Providence, RI)
> Carnegie Mellon University – H. John Heinz III College (Pittsburgh, PA)
> Claremont Graduate University – Drucker School of Management (Claremont, CA)
> Clark University – International Development, Community and Environment (Worcester, MA)
> Clark University Graduate School of Management (Worcester, MA)
> Columbia University Teachers College (New York, NY)
> Drexel University Graduate Programs (Philadelphia, PA)
> Duke University – Sanford School of Public Policy (Durham, NC)
> Eastern Michigan University College of Education (Ypsilanti, MI)
> Emmanuel College Graduate and Professional Programs (Boston, MA)
> Episcopal Divinity School (Cambridge, MA)
> Florida State University College of Social Work (Tallahassee, FL)
> The George Washington University School of Business (Washington, DC)
> Illinois Institute of Technology – Stuart School of Business (Chicago, IL)
> Illinois State University Applied Community and Economic Development (ACED) Fellows Program (Normal, IL)
> Johns Hopkins University Carey Business School (Baltimore, MD)
> Louisiana State University (Baton Rouge, LA)
> Loyola Marymount University – School of Education (Los Angeles, CA)
> Marist College – Graduate Programs (online and Poughkeepsie, NY)
> Monterey Institute of International Studies (Monterey, CA)
> Mount Holyoke College – Master of Arts in Teaching (South Hadley, MA)
> New York University – Silver School of Social Work (New York, NY)
> Northeastern University College of Professional Studies (online and Boston, MA)
> Northeastern University – Graduate School of Business Administration (Boston, MA)
> Our Lady of the Lake University Graduate Programs (San Antonio, TX)
> Pepperdine University – Graduate School of Education and Psychology (Los Angeles, CA)
> Prescott College ON Campus Concentration in Social Justice and Human Rights within the Master of Arts in Humanities Program (Prescott, AZ)
> Rosemont College Schools of Graduate and Professional Studies (Rosemont, PA)
> Rutgers University – The Edward J. Bloustein School of Planning and Public Policy (New Brunswick, NJ)
> Simmons College – College of Arts and Sciences Graduate Studies (Boston, MA)
> Simmons College – Graduate School of Library and Information Science (Boston, MA)
> Simmons College – School of Management (Boston, MA)
> Simmons College – School of Nursing and Health Sciences (Boston, MA)
> Simmons College – School of Social Work (Boston, MA)
> SIT Graduate Institute (Brattleboro, VT)
> Stetson University graduate programs (DeLand, FL)
> Syracuse University School of Education (Syracuse, NY)
> Texas A&M University – Bush School of Government and Public Service (College Station, TX)
> Tufts University – The Graduate School of Arts and Sciences (Medford, MA)
> The University of Chicago Urban Teacher Education Program (Chicago, IL)
> University of Colorado Denver School of Public Affairs (Denver, CO)
> University of Miami School of Education and Human Development (Miami, FL)
> University of Pennsylvania Graduate School of Education (Philadelphia, PA)
> University of Pittsburgh Graduate School of Public and International Affairs (Pittsburgh, PA)
> University of Rochester Warner School of Education (Rochester, NY)
> University of Southern California School of Social Work (online and Los Angeles, CA)
> Washington University in St. Louis – George Warren Brown School of Social Work (St. Louis, MO)
> Washington University in St. Louis – Brown School, Master of Public Health (St. Louis, MO)
> Washington University in St. Louis – Olin School of Business (St. Louis, MO)
With regard to all give a year Partnerships, admissions and scholarship decisions are made by the educational institutions. Corps members and alumni interested in these scholarships must complete the full application process for the institutions listed above. There may be a supplementary application process for scholarship awards. Please pay close attention to deadlines, and consider beginning work on your applications early in the year. Most college and graduate school applications are due by January, so starting this process in the fall is important.

For more information on partnerships with each school, please visit the “give a year Partnerships” section of the Career Center. The webpage is updated during the year as new give a year Partnerships are established.

**Partnership with Kaplan Test Prep**
City Year and Kaplan Test Prep have partnered nationally to enhance the academic and professional development of corps members, alumni and staff. Kaplan offers the following benefits: a 15% discount on GMAT, GRE, LSAT, MCAT, DAT, OAT and PCAT prep programs ($1,100 or higher) and a 10% discount on SAT and ACT College Prep Advantage and Tutoring ($999 or higher.) Visit alumni.cityyear.org for more information about this partnership and how to secure the discount.

**LACY Partnerships with Teacher Preparation and Service Programs**
LACY Partners are employers who value the City Year experience and want to recruit from our corps and alumni network. Completing a year of service with City Year strengthens an applicant’s competitiveness and chances for being selected into their program.

**List of LACY Partners who encourage City Year applicants:**
- Academy for Urban School Leadership (Chicago, IL)
- Aspire Teacher Residency (various California locations)
- Boston Teacher Residency (Boston, MA)
- Brooke Charter Schools (Boston, MA)
- Children’s Corps (New York, NY)
- Citizen Schools National Teaching Fellowship (CA, IL, MA, NC, NJ, NM, NY, and TX)
- Lesley University Elementary Education Urban Initiative (Cambridge, MA)
- Los Angeles Urban Teacher Residency (Los Angeles, CA)
- Mastery Charter Schools (Philadelphia, PA)
- The New Teacher Project (14 teaching fellowship locations throughout US)
- Peace Corps (various international locations)
- Philadelphia Teacher Residency (Philadelphia, PA)
- Shady Hill School (Cambridge, MA)
- StudentsFirst (Sacramento, CA)
- UNCF Special Programs Corporation (Falls Church, VA)
- Urban Teacher Center (Baltimore/Washington, DC region)
- Woodrow Wilson Teaching Fellowship (teaching fellowships throughout Indiana, Ohio and Michigan)
- WorldTeach (international/abroad)

NOTE: When applying to these organizations, pay close attention to program start dates and compare against your City Year date of graduation to avoid any conflict. Corps members should highlight potential conflicts during the application process and avoid programs or locations with a conflict, since being accepted into a program that starts before your City Year graduation means ending your term of service with City Year which affects relationships with our service partners and the children we serve.

For more information about these partnerships, please visit the “LACY Partnerships” section of the Career Center. The webpage is updated during the year as new LACY Partnerships are established.

**Serving a Second Year with City Year**
After your year of service with City Year, you can serve a second year and continue to help students and schools succeed as a senior corps member. The Senior Corps application process begins in December. For more information on Senior Corps opportunities, please see Chapter 4, LEADERSHIP OPPORTUNITIES.

**Staff Position Opportunities at City Year**
The organization offers many opportunities for professional and career advancement, and successful alumni often return to City Year as staff members. For information on staff positions visit cityyear.org/jobs and contact Tony Panciera, Talent Acquisition Manager, Human Potential at City Year Headquarters at tpanciera@cityyear.org.

**ALUMNI: LEADERS FOR LIFE**
City Year graduates are part of a nationwide network of more than 18,000 alumni. City Year alumni are Leaders for Life, working as educators, business leaders, non-profit managers, public servants and in an array of other professions.
Vision for the City Year Alumni Association
The City Year Alumni Association aims to connect and mobilize our alumni as a community of idealists, civic leaders and builders of City Year and the national service movement. Our vision is that alumni take up the challenge to become Leaders for Life to address the needs of their communities and to continue to change the world long after they have taken off their City Year jacket.

Alumni Website
The City Year Alumni Website (www.alumni.cityyear.org), integrated with the Online Career Center, is an interactive tool designed to keep corps members and alumni connected to each other, City Year and the Alumni Association. Relaunched in August 2011, the upgraded Alumni Website is a free resource available to all corps members and alumni.

Through the features of the Alumni Website, you can:
> Access the Online Career Center to support the next steps along your leadership path
> Maintain your own profile
> Post photos
> Search a directory of fellow corps members and alumni by site, career and location
> Join your local Alumni Association group to stay updated on events and news

Visit the Alumni Website at alumni.cityyear.org. Access to some features and functionality requires a login; corps members will be invited to join and start taking advantage of the new website in Fall 2013.

City Year Alumni Pledge
At the Alumni Conference in 2006, the City Year Alumni Association introduced the Alumni Pledge:

I pledge to
Put my idealism to work
Take action
Seek common ground
Generate positive change in my community, nation and world
Do my best to make a difference in the lives of others
And carry the lessons and values of my year of service with me always.
I am a City Year alum.
I am a leader for life.

National Comcast NBCUniversal Leadership Awards
The national Comcast NBCUniversal Leadership Awards recognize outstanding City Year alumni who have continued their dedication to community service, maintain a commitment to excellence, create sustainable solutions for social change, and exemplify the core values of City Year.

Since 1995, City Year is proud to have presented more than 90 awards to City Year alumni who have made remarkable contributions to society. In addition to receiving a plaque recognizing their achievement, each Comcast NBCUniversal Leadership Award winner receives a $1,000 leadership grant.

For more information about Comcast NBCUniversal’s support for City Year, please see Chapter 5, RELATIONSHIPS AND RESOURCES.

The National Alumni Advisory Board
2013 National Alumni Advisory Board Members:
The City Year Alumni Association is led by our National Alumni Advisory Board, comprised of volunteer Alumni Board Chairs from across the country. Chairs lead and plan activities that mobilize alumni as volunteers, donors and ambassadors of City Year to:
> support corps members;
> connect our diverse alumni community; and
> advance City Year and the national service movement.

Co-Chairs
Andrea Martin (San Jose/Silicon Valley ’02) Matthew Williams (Cleveland ’99, ’00)
Boston Latin School America SCORES Cleveland

Baton Rouge (open at time of publication) Detroit
Courtney Wise ’07, ’08
Boston
Melanie Axman ’00
Day Pitney LLP
David Lieberman ’00, ’01
Day Pitney LLP
Chicago
Elsa Rodriguez ’10
UMass Boston
Cleveland
Annette Iwamoto ’09, ’10
Providence House
Columbus (open at time of publication)
Joy Bronson ’08, ’09
The Ohio CASA/GAL Association
Columbus
Kate Stucke (Chicago ’11, ’12)
The Ohio State University
Denver (open at time of publication)

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Joy Bronson ’08, ’09
The Ohio CASA/GAL Association
Columbus
Kate Stucke (Chicago ’11, ’12)
The Ohio State University
Denver (open at time of publication)
**New York**
Kristine Brown ’08, ’09
Professional Photographer

**New Orleans** (open at time of publication)

**Orlando** (open at time of publication)

**Greater Philadelphia**
Neil Battancila ’00
Children’s Hospital of Philadelphia

**Rhode Island**
Molly Hawksley ’11
Kraft Sports Group

Lisa Sampson ’10, ’11
Providence After School Alliance

**Sacramento** (open at time of publication)

**San Antonio** (open at time of publication)

**San Jose/Silicon Valley**
Laura Kazanovicz ’04
Valley Medical Center Foundation

**Seattle/King County**
Megan Meyer (New Hampshire ’03, ’04)
Camp Fire Central Puget Sound

**Washington, DC**
Stefanie Vestal (Rhode Island ’06, Washington, DC ’07)
Herndon Elementary School
RELATIONSHIPS AND RESOURCES

Revenue Summary
Government: Federal
Government: State and Local
Corporate Sponsors
Team Sponsor Program
Foundations
Individual Giving
City Year Events
REVENUE SUMMARY
City Year, Inc.'s FY12 annual operating revenue was approximately $95.5M. City Year is a true public private partnership: the funding comes from federal and local government (including school districts), corporate, individual and foundation sources.

The range of revenue sources allows City Year to engage champions from a variety of sectors and have partners investing not only in City Year, but also in the children and communities we serve. By diversifying our funding base, we reduce our reliance on any one source of funding.

The sources of City Year's 2012 operating revenues, detailed in this chapter, are:

- 25% Foundations
- 20% School Districts and other local government grants
- 18% Corporations
- 8% Individuals
- 4% In-Kind

City Year’s annual reports and financial statements are online at cityyear.org/annualreport.

GOVERNMENT: FEDERAL
The Corporation for National and Community Service and AmeriCorps
City Year was founded in 1988 entirely with private sector support – but with a clear goal of inspiring public policy and working closely with bipartisan leaders to develop and expand national service legislation and federal funding opportunities for national service.

In 1991, City Year was named one of only eight National Demonstration Projects under the Bush Administration’s national service legislation, and thereby received its first federal funding. That same year, presidential candidate Bill Clinton visited City Year in Boston – a visit that fundamentally shaped his vision for national service and the National and Community Service Act of 1993 establishing the Corporation for National and Community Service, which has mobilized a new generation of engaged citizens through its AmeriCorps, Learn and Serve America and Senior Corps programs.

Today, City Year is a proud member of the AmeriCorps national service network.

AmeriCorps provides opportunities for more than 80,000 Americans each year to give intensive service to their communities and country through three programs: AmeriCorps*State and National, AmeriCorps*VISTA (Volunteers in Service to America) and AmeriCorps*NCCC (National Civilian Community Corps.) Since 1994, more than 775,000 people have served in AmeriCorps.

The Edward M. Kennedy Serve America Act, passed in 2009, proposes increasing the number of AmeriCorps members in service every year to 250,000.

AmeriCorps members recruit, train and supervise community volunteers, tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, help communities respond to disasters and build the capacity of non-profit groups to become self-sustaining, among many other activities. In exchange for a year of full-time service, members earn a Segal AmeriCorps Education Award ($5,550 in federal fiscal year 2013) that can be used to pay for college or graduate school, or to pay back qualified student loans.

AmeriCorps Pledge
I will get things done for America – to make our people safer, smarter and healthier.
I will bring Americans together to strengthen our communities.
Faced with apathy, I will take action.
Faced with conflict, I will seek common ground.
Faced with adversity, I will persevere.
I will carry this commitment with me this year and beyond.
I am an AmeriCorps member, and I will get things done.

The great majority of AmeriCorps members serve through AmeriCorps*State and National, which operates in a decentralized manner that gives a significant amount of responsibility to states and local non-profit groups. Roughly three-quarters of all AmeriCorps grant funding goes to Governor-appointed state service commissions, which award competitive grants to non-profit groups, including City Year locations. Most of the
Corporation for National and Community Service

This diagram illustrates how the Corporation for National and Community Service, AmeriCorps and City Year are connected:

Public Education Funding

City Year partners with public education entities including the federal government (through the Department of Education), state Departments of Education, school districts and individual schools to increase the graduation pipeline. Strong district and school level partnerships are critically important for City Year in order to deliver strong impact for students and grow to scale. Increasing demand for the direct student supports City Year provides to ensure all students achieve at high levels and growing appreciation at the district and school levels for the integral role that City Year plays in school reform efforts have heightened the need for more expansive, transformational district and school partnerships. Our strongest partnerships are those in which:

> City Year is set up to implement Whole School Whole Child and/or Diplomas Now (DN), with fidelity;
> City Year is aligned with school district’s top priorities;
> City Year and partners collaborate closely on deployment strategies and Conditions for Success; and
> City Year is accordingly funded through sustainable funding streams aligned with the value our model brings.

The federal focus on school turnaround has provided opportunities to draw attention to the critical role strategically integrated external partners are playing in school reform efforts. City Year has demonstrated this integrated, comprehensive approach to school reform through the Diplomas Now collaboration. In addition, City Year is an integral partner in many districts’ turnaround efforts. Through strong central office partnerships, City Year’s Whole School, Whole Child model is being used by district leaders to accelerate district-wide turnaround work in cities across the country.

Non-profit Organizations, including City Year

To learn more about the Corporation and any of its programs, visit cncs.gov or call 202.606.5000.

CORPORATE SPONSORS

National Leadership Sponsors

National Leadership Sponsors are the companies — and the people — increasing the service and scope of City Year as its closest strategic and premiere partners. In addition to their time, expertise, ideas and civic passion, National Leadership Sponsors invest a minimum of $1 million in City Year over two years.

- **ARAMARK**
  The ARAMARK partnership leverages a shared commitment to service and a vision of community and student success. ARAMARK’s unique expertise helps strengthen City Year’s organizational and talent development functions to prepare City Year to help more students graduate and succeed. In addition to supporting the School Relations Knowledge Center to enhance City Year’s ability to develop impactful partnerships with school districts, ARAMARK engages its employees in transformative service days with City Year’s Care Force®. For more information, visit aramark.com

- **Bank of America**
  As City Year’s National Student Leadership Development Sponsor, Bank of America helps middle school students nationwide understand the social issues facing their communities and how they can address them through hands-on service. Bank of America — today and through former institutions — has supported City Year and young people who make positive change in their schools and communities for more than 20 years. For more information, visit bankofamerica.com

- **Cisco**
  With the mission of building stronger, healthier communities through social investment focused on education and the power of the Internet, Cisco works with City Year to build and implement the Whole School, Whole Child service model. The partnership is dedicated to assessing and enriching the school-based service led by City Year corps members and facilitating collaborative training and communication nationwide. For more information, visit cisco.com

- **Comcast NBCUniversal**
  The partnership between Comcast NBCUniversal and City Year focuses on a shared commitment to volunteerism and youth leadership. As City Year’s National Leadership Development and Training Partner and a Team Sponsor at eleven sites, Comcast NBCUniversal invests in the tools and training that corps and staff need to serve their communities with excellence. Further, Comcast NBCUniversal has donated
airtime for the broadcast of City Year Public Service Announcements thousands of times to millions of viewers. For more information, visit comcast.com

[CSX] Through its partnership with City Year, CSX brings its focus on safety and excellence of its work and its people to City Year as sponsor of sixteen teams, supporter of City Year’s increased capacity at our National Admissions Center and recruitment teams, and National Lead Safety Partner. In addition to sponsoring safety training programs for all staff and corps members, CSX directly impacts communities across the country through transformative physical service in partnership with City Year’s Care Force®. For more information, visit csx.com

Deloitte. Building on Deloitte LLP’s leadership in education and commitment to college preparedness, Deloitte and City Year work together to help high school students, who are at risk of dropping out, stay on track and graduate. Deloitte provides critical skills based volunteering resources, including pro bono services, which help strengthen City Year’s capacity to fulfill its goal of reaching more students across the country. For more information, visit deloitte.com

Microsoft Microsoft has been one of City Year’s National In-Kind Sponsors for the past 13 years and Microsoft will continue its in-kind support of City Year by providing over $12.3 million worth of software to enhance our IT infrastructure. As a result of Microsoft’s support, City Year will be able to expand its math tutoring program to reach nearly 8,500 students, and City Year’s math curriculum designers will be able to carry out key activities, including preparing online content, field-testing activities, packaging site-specific best practices for national distribution and creating a framework for our resource library. Microsoft also sponsors City Year teams in three Diplomas Now schools in New York City, Chicago and Seattle. Microsoft will help City Year reach an unprecedented number of youth in high-poverty schools nationwide, ensuring the right students receive the right interventions at the right time.

With a commitment to youth empowerment, volunteerism and diversity, Pepsi supports City Year by promoting recruitment efforts, increasing outreach and awareness, and enabling more young adults to make a difference in their community and their world. For more information, visit pepsi.com

Walmart. The Walmart Foundation supports a comprehensive national training program for City Year’s corps of young adults who dedicate a year of full-time service to help students stay on track — and get back on track — to graduate. The partnership and training program focus on increasing student success, especially in literacy, in high-poverty middle schools across the country. For more information, visit walmart.com

National In-Kind Sponsors
In-kind sponsors provide knowledge and/or products that help City Year maximize the idealism of our corps, the efficiency of our staff and the potential of our organization. City Year is grateful for the unique support and expertise these companies provide throughout the year:

KPMG is an international firm that specializes in audit, tax and advisory services. For KPMG, community involvement is an integral part of its corporate mission. The firm has developed successful global strategies for working with clients and its employees and is now developing a global approach to community activities that builds upon the active local involvement of its member firms. City Year is privileged to have KPMG prepare our financial audits and provide tax review counsel at a discounted rate.

The Microsoft Company has been a generous supporter of City Year since 1999, providing the organization with software and technology to help connect the City Year network through standardized communications tools and interconnected Web-based information systems. As a result, City Year has been able to expand its computer capabilities to more effectively meet pressing needs in the communities where we serve. Thanks to Microsoft’s investment and support, City Year is using technology to light up civic imaginations nationwide.

Over the past 20 years, The Timberland Company and City Year have sought to redefine what a company and a nonprofit organization can do together. As City Year’s Official Footwear Provider and Official Green Partner, Timberland works with City Year to grow the ethic of service as a global resource for positive change.

Public Consulting Group (PCG) was founded in 1986 as a privately held consulting firm serving state and local health and human services programs. Today, with nearly 1,000 professionals in 35 offices across the U.S., in Canada, and in Poland, PCG offers a wide range of management consulting and technology solutions to help public sector clients achieve their performance goals and better serve populations in need. PCG Education is a national leader in K-12 education consulting, serving more than 4,300 school districts and 41,000 schools. PCG partners with City Year to improve literacy training methods and practices to help more students stay in school and on track for graduation.

WilmerHale, also known as Wilmer Cutler Pickering Hale and Dorr LLP, offers unparalleled legal representation across a comprehensive range of practice areas that are critical to the success of their clients. Community service and pro bono representation have been long traditions at the heart of WilmerHale, and City Year is grateful to be one of their pro bono clients. The firm generously donates its time and expertise, providing critical legal services to City Year on an ongoing basis. In 2006, WilmerHale was officially named City Year’s “National Legal Counsel.”

Care Force
Care Force, a fee-for-service division and Social Enterprise of City Year, works with our corporate partners to lead high-impact community service events for their employees across the world.
Our team of eight staff and eight senior corps (Team Care Force, sponsored by CSX) help accelerate the work of the more than 2,000 City Year corps members serving in 25 cities nationwide who are implementing City Year’s Whole School Whole Child model by helping to improve the physical environment of schools and community centers. Since its official launch in 2001, Care Force has engaged more than 54,000 citizens in more than 350 community service events. Working in 110 U.S. cities and nine countries, we have led more than 270,000 hours of service and generated over $13 million to support City Year.

For more information about Care Force, visit cityyearblog.org/careforce or cityyearcareforce.org.

TEAM SPONSOR PROGRAM
The Team Sponsor Program – City Year’s signature partnership for private sector civic engagement – offers partners a unique opportunity to support and engage the young leaders of City Year in their full-time service to students and schools. Team sponsorship also delivers a high level of local employee engagement and brand visibility. Team Sponsors partner with a team of corps members to make a direct impact in their community by investing their time, resources and talent. Team Sponsors and their employees join their team for events throughout the year, including volunteering on service days, participating in leadership development workshops for corps members and hosting the team at their offices.

Team sponsors make it possible for City Year to provide:
> A well-trained and diverse team of approximately 10 full-time corps members, serving as near peer role models and performance coaches for at-risk students;
> Targeted impact that advances the academic achievement and character development of students, focusing on the early warning indicators of high school dropouts;
> More than 17,000 average hours of team service; and
> Increased intervention capacity for high-need schools.

Team Sponsors always tell us that it is the inspiration from City Year’s corps members that drives their continued investment in City Year. The Team Sponsor Program provides a direct connection with corps members in service, giving companies an opportunity to live their values and make a difference in communities. As Brian Roberts, CEO of Comcast, says, “We put our logo on a lot of things, but nothing makes us prouder than seeing the City Year corps members walk into our office with the Comcast Team Sponsor logo on their uniform. These young people are such an inspiration to our company.”

Corps members engage local and national Team Sponsors throughout the year with roundtable discussions, regular team updates, City Year events, employee volunteer opportunities. And they proudly wear the company logo during their year of service as part of their City Year uniform. This engagement of the sponsor not only feeds the City Year mission, but it also supports corps members’ civic leadership skills through interacting with and learning from leaders and mentors in the private sector.

Given the mission-driven nature of this program and the incredible success we have realized – from Bank of Boston (now Bank of America), our founding Team Sponsor in 1988, to now our largest team sponsor CSX – the Team Sponsor Program has become critical to sustainability for City Year.

FOUNDATIONS
City Year attracts significant support each year from local, regional and national foundations. Typically, private foundations are set up by an individual, a family or a group of individuals, for the purpose of providing resources to address local or national needs. In addition, many City Year locations in cities with community foundations, which are public charities that raise funds from multiple donors within a community, and then use those funds to provide grants specifically targeted toward needs within that local community or region.

Foundations vary in size and area of interest, and while no two operate the same, most foundations generally require requests for funding in the form of a written grant proposal. Funding opportunities to help scale City Year’s impact include general operating grants, direct program support for Whole School, Whole Child and capacity building investments that improve the organization’s infrastructure in areas such as recruitment, information technology, evaluation or development.

Multiple skills are involved with securing grants from foundations. Similar to working with corporations and individuals, building strong relationships with foundation’s program officers and trustees is critical to success, and is often achieved by hosting foundation representatives at City Year events or conducting a site visit at a school. Development staff that manage foundation relationships must be able to write grant applications that are clear, substantive and compelling, as well as provide progress reports that communicate the impact of the foundation’s investment. This requires development staff to work in partnership with program staff so that everyone is well-informed about City Year’s work in schools, our results, and the impact we are having on students.

INDIVIDUAL GIVING
City Year values and welcomes personal contributions at all levels. Individual gifts, combined with foundation and corporate support, serve as the backbone of private philanthropy and are essential to City Year’s ability to prepare the leaders of tomorrow. More than 75% of private philanthropy today across the United States comes from individual contributions.

Leadership Giving Circles
City Year recognizes and appreciates donors who make personal contributions of $1,000 or more through our Leadership Giving Circles. Members of the Leadership Giving Circles are instrumental to making our work possible. The Leadership Giving Circle recognition program provides benefits to donors to encourage them to make a philanthropic investment in City Year. Benefits vary, depending on level of contribution, and may include listing in the annual donor roster and invitations to events, roundtables and service projects.
City Year’s Leadership Giving Circles recognize generosity at the following annual giving levels:

- **Citizens Circle**  $1,000 - $9,999
- **Champions Circle**  $10,000 - $99,999
- **Founders Circle**  $100,000 - $999,999
- **Million Dollar Circle**  $1,000,000 +

Please contact Jeremy Cramer, Vice President of Individual Giving, with specific questions regarding individual giving at City Year at jcramer@cityyear.org.

**CITY YEAR EVENTS**

City Year events are a great way for the organization to share its mission, message and outcomes, and to provide some of the energy, idealism and impact of the City Year corps to external guests.

**Specialty Market Events**

City Year hosts specialty market events which bring together specific industries and/or demographic groups to learn more about City Year’s service model and also to raise funds for the organization. These events can offer attendees the opportunity to simultaneously network with their peers and hear from corps members about their experience. Over the last four years, sites have hosted events for women, lawyers and investment community professionals which have engaged thousands of new advocates throughout the country and raised over $2 million for City Year.

**Annual Dinners/Galas**

Starting in 1994 in Boston as a backyard dinner party/fundraiser, every City Year site now hosts an annual dinner program. These elegant festivities not only celebrate and inspire the impact of corps members, but also raise awareness and funds for City Year. Annual dinners vary in size depending on the site but average around 400 attendees and are most often hosted between March – May.

Corps members generally play a key role in these events delivering testimonials, mingling with and serving as hosts, and showcasing their energy and idealism to dinner guests.

Annual dinners have featured keynote remarks from NFL star Tom Brady, President Clinton, Senator Lindsey Graham, President Obama, General Colin Powell, the late Tim Russert, Maria Shriver, and Russell Simmons.

The celebrations are a spirited way to build a powerful community of external champions and donors in a number of ways, including sponsorship opportunities to raise funds, event committees to engage and cultivate corporate and individual donors and a replicable model that can be scaled and leveraged year after year.

Please contact Haley Gordon Karl, National Director of Development Program, with questions regarding Specialty Market Events or Galas at hgordon@cityyear.org.

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Charity Navigator, the leading independent evaluator of nonprofits’ financial accountability, sustainability and efficiency, has awarded City Year its highest rating of 4-stars. Only 4% of the charities rated by Charity Navigator receive at least 5 consecutive 4-star evaluations.
ORGANIZATION STRUCTURE

Chief Executive Officer and Co-Founder

City Year, Inc. Headquarters Leadership Team

City Year Executive Directors

International Affiliate Executive Directors

City Year Regional Directors

City Year, Inc. Board of Trustees

City Year Site Board Chairs

Site Contact Information

New Site Development Guideposts
Michael Brown is Co-Founder and CEO of City Year, a nonprofit organization built on the belief that young people can change the world. Founded in 1988, City Year unites young people of all backgrounds for a year of full-time community service, leadership development and civic engagement.

City Year corps members are helping to address the nation’s high school dropout crisis and turnaround low performing schools by serving as full-time tutors, mentors and role models in high poverty schools in U.S. cities across the nation. City Year also has programs in Johannesburg and London.

City Year served as an inspiration for AmeriCorps, the federal initiative through which more than 775,000 Americans have served their country.

In 2009, Mr. Brown announced "In School & On Track: A National Challenge," City Year’s national initiative to significantly increase the urban high school graduation pipeline in America by calling on the nation’s idealistic young adults to help students in high poverty schools succeed.

For his work developing City Year and advancing the national service movement, Michael has been awarded the Reebok Human Rights Award and several honorary degrees. He has been named one of America’s Best Leaders by US News & World Report and an Executive of the Year and a member of The Power and Influence Top 50 by The NonProfit Times.

Mr. Brown is a graduate of Harvard College and Harvard Law School, where he served as an editor of the Harvard Law Review. Prior to starting City Year, Mr. Brown served as a legislative assistant to then Congressman Leon Panetta and as a clerk for Federal Judge Stephen Breyer.
CITY YEAR EXECUTIVE DIRECTORS
City Year Baton Rouge – Laura Hamm
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City Year South Africa – Nomhle Nkumbi-Ndopu

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Former President and CEO
The Timberland Company
Stratham, NH

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CSX Corporation
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NEW SITE DEVELOPMENT GUIDEPOSTS
Bringing City Year to a New Community:
The Guideposts for New Site Development

City Year has grown to 25 locations across the United States through the dedication, leadership and generosity of citizens, philanthropic institutions, corporations and government agencies who work with City Year on a new site development process that generally takes two years to complete. City Year, Inc. operates as a single, unified nonprofit corporation. Accordingly, each new City Year site must be developed in a manner which ensures that the site will be operationally sound and sustainable. City Year’s Board of Trustees is vested with the authority to launch a new City Year site.

Phase I
City Year will begin the exploratory process upon reviewing and accepting the following:

Exploratory Grant
• A local exploratory grant of at least $100,000 is provided to fund delegation visits and other exploratory activities.

Champion
• A champion emerges who possesses the passion, skills and resources to lead a successful new site development process.

Phase 2
The City Year Board of Trustees will vote to authorize the deployment of a startup team once the following guideposts are met:

Challenge grant
• A $1-2 million challenge grant to leverage four years of funding.

Multi-year funding
• Pledges accounting for 100% of the non-federal funding required over the program’s startup year and first year of operations (minimum 50 corps members) and 80% of the non-federal funding required over the program’s second and third year of operations, including multi-year commitments for private sector team sponsorships.

Founding Committee
• City Year Founding Committees promote the development of the program and build a group of multi-sector stakeholders, some of whom will transition to a Site Board upon completion of the new site development guideposts.

Written support
• Twenty-five letters of support from community and corporate leaders and public officials.

School District
• To maximize student and school outcomes, the local school district commits to collaborate with City Year to select, cultivate and advance school partnerships; to support the full implementation of City Year’s Whole School Whole Child model; to advance City Year’s School Operating Conditions for Success; and to make an initial, multi-year financial contribution of $10,000 per corps member.
AmeriCorps support

• The State Commission administering AmeriCorps funds in the new site community strongly endorses City Year’s launch and commits to supporting 50 City Year corps members using all available resources.

Phase 3
The City Year Board of Trustees will vote to formally authorize the launch of a City Year site, upon the following guideposts being met during the startup period:

Operational readiness

• Key programmatic and personnel objectives are met to ensure operational readiness, including corps recruitment, staffing, service planning, school-based pilot program, securing transportation passes from the local transit authority and identifying office space. Founding Committee works with City Year, Inc. to identify an Executive Director.

Board

• Establish an 11 member multi-sector stakeholder Site Board with Board Chair identified.

For more information please contact George Deveney, Senior Director of New Site Development at gdeveney@cityyear.org.
CORPS MEMBER STANDARDS AND POLICIES

- Readiness for Service
- Inspirational Standards
- Working with Children and Youth
- Performance Management System
- Prohibited Activities
- Workplace Policies
All City Year corps members are expected to adhere to the standards and policies contained herein. Each corps member will also be required to sign a City Year AmeriCorps Service Agreement. Refer to the Corps Member Service Agreement for additional detailed provisions and guidelines.

City Year is a dynamic organization. As we grow, learn, change and improve, so will our policies and practices. If policies are revised during the year, the Program will communicate and post copies of the revisions. Corps members are responsible for reviewing and consulting site staff to ensure a clear understanding of the revision/s and adherence to the change/s.
Team Based Service

A year of service is challenging, but also rewarding and fulfilling. While there is no typical corps member profile, all corps members must have the ability to work on a team, be a leader, develop leadership skills and be ready to commit 10 months to full-time service.

Teamwork is at the heart of City Year’s approach to service and social change. Corps members are assigned to teams comprised of 8-15 people at the beginning of the year and serve with that team for the duration of the program year. Teams will consist of a highly diverse group of young people from different racial, ethnic, educational and socio-economic backgrounds determined to make a difference. Interacting with and working alongside individuals with different perspectives and life experiences breaks down social barriers and helps us to see what we have in common. Witnessing diverse teams of people working together successfully can be an invaluable learning experience not only for our corps members, but also for children served and the communities in which we serve.

Terms of Service

In order to successfully complete a term of service as defined by City Year, consistent with the regulations of the Corporation for National and Community Service, and be eligible for a Segal education award, corps members must satisfy the following conditions:
1. Attend service and training sessions
2. Complete a minimum of 1,700 service hours (900 hours for mid-year members);
3. Serve through graduation;
4. Demonstrate improvement in competencies as documented through City Year’s Performance Management Plan;
5. Satisfy all graduation requirements
   • Earn certification in CPR and First Aid
   • Complete a professional portfolio which includes, but is not limited to, an updated resume and updated cover letter
   • Complete a post-service plan (LACY, City Year’s Leadership After City Year plan)

Site specific guidelines and/or practices will be communicated by individual sites. Corps members are responsible for understanding and attaining the complete list of site requirements.

Each corps member along with his/her supervisor will be jointly responsible for ensuring that all documentation is completed thoroughly and entered into the corps member’s file. Conditions/provisions for suspending and/or extending one’s term of service can be found in the City Year AmeriCorps Service Agreement.

Compensation & Benefits

Living Allowance

Corps members receive a bi-weekly, taxable living allowance at a rate determined by each City Year site. Living allowances are issued every other Friday, direct deposited into a bank account or pre-loaded onto a TotalPay card.

Receipt of the living allowance is contingent upon submission of a timecard completed at the end of each two week cycle that bears approval of both the corps member and supervisor. The timecard provides a record of a corps member’s service and is used to:
> Track progress toward the completion of the required 1,700 hours
> Track attendance for payroll purposes
> Track the number of hours performed in each of the service categories
> Monitor usage of excused absences

Segal AmeriCorps Education Award

Members who serve through graduation, complete a minimum of 1,700 service hours (900 for mid-years) and satisfy all graduation requirements will be eligible for a Segal education award in an amount of $5,550 ($2,775 for mid-years) issued and administered by the National Service Trust. Members may earn up to the value of 2 full Segal education awards:
1. If enrolled in a first or second term, a member is eligible for a full Segal education award.
2. A member who has earned less than the value of 2 full education awards is eligible for a discounted award. Members are notified of that discounted amount through an email generated by My AmeriCorps during the enrollment process.
3. A member who has already earned the value of 2 full Segal education awards will be ineligible for any additional post service award.
4. The member must have, or agree to obtain a high school diploma or its equivalent before using the Segal education award.
5. The award is subject to taxes in the year/s in which it is used.

Loan Forbearance

AmeriCorps members may request forbearance on qualifying student loans through an online system (members will register for accounts 30 days after starting with City Year). Those who satisfactorily complete their service year may also submit requests for payment of any interest accrued on loans approved for forbearance.

Health Care Coverage

City Year provides all corps members with basic medical coverage for sickness, emergencies, and a limited amount of preventative care. The City Year Corps Group Medical Plan does not include dental or optical coverage. Coverage begins on a member’s first day and ends on the last day of the member’s month in active service. Corps members can reference the Benefits Reference Chart at http://www.cityyear.org/policies/cmhealth.pdf for more information.
Employee Assistance Program

City Year Staff and Corps Assistance Program (commonly referred to as an employee assistance program, or EAP) provided by AllOneHealth, can be used by all corps members. The program is a confidential intervention and referral resource for dealing with issues that include:

- Substance abuse
- Depression and mood swings
- Conflict
- Child and parenting issues
- Eating disorders
- Anger and violence management
- Stress
- Emotional worries
- Family and relationship issues
- Legal questions
- Budget and debt

To contact AllOneHealth confidentially call 1.866.866.7281.

Workers’ Compensation

Workers’ compensation pays for medical charges and/or loss of living allowance if a corps member suffers a service-related injury or illness. Injuries and service-related illness must be reported within 24 hours. Any service related accident should be reported regardless of whether or not medical attention is sought (to ensure that a case has been established in the event that complications ensue and medical treatment needs to be sought long after).

Child Care

Childcare allowances are available for corps members who qualify. A member must be in full time active service, need child care in order to participate, be a custodial parent or legal guardian of a child under the age of 13 who resides with them, and meet income eligibility requirements. For information on how to apply, members should contact their site’s Program Director.

Corps Holidays & Breaks

Organizational holidays and the corps’ winter break are noted on the Program Operations Calendar, which is located at the end of this handbook and is posted on cyconnect.
Corps members who serve successfully at City Year embody these attributes and pledge to meet standards in three areas:

1. Service Performance
2. Organizational Representation and Professional Conduct
3. Regular Attendance and Allowable Absences

Service Performance
City Year corps members’ service goes beyond their regular team assignments in schools (one-on-one classroom tutoring, after-school programs and more) to include many other activities, including civic engagement of community leaders, service partners, team sponsors and current and potential City Year champions. Meeting with visitors, recruiting volunteers, identifying resources and engaging the media are all aspects of a corps member’s service. Learning to leverage various service activities to create deeper impact within the community is central to understanding the City Year service model.

Service performance includes skills development and leadership opportunities (Chapter 4, SERVICE AND LEADERSHIP). Each corps member will be assigned to a team and learn about the team’s service focus during Basic Training Academy. Ongoing trainings provided by City Year, external facilitators and service partners will enable the team to deliver effective service throughout the year.

Assessment of each corps member’s service performance will be based on:

> His/her contribution to achievement of site and team-based goals for student impact
> Progress of students assigned to him/her for interventions and support
> Civic engagement of the broader community in the site and team’s overall service work
> His/her ability to successfully:
  › Recruit volunteers
  › Engage the media
  › Identify and utilize community resources

Service Goals
Each corps member is expected to effectively support students in making positive gains in the areas of one or more of the Early Warning Indicators. Information such as student-level data, teacher surveys and assessment of the site’s ProServe leadership informs a corps members’ effectiveness in this area.

Recruiting Volunteers
Corps members are expected to collaborate with their community and recruit local volunteers for various City Year events/service initiatives (i.e. MLK Day, Camp City Year/City Year For Kids). Volunteer engagement is a key strategy for generating greater impact in schools and ensuring the community is invested in our service and our success. It is a high priority for City Year and AmeriCorps and a fundamental way for corps members to learn about the power of civic engagement and share their commitment to service with others.

Appropriate Media Engagement
A key aspect of City Year’s mission is to engage, inspire, and lead communities in service and other activities to create positive change. The media (e.g. television, radio, social media, newspapers, periodicals, blogs and online publications) is a vehicle used to communicate City Year’s message to a broad audience. Corps members may have opportunities throughout the year to speak with the media about their transformative year of service. To ensure that corps members communicate a clear and consistent message that reflects City Year’s goals, all contact with any media should be coordinated through the site’s local Communications Director and/or the Communications Department at City Year Headquarters. This will ensure that corps members communicate a clear and consistent message that reflects City Year’s goals and are not misquoted or incorrectly named as a spokesperson for City Year. Corps members are responsible for notifying their supervisor or the site leadership immediately if approached by any member of the media.

Corps members are not required to provide an immediate reaction or response to the media in order to meet a deadline and should not feel pressured to do so. A corps member approached by the media should obtain the reporter’s name, phone number and deadline so that the Executive Director or another staff member may respond.

All correspondence with members of the community, other organizations and/or governmental agencies must be approved by the site’s Communication staff member; this includes, but is not limited to, major outreach letters, fliers, newsletters, bulletins and blogs.

For guidelines about how to communicate City Year’s message, please contact the site’s local Communications Director and/or the Communications Department at City Year Headquarters.

Identifying and Utilizing Community Resources
City Year believes that learning to identify and generate resources is an important component of civic engagement, building social change organizations, and developing leadership skills. Each corps member is expected to participate in the sustainability efforts of the site to the extent allowed by Corporation for National and Community Service (CNCS).

CNCS allows corps members to raise funds* that directly support service activities to meet local, environmental, public safety, homeland security or other human needs. Fundraising activities corps members may engage in include, but are not limited to:

> Seeking donations of books from companies and individuals for a program in which volunteers tutor children to read.
> Writing a grant proposal to a foundation to secure resources to support the training of volunteers.
> Securing supplies and equipment from the community to enable volunteers to help build houses for low-income individuals.
> Securing financial resources from the community to assist a faith-based or community- based organization in launching or expanding a program that provides social services to the members of the community and is delivered, in whole or in
part, through the members of that organization.

> Seeking a donation from alumni of the program for specific service projects being performed by current members.
> Supporting service partners through grant writing, individual appeal, letters, phone calls or fundraising events.
> Raising cash or in-kind resources to cover direct, non-personnel expenses, of service projects such as Camp City Year, MLK Day, signature service days and legacy projects.
> Supporting or coordinating activities to engage, educate and inspire individuals or organizations about citizen service and City Year.

*City Year corps members may not make direct solicitations or write proposals for funds to cover City Year operating expenses or endowments, living allowances, or write grant applications for any type of federal funding.*

### Organizational Representation

#### The City Year Uniform

The City Year uniform is a public symbol of a full-time commitment to service. Each time corps members put on the uniform, they are representatives of City Year and its sponsors, citizen service, and AmeriCorps. Corps members become trustees of the relationship between these organizations and the communities in which we serve. Wearing the uniform carries the important responsibility of representing City Year and its mission with excellence and inspiring others. As community leaders and role models (whether in uniform or professional attire) corps members are expected to maintain a positive public image. Each corps member must wear the uniform as intended and in accordance with Chapter 8, THE UNIFORM, and follow all accompanying behavior guidelines, including prohibited activities established by City Year and AmeriCorps.

City Year corps members are required to be in full uniform during all City Year activities. Corps members may not wear any non-uniform parts with the exception of alternate footwear approved by the Program Director to accommodate a documented medical condition. Basic Training Academy, City Year event shirts and retired uniforms parts are not part of the uniform. Hats may be worn out of doors only.

Program Directors may allow corps members to dress in partial uniform on specific service or leadership days. Staff members wear non-uniform professional dress when appropriate.

#### Professional Appearance

Professional appearance guidelines are intended to create minimal distractions for the children and youth we serve, to support corps member safety in service environments, and to foster the professionalism of the corps. As in any job, corps members are expected to look professional, presentable and well groomed at all times. The City Year uniform must be clean and pressed. Hair (including facial hair) should be kept clean and neat." City Year guidelines are not meant to constrain corps members’ individuality, but rather to present a unified and easily recognizable symbol of the commitment to service.

City Year corps members do not wear non-uniform scarves, bandanas, buttons, and/or pins that would detract from the professional look of the uniform or that would be a safety hazard.

> A head wrap necessary for religious reasons will be accommodated, provided the corps member can submit written documentation from their clergy person verifying their affiliation with the religion. Any other uniform accommodations (for religious reasons) must be approved by the site Program Director.

Jewelry is limited to:
> one pair of stud earrings (no hoops of any size for safety reasons in working with children);
> one small necklace (tucked into the shirt);
> one ring per hand (except in the case of a ring that symbolizes your life-long commitment to someone);
> one bracelet or watch per hand; AND
> ear disks that must be clear or neutral.

*NOTE: facial and inner-mouth piercings are not permitted and must be removed.*

#### Readiness

Upon arrival at service each day corps members complete a readiness check with their team. The expectation is for corps members to be ready for the day, positively engaged and in full uniform. Anyone missing parts will be sent home to retrieve them and when ready, rejoin the team and begin the service day. Corps members may be marked late or absent depending on when they return. Supervisors are directly responsible for ensuring that their corps members meet readiness standards. Program Directors are responsible for the overall readiness and quality of their corps.

Corps members are encouraged to help each other remain “uniform ready” at all times by pointing out missing parts, inappropriate assembly, and/or a uniform that is not presentable.

### Professional Conduct

As role models to children and ambassadors of citizen service in every community we serve, corps members must conduct themselves as professionals and representatives of City Year at all times. Each corps member is expected to demonstrate the following qualities throughout their City Year:

> Effective time management and punctuality (see attendance requirements below)
> Personal organization skills
> Dependability
> Positive constructive attitude
> Flexibility, perseverance, resilience
> Ability and willingness to suspend judgment
> Willingness to participate fully in all aspects of the City Year experience

While in uniform or on City Year time, corps members must refrain from:

> Purchasing, chewing or smoking tobacco
> Jaywalking: Corps members need to role model the safe and legal way to cross streets to the students and community we serve
> Swearing or using offensive language or actions: Profanity, derogatory comments,
the year; completing 1700 service hours can be challenging for anyone who exhausts the
Use of excused absences must be carefully managed by each corps member throughout
week in advance of a requested absence. A request for two or more consecutive absences
Corps members must secure approval from their direct staff supervisor at least one
week in advance of a requested absence. A request for two or more consecutive absences
requires a second level of approval from the Program Director.
Use of excused absences must be carefully managed by each corps member throughout
the year; completing 1700 service hours can be challenging for anyone who exhausts the
days afforded them. Exceeding the allowable excused absences will result in dismissal
from the program.

Emergencies and Illness
Corps members must notify their direct staff supervisor of an unexpected absence or late
arrival by the beginning of the first team circle. It is important that each site and team
know where corps members are at all times in case of an emergency or unexpected event.
If a corps member does not call their direct staff supervisor by the first team circle, the
supervisor will document an occurrence on the corps member’s record. Corps members
must notify direct staff supervisors of their whereabouts any time they are not with their
team and may not leave service unless they have received authorization from their direct
staff supervisor (or designated staff member) to do so. If a personal emergency arises
during the service day (e.g. a family emergency), a corps member must notify their direct
staff supervisor of their need to be excused from service. A day taken for an emergency
will be included in a corps member’s allowable excused absence total.

Corps members missing service without communicating with City Year
Corps members are responsible for notifying their direct staff supervisor if they will miss
a day of service. If a corps member fails to call by first team circle, does not show up,
and cannot be reached by his/her supervisor, disciplinary actions outlined below will be
taken:

Day 1: Corps member misses service and does not notify their City Year direct staff
supervisor. Program Manager or Program Director will attempt to call all available
contact numbers to reach the corps member for an explanation. If the PM or PD cannot
reach the corps member, it will be documented as an occurrence on the corps member’s
record and allowable excused absences will decrease by one. If the PM or PD reaches
the corps member and is given a satisfactory or unsatisfactory reason why s/he did not
contact their City Year direct staff supervisor, it will still be documented on the corps
member record as an occurrence and allotted personal days off will decrease by one.

Consecutive Day 2: Corps member misses service again and does not notify their City
Year direct supervisor. Program Manager or Program Director will attempt to call all available
contact numbers (including emergency contact person) to reach the corps member for an explanation. If the PM or PD cannot
reach the corps member, it will be documented as an occurrence on the corps member’s
record and allowable excused absences will decrease by one. If the PM or PD reaches
the corps member and is given a satisfactory or unsatisfactory reason why s/he did not
contact their City Year direct staff supervisor, it will still be documented on the corps
member record as an occurrence and allotted personal days off will decrease by one.

Consecutive Day 3: By the end of the third day, if the CM has not been in contact with
their PM or PD (or a corps member’s family member) explaining the reason for the
missed service days without notification, the PD will send out a certified letter notifying
the corps member of the site’s intention to exit him/her from the program and subsequent
termination of AmeriCorps benefits. The PM and PD will use all reasonable means to
contact the corps member so the proper exit documentation can be filled out by the
Allowable Absences

Military Service Obligations

Generally, the Reserves of the U.S. Army, U.S. Navy, U.S. Air Force, U.S. Marine Corps, U.S. Coast Guard, the Army National Guard and the Air National Guard require reservists to serve one weekend a month plus 12 to 15 days a year (the two-week active duty service). Corps members who are Reservists will not receive time off from their City Year service for additional Reserves-related service beyond the two-week active duty service.

Reservist two-week active duty service

To the extent possible, City Year seeks to minimize the disruption to a corps members' City Year service due to fulfillment of responsibilities related to reservist duties. If a corps member is able to select when to fulfill their annual two-week active duty requirement, it should be done so as not to disrupt their City Year service. If active duty dates are inflexible and conflict with City Year service, the corps member will be granted leave for the two-week period of active duty service with the Reserves. During this time the corps member will receive service credit; s/he will earn the same number of hours his/her team records for those two weeks (regardless of the hours actually served in the Reserves) had there been no interruption. The corps member will continue to receive all benefits during the two-week period of active duty. A corps member will not receive service hours for duties performed during the once-a-month weekend service required in the Reserves.

Active Duty Deployment

If a Reservist corps member is deployed for a tour of active duty, the corps member's military service obligation is considered a "compelling personal circumstance" and will be handled in one of the following two manners:

1. The corps members may suspend his/her term of service and returns within two years to complete the program.

2. The corps member will exit the program with a pro-rated Segal Education Award relative to the number of hours served.

The corps member must provide written documentation of their military deployment to allow for a pro-rated award or a suspension of service to be granted.

Jury Duty

Serving on a jury is an important responsibility of citizenship and City Year encourages corps members to fulfill that duty. Corps members serving on jury duty will continue to accrue their normal service hours, be paid a living allowance and maintain health coverage. Corps members are expected to serve at City Year before and after time in court whenever possible.

Voting

Voting in elections is a civic responsibility strongly encouraged by City Year. Members who are unable to vote before or after service hours can ask to be released during the service day without incurring any penalties. The length of the absence needed will be determined by the corps member's supervisor.

Hours Progress

Corps members must complete 1,700 hours (900 hours for midyears) of service by graduation day and are responsible for ensuring adequate progress toward completion of those hours. City Year program staff will provide corps members with hours status updates based on expected totals throughout the year. Corps members who fall behind schedule by more than 20 hours are required to develop a written performance improvement plan with their direct staff supervisor. Hours must be "caught up" within a reasonable amount of time and the proposed improvement plan must be approved by the Program Director.
If circumstances disallow a corps member from completing additional hours within City Year’s service projects and activities, the hours must be made up with a not-for-profit organization. The additional service performed must fit within and help to fulfill the service goals (those specified in the site’s AmeriCorps performance measures and the organization’s internal operating goals) of the corps member’s team or the City Year site. Service must occur in the City Year site’s state and the extra hours opportunity has to be approved in advance by the corps member’s direct staff supervisor. In addition to recording make-up hours on standard corps member timesheets in payroll, external hours must also be documented and certificated on official Extra-Hours Timesheets if someone other than the corps member’s direct supervisor will certify the hours.

If the corps member fails to meet the hours requirements stipulated in the performance improvement plan, the Program Director will be notified. The corps member will be subject to dismissal if the Program Director determines that s/he is not demonstrating the commitment necessary to satisfy the hours requirement and/or meeting additional performance standards.

Completion of the hours requirement (1,700 for full time corps members and 900 for those who join at mid-year) prior to graduation does not entitle a corps member to request additional excused absences or to leave the program early. Moreover, the last week of the program year must be spent in service and excused absences cannot be “exhausted” during the final days.

### The City Year Brand

The City Year brand is our identity. It is in everything we do, everyone we interact with, everything we distribute. As a corps member or staff member, you are a part of the City Year brand, you are a brand representative. You are expected to uphold the brand guidelines and represent the brand in every interaction you have.

You can reference the City Year Style Guide, available on the MarComm page on cyconnect to learn about the guidelines and rules of our brand. Some of this is outlined in Chapter 2, *A Culture of Idealism.*

> "A brand name is more than a word. It is the beginning of a conversation."

- Lexicon

### Relationships with Children and Youth

City Year provides a unique opportunity for corps members to work closely with children and youth in many environments. In the classroom, corps members can form a communication bridge between teachers and children. Strong bonds develop between corps members and their students as the year progresses. These relationships are often what a corps member values most when they reflect back upon their service experience.

We expect corps members to nurture these relationships, to be motivated by the joy of interacting with children and to embrace their diverse personalities, backgrounds, behaviors and learning styles. Corps members not only serve as tutors and mentors to their students but also as important role models. Their presence creates a lasting impression on their students, thus corps members must respect the exceptional quality of the relationship. Corps members act as role models and positive supports to children by following the proper classroom protocol, utilizing age appropriate activities that reflect both the age, learning style and experience of their students, using appropriate language and behavior consistently in the presence of children and exhibiting appropriate classroom management skills.

During the Basic Training Period and throughout the year, corps members will receive training to ensure delivery of high quality service to children and youth. Corps members will learn theory and develop practical skills in the areas of: understanding the American education system and the impact of the federal “No Child Left Behind” legislation, literacy tutoring, lesson planning, understanding the social, emotional, and intellectual development of children, developing age appropriate activities, after-school programming and evaluation, youth leadership and more as required by a site specific service focus. In some cases, corps members deliver specific content curricula (environmental, physical service project planning, etc.) in classrooms. All corps members are expected to have knowledge of the City Year partnership agreement that exists with the school(s) in which they serve and understand how their service supports the goals of that agreement and the goals of the relevant AmeriCorps grant(s).

Ensuring the safety of the children in our care is always foremost in the minds of City Year staff and corps members. Our community partners have entrusted their children to our care. City Year corps members work with, care for, and lead children and youth in classrooms, and after-school programs and during vacation camps, special events and service projects. There is no responsibility that we take more seriously than the safety of our corps members and the children and youth with whom they work. The guidelines listed below define our expectations for corps members working with children and youth.

Any corps member who is unable to uphold these guidelines will be considered for dismissal from the program. In some cases, dismissal will be immediate. During the Basic Training Period, corps members will receive training on applying the guidelines, some of which are superceded by specific classroom safety rules. Corps members may need to consult with their teachers for clarification.

**Safety Guidelines for school and after school activities, physical service events, camps, special projects and other relevant activities include:**

> Safety planning for transporting and dropping off participants

> Clear check-in and check-out procedures
> Parent and emergency contact information on-hand and readily accessible, including alternate family members authorized to pick-up a child
> Special medical consideration information on hand and known by the individual corps or staff member leading that child
> Nametags for all individuals: children, youth, corps, staff, volunteers, parents. Nametags for children should only list their first name (listing their full name increases the risk of the children being taken or someone posing as a relative to pick them up)
> Conducting background checks on volunteers
> Adequate ratio of adults to children
> Clear transition when children are transferred from one responsible adult to another
> Safety inspection of the physical site prior to a program or event
> Policy and procedure to administer medication
> First aid plan and supplies on hand
> Contingency plan in the event of emergency/disaster
> No child or youth should ever be left unsupervised at a City Year program or event
> Corps and staff must consider not just the physical safety of children and youth but also their emotional safety and well-being. Creative programmatic approaches to reduce incidents of teasing, bullying and other interactions that hurt children's feelings will be implemented
> No corps member, staff or volunteer will be alone with a child unless it is under the auspices of the service model or program design and with the permission of a teacher or supervisor (e.g. when tutoring a child)
> Corps, staff and volunteers will respect a child's right not to be touched in ways that make the child feel uncomfortable
> Children are not to be touched on areas of their bodies that would be covered by a bathing suit
> Restrooms must be checked to be sure they are not occupied by suspicious or unknown individuals before allowing children to use the facilities
> When a child requests an escort to the bathroom, the supervising individual will ensure that more than one child is taken to the bathroom (as part of a group). The supervising individual will stand in the doorway while the children are using the restroom

**Physical and Emotional Well-Being of Children and Youth**

**Corps Member Restrictions**

Corps members may not:

> Inflict any type of physical discipline in any manner upon the body
> Humiliate, verbally abuse, ridicule, threaten or shame
> Engage in inappropriate touching or sexual verbal exchange
> Deny food or drink, rest, or bathroom facilities as punishment
> Administer any medication that can be taken internally

Any type of abuse, including those listed above, will not be tolerated and subject to immediate dismissal.

Profanity, inappropriate jokes, sharing intimate details of one's personal life and any kind of harassment in the presence of children or parents is prohibited.

Corps and staff may not be alone with children they meet at a City Year program outside of City Year. This includes sleepovers and inviting children home. Any exceptions require a written explanation before the fact and are subject to advance Program Director approval. (This excludes child care support, contracted through the parents of a child, outside of City Year's program hours. In the case of child care, City Year will not take responsibility for corps or staff members' actions, as they will be acting outside of their roles within the organization.)

**Children are not to be transported in personal vehicles.**

Under no circumstances should children be released to anyone other than the authorized parent, guardian, or other adult cleared to do so by the parent or guardian in writing. If there is any doubt regarding the identity of the person picking up the child, showing ID will be required.

**Incident Forms**

Staff and corps members should generally be aware of a child's appearance, and note any bumps, bruises, burns, etc. Any questionable marks or behavior will be noted by filling out an Incident Form.

Incident Forms are highly confidential and staff and corps are expected to protect the privacy of the children we serve. If an Incident Form or report is filed for a child, only the direct supervisor of the corps or staff member should have access to the information filed in the report or form. The corps member or staff member shall not share that information with other staff or corps, parents, volunteers, or program participants.

Incident Report forms can be found on SharePoint at https://cyconnect.cityyear.org

All Incident Forms should be housed in locked, confidential files of the Service/Impact Director or Program Director at the local City Year site. These forms should not be made openly available at the service partner or City Year site.
Mandated Reporting, Student Confidentiality

City Year's philosophy on mandated reporting

City Year corps members and staff are committed to working in the best interest of the children in the communities where we serve. We will do our utmost to ensure the safety and well-being of those children. To ensure consistency in process and communication regarding mandated reporting procedures across the City Year network, the policies and procedures below detail steps that will be taken should an incident involving child neglect, emotional, physical, or sexual abuse occur.

Definition of child abuse

A child is defined as any male or female between the ages of 0-17 years.

Child abuse is defined by ChildHelp USA as: “Any act of commission or omission that endangers or impairs a child’s physical or emotional health and development. Child abuse includes any damage done to a child which cannot be reasonably explained and which is often represented by an injury or series of injuries appearing to be non-accidental in nature.”

Mandated reporting

What does it mean to be a mandated reporter? Each state designates individuals, (most commonly by professional group) who are mandated by law to report child maltreatment.

Individuals typically designated as mandatory reporters have frequent contact with children. Such individuals include health care workers, school personnel, day-care providers, social workers, law enforcement officers and mental health professionals.

Approximately 18 states require all citizens to report suspected abuse or neglect regardless of profession. Typically, a report must be made when the reporter suspects or has reason to suspect that a child has been abused or neglected.

City Year requires that all corps members and staff members consider themselves mandated reporters, regardless of the state in which they are currently serving. Any corps or staff member who fails to report an instance of child neglect, emotional, physical, or sexual abuse immediately when they know, or have reason to believe a child is being neglected or emotionally, physically, or sexually abused will be in violation of this policy.

When reporting abuse, corps members and staff must remember that a report is not an accusation, but a request to appropriate agencies to investigate whether neglect or abuse has taken place.

Signs and symptoms of child abuse

The following are a few of the physical and behavioral indicators of child abuse and neglect. Please note that the listed indicators in each category may pertain to more than one type of abuse or neglect. For example, “lack of concentration” could be a sign of sexual abuse, as well as emotional abuse. Please note: There could be several reasons other than abuse that may cause children to exhibit some of the symptoms that are listed below. As a result, when a child exhibits any of these symptoms, it should elicit questions to the child from the staff or corps member to determine the cause of the symptoms. The symptoms in themselves should not automatically garner a conclusion, suggestion, or accusation involving abuse.

Physical abuse
1. Unexplained burns, cuts, bruises, or welts in the shape of an object
2. Bite marks
3. Anti-social behavior
4. Problems in school
5. Fear of adults

Emotional abuse
1. Apathy
2. Depression
3. Hostility or stress
4. Lack of concentration
5. Eating disorders

Sexual abuse
1. Inappropriate interest in or knowledge of sexual acts
2. Nightmares and bed wetting
3. Drastic changes in appetite
4. Over compliance
5. Excessive aggression
6. Fear of a particular person or family member

Neglect
1. Unsuitable clothing for weather
2. Dirty or not bathed
3. Extreme hunger
4. Apparent lack of supervision

How to react to revelations and suspicions of abuse

According to professionals who work with abused children, your immediate response to revelations of abuse and suspicions of abuse play an important role in how well the child rebounds from the emotional wounds. In addition, what you say—or don’t say—and your body language may determine whether a strong case can be built against the person responsible for the abuse. Please see the next section about child abuse reporting procedures for City Year corps and staff for more information on which steps to take when reporting child abuse.
> Be open and understanding. Try to stay calm. If you react strongly, the child may stop talking, take back information, or internalize this as another reason to feel bad about him or herself. Reassure the child that you are glad that he/she told someone.

> Don't try to conduct an investigation yourself. Let the professionals ask questions regarding what happened, when and with whom. Defense attorneys often attempt to discredit information provided by the child, if the child has been asked "leading" questions about the abuse.

> If the child tells you of the sexual abuse immediately after it occurred, do not bathe the child, or wash or change his or her clothes. That could destroy valuable evidence.

> Let the child talk as much as he/she wishes. Often, a child has been carrying the secret for a long time and needs to "let it out" to lessen the burden. Find a quiet place to talk. Encourage the child to express his or her feelings, but don't interrogate. Let the child know you are not a trained counselor or professional in these matters, but that you will listen to them.

> Understand that the child is probably having mixed feelings. Frequently, the perpetrator of abuse is someone close to the child. Although the child may have strong negative feelings about the person's abusive behavior, he/she also may love them for other behaviors.

> Believe the child. Children rarely make up stories about abuse. Also, they tend to keep the abuse a secret for a long time because they have been threatened by the perpetrator and repeatedly told the abuse is their own fault. Reassure the child that they are not to blame for what happened.

> Explain what you will do next to help them. Suspected abuse is sufficient reason to make a report. Briefly communicate the steps outlined on the following pages for "child abuse reporting procedures" for corps and staff.

Child abuse reporting procedures for City Year corps and staff

If a corps member or staff member has reasonable cause to believe (either through physical observation and/or verbal disclosure) that a child is being abused or neglected, the following steps should be taken:

When serving at or with a flagship service partner

If you are serving under the auspices of a flagship service partner such as a school or after-school center, providing programs such as Camps (outside of a School Partnership), then:

1. Be aware of the mandated reporting policy of the service partner at which you are serving. The corps member or staff person may be required to fill out an incident form for the service partner. Inform your direct supervisor (if you are a staff person) or your Program/Site Director (if you are a corps member) of your concerns immediately. If you are a corps member, also inform your Program Manager of your actions.

2. If the child verbally disclosed abuse to you, explain that you want to help, and in order to do so you will need another person to hear their story. If possible, whether you are a corps member or staff person, ask the nearest staff person to join you and the child. If a staff person is not available, request the presence of a senior corps member or another corps member. Children in these situations have been known to retract their admission, and it is important to have another witness.

3. Fill out a City Year mandated reporting incident form and make a copy for yourself, your direct supervisor or Program/Site Director, and Headquarters.

4. Your Program/Site Director has four hours to inform the Service Partner Liaison of the incident and ensure they have the information required to make a report to the Division of Family & Youth Services and the police. Make sure to document the date, time, and content of the conversation. You are expected to give the Service Partner a copy of the mandated reporting incident form and obtain their signature.

5. Your Program/Site Director or direct supervisor has by close of business of the date of the incident to inform the site's Executive Director and the Human Potential (HP) Director at Headquarters via email of the incident.

6. Your direct supervisor or Program/Site Director has 48 hours to fax the mandated reporting incident form to the HP Director at Headquarters. The HP Director at Headquarters is responsible for informing the CEO of the incident.

When not serving at or with a flagship service partner

If you are not working under the auspices of a flagship service partner such as a school or after-school center, providing programs such as Camps (outside of a School Partnership) then:

1. Inform your direct supervisor (if you are a staff person) or your Program Manager (if you are a corps member) of your concerns immediately.

2. If the child verbally disclosed abuse to you, explain to them that you want to help, and in order to do so, you will need another person to hear their story. If possible, whether you are a corps member or staff person, ask the nearest staff person to join you and the child. If a staff person is not available, request the presence of a senior corps member or another corps member. Children in these situations have been known to retract their admission, and it is important to have another witness.

3. Fill out a City Year mandated reporting incident form and make a copy for yourself, your direct supervisor or Program Manager, and Headquarters.

4. Whether you are a corps member or staff person, you will need to call the Division of Family & Youth Services agency toll-free hotline within your state and your local police and make a report (see below for details). Not all numbers operate on a 24-hour basis and some numbers may only be accessible within that state. Abuse must be reported in the state in which the abuse occurred. If you are a corps member, your Program Manager or Program/Service Director must be in the room when you make the call.

5. If your state does not have a hotline number, call the Childhelp USA National Child Abuse Hotline at 1.800.4.A.CHILD (1.800.422.4453), which operates 24 hours a day, 7 days a week.

6. Your Program Manager has by close of business of the date of the incident to inform the site's Program/Site Director, Executive Director, and the HP Director at Headquarters via email of the incident. Your direct supervisor or Program/
Site Director has 24 hours to fax the mandated reporting incident form to the HP Director at Headquarters.

7. The HP Director at Headquarters is responsible for informing the CEO of the incident.

Each state has specific laws and procedures for reporting child abuse. All states require either an oral and/or written report be made to the Division of Family & Youth Services. Generally, reports include: the child’s name, age and address, parent’s name and address, nature and extent of injury or condition observed, prior injuries and dates observed, and reporter’s name and location (not always required, but valuable to Division of Family & Youth Services).

When making the call to report abuse, be prepared to provide the information outlined above by having your thoughts organized in written form in advance of the call. The City Year mandated reporting incident form should contain the information you need to make a report. Please see relevant hotline numbers in this section.

Self-injury procedures
If a corps member or staff person suspects that a child has been committing self-injury (e.g., cutting themselves), they should take the following steps:

If you are serving under the auspices of a flagship service partner such as a school or after-school center, providing programs such as tutoring, Starfish corps or Camps (as part of a School Partnership), then:

1. Be aware of the mandated reporting policy of the service partner at which you are serving (if applicable). The corps member or staff person may be required to fill out an incident form for the service partner.
2. Inform your direct supervisor (if you are a staff person) or your Program Manager (if you are a corps member) of your concerns immediately.
3. Fill out a City Year mandated reporting incident form and make a copy for yourself, your direct supervisor, and Headquarters.
4. Your Program/Site Director or direct supervisor has four hours to inform the Service Partner Liaison of the incident. Make sure to document the date, time and content of the conversation. You are expected to give the service partner a copy of the mandated reporting incident form and obtain their signature.
5. In order to ensure follow-up, the Program/Site Director will inform the Service Partner that for the child to continue in the program, we will request a report within 48 hours on the follow-up actions being taken to ensure the ultimate safety of the child.
6. Your Program/Site Director or direct supervisor has by close of business of the date of the incident to inform the site’s Executive Director and the HP Director at Headquarters via email of the incident.
7. Your direct supervisor or Program /Site Director has 24 hours to fax the mandated reporting incident form to the HP Director at Headquarters.
8. The HP Director at Headquarters is responsible for informing the CEO of the incident.

Sources: ChildHelp USA, U.S. Department of Health and Human Services – Administration for Children and Families, The Role of Educators in the Prevention and Treatment of Child Abuse and Neglect, Cynthia Crosson Tower (DHHS Publication No.(ACF) 92-30172 and MetroWest YMCA School Age Child Care Staff Handbook

Child and Youth Hotline Information 1.800.422.4453
The ChildHelp USA® National Child Abuse Hotline is dedicated to the prevention of child abuse. The hotline is staffed 24 hours daily with professional crisis counselors who utilize a database of 55,000 emergency, social service and support resources.

The hotline’s services are available to professionals who need to make referrals to agencies. This includes school nurses, teachers, counselors, psychologists, psychiatrists, pediatric dentists, fire investigators, and members of the faith community. All calls are anonymous and toll-free. The ChildHelp USA hotline counselors can discuss signs and symptoms of abuse, help decide a course of action, prepare you as to what to expect when reporting child abuse, and provide the number of the local reporting agency you should call.

Call the ChildHelp National Child Abuse Hotline at 1.800.4.A.CHILD.
Through their service, corps members build on their strengths, assets and learn new skills. Clear guidance, constructive training, coaching, and feedback provide corps members the greatest opportunity to succeed. Developing professional skills and habits is critical to a corps member’s success throughout, and beyond, their “city year.”

City Year established a Performance Management System designed to ensure that corps members understand their responsibilities, succeed in meeting service and professional goals and maintain core values. The system also serves to hold corps members accountable to standards and expectations. Assessment and support of corps members is a continuous process and requires open, honest, and consistent communication between the corps member and their supervisor.

The Performance Management System is comprised of two major elements:

1. Corps Member Performance Management Process
2. Occurrence System

The Performance Management Process

The Corps Member Performance Management Process (PMP) has been designed to help corps members powerfully achieve service impact goals while simultaneously developing as idealistic leaders over the course of their City Year. Based on City Year’s Flame of Idealism leadership development model, it includes content related to what corps members need to DO (service impact goals), what they need to KNOW (leadership competencies), and who they want to BE (reflection on your personal mission statement). The PMP keeps us all aligned with both organizational and personal missions, and ensures that we have clear knowledge and understanding of our performance against goals.

We believe that performance management is an every-day, year-long process; every activity is a chance for corps members to demonstrate skills, and every interaction with a supervisor is an opportunity for coaching, support, feedback, and reflection.

A key element of performance management, however, is the formal Performance Review sessions that happen three times over the course of the year (at start-of-year, mid-year, and end-of-year). These meetings are intended to guide and inform the year-long developmental conversation between CMs and supervisors. The Performance Review is focused on the following three processes:

1) Assessment: It provides an opportunity for formal assessment of progress against service goals, and development of competencies.
2) Coaching: It opens up a space for a year-long conversation between CMs and their supervisors focused on coaching that empowers CMs to achieve service impact goals and develop as leaders.
3) Reflection: It provides an opportunity to “get to the balcony” and reflect on lessons and opportunities embedded in service and leadership development challenges encountered over the course of the year.

The Performance Review document includes the following three sections:

1) DO
This section focused on service impact goals. Corps members are assessed in the following ways:

   Goal Status: Is the goal off-track, sliding, or on-track?
   Performance Rating: Has performance related to this goal been below standard, at standard, or above standard?

2) KNOW
This section is focused on development related to our six civic leadership competencies. Those competencies are:

   1) Relationship Development
   2) Team Collaboration & Leadership
   3) Communication
   4) Executes to Results
   5) Problem Solving and Decision Making
   6) Civic Knowledge & Fluency in Education Practice and Reform

Each of these competencies includes a clear set of learning outcomes and the following assessment scale:

1 = Basic
2 = Proficient
3 = Advanced

3) BE
In this section, corps members will record the personal leadership mission statement they crafted as part of the Idealist’s Journey. Corps members and supervisors will have a chance to reflect on whether the corps member is clear about his or her mission and whether daily actions align with that mission. Note that there is no assessment involved in this element of the performance review.

There is also an “Additional Notes” section on the Performance Review document that allows supervisors and corps members to add additional elements to the formal performance review conversation (for example, progress towards specific LACY goals, or discussion of team dynamics).

Again, the three formal performance reviews are understood to be just one component of the larger performance management process that is ongoing throughout the year.

Occurrence System

City Year’s Occurrence System was established to manage and lead corps members through Inspirational Standards. The system focuses on setting clear expectations of performance. Through staff coaching, a corps member will be expected to understand and follow all professional behaviors and professional standards set forth by City Year and our community partners.
The Occurrence System documents infractions categorized by professionalism, punctuality and uniform standards. The structure of the system includes verbal warnings, written warnings, a Performance Improvement Plan, suspension and dismissal. Site staff will provide a detailed review of the occurrence system’s process at the beginning of the program year.

Activities Prohibited by AmeriCorps Regulations
City Year corps members will be knowledgeable of, and refrain from engaging in activities prohibited by AmeriCorps which include lobbying, political, religious, or advocacy activities. Furthermore, corps members may not engage in any conduct that would link City Year or the Corporation for National and Community Service to prohibited activities.

Engaging in the following activities while participating in the Program, wearing the Program uniform or earning hours is forbidden:

a. Attempting to influence legislation;
b. Organizing or engaging in protests, petitions, boycotts, or strikes;
c. Assisting, promoting or deterring union organizing;
d. Impairing existing contracts for services or collective bargaining agreements;
e. Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;
f. Participating in, or endorsing, events or activities likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation or elected officials;
g. Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious instruction or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;
h. Providing a direct benefit to
   • A business organized for profit;
   • A labor union;
   • A partisan political organization; or
   • A non-profit organization that fails to comply with the restrictions contained in section 501(c)(3) of the Internal Revenue Code of 1986 (except that nothing in this section shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative)
   • An organization engaged in the religious activities described above, unless Grant funds are not used to support the religious activities, U.S. Code Title 26, or a non-profit that engages in lobbying;
i. Conducting, initiating or participating in voter registration drives or using Grant funds to conduct a voter registration drive;
j. Performing abortion services or referrals for receipt of such services;
k. Raising funds to support living allowances or for an organization’s general (as opposed to project) operating expenses or endowment;
l. Writing a grant application to the Corporation or to any other Federal agency; and
m. Such other activities as the Corporation may prohibit.

In addition to adhering to the AmeriCorps Prohibited Activities, the behaviors identified below violate City Year’s professional conduct standards and/or the law. While in uniform or on City Year time, corps members may not:

> Purchase, possess or deal weapons
> Engage in physical, verbal or emotional violence, threats, abuse and harassment
> Purchase or consume alcohol except in the circumstance listed below*
> Use or distribute illegal drugs: Illegal drug use and distribution is prohibited during the entire term of service (program year) whether on City Year time or off-hours
There are occasions when staff and senior corps socialize with each other where responsible consumption of alcohol may be allowed (i.e. Holiday parties). Under no circumstances may a senior corps member drink in the presence of a first year corps member. Any senior corps member or first year corps member violating the policy outlined above will be subject to dismissal. The site leadership is responsible for the proper investigation and resolution of violations.

Additional Guidelines:

Drugs
City Year seeks to be not only drug-free but anti-drug. In every way possible, we need to combat the negative forces which seek to introduce and perpetuate drug use among children, youth and young adults in our community. Drug use by any corps member is a threat to the entire City Year community. City Year reserves the right to apply mandatory drug testing.

City Year corps members must not possess, use or distribute controlled substances at any time during their City Year term of service. Any corps member who comes to service under the influence of any substance (e.g. alcohol or drugs) will be dismissed.

Theft
Corps members caught stealing or suspected of taking or receiving stolen property will be suspended immediately until a proper investigation is completed. The corps member may be dismissed from the program pending the outcome of the investigation.

Non-Partisanship
City Year is a non-partisan organization and appreciates the support it has received from representatives of all political affiliations. The City Year organization does not contribute to, work for, endorse or oppose any political party or any specific elected officials or candidates for public office. No political activity by corps members may be undertaken while wearing any part of the City Year uniform, while on City Year time or while earning service hours. This includes, but is not limited to registering citizens to vote, participating in political rallies of any nature, generating an organized letter-writing or phone campaign, bearing signs or distributing flyers. As private citizens, City Year officers, staff, corps and other members, such as board members, may support or oppose the elected officials, political party and candidates of their personal choice, as long as anything said or done is as a private citizen and not as a spokesperson (or implied spokesperson) for the City Year organization. If the individual chooses to identify himself or herself as a City Year member, s/he must make clear that the opinions expressed are personal and not those of the organization. Corps members should be aware that even if they do not identify themselves with City Year, the media or the public may do so. Please review our non-partisanship guidelines available on MarComm’s cyconnect site in the books and guidelines library.

Positive Working Relationships: Non-Fraternization
This policy is designed to create and maintain positive effective working relationships between staff and corps, and to model the qualities of responsible leadership which are central to the mission of City Year. The policy is intended to create a climate of trust, transparency and fairness. Relationships and activities which are prohibited are so categorized because they create situations and/or perceptions of partiality and unfairness, erode purpose and disciple and place personal interests above organizational goals.

Guidelines for relationships and conduct between staff, senior corps members and first-year corps members are outlined below.

Fraternization
For purposes of this policy, “fraternization” includes activities such as dating, engaging in sexual or physically intimate activities, having an exclusive, recurrent relationship and co-habitation.

Fraternization between staff members is permitted, except in cases where the staff member supervises another, or is under their chain of command. Fraternization between staff and corps members is not allowed.

Senior corps members are expected to exercise strong leadership, and to lead first and second year corps members by positive example. Fraternization between senior corps members is allowed. Fraternization between senior corps members and first or second year corps members is not allowed. Fraternization between senior corps members and staff is not allowed.

Service partner professional relationships are critical to moving City Year’s mission forward. As such, fraternization between City Year staff, senior corps members, first or second year corps members and service partners is not allowed. For the purposes of this policy “service partner” is defined as any person employed by a school service site or school district.

Pre-existing Relationships
It is the responsibility of all corps and staff to disclose pre-existing relationships when they join City Year. Promotions or changes in a corps member or senior corps member’s status during the course of the year is not uncommon. A first or second year corps member may be promoted to a senior corps position, or a senior corps member promoted to a staff position. In such cases it is the responsibility of the parties involved to disclose pre-existing relationships that would conflict (or be perceived to conflict) with City Year’s fraternization policies.

Duty to Report
Corps members witness to behavior by other City Year members that is in violation of policy are expected to report the perceived violation to the Program Director and/or the Executive Director. These reports are made in confidence.
Arrests That Occur During the Year

If a corps member is arrested during the service year, he/she is required to disclose the arrest to their Program Director within 48 hours. Failure to do so may result in dismissal.

Arrests/Charges

If arrested for or charged with:

a. Possession of an illegal substance during the service year, the member’s term will be suspended immediately until resolved.
b. Any felony during the service year, the member’s term will be suspended pending a final court ruling.
c. Any other misdemeanor the Program Director should either:
   • Place the member on unpaid suspension until a final court ruling/disposition;
   OR
   • Allow the member to continue serving. Should the arrest merit removal of the member from school service he/she should be suspended from service pending resolution.

Convictions

If a member is convicted of:

a. Sexual misconduct, murder, manufacturing/sale/distribution of a controlled substance or any felony, he/she must be released from the program immediately
b. Engaging in any sexual or otherwise inappropriate relationship with a minor

The City Year policy governing Internet usage exists to ensure that use of the Internet by corps, staff and visitors is appropriate, and to notify all affected parties that use of the Internet via City Year equipment is monitored and recorded. Inappropriate activity can result in disciplinary action, including dismissal from the corps.

Corps members are responsible for ensuring that the Internet is used in an effective, ethical, lawful manner and that it is not used to share information considered proprietary, confidential, defamatory, derogatory, obscene, or otherwise inappropriate.

1. City Year Internet usage guidelines are in effect for all City Year corps, staff and visitors whenever they are using City Year-provided equipment and/or Internet access, as well as when representing City Year, including but not limited to:
   > When you are in any City Year office at any time
   > When you are connected remotely to the City Year network through VPN
   > When you are at a library, school or service partner’s facility
   > Whenever you are in uniform or on City Year time

2. Every corps member is responsible for the content of all text, audio or images that they access and that they upload to a remote site on the Internet. Accessing, downloading or transmitting of fraudulent, harassing or obscene material in any format is prohibited and subject to disciplinary action up to, and including dismissal from the corps.

3. Online activity conducted by corps members using access provided by City Year is monitored and recorded. Every Internet site visited by a City Year machine leaves an indelible electronic footprint of all activity. Usage reports for desktops or laptops accessing the Internet through City Year systems (including VPN access from a remote...
location such as your home) are reviewed daily. This information includes user IDs, the names of websites accessed, specific pages accessed and the time spent on each page.

City Year corps members are responsible for computers and/or communication devices assigned to them and the passwords they choose, and will be held accountable for all activity conducted using them to access any system, internal or external to City Year. Passwords must not be shared under any circumstances. If you leave your desk, you must lock your computer or log off. As a protective tool for users, computers that are inactive for more than 15 minutes will lock automatically and a notification reminding you that your Internet usage is monitored will pop-up during logon.

4. Use of online access to visit inappropriate websites – such as for the purposes of dating, gambling or viewing sexually explicit materials – can result in disciplinary action, up to and including dismissal from the corps.

It is the organization’s expectation that computers, communication devices and Internet access will make corps and staff more efficient, informed and communicative. These regulations are designed to promote proper usage and be explicit about the consequences of inappropriate use. When used with integrity and sound judgment, access to technology will further our individual and shared goals.

Resources
Available to all corps and staff, cyconnect is an online space for building community (200+ school team sites), a central hub for collaboration (shared and private libraries, discussion boards, calendars, etc.), and a single starting point for finding and connecting to all the resources you may need to work and serve at City Year (helpful Links, PITWs, City Year Values, marketing collateral, training materials, policies, procedures, forms, etc.) City Year utilizes an enterprise-wide Service Desk for submitting a request for help and assistance in any functional or service area throughout the enterprise. This is especially useful when you have a question you do not know who to ask or where to begin to ask. This function can also be used for submitting an idea with suggestions or other feedback to the organization.

SOCIAL MEDIA
This is the high-level view of the social media policy. For the full policy, visit the MarComm site page on cyconnect.

All of your actions with others offline and online combine to form your personal brand – it represents what you stand for to anyone who interacts with you on or offline. It is important to be purposeful with your social media use because it becomes your online portfolio and resume whether you want it to or not. Your personal brand is a factor that is always considered by potential employers, and is something that should be taken seriously throughout your City Year experience.

Once you identify yourself as a member of the City Year community, you are a representative of the organization whether you are on hours, in uniform, or at home on your own computer or smart phone.

The things that you post on social media may reflect on the organization even if you have the following required disclaimer on your social media profiles:

“The opinions expressed are not representative of City Year or AmeriCorps as organizations.”

FERPA Policies: As an organization that works with students in schools, City Year has a legal obligation to Federal Education Right to Privacy Act (FERPA) compliance. Per the U.S. Department of Education: “Parents and students put their trust in the stewards of education data to ensure students’ personal information is properly safeguarded and is used only for legitimate purposes and only when absolutely necessary.” City Year corps members are never in the position to make the determination whether student information is for “legitimate purposes” or is “absolutely necessary.” These are determinations made by City Year leadership.

The most common issues on social media to be aware of are:

1) Sharing photos or key identifiers of students on personal social networks
   a. City Year is an organization that is considered “FERPA eligible.” This means that due to the nature of our work, City Year is privy to certain student-level data in order to be more impactful in our work. Release of certain identifying information of students by City Year corps members, even if inadvertent, could result in City Year losing access to valuable student data for an extended period of time. In fact, it could even end City Year’s relationship with a school or an entire school district.
   To ensure compliance with FERPA laws corps members are prohibited from posting photos, videos or key identifiers of students on their own personal social media channels.

City Year staff and corps are absolutely prohibited from releasing any personal identifiable information of students on personal private channels. Moreover, they may not engage with students on social media due to the nature of our work and the role of corps members.

What is "Personal Identifiable Information?"

- The student’s first or last name
- A photo of the student
- Name of the student’s parent or other family members
- Address of the student or student’s family
- A personal identifier, such as a social security number or student number
- A list of personal characteristics that would make the student’s identity easily traceable
- Any student level data including test scores, attendance, behavioral issues, after school program activity, etc.
- Hints or clues, anything at all, that would make the student’s identity easily traceable

In order to uphold FERPA regulations and provide protection of the students City Year serves, there are particular social media activities that are prohibited per City Year’s social media policy.
• City Year corps and staff are prohibited from engaging with students on Facebook, which includes friending and private messaging or following or direct messaging students on Twitter.
• City Year corps and staff are prohibited from using geo-tagging social media technology at the schools City Year serves (Facebook places, FourSquare, etc.)
• City Year corps and staff are prohibited from posting photographs of students on their own personal social media channels.

What are the consequences?
If a corps or staff member is found posting anything that could be in violation of FERPA, they will be instructed to remove the post immediately and issued a warning or an occurrence, or dismissed based on the severity of the potential consequences of the posting.

If a corps or staff member is found to be in violation of FERPA by the government, every City Year site could lose the privilege of accessing important student data from the schools in which they serve. This would make our service in schools virtually impossible.

Thus, our policies around the individual disciplinary actions are considerably strict, even when the intention behind a posting might have been well-intended (e.g. “so proud of my student Nicolas Noriega at Eastwood who got an A+ in Mr. Johnson’s class!”). Breaking this violation can also result in disciplinary action, including dismissal from the corps.

2) Making inappropriate or unprofessional comments about students, teachers and administrators, communities we serve, and/or parents
   a. A negative or erroneous message published in social media about a student, teacher, administrator or school – even if it is not about any particular student, teacher, administrator or school – has many unintended consequences. If it is not something you would say in person, do not say it on social networks.
   b. A negative statement about the communities we work in – and false or negative assumptions about parents – can also have unintended consequences.

Recognize that as an individual, you may be working with limited information and should always operate with respect for the communities we serve, particularly given the complexities of working in schools in high poverty communities.

What are the consequences?
These can range from damaged working relationships between individuals, compromised City Year partnerships, loss of funding, tarnished institutional or individual reputations and corps member dismissal.

Policies on fraternization on social media channels:
• City Year staff and corps may, but are not required to interact with one another on social media channels including Facebook, Twitter, LinkedIn, foursquare, Tumblr, etc. Accepting connection requests is up to each individual’s discretion.
• City Year corps members and City Year staff members may, but are not required to, be social media contacts with service partners. Accepting connection requests is up to each individual’s discretion.

• Engagement between City Year staff and recruitment prospects/incoming corps on social media channels is at staff discretion.
• Corps members and staff are never permitted to interact with students through social media channels.

3) Partaking in Activities Prohibited by AmeriCorps Regulations
City Year corps members will be versed in, and refrain from engaging in activities (either online or offline) prohibited by AmeriCorps and the Corporation for National and Community Service (CNCS) while on City Year time, in a City Year uniform and/or on City Year technology.

To see the full list of prohibited AmeriCorps activities, refer to section 5 or visit www.americorps.gov

Posting political statements on City Year time
• As a private citizen, you have the right to support or oppose elected officials, political parties and/or candidates of your personal choice. It is critical that anything said or done is as a private citizen and not as a spokesperson (or implied spokesperson) of City Year as an organization and is not taking place while on hours or on City Year technology.
• Online actions as a private citizen such as signing petitions, posting comments in an electronic forum or blogging must be associated with a personal e-mail address, not a cityyear.org e-mail address in order to avoid associating personal opinions and actions with City Year.
• This applies to tweeting, commenting or sharing about saving funding for AmeriCorps (@saveservice) and any other attempt to influence legislation.

What are the consequences?
Any violations of the above could jeopardize City Year’s eligibility for federal funding, and consequently inhibit our ability to do our work effectively. Potential consequences of violation include:

• Requiring a corrective action plan
• Disallowing member hours
• Disallowing corps member education awards
• Dismissal from the corps

To see the full social media policy with examples, visit the MarComm site page on https://cyconnect.cityyear.org
CONFIDENTIALITY AND DISCLOSURE

Information Relevant to Safety
While City Year members may promise not to disclose certain information obtained from other members under an agreement of confidentiality, this confidentiality does not extend to information relevant to the safety of members of the City Year community or the program as a whole. Staff agreeing to discuss confidential information with City Year members should inform them ahead of time that if confidences involve information in any of the categories below, the staff member is compelled to disclose the information to other staff.

What must be reported is information that:
> A corps member or staff member is about to be physically harmed.
> A corps member or staff member has committed or has been charged with the commission of a criminal act involving stealing, violence, vandalism, or other serious offense.
> A corps member or staff member intends to commit a criminal act involving stealing, violence, vandalism, or other serious offense.
> A corps or staff member’s activities strongly suggest that the individual may be a threat to the safety of himself/herself, peers or other people.
> Gives a corps or staff member reasonable cause that a child under the age of 18 years is suffering serious physical or emotional injury as a result of abuse or neglect by a caretaker. This includes sexual abuse, neglect (including malnutrition), and physical dependence upon an addictive drug at birth. This information must be reported in all cases, whether or not the caretaker is affiliated with City Year.

Duty to disclose
Any City Year member who becomes a party to this sort of information must disclose it to their manager, Service/Program Manager, Program Director, and/or Executive Director, or a member of the Department of Human Potential. For purposes of the City Year policy, staff members can promise not to disclose the source of this sort of information intentionally (and may in fact keep it confidential within legal constraints), but they cannot assure staff or corps members who provide this information that any disclosure of the information will be restricted so as to protect their identity as a source from being discovered by others.

Failure to disclose
Violation of the above policy can result in disciplinary action up to and including suspension and/or dismissal.

Student Confidentiality
Our school partners, families and other community members have entrusted their children to our care. As such, it is our top priority as staff and corps members to ensure the safety and well-being of the youth we serve. Our work with youth requires us to handle student information on a regular basis. For example, we often collect and use student academic scores to help us to improve our services and measure our impact. Or, we may suspect that a youth has been abused and must report it to proper authorities so that they may investigate. In either case, we acknowledge that we are handling privileged information that must remain confidential.

The member agrees to follow the following guidelines to ensure student confidentiality:

A. Computer Security:
   1. When entering student information into a computer, make sure the computer is shut down/locked when away so that no one else may view the information.

B. Storage and Transportation of Information:
   1. Hard copies of student information may be stored in approved locations only, as designated by City Year staff.
   2. When transporting student information, make sure it is immediately placed in secure storage before and after transit. Do not leave information behind in cars, on tables, etc.

C. Limit Knowledge of Students to People on a “Need to Know” Basis for Work Purposes Only:
   1. Student information (i.e. names or other identifying information) should not be talked about in public discussions. This information may only be discussed in a secure location for expressed work purposes, such as for supporting student performance.
   2. Information such as names, race, ethnicity, gender and age are all considered to be “identifying information” and should be treated with extreme confidentiality.
   3. Student information may be shared only with the legal guardians of that student, appropriate school staff, and City Year staff (i.e. Personnel may not share student achievement information with extended family of student).
   4. Student information may be transmitted electronically only through staff-approved, secure methods, and never by email.

D. Report All Suspicions of Child Abuse, Neglect, and Intent to Inflict Harm:
   1. According to City Year policy and the prevailing laws, all corps members and staff are “mandated reporters.” This means that, as a corps member, you must report all suspicions of abuse or neglect to a City Year staff person immediately and confidentially. You will also report any instance in which you suspect that a youth may harm himself, herself or others.
   2. A report is not an accusation, but a request for further investigation. Once a City Year staff person is notified, he or she will follow appropriate protocol to determine next steps in accordance with City Year’s policies and prevailing laws.
CIVIL RIGHTS AND NON-HARASSMENT

The following is City Year, Inc.'s policy on Harassment for staff members and corps members.

Harassment is a form of discrimination and is against the law. City Year is committed to maintaining an environment in which all people are treated with respect and dignity. City Year believes that harassment of any individual hurts both the individual and the organization as a whole. City Year will not tolerate harassment on any basis including race, gender, sex, religion, sexual orientation, gender identity expression, age, color, political affiliation, parental status, mental or physical disability, genetic disposition or carrier status, citizenship status, creed, national origin and marital status, military service, veteran status or any other category protected by applicable law. Harassment may occur when a corps member or employee is treated differently in the workplace because of his/her membership in or identification with one of the categories listed above.

Definition of Sexual Harassment

Acts which are considered to constitute sexual harassment include, but are not limited to, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where: submission to such conduct is either an expressed or implied term or condition of employment/participation; submission to or rejection of such conduct is used as a basis for an employment/acceptance decision affecting the harassed person; the purpose or the effect of such conduct is to substantially interfere with the affected individual’s work/service performance or to create an intimidating, hostile, or offensive work/service environment; or bias, either against or in favor of, an individual staff member or corps member as the result of such behavior.

Sexual harassment guidelines as well as conduct apply equally to males and females. They apply to manager/staff relationships, occurring between peer staff members and between a staff member and a non-staff member. Harassment includes but is not limited to behavior that:

- Is unwelcome or offensive
- Is one-sided (not reciprocated) and repetitive (except in cases of sexual assault)
- Produces an intimidating environment
- Makes the recipient feel powerless to stop it

Whether or not sexual harassment exists depends on the recipient’s perception of these conditions, not the initiator’s intent or perception.

Other Types of Harassment

Slurs and other verbal or physical conduct relating to an individual’s gender, race, ethnicity, religion, sexual orientation or any other basis constitute harassment when it has the purpose or effect of interfering with service performance or creating an intimidating, hostile, or offensive service environment. Harassment includes, but is not limited to: explicit or implicit demands for sexual favors; pressure for dates; deliberate touching, leaning over, or cornering; offensive teasing, jokes, remarks, or questions; letters, phone calls, or distribution or display of offensive materials; offensive looks or gestures; gender, racial, ethnic, or religious baiting; physical assaults or other threatening behavior; or demeaning, debasing or abusive comments or actions that intimidate.

Responsibility to Report Harassment

To reinforce City Year’s policy to provide each staff and corps member with a work/service environment free from harassment, City Year requires that each of its managers be responsible for preventing and eliminating all forms of harassment within their respective departments. Additionally, if a staff or corps member has been the subject of such discrimination or harassment or has witnessed acts of discrimination or harassment involving others, he/she must bring it to the attention of a manager, Executive Director, or a member of the Department of Human Potential so that it can be investigated and dealt with immediately. If it is determined that sexual harassment has occurred, management will take appropriate action against the offending party, up to and including discharge. No one at City Year will retaliate against any staff or corps member who reports or claims harassment regardless of outcome.

Any person who believes that he or she has been discriminated against in violation of civil rights laws, regulations, or this policy, or in retaliation for opposition to discrimination or participation in discrimination complaint proceedings (e.g., as a complainant or witness) may raise his or her concerns with the CNCS Office of Civil Rights and Inclusiveness (OCRI). Discrimination claims not brought to the attention of OCRI within 45 days of their occurrence may not be accepted in a formal complaint of discrimination. No one can be required to use a program, project or sponsor dispute resolution procedure before contacting OCRI. If another procedure is used, it does not affect the 45-day time limit. OCRI may be reached at (202) 606-7503 (voice), (202) 606-3472 (TTY), eo@cns.gov, or through http://www.nationalservice.gov/.

Addressing Harassment

Activities of this nature serve no legitimate purpose and have a disruptive effect on a City Year staff member’s or corps member’s ability to perform his or her job/service properly. City Year takes allegations of sexual harassment very seriously. City Year will actively investigate all sexual harassment complaints, and if it is determined that sexual harassment has occurred, management will take appropriate action against the offending party, up to and including discharge.

Specific Steps to Report Harassment

When a staff or corps member feels that s/he is being harassed, s/he should promptly take the following steps:

1. Clearly state to the offending party how s/he feels about the conduct, and firmly request that the conduct cease immediately. This discussion should provide the offending party the opportunity to understand the concerns, with sufficient clarity and detail, so as to prevent recurrence.
2. If, after such discussion, the harassment continues, or if the individual is uncomfortable speaking about the conduct to the offending party, the staff or corps member should promptly bring the situation to the attention of his or her manager.
3. If the particular circumstances make the above harassment reporting inappropriate or uncomfortable (for example, if the complaint involves the staff or manager), the complaint should be
brought to the attention of the Executive Director, a member of the Regional and Site Office or a member of the Department of Human Potential.

4. In addition to the above procedures for reporting incidents involving sexual harassment, City Year staff or corps members may also file a formal complaint with their district Equal Employment Opportunity Commission (EEOC) or state agency (if applicable).

NOTE: If the offending situation or act is physical and it is believed that it may constitute sexual assault, the staff or corps member should report the situation immediately to his or her manager or to the Department of Human Potential. Prompt reporting of the situation is critical to ensure that the appropriate people take the immediate steps necessary to establish the facts of the situation, and to make sure that all City Year employees and corps members feel safe.

Confidentiality

Because of their sensitive nature, all complaints of harassment will be investigated quickly and with care and will remain, to the extent possible, strictly confidential. Information concerning the investigation will not be released to the third parties, except when necessary. City Year requires all staff to ensure a harassment-free workplace. To this end, staff and corps members are encouraged to come forward to report harassment complaints. No one at City Year will retaliate against any staff or corps member because of a claim of harassment.

Investigation

After a harassment complaint has been filed, management will promptly investigate the allegations contained in the complaint. Such investigation shall include, at the minimum, interviews with all persons identified as having direct and personal knowledge of the incident(s) in question.

Action

If the investigation reveals that the complaint is valid, City Year immediately will take appropriate action against the offending party. These measures are designed to put an immediate and permanent stop to the harassment. Management therefore retains the right to take whatever action it deems appropriate under the circumstances, up to and including discharge of the offending party.

REPORTING INCIDENTS OF MISCONDUCT AND ACCIDENTS

Policy and Reporting to Management

In order to protect the well-being of City Year corps members, staff, the organization, and the public it serves, City Year requires that all incidents or alleged incidents of misconduct or potential misconduct and all accidents be reported immediately to the manager of the corps member. The manager or Executive Director is responsible for ensuring that incidents are reported to them and also is responsible for notifying the Department of Human Potential and the Regional and Site Operations Department according to the process described below.

Investigative measures

The Department of Human Potential will work in conjunction with the appropriate staff, corps, service partners, etc. to conduct a complete investigation, which may result in action up to and including suspension, dismissal or termination, and referral to official authorities.

Privacy

Important: City Year requires that the privacy of everyone involved in the incident be respected. All forms, inquiries, reporting, and communication must be done confidentially. Some examples of accidents and misconduct or potential misconduct include, but are not limited to:

> All areas of required reporting, as listed in previous section
> Sexual harassment or assault
> Discrimination on the basis of race, gender, religious affiliation, citizenship status, sex, sexual orientation, age, ethnicity, veteran status, color, political affiliation, mental or physical challenges or disability, creed, national origin, and marital status
> Inappropriate use of any City Year funds or resources
> Verbal or physical threats, abuse, or assault
> Use or possession of alcohol
> Illegal activity, including use or possession of illegal substances
> Generally inappropriate conduct or behavior that, in the best judgment of the person who witnesses or hears it, constitutes misconduct
> Misconduct or suspected misconduct by anyone, including non–City Year individuals, at any of the service sites at which we serve
> Driving a rented or City Year vehicle and damaging or injuring something or someone

Timeline and specific steps

All incidents of misconduct or potential misconduct must be reported immediately according to the following process:

1. Whoever witnesses or otherwise learns of the incident notifies his or her manager or the manager of the person or persons involved, on the day of the incident. (If the incident occurs after business hours, the manager must be notified first thing the next morning.)
2. The manager notifies the Executive Director and/or calls to notify the Department of Human Potential on the day of the incident. (If the incident occurs after business hours, the manager must be notified first thing the next morning.)
3. The manager, after notifying the Department of Human Potential of the incident, ensures completion of an “incident report” form and emails or carries a copy of it to the HQ Human Potential Department within 24 hours of the incident.
EQUAL EMPLOYMENT/NOTICE OF NON-DISCRIMINATION

In accordance with the spirit and intent of the federal legislation governing national service, as well as the regulations, AmeriCorps members are defined as “participants” not “employees.” In the interests of fair and equitable treatment, City Year models its admissions and deployment policies and practices to corps members as follows:

> Recruit, hire, train and promote persons in all capacities to ensure a diverse and inclusive climate without regard to race, gender, sex, religion, sexual orientation, gender identity expression, age, color, political affiliation, parental status, mental or physical disability, genetic disposition or carrier status, citizenship status, creed, national origin and marital status, military service, veteran status;
> Make corps members’ acceptance decisions to further the principle of equal employment opportunity;
> Ensure that leadership opportunities are provided for all corps members in accordance with the principle of equal employment opportunity by imposing only valid requirements for these opportunities.

Affirmative Action

City Year does not discriminate against any group of people in its employment, hiring and admissions practices and policies. City Year is committed to taking specific affirmative action, including using transition plans, goals, and timetables to ensure equal employment/participant opportunity. City Year will review, investigate and, where necessary, initiate changes in its processes about facilities and programs to ensure accessibility to the public.

Civil Rights Compliance Officer

The City Year Director of Human Potential is the Civil Rights Compliance Officer for City Year, and is responsible for ensuring that City Year’s Equal Employment Opportunity and Affirmative Action policies are followed. If staff or corps members feel as if they have been discriminated against in any employment or other human potential-related action, please contact the HQ Department of Human Potential at 617.927.2500.

Any corps member who believes that they or others have been discriminated against, or who seeks more information may contact the State Commission or:

Office of Civil Rights and Inclusiveness CNCS  1201 New York Avenue, NW Washington, DC  20525
(202) 606-7503 (p); (202) 565-2799 (TTY); eo@cns.gov

Inclusion of people with disabilities

AmeriCorps encourages individuals with disabilities to participate as national service providers through the AmeriCorps programs. AmeriCorps prohibits any form of discrimination against persons with disabilities in recruitment, as well as in service. Under Federal law, any program receiving Federal funds is required to comply with the requirements of Section 504 of the Rehabilitation Act.

No qualified individual with a disability shall, by reason of disability, be excluded from participation in or be denied the benefits of the program, services, or activities of the program, or be subjected to discrimination by the program. Nor shall the program exclude or otherwise deny equal services, programs, or activities to an individual because of the known disability of an individual with whom the individual is known to have a relationship or association. According to Section 504, the term “disability” means, with respect to an individual, a physical or mental impairment that substantially limits one or more of the individual’s major life activities, a record of having such an impairment, or being regarded as having such an impairment. “Major life activities” means functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

A “qualified individual with a disability” is an individual with a disability who with or without reasonable accommodations meets the essential eligibility requirements for the receipt of the services or the participation in programs or activities provided by the program. Reasonable accommodations may include modifying rules, policies, or practices; the removal of architectural, communication, or transportation barriers; or the provision of auxiliary aids and services.

AmeriCorps programs must make reasonable accommodations in policies, practices or procedures when the accommodations are necessary to allow an individual with a disability to perform the essential functions of a position, unless the program can demonstrate that making the modifications would fundamentally alter the nature of the service, program, or activity, and/or impose an “undue hardship.” A reasonable accommodation may include: making facilities readily accessible to and usable by individuals with disabilities; position restructuring; part-time or modified schedules; acquisition or modification of equipment or devices, or training materials or policies.

Self-identification

A potential member or a member with a disability is not required to disclose information about any physical or mental limitations, whether or not you believe it will interfere with the member’s capability to perform the essential functions of the position sought or held. If a member would like City Year to consider any special arrangements to accommodate a physical or mental impairment, the member must describe the functional limitation(s) and barriers, and cooperate with program staff to identify possible accommodations to overcome the limitation(s). Medical verification of the condition may be requested by City Year for the member to be protected under Section 504 of the Rehabilitation Act.

Exclusions

The following are not considered to be disabilities and therefore are excluded from protection under the ADA and Section 504: compulsive gambling, kleptomania, pyromania, drug addiction (with current use), homosexuality/bisexuality, transvestitism, transsexualism, voyeurism, sexual behavior disorders, or temporary conditions (e.g. pregnancy, broken limbs, etc.).

Confidentiality

Information provided regarding his/her disability by a potential member or a member shall be kept confidential; however, appropriate supervisors, managers and safety and health personnel may be informed regarding any restrictions in service duties or necessary
accommodations. Government personnel may be provided information in compliance with various laws and regulations.

The City Year staff member to whom a disclosure of a disability is communicated may not share that information with anyone (other staff, corps members, service partners, etc...) except under the circumstances described above. Only the corps member or potential corps member may disclose his or her disability to members of the City Year staff, members of the City Year corps, or members of the service partner's staff. Before a staff member discloses a disability to others, s/he must discuss this with the corps member. Whenever possible, the corps member should disclose his/her disability.

Below are a few examples that demonstrate to what extent the corps member's requirement for a reasonable accommodation needs to be shared with others:

1. A corps member with diabetes requires insulin injections at 11:30 AM on a daily basis and must be excused from service for 15 minutes to administer her injection. The classroom teacher where she tutors must be notified as the supervisor in the classroom. However, there is no reason to notify the service partner staff at the after-school program she serves at because the disability and the accommodation made will not impact service at the after-school program.
2. A corps member with manic depression must miss two hours of service once per month for doctor appointments. In the process of determining the appropriate accommodation, the corps member agrees s/he will schedule appointments not to conflict with flagship service appointments or times s/he and his/her team would be doing planning for future service or attending a training. No service partners need to be notified – the disability and the accommodation do not impact service at the service partner site(s).
3. A potential corps member uses a wheelchair and will require that buildings he serves in are barrier-free. The City Year staff must notify the service partners to ensure hallways are wide enough for a wheelchair to navigate and classrooms are set up in a manner that a wheelchair can maneuver through. The Director of Human Potential in City Year Headquarters must also be notified in order to ensure the City Year office meets Americans with Disabilities Accessibility Guidelines (ADAG) requirements.

Although corps members are not required to do so, a corps member may disclose their disability to the members of their team, City Year staff, and their service partner in order to facilitate smooth implementation of accommodation without the appearance of preferential treatment toward the corps member.

Process for requesting reasonable accommodation
At any point a member or potential member may request accommodation for a disability. The request for accommodation can be made to the site’s Program Director in writing. A request for accommodation must include documentation from the treating physician or healthcare professional stating:

> The impairment, including its nature, severity and expected duration.
> Activities the impairment limits and the extent to which they are limited.
> Documentation may not be required if the disability is visibly observable (e.g., a member using a wheelchair).

City Year will work with the corps member to come to an agreement as to what accommodation will be necessary. This process may also include site staff consulting with the treating physician or healthcare professional and/or organizations in the disability community with expertise regarding the specific type of disability. The City Year staff should utilize the National Service Inclusion Project (NSIP), the national Training and Technical Assistance (T/TA) provider for Corporation for National and Community Service programs on issues of disability inclusion, to identify local organizations in their community that serve specific disability populations.

City Year will make every attempt to provide reasonable accommodations.

Factors to consider in determining an appropriate, reasonable accommodation would be:

> How will the reasonable accommodation enable the member to perform the essential functions of the position?
> Will the reasonable accommodation incur undue financial or administrative burden on the organization (unduly costly, extensive, substantial, or disruptive)?
> What type of accommodation is required? What is the cost of the accommodation?
> What are the overall financial resources of the program and the effect on expenses and resources of the program?
> How will the reasonable accommodation impact the operation of the program, including the impact on the ability of other members to perform their duties and the impact on the program's ability to conduct business?
> Would providing the reasonable accommodation change the nature of City Year’s program?

The program may request disability funds from their local State Commission on National and Community Service (if the site is a Competitive program funded by the Commission) or the Corporation for National and Community Service in cooperation with City Year Headquarters (if the site is a National Direct program) if the site needs assistance providing an accommodation. Any assistive devices purchased for the purpose of accommodating the corps member must be returned at the conclusion of the member’s service – the device is the property of the granting government agency or City Year.

Upon notification of the request for a reasonable accommodation, the program shall immediately initiate the process for review of the request. The program will expedite the process in a prompt and efficient manner. If the program approves the reasonable accommodation, the accommodation should be provided within a reasonable amount of time.

If City Year denies an applicant or member a reasonable accommodation, the individual may use the grievance procedure outlined in the corps member contract to appeal the decision and/or file a complaint with the Corporation for National and Community Service Equal Opportunity Office, within forty-five (45) days of the incident or forty-five (45) days from when the member becomes aware of the incident.

HIV and AIDS
Current medical teaching maintains that the kind of non-sexual, casual person-to-person contact that occurs among workers, clients and customers in the workplace does not
pose a risk of transmission of the Human Immunodeficiency Virus (HIV) that causes Acquired Immune Deficiency Syndrome (AIDS). Therefore, workers and corps members known to be HIV positive or living with AIDS will not be restricted from work/service, including the use of telephones, office equipment, toilets, eating facilities or water fountains, solely based on this finding.

AIDS as a disability
Federal and state fair employment practice laws recognize AIDS as a disability. Also, City Year’s policy prohibits discrimination of any sort against individuals who are HIV positive or living with AIDS or those perceived as being HIV positive or living with AIDS. In addition, City Year’s policy prohibits testing for HIV or AIDS, or inquiring as to whether an applicant for employment or a current staff member is HIV positive or living with AIDS or is at risk of contracting the disease. If it is determined to be medically necessary, job modifications, transfers, and other reasonable accommodations will be made to accommodate physical limitations for a staff person living with AIDS, as with any other staff member with physical challenges.

Confidentiality
The disclosure of another staff or corps member’s medical condition to other staff or corps members is prohibited unless there is a legitimate business interest for disclosing such information. If you suspect that there may be a legitimate business reason for informing other staff members that an individual is HIV positive or living with AIDS, you must seek approval from the Department of Human Potential prior to disclosing any information about a staff or corps member’s medical condition. In those rare circumstances, information about a staff or corps member’s health status will be shared on a limited, need-to-know basis. Unless an emergency situation dictates otherwise, the staff or corps member will be consulted before the information is shared.

Safe work environment
City Year desires to provide a safe work and service environment for all staff, corps members and service partners. Accordingly, City Year will take necessary precautions to ensure that a staff or corps member who suffers from a transmittable disease does not pose a health and/or safety threat to co-workers, corps members, or service partners. In addition, should any equipment become contaminated with blood or other body fluids of any worker, regardless of whether the corps member is known to be HIV positive or living with AIDS, the equipment should be cleaned with soap and water or a detergent and wiped with a disinfectant solution or a fresh solution of sodium hypo chlorite (household bleach) after cleaning. The person cleaning the contaminated area should wear prophylactic safeguards, such as rubber gloves, to guard against contact with the blood or other body fluids.

Non-acceptance by co-workers or service partners
Under fair employment laws, an employer may not discriminate against a qualified disabled person because of service partners’ or co-workers’ bias against individuals who are HIV positive or living with AIDS. The refusal to work with an HIV positive staff member or a staff member living with AIDS will be considered insubordinate behavior, and appropriate measures will be taken according to City Year’s disciplinary policy, up to and including termination.

Information and education related to HIV and AIDS
City Year recognizes AIDS as a serious, life-threatening illness and encourages compassion for people living with AIDS. Information is available at all times for staff and corps through the Department of Human Potential.

DRUG-FREE WORKPLACE
City Year is committed to providing staff and corps a safe, healthy, and productive work environment. The unlawful manufacture, sale, distribution, dispensation, possession, or use of any controlled substance is prohibited on City Year’s premises. Any staff or corps member who violates this policy will be subject to dismissal or termination. City Year reserves the right to conduct mandatory drug testing. Corps members must notify the Program Director immediately if convicted under any criminal drug statute.

ADDITIONAL ORGANIZATIONAL POLICIES
Smoke-and Tobacco-free
City Year is proud to state that since July 1, 1997, City Year has been smoke-and tobacco-free at all times and in all places, public or private, while in uniform, or while in professional dress when on City Year business. Violation of the smoke-and tobacco-free policy may result in disciplinary action, up to and including termination.

Driving Policy
Corps members with a valid driver’s license may drive a car or other motor vehicle during the City Year service day. Any corps member who drives is expected to be familiar with and adhere to the individual state’s current driving laws and automobile insurance requirements. Corps members must be especially cognizant of student safety as they drive to and from the school campus.

Corps members may:
• Carpool with other corps members to and from the service site
• Leave school during their lunch break
• Drive to and from service for appointments (e.g. doctor, dentist, food stamps)
• Drive between school and the City Year office for necessary meetings

Corps members may not:
• Transport any student or youth in a vehicle
• Perform City Year business using their personal vehicle
• Hold City Year liable for any accidents they are involved in while driving during the service day
• Be late to service from a lunch break
Mileage reimbursements will not be given to corps members who carpool to the school site in the mornings and from the school site in the evenings. Availability of local transportation passes are determined by your local site policy.

Parking is subject to the availability of space at your local school site and/or City Year office. Corps members must follow the parking space guidelines provided by your school and City Year. Corps members should not leave valuables in cars during the service day. Break-ins or damage to personal vehicles are not the responsibility of the school or City Year. If a personal vehicle is issued a parking ticket, it is the responsibility of the corps member to pay for the ticket.

It is the responsibility of the corps member to properly maintain a personal vehicle. If the vehicle breaks down, it is the responsibility of the corps member to find an alternate transportation/commute option to service.

Role modeling proper driving behavior is important to our students, parents, school administration and community. Corps members must adhere to all rules of conduct when driving personal or City Year owned vehicles and should remember to exhibit safe driving practices (which may also be driving laws) such as wearing seatbelts, carpooling the legal number of passengers, refraining from texting while driving and following the speed limit.

Senior corps members eligible to drive must submit a valid driver’s license and complete an Affidavit supplied by the site Program Director before operating a City Year vehicle. Any senior corps member found to be in violation of this requirement may be subject to dismissal.

Use of Corps Member Information In publications
City Year is committed to furthering the discussion and growth of national service in the public realm. As such, “identifying information” (information that can be used to identify a particular corps member or alumni - i.e. name, photograph and/or likeness, or statements attributed to a specific corps member) of corps members and alumni may be used in newspapers, television, and City Year publications, and in print, digital imaging, electronic, or web-based publicity materials.

> The Headquarters Communications Department, site Executive Director, or site Brand Manager will approve all corps member and alumni statements used in City Year publications.

> By initialing and signing the Policy Acknowledgement page in cyonboard the corps member is approving City Year and its partners and sponsors, including – but not limited to – national leadership sponsors, team sponsors and ‘give a year’ college partners, and others working for City Year or on its behalf, and their respective licensees, successors and assigns a right to use, distribute, publish, exhibit, digitize, broadcast, display, reproduce, and otherwise use their photograph, likeness or any material based upon or derived there from, or to refrain from doing so, in any manner or media whatsoever, anywhere in the world, in perpetuity, for the purpose of advertising, marketing or trade.

Collected for research and evaluation
Data collected on surveys administered to corps members during the course of the year for the purpose of research and evaluation will not include individual corps member names and usually will be reported in the aggregate. Information collected in surveys will be confidential, but not anonymous, and will not be used for the purpose of performing evaluations, selecting future corps members, or for making staff member hiring decisions. Information collected through surveying will be utilized for shared learning, program improvement, and reporting to supporters and potential supporters of City Year.

Maintaining updated contact information
Personal information provided by corps members during the application process, the registration process, or during the corps year may be used after graduation to update contact information so that City Year can remain in touch with alumni and continue to share information about opportunities and resources that may be of interest. Alumni may request that City Year stop mailing information at any time. City Year occasionally may use external service providers to locate updated contact information. City Year and any external service providers make every effort to ensure confidentiality of personal information.

Relationships Between Staff and Corps Who Are Related
City Year staff and/or corps who are related shall not be in direct or indirect reporting relationships with each other. This policy is designed to maintain the general collegiality and productivity of the entire workforce and to protect the work environment. A family relationship within a managerial relationship can make others within the same managerial relationship uncomfortable and unable to speak and act freely. It may also raise the potential for conflict between the manager and reporting relationship, and increase the potential for favoritism and/or tension in the workplace.

Bringing Children to Overnight Events
Corps and staff may not bring their children to overnight events and are generally discouraged from bringing children to service/work at City Year, except in special circumstances when the event itself will be appropriate for the child, and childcare will be available. Corps members must discuss these circumstances with their supervisor in advance. The reasons for this policy are as follows:

1. City Year cannot guarantee the safety and security of children during service/work events and therefore, as an organization, we cannot assume liability for children’s safety.
2. City Year corps and staff’s primary objective while at service/work is the achievement of our service and program duties. Having personal child care responsibilities conflicts with our ability to focus on and achieve our objective.
3. Overnight venues may not have child friendly accommodations.
4. The programming for overnight events (e.g., Basic Training, Advanced Training) is designed for adults, not children.
Letters of Reference

Professional letters of reference concerning former or current staff members or corps members must be reviewed and approved by the Executive Director or the Department of Human Potential to comply with legal and confidentiality requirements.

Inquiries about current or former staff & corps

Due to confidentiality and legal requirements, all verbal and written requests for information about current or former staff or corps members must be referred to the Department of Human Potential for a reply.

PROBLEM SOLVING AND GRIEVANCE PROCEDURES

(This procedure may be superseded by a Grievance Procedure mandated on a state level by a State Commission for National and Community Service. In such a case, you will be notified in writing.)

Purpose

The purpose of this process is to resolve grievances fairly and promptly involving corps members, labor unions alleging displacement of employees or duplication of activities by AmeriCorps members, and unsuccessful applicants for AmeriCorps positions. An individual filing a grievance is referred to as a grievant. A dispute or grievance is a complaint regarding an order or action perceived to be unjust, discriminatory or oppressive. A Grievance Hearing examines whether the challenged action was unfair, incorrect or contrary to the law.

In general, these procedures are intended to apply to service-related issues, such as assignments, evaluations, suspension, or dismissals for cause. Grievances must be filed within one year of the challenged action. In addition, individuals who are not selected as AmeriCorps Members or labor unions alleging displacement of employees or duplication of activities by AmeriCorps may utilize these procedures.

Any situation that involves allegations of fraud or criminal activity must be brought to the attention of the Corporation for National and Community Service’s Inspector General immediately. Situations involving allegations of discrimination should be directed in writing to the Corporation’s Office of Equal Opportunity.

GRIEVANCE PROCEDURES

(This process may be superseded by a Grievance Procedure mandated on a local level by a State Commission for National and Community Service. In such cases, members will be notified in writing).

Whenever possible, the Program will attempt to resolve grievances informally. If efforts to resolve a grievance through informal measures are unsuccessful, members, labor organizations, and other interested individuals may seek resolution by filing a formal grievance. A grievance that alleges fraud or criminal activity will be brought to the attention of the Corporation for National and Community Service Office of the Inspector General and, when applicable, the State Commission.

a.) Alternative Dispute Resolution (ADR)

An aggrieved party may seek resolution through Alternative Dispute Resolution measures such as mediation or facilitation.

i. ADR is optional and must be specifically requested by the grievant within 45 days of the alleged occurrence.

ii. At the initial ADR session the grievant must be informed in writing of his/her right to file a grievance and right to arbitration.

iii. A neutral party designated by the program must facilitate ADR proceedings. The neutral party’s role during ADR is to aid the parties in resolving the matter through a mutually achieved and written agreement. The neutral party may not compel a resolution.

iv. ADR proceedings must be informal and confidential. The rules of evidence do not apply. Any decision by the neutral party is advisory and is not binding unless both parties agree.

v. If the matter is not resolved within 30 days of initiation, the neutral party must again inform the aggrieved party of his or her right to file a formal grievance. The neutral party may not participate in the formal grievance process.

vi. If the matter is resolved and a written agreement is reached, the aggrieved party will agree to forego filing a formal grievance.

b.) Filing a Formal Grievance: Grievance Hearing

An aggrieved party wishing to file a grievance must submit, in writing, a request for a hearing to the Program Director.

i. With the exception of incidents alleging fraud or criminal activity, formal grievances must be initiated within one year of the date of the alleged occurrence.

ii. A formal written grievance request should include the following information:

1. Full name, telephone number, and address of the person filing the grievance;
2. Full name(s) of the parties against whom the complaint is made, or other information sufficient to identify the parties against whom the complaint is made;
3. A clear and concise statement of the facts, as alleged, including pertinent dates, constituting the alleged violations; and
4. The relief requested.

v. The Program Director will acknowledge, in writing, receipt of any request for a hearing within 10 calendar days of the filing.

vi. Pre-hearing conference/s may be held to facilitate a mutually agreeable resolution (thereby eliminating the need for a formal hearing) or to narrow the issues to be decided at the hearing.

vii. Should a hearing be deemed necessary, it must be conducted no later than 30 calendar days after the filing.

viii. The hearing will be conducted by a neutral third party who has not participated in any previous decisions regarding the grievance.

ix. The neutral party must issue a written decision no later than 60 calendar days after the filing of the grievance. Any decision by the neutral party is advisory and is not binding unless both parties agree.
c.) Binding Arbitration
If the formal hearing results in an adverse decision against the party who filed the grievance, or if no decision has been reached within 60 calendar days after the filing, the filing party may submit the grievance to binding arbitration before a qualified arbitrator who is jointly selected and independent of the interested parties.

i. If the parties cannot agree on an arbitrator within 15 calendar days after receiving a request from one of the grievance parties, the Corporation for National and Community Service Chief Executive Officer will appoint one from a list of qualified arbitrators.

ii. An arbitration proceeding must be held within 45 calendar days after the request for arbitration or, if the arbitrator is appointed by Americorp’s Chief Executive Officer, the proceeding must occur no later than 30 days after the arbitrator’s appointment.

iii. A decision must be made by the arbitrator no more than 30 calendar days after the arbitration proceeding begins.

iv. The decision of the arbitrator is final.

v. The cost of the arbitration proceeding must be divided evenly between the parties to arbitration. If, however, the participant, labor organization or other interested individual should prevail, City Year Inc. must pay the total cost of the proceeding and the prevailing party’s attorney fees.

vi. A suit to enforce arbitration awards may be brought up in any Federal district court having jurisdiction over the parties without regard to the amount in controversy of the parties’ citizenship.

d.) Suspension of Placement
If a grievance is filed regarding a proposed placement of a member, placement must not be made unless it is consistent with the resolution of the grievance.
THE UNIFORM

MISSION
When the first City Year corps and staff convened in 1988, they wore a uniform. Since that time, the uniform has changed dramatically, evolving over the years from high-top sneakers and bright red caps to present day Timberland boots and Old Navy khakis.

While the uniform itself has changed, the reason we wear a uniform has not. The City Year uniform is, and always has been, a symbol of our full-time commitment to service. Each time we put on the uniform, we identify ourselves as representatives of youth service and City Year – as practicing idealists who are ready to help and lead. Everything we do in uniform is magnified. Every individual who wears the uniform is representing everyone in the organization. They also represent everyone who has ever worn the uniform in the past and who will wear the uniform in the future.

Along with wearing the uniform powerfully and professionally (pursuant to the standards set forth in Chapter 7, Corps Member Standards and Policies) comes the responsibility to inspire those around us to serve and to act on their idealism. In uniform, we become trustees of the relationship between our organization and ideals, and our community, nation and world.

The Mission of the City Year Uniform Is to:
> Promote the idea of citizen service and the values of City Year to the general public;
> Instill a sense of spirit, discipline, purpose, and pride in all City Year members;
> Establish a spirit of unity and connection among all City Year corps, alumni and staff;
> Add a sense of stewardship for the organization’s relationship with the community;
> Focus on each person’s unique skills, contributions and personality rather than wardrobe;
> Provide children, youth and members of the community with a sense of the reliability and continuity of City Year, even though they work with different corps members each year;
> Identify each corps and staff member as part of City Year, a recognizable symbol of hope, idealism and inspiration; and
> Express our full-time commitment to solving social problems, training outstanding new leaders and building a more beloved and just community, democracy, nation and world.

THE OFFICIAL FOOTWEAR PROVIDER
The Timberland Company is City Year’s founding National Leadership Sponsor, the Official Footwear Provider, and a strategic partner in an array of major City Year initiatives.

As City Year’s Official Footwear Provider, Timberland provides boots for each corps member and staff member.

The iconic yellow boot is a powerful symbol of idealism for the 21st Century. City Year corps and staff members have worn this boot since 1989, which demonstrates both organizations’ belief in young people to change the world. Timberland’s long-standing sponsorship represents its remarkable commitment to not only City Year, but also to citizen service and democracy.

More information about the many ways in which Timberland and City Year work together can be found in Chapter 5, Relationships and Resources.

Timberland is an international leader in Corporate Social Responsibility. Timberland products are made with the health and safety of the environment and the workers who make the products in mind. Information about The Timberland Company’s commitment to global human rights and corporate social responsibility can be found in the “Corporate Responsibility” section at the US site for www.timberland.com.

THE OFFICIAL APPAREL PARTNER
ARAMARK became a City Year National Leadership Sponsor as part of the company’s commitment to enrich the communities in which we live and work through service.

ARAMARK is a leader in professional services, providing award-winning food services, facilities management and uniform and career apparel to health care institutions, universities, school districts, stadiums, arenas and businesses around the world. The company provides uniform products to more than 400,000 customer accounts nationwide from over 228 service locations and distribution centers across the United States. City Year benefits from the scope and size of these services.

As City Year’s Official Apparel Partner, ARAMARK provides their experience and uniform apparel to enhance the professional service that corps members perform in schools, as well as separate uniform components dedicated exclusively for physical services.

More information about the many ways in which ARAMARK and City Year work together can be found in Chapter 5, Relationships and Resources.

ARAMARK has been recognized as one of the “World’s Most Ethical Companies” by the Ethisphere Institute, as the industry leader in FORTUNE magazine’s “World’s Most Admired Companies” and as one of America’s Largest Private Companies by both Forbes and FORTUNE magazines.

ARAMARK seeks to responsibly address issues that matter to its clients, customers, employees and communities by focusing on employee advocacy, environmental
stewardship, health and wellness and community involvement. Headquartered in Philadelphia, ARAMARK has approximately 254,000 employees serving clients in 22 countries.

To learn more about ARAMARK’s community involvement and corporate responsibility commitments, please visit aramark.com/SocialResponsibility.

2013-2014 UNIFORM

Our uniform is our brand, our mission, our impact, our spirit and our unity all in one. We need our uniform to do so many things at once: be inspiring, visible and practical. We must also look powerful, as well as professional and idealistic.

Corps Uniform

1 All-Weather Jacket
1 Bomber
1 Fleece Vest
3 Team T-Shirts
3 Long-sleeve Dress Shirts
1 Short-sleeve Pique Shirt
1 Quarter zip
1 Sweater Vest or Cardigan
1 Name Tag
1 Backpack
1 Pair Boots

Note: For apparel items, quantities will vary for civic engagement teams and Care Force.

Outerwear

All-Weather 3 in 1 Jacket System – This is a hooded 3-in-1 all-weather jacket that has a bomber and water resistant fleece vest that can be zipped in and out of the outer shell. In addition to the City Year logo, the jacket has on it the American flag and AmeriCorps logo. The flag and the logos are part of the uniform.

Bomber – The red and yellow bomber jackets we wear are an important and iconic representation of our brand. We want anyone who ever sees a red or yellow jacket of this bomber style to think of City Year. Although we have changed the style of our outer shell, we want to ensure that our brand image remains the same as it has been over the past 20+ years of service. Please ensure that for any large events like opening day, MLK day or high-level school visits that we do everything possible to have all pictures taken with our bomber jackets. If you are unclear as to what to wear at an event, please ask your site leadership about appropriate dress.

Fleece Vest – The vest, with a pull string at the bottom and a City Year logo on the chest, is among the most versatile pieces of the uniform. It can be used for service as well as to create a strong and unified appearance for the corps and staff at meetings and roundtables.

V-Neck Cardigan - The cardigan with matching placket buttons is built for your toughest jobs. Tuff-Pil Plus® high-tech acrylic fiber with lo-pil performance, this sweater is colorfast and durable. Machine washable.

V-Neck Vest - The vest is stylish and functional. Tuff-Pil Plus® high-tech acrylic fiber with lo-pil performance, this vest is colorfast and durable.

Quarter-Zip - Count on this wicking pullover to keep you cooler and drier running around town. With double-knit construction, this colorfast pullover will endure and keep its good looks season after season. A left sleeve zippered pocket provides storage for credit cards or cash.

Apparel

Team T-Shirt – The t-shirt visually explains City Year’s affiliation with AmeriCorps, the locations where it serves and team sponsors. The shirt should always be worn tucked neatly into the pants with belt showing. This shirt can be worn for physical service events.

Long Sleeve Dress Shirt – This long-sleeved button-down shirt is a cotton/polyester blend with a spread collar and chest pocket. It should be worn professionally in the classroom and at special events.

Short Sleeve Pique Shirt – This short-sleeved cotton/polyester blend shirt with a collar and three buttons can be worn in the field or professionally in the classroom.

Pants – We will be partnering with Old Navy to supply all new uniform pants. The pants will be 100% cotton and available in one style for men and two styles for women, allowing for greater fit, comfort and style selection. Corps members are responsible for purchasing their own pants consisting of 3 pairs. These easy-care pants should fall straight, without extra or bunching fabric, just above the sole of the shoe. These pants can be worn at service events; however when wearing in the classroom and at special non-service events, they should always remain free of stains, paint and other service marks to ensure a professional appearance.

Accessories

Name Tag – Each member of the City Year organization wears a name tag with his or her first name, last name and title. Your name tag should be worn on your outermost layer, except the bomber and the jacket.

Backpack – The backpack, containing the Idealist Handbook, a journal/notebook, pen and other personal daily essentials should be carried at all times.

Footwear

Boots – The Timberland boots may be worn for all service and must be worn for “bombers and boots” events.

Socks – Socks are not provided to corps members. Only black or white socks should be worn except during winter when wool socks which are neither black nor white may be worn with the boots.
Professional Dress
Professional dress for corps members entails either the long-sleeve or short-sleeve pique shirt, the professional pant and either the Timberland signature boot or a black dress shoe (not provided by Timberland or City Year, but approved by City Year site leadership).

Yellow Outerwear
All outerwear is red, except for the outerwear for City Year Los Angeles, City Year Sacramento and City Year San José/Silicon Valley, which is yellow due to associations with the color red in these communities. However, corps members in these locations are be provided with red bombers to be used for special events, as appropriate.
OVERVIEW
City Year’s civic “power tools” are techniques for mobilization, communication, inspiration and critical thinking, as well as for reflection, teambuilding and just simply “breaking the ice” for small, medium and large groups.

To be effective, a civic power tool must be an “inclusive, accountable structure” – and have a name easy for all to remember:

Being INCLUSIVE means that a power tool is easily accessible for a diverse group of people of all ages and backgrounds. There should be nothing elitist or technical about a power tool.

Being ACCOUNTABLE means that the power tool technique holds an entire group accountable to a desired outcome, thereby distributing accountability across an entire group, rather than to just one leader.

Being a STRUCTURE means that the power tool has a clear set of steps to it, such that success can be achieved by following these steps. A power tool should never just be a mere hope, command, or exhortation, such as “Hey everyone, be quiet!” When naming a power tool, try to think of a name which describes the tool or its purpose and is fun and easy to remember.

City Year’s tool box of civic power tools has been developing from the organization’s inception, from the creativity of staff and corps members and collected from other sources. New power tools should be developed all the time. As a member of the City Year community, you are encouraged to design and popularize inclusive, accountable structures for mobilization, communication, inspiration and critical thinking. Your new civic power tool could be added to the Idealist Handbook and shared across the City Year community and beyond.

ADVANCE AND LOGISTICS (“AD-LO”)

What Is It?
Over the years, City Year has created an efficient, productive way to plan events, known as “Advance and Logistics,” or more commonly “Ad-Lo.” The basic goal of Ad-Lo is to make sure every conceivable logistics issue is covered before an event begins.

How Do You Use It?
Ad-Lo accounts for questions such as: Where is the food coming from and when will it be delivered? Where will cars be parked and is there a fee? What is the program order and has a script been written? Who will greet and brief any external speakers? What if it rains? Where will the media sit?

One of City Year’s best Ad-Lo tools is the “Q2Q.” Similar to cue-to-cues in theatre productions, a Q2Q is a minute-by-minute breakdown of a specific City Year event, from preparation to clean-up. Each task on the Q2Q has a specific point person who oversees that activity. The Q2Q not only centralizes all event information in one easy-to-access document, but also allows someone who may not have been intricately involved in all aspects of planning to understand all of the moving parts at an event.

BRAINSTORM

What Is It?
A tool for quickly stimulating the creative ideas of a group on a particular topic. It is an easy, fun and inclusive way for all members of a group or team to participate in a planning process. It requires minimal facilitation and can rapidly produce a useful catalogue of ideas for further refinement, development and discussion.

How Do You Use It?
To begin, briefly introduce a topic and then tell the group that they are going to have a brainstorm. Use a whiteboard or easel and a large marker to capture every idea so everyone can read every idea generated. Tape filled sheets to the wall. Enlist helpers if necessary. Before beginning, always review and explain the “rules of brainstorming” (see below), then grab your writing utensil and start writing any idea that is introduced. Record every idea verbatim, avoiding interpretation, editing and rewording. After the list is finalized, work with the group to find themes and to determine which ideas should be discussed further.

The Rules of Brainstorming:
1. Every idea gets written down, just as it was said, with no discussion, commentary or censorship – no put downs.
2. Repeats are OK. Repeats are OK.
3. The goal is quantity, not quality.

COMMUNITY MEETINGS

What Is It?
Community Meetings bring together corps, staff and champions for community building, sharing information, reflecting, celebrating and learning new skills. Sites typically have Community Meetings twice a month.
The meetings are centered on specific themes and always begin with Ripples, Sharing the Joy and a warm-up. Following these standard elements, meetings consist of a variety of segments, such as a Founding Story, a corps or staff member personal story (Life Works) and a service impact story (Starfish Story.) A corps or staff member introduces each meeting segment, shares something about himself or herself and then opens the discussion to the entire community. Each Community Meeting closes with a reinforcement of the overall theme and connections made to hands-on service experiences.

How Do You Use It?
The meetings are designed to allow participants to reflect on their accomplishments, hear what others are doing, inspire each other despite challenges and to foster and strengthen our community. It also provides an opportunity to slow down for a moment, reflect on our work and restore our energy.

DAILY BRIEFING
What Is It?
Often referred to as the DB, the Daily Briefing serves as a tool to communicate any relevant, pertinent and timely information to the entire site – it is our newspaper – keeping us, literally, on the same page. It is both an internal and external civic engagement tool.

It is a tool to announce events, share ideas, communicate site activities and introduce visitors. It also serves as an engagement tool because external people can obtain a copy and learn more about service, culture and events.

How Do You Use It?
During your morning Unity Rally, parts of the Daily Briefing will be shared with the group. The Daily Briefing can be implemented successfully by having a member of the Unity Rally team lead corps members, staff and visitors in different sections of the Daily Briefing, enforcing programmatic elements of the DB while remaining uniform and powerful.

DEBRIEF
What Is It?
Debriefs allow groups to reflect, after an activity or event, on what went well, what could have gone better and how to improve the next time around. Debriefs are a good way for team members to give each other constructive feedback on a regular basis. It is a proven way to build a strong team and consistently improve our program models.

How Do You Use It?
After a major task, activity or event, gather the group together and select an appropriate debrief activity. The most popular debrief is called “Pluses and Deltas.”

Have a flip chart, write 2 columns on the paper – one for pluses (good things), symbolized with a “+,” and one for “deltas” (things that should be changed), symbolized with a “△” – and write down all of the ideas so there is a record that the team can revisit.

FRONT MOST, CENTER MOST
What Is It?
A tool for ensuring that an audience fills a hall from front and center. Instead of sitting in the back of a room or on the sides, we demonstrate courtesy, engagement and attentiveness by sitting as close to the front of the room as possible.

How Do You Use It?
To facilitate this, the “front most, center most” power tool works as follows: The audience should enter through a center aisle and start filling in the front row. As each row is filled, audience members sit in the next “front most” and “center most” seat. In general, even if other members of the community do not practice this power tool, members of the City Year community should always take the front most, center most seat.

HANDS UP
What Is It?
A tool for quieting a large, loud group, in order to begin a meeting or event, by raising one’s hand, signaling all group members to respond with their hands raised and voices silent. With this simple “hands up” gesture, one person can powerfully – and quietly – signal that a presenter or program is about to begin. The Hands Up power tool allows for a facilitator to quickly get the group’s attention.

How Do You Use It?
Hands Up can be used at any time in any group setting, large or small, including throughout a session, helping the facilitator to keep the meeting or event on time. The beauty of this tool is that it can be used even if there is not a microphone or loudspeaker. If you have effectively introduced the tool, once the group sees the Hands Up, silence should soon follow. Facilitators should not try to supplement the power tool with verbal communication of “hands up,” because over a period of time it lessens the effectiveness of the tool.

A fun way to introduce the power tool is to explain the power tool and ask that everyone try it out by talking amongst themselves loudly. After a few seconds, put your hand up and watch as people enjoy seeing the effectiveness of the attention focusing device. Be sure to be respectful to your audience and do not use this tool in a demeaning or condescending way. Remember: be slow to raise your hand but quick to end your conversation.
LEAVE IT BETTER THAN WE FOUND IT
What Is It?
A tool for ensuring that a team or group takes responsibility for cleaning up and straightening a room or facility that it has just used. An essential quality of leadership is to take responsibility for your actions and leaving a space worse off than we found it is insensitive to the next user of the space, the people who would have to clear it and the people who allowed us to use the space.

How Do You Use It?
Teams and groups can quickly make a clean room messy, or worse. Before leaving a space, a captain should volunteer or be named. Everything should be thrown away, put back in its place or returned to the owner. Even if we did not create the mess or use anything in the room, we should take responsibility for leaving it better than we found it. The captain will give the “all clear” once the space is better than we found it.

NOSTUESO
What Is It?
Pronounced “No-stew-ess-oh,” it’s an acronym for a group discussion facilitation technique: “No One Speaks Twice Until Everyone Speaks Once.” To value inclusive input from a diverse team, we must ensure that one or a few people do not dominate a discussion and that the ideas, questions and concerns of all people are heard. When used as a ground rule for group interaction, NOSTUESO is a powerful tool for communication in team and group settings.

How Do You Use It?
This technique is particularly effective when the group is discussing a “hot” topic – one that many people are passionate about. When employing NOSTUESO, be careful that it does not stifle conversation (certainly not its purpose). Not everyone in the room needs to speak, but everyone should have the opportunity to do so. After everyone has had the chance to speak, feel free to open the discussion back up so that people can talk for a second time. NOSTUESO should be used like a light switch, toggled on and off by a team leader as necessary and appropriate.

POWER GREETING
What Is It?
A tool used at all major events for setting the tone, making participants feel welcome and ushering them quickly to their seats.

How Do You Use It?
There may be as few as two or three power greeters, or as many as hundreds, with the entire organization turning out to welcome people to a very special occasion. Creativity is encouraged in power greeting, as is unity and a purposeful message. To be effective, power greeting must be enthusiastic and sincere. Modifications can be and should be made for more serious occasions that require a more solemn tone and spirit.

PHYSICAL TRAINING – “PT”
What Is It?
A tool for uniting as a City Year community, getting our minds and bodies ready for a great day of service and for engaging the community, PT consists of traditional exercises like jumping jacks and push ups, but can also include City Year exercises like Front Side, Back Side, Front and City Year Slap Happies.

How Do You Use It?
PT is performed at City Year events – from annual dinners to service projects – and often used as a power tool to exhibit City Year’s spirit, discipline, purpose and pride. It is most commonly part of Unity Rally.

> At Events
PT should be demonstrated first to audiences by a diverse group of corps members, the PT Crew. After the demonstration, audiences should often be asked to stand up and participate in the exercise with the PT Crew. Front Side, Back Side, Front is a crowd favorite.

> At Schools
An energetic morning greeting by a team at the school at which they serve is a great way to fire up the team and rally the students. Corps and students can get the day off to a good, high-energy start with group PT.

> At Unity Rally
PT is performed every morning at Unity Rally. The PT Crew should select five or six exercises to get the corps ready to serve. Corps members should be trained and certified in PT during BTA.

RIPPLES AND JOY
What Is It?
A “ripple” is the telling of a brief, inspiring anecdote about an act of idealism, courage and belief (from Ripples in FOUNDING STORIES) and a “joy” is the sharing of joyful news or information.

Sharing of ripples and joys puts us in an inspired, positive frame of mind before tackling difficult work, helps us makes a direct connection between our work and positive outcomes and reminds us that small acts of idealism can have a powerful cumulative effect.
How Do You Use It?
The very first agenda item of every meeting or gathering should always be “ripples and joy” – even when other matters seem so very pressing. The leader of the meeting should ask all present to share any “ripples” – acts of courage and belief – or share joyous news, explaining the terms if necessary.

If you have a ripple or joy and do not share it, then you are holding on to someone else’s inspiration and perhaps preventing other people from being fueled by your ripple to do more good work. In this way, sharing ripples and joy is a force multiplier.

SILENT APPLAUSE
What Is It?
A time-saving tool, borrowed from American Sign Language, that allows a speaker to continue his/her presentation while the audience applauds in silent.

How Do You Use It?
The American Sign Language (ASL) sign for applause is putting both hands in the air by your ears and fluttering them. This power tool can also be used to express appreciation and joy in response to a speaker’s point.

SKIT
What Is It?
A tool for communicating an idea, theme or key message through a short sketch that involves creativity, critical thinking and teamwork.

How Do You Use It?
Skits can be used in a variety of ways – as a warm up, a team building activity, an inclusivity activity – to put emphasis on a specific topic.

The very process of having to create a skit forces a group to think clearly about the information being presented and how to effectively present that information to a specific audience. The best skits are informative and creative.

8 elements to successful skits:
1. Keep it Simple: Effective skits are united by a simple theme. Use a spoof of a popular TV show, commercial jingles, pop songs, or fairy tales to help spark your creativity and convey your message. Don’t open a theme park: Make sure you don’t fill your skit with multiple themes. Brainstorm one theme and build your skit around that theme

2. Give’em a hook!: Skits need to grab and hold attention. Introduce a repetitive theme (a tag line or repetitive action) to drive home the theme of your skit. Remember, there’s a reason you don’t forget those catchy ads – they hook you!

3. Don’t be a facts machine: Don’t overwhelm your audience with data and statistics. Be sure your skit incorporates only the most important information.

4. Keep your head in the crowds: Know your audience! Make sure your skit contains elements and themes that would appeal to the group you are performing for.

5. Act Simple: Hey, you’re not up for an Academy Award so why are you planning that complicated, cataclysmic, crowded scene? Big, elaborate performances often detract from the impact your skit could have.

6. May I see your dramatic license, please?: Remember you can get creative with simple elements. A single gesture can convey a great deal of information and take your audience to another place. Use props to help build the imaginative world of your skit.

7. Glean for Lean Scenes: No one likes sitting through a long, drawn out skit. After you establish the theme and action of your skit step away from it and revisit if you need all the components. Cut whatever you don’t need - your audience will thank you.

8. It Takes a Village…to write a skit: Yes, that simple proverb can even apply to planning a skit. Make sure everyone’s input and ideas are heard. It’s about teamwork.

SPIRIT BREAK
What Is It?
A “Spirit Break” is a simple power tool that connects people, for a brief moment, through a symbolic physical gesture and a focused thought. At the end of any City Year meeting, check-in, or event, a word or phrase is chosen, generally related to the topic, bringing the team together for a moment of energy and unity. Borrowed from the world of team sports, the spirit break puts an inspirational and meaningful closure on a meeting, gathering or event and gives everyone an inspirational charge. If there have been difficult things discussed, or tension in the meeting, the spirit break also clears the air and reunifies the group.

How Do You Use It?
Just as all City Year meetings and gathering should begin with “ripples,” so should they always end with a “spirit break” marking the official close of the meeting. Everyone puts their hand into the center, hand upon hand, arms likes spokes on a wheel. The leader asks the group to suggest an inspirational word or phrase that sums up the meeting.

To ensure the spirit break is powerful, the leader should first demonstrate the counting and the rhythm of the word or phrase broken into clear syllables. Then, at the leader’s mark, everyone counts down “1, 2, 3,” and says the word or phrase very loudly while raising their hands to the sky. If the spirit break comes out garbled or disjointed, it should be repeated.

Whenever there are too many people for everyone to gather in a circle, a person can simply put his or her hand on a shoulder of another person to participate.
**STAND AND DECLARE**

**What Is It?**
A tool for effective and courteous public speaking, “Stand and Declare” refers to the practice of standing up and introducing oneself before one speaks to a group. Standing to speak and introducing yourself is highly respectful to your audience and the person or people you are addressing, as it ensures that eye contact is made, that the audience, speaker or panelist knows who is speaking and that we project our voice for all to hear. Stand and Declare also demonstrates pride and confidence. Knowing that you will stand before you speak also has the tendency to ensure that we are thoughtful before we speak, as we are literally “standing by our words.” Stand and Declare is also an effective way for everyone in a community and for external guests to learn everyone’s name, which helps make a community more trusting and unified.

**How Do You Use It?**
The idea is simple: when you are in a medium to large group and want to share a comment or ask a question, you should always stand, declare your name, position and organization, make your comment or question and then sit down. Always “stand and declare,” and gently remind seated speakers to please “stand and declare” as well.

**STRONG CIRCLE**

**What Is It?**
A tool for mobilizing small and medium size groups, a “Strong Circle” is formed when participants are standing shoulder to shoulder in a tight, perfectly formed circle, with “no one inside the circle and no one outside the circle.” The Strong Circle provides a virtual “room” from which information can be shared. Because everyone is fully included in the circle, each person should be able to easily make eye contact and interact with everyone else in the circle, providing an equal forum for people to participate fully and to take in and share information attentively.

**How Do You Use It?**
At City Year, we use Strong Circles in many different settings. It is effective for any time that a team needs to check-in. If the team is a new one, the Strong Circle creates an immediate sense of belonging for everyone in the group and allows team members to see each other and introduce themselves in a comfortable, easy setting. For a check-in, the Strong Circle is ideal because you can go around the circle and each person can update the group on what they have accomplished, what still needs to be done and any questions he or she may have.

During a Strong Circle, team members should leave backpacks, bags, food, drinks and any other distractions outside of the circle. Each member should have a writing utensil and something to write on in case any notes need to be taken. A team that easily executes a strong circle demonstrates its discipline, competence and unity.

**UNITY RALLY**

**What Is It?**
City Year corps and staff members gather together for Unity Rallies to provide a powerful start to the day. A Unity Rally includes a “readiness check” to ensure everyone is prepared both mentally and physically for the day ahead and it includes PT and a Daily Briefing.

**How Do You Use It?**
Unity Rallies (which take place every Friday throughout the network and on other days on a site-by-site basis) help City Year prepare for a powerful day of service. Also, to help demonstrate that young people are not only proud, positive and powerful but also ready to serve and lead, Unity Rallies are held at highly visible public locations, schools and landmarks, including Copley Square in Boston, the Alamo in San Antonio, Freedom Plaza in Washington, D.C., City Hall Plaza in Philadelphia and Federal Plaza in Chicago.

**WARM-UPS AND ICE BREAKERS**

**What Is It and How do You Use It?**
A tool to begin meetings or activities to help participants focus on the topic at hand or simply puts them at ease – “breaking the ice” prior to delving into the issues – warm-ups can take literally thousands of forms, from everyone going around the room and telling the group what their favorite musical group is to people sharing why they came to City Year. Often you can select a warm-up that relates in some way to the meeting topic. For example, if your meeting is about planning service, ask people to share their favorite service experience.

LEARN LOTS OF WARM-UPS! Here are some favorites, including an array of warm-ups for learning names. Also, ask City Year veterans, research intranet resources and check out team activities binders. You will never lead a bland meeting if you have a steady flow of warm-ups ready.

**Battle Scar Galactica**
Each person in the group needs to tell a story about him/herself through a scar. Everyone needs to explain the story behind one scar on his/her body. This can get very personal and/or very gross. If you’re working with a large group, break them into smaller groups and have each smaller group report back with the best story.

**Captain’s Coming**
This is a group game with a facilitator calling out commands for the group. Anyone who is not in one of these groups when called is then out. The commands are:

Row Boat: Four people sitting in line and rowing
Life Boat: Three people in circle together
Ballroom Dancing: Two people dance

Lookout: One person kneeling on floor; one person with foot on kneeler looking out

Captain’s Coming: Stand at attention motionless (While people are standing at attention, people in the group who are now out can try to make them laugh – if they do laugh they are out.)

Human Knot
The team forms a circle and everyone reaches into the middle with their right hand. Each person should grab someone else’s hand. Next the team sticks out their left hand and holds someone else’s hand. No one should be holding the same person’s hands. Now you have a human knot. What does the team do to solve the problem? Solutions are a circle and a figure eight.

Life Maps
For this one, you need pieces of paper and markers/crayons, etc. Spend about 15-30 minutes letting participants draw their life maps. This is basically whatever they want it to be, kind of like a visual Life’s Works, usually describing how they got to be where they are and who they are. Then go around and let people share them. This is a longer activity, but it can be really powerful if participants are focused and interested in learning about each other.

Magic Wand
You have just found a magic wand that allows you to change three work-related activities. You can change anything you want. How would you change yourself, your job, your boss, coworkers, an important project, etc.? Have them discuss why it is important to make the change. Another variation is to have them discuss what they would change if they became the boss for a month. This activity helps them to learn about others’ desires and frustrations.

Snap Debate
The “snap debate” is a quick and easy way to generate arguments on both sides of an issue in a way that is not only non-emotional but also fun and informative. To begin, simply divide the group in half and ask them to stand and face each other. Announce a statement, such as “The country should have a large national service program” and assign one group the “pro” (for) position and one group the “con” (against) position. Then alternately point to members of each side, asking them to make a fast, brief statement in favor of their position. At some point, tell the two sides to switch the pro and con positions. Afterwards, process the snap debate by asking for observations, what information or ideas people may have learned and what arguments they thought were most effective.

A variation on the snap debate is “switch swatch” in which two volunteers sit facing each other in front of the group. They are given a subject to debate and each assigned a position by the facilitator. They are told that they should argue their position loudly at the other person and not listen to the other person as he or she does the same, and that when the facilitator says “switch” the participants should suddenly switch arguments and loudly espouse the opposite view. This exercise always elicits laughter. It should be processed with questions to the audience about what they observed and the importance of listening to others, even those with whom we disagree.

Stand Up/Sit Down
Write a series of questions or statements that relate to the topic being discussed or taught in the event or activity. Questions/statements can be serious and/or humorous when appropriate. A facilitator will read these questions/statements and the participants should stand up (or raise hands if standing is not possible) if the statement applies to them. Once everyone has the opportunity to see who is in the room, the facilitator should ask the participants to be seated. Limit conversation and encourage participants to look around the room while each statement is being read.

Two Truths and a Lie
Each person thinks of two statements that are true about themselves and one lie. One person at a time says three statements and everyone else tries to guess which one is the lie. (Hint: it’s more interesting if you try to think of amazing things that happened to you rather than something mundane such as, “I don’t like Brussels sprouts.”)

Zen Counting
Get everyone into a circle. The goal for the group is to count to 10 (or higher if you are up to the challenge). The rules are that you cannot say two consecutive numbers and you cannot talk at all except to say numbers. The trick is that whenever more than one person says a number at the same time, you must all start over. This game requires a lot of patience and persistence to get it right. If the group does really well, try it with eyes closed, or increase the number you need to reach.

Zoom
Sit in a circle. The leader says “zoom” to the person to their right, who has to pass it on. Time how long it takes to get the zoom around the circle, then see if the group can do it twice as fast. Then, pass a “zap” the other way and do the same. As they get better, try passing the zoom one-way and the zap the other at the same time. This is a nice, easy one to start with and gets people feeling comfortable. Groups get a sense of accomplishment out of doing something a lot faster a second and third time around.

Name Games
Adjective Name Game
While sitting in a circle, the leader explains that each person in the group should think of an adjective that describes an aspect of their personality. The adjective must begin with the same letter as their first initial. Go around until everyone has said his or her name.
Ball Toss
Everyone stands in a circle and begins by saying their name. Then, people in the group throw a ball around, but before they can throw the ball they need to say the name of the person they will throw it to. The person who receives the ball must thank the person who throws it to them by name. In the first round, the same person should not get the ball twice. A person can ask someone their name again if they forget it. Eventually, you can throw in two or three or more balls (or other objects). At the end, see if anyone can name everyone’s name. You can also have each person say their name as fast as they can and see how quickly you can go around the circle with each person saying their name.

Group Name Juggle
Stand in a circle facing inward. Facilitator starts by saying own name and then tossing the ball to someone. That person says their name then passes the ball (remembering whom they threw the ball to). Each person only gets the ball once. Pass the ball around the entire circle until everyone gets it.

Movement Name Game
Group stands in a circle. The first person says their name and puts a movement with it. The next person says the first person’s name and replays their movement and then adds their own. The third person repeats the names and movements of the first two, then adds their own. Continue around the circle until everyone has gone.

Name Game #304
Say your own name, the name of the person to your left and the name of the person to your right. Go round the circle. Say the above to a rhythm set up by clicking fingers. Shout somebody’s name and go and take their place in the circle – as you cross the circle they have to shout somebody’s name so that they have a place to go to. In a big circle you can have more than one person crossing the circle at one time. This gets nice and chaotic.
FOUNDED STORIES

Be the Change
The Beloved Community
The Bridge Builder
Cathedral Building
Everybody Can Be Great
It Takes a Village
It’s in Your Hands
The Lighthouse
The Long Walk
Love and Joy
Moccasins
Never Doubt
Night into Day
The Rabbi’s Gift
Ripples
Sand into Diamonds
Seven Generations
The Shoulders of Giants
The Starfish Story
Stone Soup
The Traveler
Ubuntu
Up the River
Water
In 2006, two additions were made to City Year’s founding stories in honor of Eli Segal (1943 - 2006), who was a visionary leader dedicated to family, country, and public service. He was the founding CEO of the Corporation for National and Community Service, the Chair of the City Year, Inc. Board of Trustees from 2003 to 2006 and a tremendous champion for the growth of citizen service in the United States and around the world.

One story, The Bridge Builder, resonates deeply with Eli’s generosity of spirit and great humanity. The other, The Lighthouse, is one that Eli told often and captures his great humility.

BE THE CHANGE
You must be the change you wish to see in the world.

— MAHATMA GANDHI

Mahatma Gandhi led the Indian nationalist movement, which overthrew British colonial rule through non-violence, leading to the creation of a sovereign Indian nation in 1947. As a change agent, he lived his life based on the principles of courage, non-violence, and truth. Much of his power drew from his commitment to embodying these principles in his own life.

Gandhi believed that there were three routes to social change: the ballot (the process of voting and elections), the jail (by which he meant civil disobedience – being willing to give up your personal freedom to protest an unjust law or society) and the spinning wheel (which represented self-sustainability, non-participation in economic oppression and simplicity.)

He embodied his commitment to these pathways of change by living a simple life, renouncing personal belongings. Gandhi spun the thread to make his own clothing, thus making the symbol of the spinning wheel a reality in his own life. Additionally, he led thousands of people in non-violent civil disobedience, or ‘Satyagraha,’ for which he was arrested many times throughout his life.

Perhaps the most famous example of ‘Satyagraha’ – and being the change he wished to see in the world – was the Salt March of 1930, a march to protest the British salt tax that had legalized starvation-level taxation for many Indians. The attention of the world was galvanized as Gandhi and his fellow marchers, which began as a group of 79 and grew to thousands, marched 240 miles to the coast. Scooping up handfuls of mud and salt, Gandhi announced to the crowd: “With this salt I am shaking the foundations of an empire.”

Gandhi’s life is a powerful example of what can be accomplished through living the change you wish to see in the world.

THE BELOVED COMMUNITY
Desegregation is only a partial, though necessary, step toward the ultimate goal which we seek to realize. Desegregation will break down legal barriers, and bring men together physically. But something must happen so as to touch the hearts and souls of men that they will come together, not because the law says it, but because it is natural and right. In other words, our ultimate goal is integration which is genuine intergroup and interpersonal living.

Only through nonviolence can this goal be attained, for the aftermath of nonviolence is reconciliation and the creation of the beloved community.

— DR. MARTIN LUTHER KING, JR., 1958

I do not think of political power as an end. Neither do I think of economic power as an end. They are ingredients in the objective that we seek in life. And I think that end or that objective is a truly brotherly society, the creation of the beloved community.

— DR. MARTIN LUTHER KING, JR., JULY 13, 1966

The end is reconciliation; the end is redemption; the end is the creation of the beloved community.

— DR. MARTIN LUTHER KING, JR., DECEMBER 3, 1956

Among Dr. King’s most compelling visions is that of a Beloved Community – a community in which people of different backgrounds recognize that we are all interconnected and that our individual well-being is inextricably linked to the well-being of others. Dr. King knew that the goal of social change is not tolerance alone, or even the recognition or enforcement of human or civil rights, or an improved economic condition. These are necessary but not sufficient steps in the path to human progress. We cannot rest until we have bridged the divides of prejudice and mistrust that lie within the human head and heart. Invariably, these final, resilient divisions are social and personal. Dr. King reminds us that reconciliation is a both a process and a final destination. The road to the Beloved Community is the difficult road of reconciliation among people who have been in conflict and negotiation. The Beloved Community is reconciliation achieved – a profound human connectedness, a transcendent harmony and love among all people.
THE BRIDGE BUILDER

An old man, going a lone highway,
Came at the evening, cold and gray,
To chasm, vast and deep and wide,
Through which was flowing a sullen tide.
The old man crossed in the twilight dim;
The sullen stream had no fears for him;
But he turned when safe on the other side
And built a bridge to span the tide.

“Old man,” said a fellow pilgrim near,
“You are wasting strength with building here;
Your journey will end with the ending day;
You never again must pass this way;
You have crossed the chasm, deep and wide –
Why build you the bridge at the eventide?”

The builder lifted his old gray head:
“Good friend, in the path I have come,” he said,
“There followeth after me today
A youth whose feet must pass this way.
This chasm that has been naught to me
To that fair-haired youth may a pit-fall be,
He, too, must cross in the twilight dim;
To that fair-haired youth may a pit-fall be,
Good friend, I am building the bridge for him.”

— WILL ALLEN DROMGOOLE

Bridge builders bring out the best in others by connecting resources and talents to great and worthy causes, especially anticipating the needs of future generations. Bridge builders use the wisdom and experience they have gleaned for the benefit of others, even those whom they may never meet.

Seek to encourage, to connect, to strategize and to share a vision with those who will come after.

CATHERDAL BUILDING

There once was a traveler who journeyed all over the globe in search of wisdom and enlightenment. In the midst of one village, he came upon a great deal of noise, dust, and commotion. He approached the nearest laborer and asked, “Excuse me, I’m not from this village. May I ask what’s going on here?” The laborer replied curtly, “Can’t you see? I’m busting rocks.”

The traveler approached a second laborer doing the same thing and asked the same question. The second laborer replied, “Can’t you see? I’m earning a living to support my family.”

The traveler then approached a third laborer who was also breaking up rocks and posed the question a third time. With a broad smile and a gleam in his eye, the third laborer replied with great pride: “Can’t you see? We’re building a cathedral.”

— AUTHOR UNKNOWN: ADAPTED FROM THE CATHEDRAL WITHIN BY BILL SHORE

It often took several generations and thousands of laborers to build a single cathedral. Many would work their entire lives knowing that they would never see the cathedral’s completion. We may have the opportunity in our lives to contribute to the creation of something great, something larger than ourselves. Our specific role may at times seem minor relative to the larger effort, but each role, each activity, contributes in some way toward the larger goal. To be effective in social change, to maintain one’s focus and motivation, it is important to retain perspective by inspiring ourselves and others with the ideas that fuel our civic imagination and remind us of the “cathedral” we are building together.

EVERYBODY CAN BE GREAT

Everybody can be great, because everybody can serve. You don’t have to have a college degree to serve. You don’t have to make your subject and your verb agree to serve. You don’t have to know about Plato and Aristotle to serve. You don’t have to know Einstein’s theory of relativity to serve. You don’t have to know the second theory of thermodynamics in physics to serve. You only need a heart full of grace, a soul generated by love.

— DR. MARTIN LUTHER KING, JR.
THE DRUM MAJOR INSTINCT

DELIVERED AT EBENEZER BAPTIST CHURCH, ATLANTA, GEORGIA, FEBRUARY 4, 1968

For perhaps every societal breakthrough, there was someone who came before, who mentored others, or offered the world a new idea.
Dr. Martin Luther King, Jr.’s idea of greatness is neither elitist nor exclusive. Yet, at the same time, everyone is not automatically great. Rather, each person has the potential to achieve greatness because every person has something to offer and to contribute through service. Greatness is available to all through unselfish action fueled by unselfish motivation. Dr. King sees the inherent dignity that every human being can achieve through service, a common meeting ground that requires no worldly credentials to enter. Service is a great equalizer that eliminates social division. If we truly believe that everyone can be great, then we must always remember to put this ideal into practice by assuming, finding, and appealing to the greatness in everyone. Everyone has something to offer, something to contribute, even if at first they do not know it, or we cannot see it.

IT TAKES A VILLAGE
It takes a whole village to raise a child.

— IGBO (NIGERIA) PROVERB

It takes a whole village to raise a child because a child is an active social being who interacts with people who are not his or her parents. With each interaction, it is imperative that the child receive the same messages as to what is right and wrong, what is valued and what is to be rejected, and what is safe. It is the shared values of the village, the shared commitment to each child as a loved individual and future citizen of the village, and the shared sense of collective responsibility that underscore the truth of why it takes a whole village to raise a child. If the village does not support the proper raising of a child, then a parent has a difficult road indeed, and the child is at risk. It also takes a whole village to raise a child because a village is comprised of a diverse array of people of all ages and experiences, each of whom has something to teach a child. Similarly, “it takes a village” to achieve any large civic goal. It takes a shared vision, a set of shared values, and a shared sense of collective responsibility for the common good.

IT’S IN YOUR HANDS
There once lived a wise elderly woman. She had lived in the same house her entire life. Everyday when she woke, she would say “Good morning” to her beautiful parakeet, Agape. The woman would put Agape in the window so she could enjoy the sun and the fresh air, and the elderly woman would then go about her daily chores. All of the people who lived in the neighborhood knew about the elderly woman and her bird, Agape. One day, two young men decided that they were going to break into the elderly woman’s house while she was away and steal her bird. They decided that when she returned they would approach her and say, “Old woman, we have your bird. Is it dead or alive?” If the old woman replied “dead,” the young men decided that they would open their hands and let Agape fly away. If the old woman replied “alive,” they would crush Agape dead and drop her at the feet of the elderly woman.

Just as they had planned, the two boys waited for the elderly woman to leave her house to do her daily chores. When the elderly woman left, they broke into the house and stole Agape. When she returned, she found that her house had been broken into and Agape’s empty cage was on the floor.

Just as the two boys had planned, they approached the elderly woman and said, “Old woman, we have your bird. Is it dead or alive?” The wise, elderly woman paused a moment and looked at the ground. Then, with caring in her eyes, she looked at the boys and slowly answered, “I don’t know...it’s in your hands.”

— POPULARIZED BY TONI MORRISON, WHO USED IT IN HER ACCEPTANCE SPEECH FOR THE NOBEL PRIZE IN LITERATURE — OFTEN QUOTED AS AN INDIGENOUS TALE

Agape is a Greek word for selfless, spiritual love for humanity. We hold in our hands not only the consequences of our own decisions, but also the effect we can have on the actions of others – and even on the state of the world as we find it.

When we make good choices, and take responsibility for the poor choices we have made – and regain power over our own actions – we ennoble ourselves by directly enhancing humanity.

When we offer others the opportunity to take responsibility for their actions and to make good choices, we offer pathways to empowerment and dignity. Similarly, when we realize that the problems of our day, perhaps through no direct fault of our own, are in our hands, we realize that knowledge of pain, suffering or injustice equals responsibility to act.

THE LIGHTHOUSE
On a dark, foggy night, a ship came upon the light of another vessel. The captain radioed his counterpart – “Please divert your course 15 degrees to the North to avoid a collision.” Through the crackly radio came the reply: “Recommend you divert YOUR course 15 degrees to the South to avoid a collision.”

The captain stood his ground. He radioed: “This is the captain of a U.S. Navy ship. I say again, divert YOUR course.” And again came the reply: “No, I say again, you divert YOUR course.”

Outraged, the captain spoke loudly into the radio: “THIS IS THE AIRCRAFT CARRIER USS ABRAHAM LINCOLN, THE SECOND LARGEST SHIP IN THE UNITED STATES’ ATLANTIC FLEET. WE ARE ACCOMPANIED BY THREE DESTROYERS, THREE CRUISERS AND NUMEROUS SUPPORT VESSELS. I DEMAND THAT YOU CHANGE YOUR COURSE 15 DEGREES NORTH. THAT’S ONE-FIVE DEGREES NORTH.”

And came the reply: “This is a lighthouse. Your call.”

In a world constantly in need of improvement and change, humility is a critical and powerful virtue. As idealists and change makers, we are eager to see transformation and excited by the opportunity to make a difference, yet we may find our humility diminished by a competing value, to make change happen now. We feel our good ideas gaining momentum, our passion for change is fueled by the injustice and inequality all around, our drive and commitment grows stronger, and soon, perhaps without self-knowledge or intention, our humility wanes.

As humility is lost, so is our effectiveness. Vanity and self-importance cloud our judgment
and rightly put off those who otherwise may want to follow, or better yet, lead, in the area of our deepest concern. Humility is not only a force multiplier, but an idealist’s paradox: to care so deeply about a cause larger than self, one needs, as has been often noted, to lose oneself. To be effective in social change, we must practice selflessness, to seek not so much to be “right” as to be effective, and to develop humility not only as an admired character trait, but as a skill.

Can we see ourselves as others may see us, hear ourselves as others may hear us, and view our actions as others may perceive them? Can we have strong values and beliefs, but always stand ready to learn, realize, or even assume that we may not be right after all? By asking others, “What do you think?” and making no assumptions as to who may have an inspired, breakthrough contribution, we can effectively lead positive change, and avert disaster along the way.

THE LONG WALK

During my lifetime, I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if need be, it is an ideal for which I am prepared to die.

— NELSON MANDELA, APRIL 20, 1964, RIVONIA TRIAL

I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended.


Nelson Mandela sacrificed 27 years in jail for his country, a country founded upon his dedication and leadership. He is the very embodiment of what it means to commit oneself to a larger movement, and to make great personal sacrifices for that commitment. Indeed, he was willing to make the ultimate sacrifice for his ideal of a non-racial democracy, and he spoke forthrightly about his convictions at the Rivonia trial, where he was sentenced to life in prison for his role in upholding the rights of all South Africans.

His metaphor, that his personal path and that of his country is a “Long Walk,” underscores an important point: while there are often successes to look back upon with pride, and rest is important and understandable, ultimate success is often further away than one thinks. Great leaders never stop feeling a deep sense of responsibility, not only for achieving success but also for making that success work in the long run. For Nelson Mandela, the goals of “freedom” for himself and for his country have been achieved. But the “long walk” continues because freedom brought with it the “responsibilities” of democracy and self-government for a new nation, as well as the difficult task of reconciliation.

LOVE AND JOY

Love cannot remain by itself – it has no meaning. Love has to be put into action, and that action is service.

I slept and I dreamed that life is all joy. I woke and I saw that life is all service. I served and I saw that service is joy.

— MOTHER TERESA

For more than 45 years, Mother Teresa comforted the poor, the dying, and the unwanted around the world. Over the years, Mother Teresa’s Missionaries of Charity grew from 12 to thousands, serving the “poorest of the poor” in 450 centers world-wide. She rescued homeless and dying people from the gutters and garbage dumps in Calcutta. Her work spread from Calcutta to New York to Albania, and she was one of the pioneers of establishing homes for people with AIDS.

Through her work, Mother Teresa was a living example of her belief that love is embodied, or given true form, through service. At its most powerful, service is an expression of selfless love, care, empathy, and concern for others. Although Mother Teresa encountered pain, sickness, and extreme poverty on a daily basis, she also taught that the path of service is the path of joy. Joy emerges from new experiences and new relationships that are built through service, from acknowledging the human dignity in all people, from feeling personally useful in the world, and from engaging in service as an act of love.

MOCCASINS

Oh Great Spirit, grant that I may never criticize my brother or my sister until I have walked the trail of life in their moccasins.

— ADAPTED FROM THE CHEROKEE PRAYER

Empathy, understanding, and an aggressively non-judgmental world outlook are essential attributes to leading social change. The metaphor of walking in the moccasins of another person before offering criticism is a remarkably useful leadership tool, as well as a moral imperative. As Robert F. Kennedy noted, “The task of leadership, the first task of concerned people, is not to condemn or castigate or deplore; it is to search out the reason for disillusionment and alienation, the rationale of protest and dissent – perhaps, indeed, to learn from it.”

Service is a common ground on which all people can come together to begin the work of building a more just society – work that depends on striving to truly understand one another. Service also is a powerful pathway for having our “moccasins” prayer answered: through the common ground of service, we can all walk in each other’s moccasins, and once exposed to the experiences of others, we are more likely to understand perspectives and points of view that are different, foreign, or even hostile to our own. It is essential that we learn to “moccasin” the world we encounter, to seek a broad inclusiveness in all endeavors, and to nurture a deep empathy within ourselves. Doing so generates wisdom, reconciliation, and social trust – vital elements for achieving human progress and lasting, positive social change.
NEVER DOUBT

Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has.

— MARGARET MEAD

Each component of Margaret Mead’s compelling formula for changing the world is an essential element. Her command to “never doubt” tells skeptics that they are wrong – you really can change the world – and also underscores the transformative power that belief plays for those who have successfully sought to change the world. History, indeed, has demonstrated that small teams of thoughtful committed people have achieved extraordinary things. The Civil Rights Movement began as a series of small groups carrying out small actions, such as sitting down at a segregated lunch counter. India’s historic independence from Great Britain began as a series of small strategic actions from a dedicated few. Habitat for Humanity began with a few people building houses for the poor in a small town in Georgia and has since built more than 175,000 houses in countries around the world.

A “small group” underscores the remarkable power of teamwork to transform, to inspire, and to succeed. Teams can accomplish amazing and seemingly impossible things because they have the ability to generate new energies. Just as the whole is greater than the sum of its parts because the whole includes the connections between each part, high achieving teams generate more energy, will, passion, and ideas than the sum of what their individual members alone could muster.

To be successful, a team must also be “thoughtful,” constantly generating strategies, tactics, and analyses for success.

But the critical component for success is “commitment.” Those who succeed in world-changing activities have an unwavering, passionate, almost irrational commitment to their cause.

Any of us can choose to use this formula, to find a cause we are passionately committed to, to recruit a team as passionate as ourselves, to generate ideas and strategies, and to stay the course, to be committed, fundamentally committed, until success is achieved.

NIGHT INTO DAY

It was dusk on the bank of a river that curved from the sea to the mountain. There, perched in the deep bend of a branch of an oak tree, sat a rabbi, and at his feet were students from nations near and far. As the evening slowly reached up from the horizon and spread across the vast expanse of the sky, the rabbi and his students spoke of the great issues of the day. As they did each night, they spoke of issues of the heart, of humanity, and of hope.

The rabbi peered into the distance and turned to his students to ask, “Tell me – if you can – how we will know when the night is over and the day has begun?”

The students sat back for a minute and gazed at the horizon and witnessed as the deep blue of evening began to blend with the golden canvas of sunset. And they knew that the rabbi spoke neither of timetables nor of the earth’s rotation on its axis. No, the rabbi spoke of larger things.

After regarding the question for a while, one of the students raised his hand and said, “Rabbi, we will know that the night is over and the day has begun when we can see the difference between a goat and a lamb.”

The rabbi paused and said, “No, that is a good answer, but I don’t think that is it.”

Soon, another student offered her hand and said, “Rabbi, I think the night is over and the day has begun when we can see the difference between a fig tree and an olive tree.”

The rabbi shook his head and said, “No, you have made a thoughtful effort, but that is not it either.”

The students seemed confused and were discouraged. Quietly, they gazed upwards where scattered stars and a full moon replaced the sun and brightened the deep dark of the endless sky.

After a moment, a soft voice could be heard from the bank closest to the river. It came from one of the Rabbi’s most reluctant students. Shy and somewhat hesitant, she began:

“Rabbi, I think we will know that the night is over and the day has begun when we can see a rich man and a poor man and hear them say, ‘He is my brother.’”

The student continued, her voice growing stronger.

“When we see a black woman and a white woman and hear them say, ‘She is my sister.’ It will be then when we know that the night is over and the day has begun.”

The rabbi nodded his head, pleased with the wisdom of his student and said, “That is right.”

Within the long history of the human spirit and condition, there is an ancient competition between the dark night of prejudice, racism and bias, and the daylight of community, inclusiveness, brotherhood and sisterhood. It is a struggle that we must ensure is won finally and fully by the light of day. We must be deliberate and assertive in forming bonds of friendship, partnership and common purpose among people who, on the surface, seem different than ourselves. We must take personal, professional and social risks to do so. We must be the willful force that turns night into day.

THE RABBI’S GIFT

Once a great order, a decaying monastery had only five monks left. The order was dying. In the surrounding deep woods, there was a little hut that a Rabbi from a nearby town used from time to time. The monks always knew the Rabbi was home
when they saw the smoke from his fire rise above the tree tops. As the Abbot agonized over the imminent death of his order, it occurred to him to ask the Rabbi if he could offer any advice that might save the monastery.

The Rabbi welcomed the Abbot at his hut. When the Abbot explained the reason for his visit, the Rabbi could only commiserate with him. “I know how it is,” he exclaimed. “The spirit has gone out of the people. It is the same in my town. Almost no one comes to the synagogue anymore.” So the Abbot and the Rabbi sat together discussing the Bible and their faiths. The time came when the Abbot had to leave. “It has been a wonderful visit,” said the Abbot, “but I have failed in my purpose. Is there nothing you can tell me to help save my dying order?” “The only thing I can tell you,” said the Rabbi, “is that the Messiah is among you.”

When the Abbot returned to the monastery, his fellow monks gathered around him and asked, “What did the Rabbi say?” “He couldn’t help,” the Abbot answered. “The only thing he did say, as I was leaving was that the Messiah is among us. Though I do not know what these words mean.”

In the months that followed, the monks pondered this and wondered whether there was any possible significance to the Rabbi’s words: The Messiah is among us? Could he possibly have meant that the Messiah is one of us monks here at the monastery? If that’s the case, which one of us is the Messiah? Do you suppose he meant the Abbot? Yes, if he meant anyone, he probably meant Father Abbot. Certainly he could not have meant Brother Elred! Elred gets crotchety at times. But come to think of it, even so, Elred is virtually always right. Maybe the Rabbi did mean Brother Elred. Of course the Rabbi didn’t mean me. He couldn’t possibly have meant me. I’m just an ordinary person. Yet supposing he did? Suppose I am the Messiah?

As they contemplated in this manner, the monks began to treat each other with extraordinary respect on the off chance that one among them might be the Messiah and in turn, each monk began to treat himself with extraordinary respect.

It so happened that people still occasionally came to visit the beautiful forest and monastery. Without even being conscious of it, visitors began to sense a powerful spiritual aura. They were sensing the extraordinary respect that now filled the monastery. Hardly knowing why, people began to come to the monastery frequently to picnic, to play, and to pray. They began to bring their friends, and their friends brought their friends. Then it happened that some of the younger men who came to visit the monastery started to talk more and more with the older monks. After a while, one asked if he could join them. Then, another and another asked if they too could join the abbot and older monks. Within a few years, the monastery once again became a thriving order, a vibrant center of light and spirituality in the realm.

— AUTHOR UNKNOWN; ADAPTED FROM THE DIFFERENT DRUM: COMMUNITY MAKING AND PEACE BY DR. M. SCOTT PECK

By assuming the specialness of every person, we build a culture of respect that generates energy, creativity, and magnetism - something that people can sense and feel, and to which they are drawn. Highly respectful cultures treat every person with courtesy and interest, and convey the understanding that every member of the community is valued.

By treating every person with the utmost respect, we develop a culture in which everyone wants to give their best to others, and expects to receive the best from others in return. It is the type of culture everyone deserves, and it is up to us to make it happen. In our daily lives, we can create a culture of respect with every personal interaction we have, whether it is with a store clerk, a dignitary, or a colleague.

RIPPLES

Few will have the greatness to bend history; but each of us can work to change a small portion of the events, and in the total of all these acts will be written the history of this generation... It is from numberless diverse acts of courage... [and]... belief that human history is shaped. Each time a person 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 that can sweep down the mightiest walls of oppression and resistance.

— ROBERT F. KENNEDY, DAY OF AFFIRMATION ADDRESS
UNIVERSITY OF CAPE TOWN
CAPE TOWN, SOUTH AFRICA
JUNE 6, 1966

In 1966, Robert F. Kennedy was invited by the National Union of South African Students (NUSAS), an anti-apartheid organization, to speak at the annual Day of Affirmation. During RFK’s four-day tour, he spoke to numerous groups – energizing and inspiring people of all races with his words of conviction and belief. Copies of his speeches were passed hand-to-hand in the townships. People lined the streets to see him and shake his hand. The English language papers covered his every move. Robert Kennedy’s words proved to be prophetic, and the ripples he and countless others created did in fact form a mighty current of change. White minority rule in South Africa finally ended in 1994, with the election of the former political prisoner, Nelson Mandela, as the first President of a new, democratic, and non-racial South Africa.

The idea that many distinct acts of courage and belief create ripples that turn into currents of justice is a powerful concept, for it tells us that our idealistic actions are not isolated, and that a cumulative effect of the work of many committed people and institutions can have a dramatic impact. Similarly, sharing stories of acts of courage and belief – “ripples” – is a powerful way to inspire ourselves and others in the midst of difficult work, and to help generate more acts of courage and belief.
**SAND INTO DIAMONDS**

Once upon a time, there lived a brave young pilot. This pilot flew all over the world to interesting lands, meeting interesting people. One night, as the pilot was flying high above the Sahara Desert, the engine of her plane suddenly stalled. Amazingly, she was able to eject from the plane and parachute to the ground.

As the pilot awoke the next day, she tried to remember what had happened the night before. As she regained her bearings, it dawned on her that she had no idea where she was, no idea where the closest village or human habitation was located. She could be hundreds of miles from the nearest desert village or it could be just around the nearest hill. She fought off the despair and gloom and tried to summon her usual resolve and courage. She knew one thing for certain: she had to get going in some direction, any direction. If she just stayed, she would surely die.

And so she started. Mile after mile. The brilliant desert sun was glaring down on her and reflecting off the searing sand. And she continued on.

Eventually, the sun went down and she continued to walk through the night. She went as far as she could before resting. Soon, she woke to the morning sun once again. Her throat was parched. Her skin was dry and burnt. But she continued on. No food or drink. No water in sight. By noon she could continue no longer and collapsed. But no sooner had she fallen to the ground than a vision appeared before her.

At first she thought she was just delirious. But the image was so clear, so vivid, so real. And as it became clearer she realized it was a genie. And the genie spoke: “I will only say this once. Do not despair. Do not give up hope. Just listen and do as I say and you will survive. In the end, you will be both happy and sad. But first, reach down and pick up some sand. Heed my words and continue on.”

The genie disappeared as quickly as it had appeared. It must have been a mirage. But it seemed so real. So vivid. And although the genie had spoken only briefly, the pilot remembered every word. It brought her a new sense of energy and hope.

She reached down and picked up a handful of sand and continued on. Mile after mile. The hot desert sun was ablaze in the sky. The heavy dry wind ripped over the land. She continued on. And when she once again reached the point where she could go no more, at the top of a dune, she fell and tumbled down the other side.

Lo and behold, she stumbled upon a village in an oasis. Upon seeing the condition of this unusual stranger emerging out of the desert, the natives came out to help her. They gave her water and rest and food. She had made it. She had survived.

Now that she was replenished, her thoughts drifted back to the mysterious vision from the night before. Was it real? She reached into her pocket to pull out the sand. To her great surprise the sand had turned to diamonds. As she thought back to the words of the genie, a smile crossed her face. “In the end you will be both happy and sad.”

Yes, she was happy. She had survived. And she had a handful of diamonds. Yet she was sad, because she had not picked up more sand.

Diamonds are made of pure carbon, an element that is fundamental to all life. Carbon is a common substance, yet diamonds are rare, precious, indestructible – the hardest substance on earth. This story of sand turning into diamonds exemplifies the way in which ordinary, everyday experiences become, over time, the source of our knowledge and strength.

The idealistic path is fraught with setbacks and frustrations. But every experience along the way, every struggle, even every mundane moment, provides us with a treasure trove of wisdom, ideas, and experience to draw upon further down the road. Invariably, there is little opportunity for perspective at the time of each experience, and little to which we can compare. For this reason, it is best to take in as much as possible from each experience and opportunity, to fill up your pockets with the “sand” of idealism, and to keep moving forward. Time and perspective will turn those experiences into a valued asset as you take on the difficult paths ahead.

**SEVEN GENERATIONS**

In every deliberation, we must consider the impact of our decisions on the next seven generations.

— IROQUOIS PROVERB

The Iroquois nation, a confederation of Native American peoples, wrote in their constitution more than 500 years ago that leaders must “Look and listen for the welfare of the whole people and have always in view not only the present but also the coming generations” and that “the thickness of their skin shall be seven spans” to protect against “anger, offensive actions, and criticism” from affecting their making the best decisions.

These commitments of stewardship for future generations and moral toughness are a profound formula for ensuring intergenerational responsibility by considering the well-being of those who do not yet have a voice, but who may nonetheless be affected by our decisions today. As one commentator has observed, “The point [of considering seven generations] is to remove individual self-interests from public decision-making. Seven generations is about the longest period of time that we can grasp subjectively. Some of us had great grandparents when we were born. We have known our grandparents, our parents, and ourselves. We may also know our children, our grandchildren, and possibly our great grandchildren. These seven generations are a yard stick of human experience.”

**THE SHOULDERS OF GIANTS**

If I have seen further than others, it is by standing on the shoulders of giants.

— ISAAC NEWTON

Isaac Newton is one of the great figures in the history of human thought. He was responsible for, among other things, formulating a theory of physics that his contemporaries considered to have all but solved the problems of describing the movements of physical objects, from planets to apples. It would have been all too easy
for Newton to have taken all the credit for his discoveries. However, he was well aware of how much he built on the foundations laid by previous generations of scholars and the efforts of those around him, including his colleagues at his university and in the Royal Society.

Recognition of the debt our achievements owe to the work of others reminds us all, whether we are the ones offering thanks or being thanked, how important all the elements of service are, not just the ones that grab headlines. We can’t all be the great figures whose names will live in history, but Newton reminds us that all the behind-the-scenes work done by dedicated individuals away from the limelight can add up to a giant, on whose shoulders the famous few stand to push their heads into view.

Newton was also aware of how much more remained to be done. Perhaps he considered himself one of the quiet contributors to a later giant, when he said, “To myself I am only a child, playing on the beach, while vast oceans of truth lie undiscovered before me.”

THE STARFISH STORY (SHORTENED VERSION)

A young girl was walking along a beach upon which thousands of starfish had been washed up during a terrible storm. When she came to each starfish, she would pick it up, and throw it back into the ocean. People watched her with amusement.

She had been doing this for some time when a man approached her and said, “Little girl, why are you doing this? Look at this beach! You can’t save all these starfish. You can’t begin to make a difference!”

The girl seemed crushed, suddenly deflated. But after a few moments, she bent down, picked up another starfish, and hurled it as far as she could into the ocean. Then she looked up at the man and replied, “Well, I made a difference to that one!”

The old man looked at the girl inquisitively and thought about what she had done and said. Inspired, he joined the little girl in throwing starfish back into the sea. Soon others joined, and all the starfish were saved.

— ADAPTED FROM THE STAR THROWER BY LOREN C. EISELEY

THE STARFISH STORY

One warm summer night, while everyone slept, a great storm thundered over a seaside village. The next day, a little girl awoke to bright sunshine. Her face beamed with a smile of great joy. She couldn’t wait to get to the beach.

Soon she was walking along her favorite shoreline. She liked the feel of the sun on her face and the warm sand beneath her bare feet.

She walked until she came across a starfish wriggling in the dry sand. Washed ashore by the storm, it was stuck. Soon it would die.

The little girl looked up at the hot sun, then down at the struggling starfish, and then out to the blue sea. “How dare you leave him behind!” she scolded the retreating tide.

If only there were a grown-up around, she thought. A grown-up would know what to do.

“I guess the only one who can save you is me,” she said to the starfish.

She had never picked up a living starfish before, and she wasn’t terribly sure how to do it.

Using two fingers, she gently pinched one of its five points and held the starfish up to her face. “I’m going to send you home,” she said. The starfish wiggled its points in and out, as if in happy reply.

Slowly she brought her arm back across her body. Then she swung it forward quickly, letting the starfish go with a wide, open hand.

Spinning gently, the starfish sailed through the air and landed in the water with a soft “plop.”

The little girl smiled and continued walking down the beach.

But after just a few steps, she found another starfish wriggling in the sand.

No sooner had she tossed this one back to the sea than she came across another starfish.

And then another one.

And then another one.

And then another one still.

She reached the top of a high sand dune and came to a sudden stop. What she saw below startled and amazed her. Stretching out in front of her were hundreds upon hundreds, thousands upon thousands of starfish washed up on the beach. They were all dying in the hot sun.

She looked up and down the beach, and wished that now, more than ever, there were a grown up around. A grown up would surely know what to do.

Suddenly, she exploded into action. One by one, she began to toss starfish furiously back to the sea.

She was so busy tossing starfish that she never noticed that a villager had stopped to watch her. Soon he was joined by another person. And then another one. And then another one still. Soon a whole crowd had gathered to watch the little girl toss starfish back into the sea.

Some people in the crowd began to point and giggle. Soon they were all pointing at
the little girl and laughing. “That little girl’s crazy,” said one. “I know,” said another, “doesn’t she know that every summer thousands of starfish get washed up on the beach and die? It’s just the way things are.” “There are so many starfish. She couldn’t possibly make a difference,” said a third.

The crowd of people grew larger and larger, until nearly the whole village had gathered to watch the little girl, and laugh at her folly.

The little girl was still too busy tossing starfish to notice them.

Finally, an older man, considered wise by all the town, decided he had seen enough. He walked over to the little girl. She had just tossed back another starfish, and was smiling with great joy. She was reaching down for another starfish when the older man’s shadow fell over her.

“Little girl,” he said, “there are hundreds of thousands of starfish washed up on the beach, you can’t possibly hope to make a difference. Why don’t you give up and go play on the beach with the other children?”

The little girl’s smile vanished. She gazed up at the old man, and then saw the crowd of people for the first time. She suddenly realized that they had all been laughing at her. Now they had fallen silent, awaiting her answer to the older man’s question.

She was hot. She was tired, and close to tears. She began to think that maybe he was right – maybe they were all right. She had been tossing back starfish for what seemed like hours. And a carpet of starfish still covered the beach. How could she have possibly thought she could make a difference? Her arms fell limp at her sides, and she dropped the starfish she was holding in her hand back to the hot sand. She began to walk away.

“That’s right. Go on and play. You cannot possibly hope to make a difference,” the older man said to the retreating girl. The crowd smiled and nodded their heads.

The crowd of people watched as the starfish soared and spun gently through the air, and then fell far into the sea with a soft “plop.”

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“That’s right. Go on and play. You cannot possibly hope to make a difference,” the older man said to the retreating girl. The crowd smiled and nodded their heads.

Then suddenly the little girl stopped, and turned around. She walked back to the starfish she had dropped. Reaching down, she it picked up and -- swinging her arm as hard as she possibly could -- she let the starfish go with a wide, open hand.

The crowd of people watched as the starfish soared and spun gently through the air, and then fell far into the sea with a soft “plop.”

The little girl turned back to the older man, and with a smile of great joy, said:

“I made a difference to that one!”

And then, from the back of the silent crowd of people, a little boy came forward. He walked over to the little girl, picked up a starfish, and sent it soaring gently back to the sea. As it, too, landed with a soft “plop,” the little boy said, “And I made a difference to that one!”

The little boy’s mother and father then joined their son. “I made a difference to that one!” said the mother, smiling. “And I made a difference to that one!” said the father, laughing.

One by one, every member of the crowd joined in tossing starfish back to the sea, calling “I made a difference to that one” each time. Finally, even the older man reached down, picked up a starfish and tossed it gently to the sea. As he heard it land with a soft “plop,” he looked over at the little girl and, catching her eye, said in a voice that everyone could hear, “And even I made a difference to that one!”

Soon, more people who had been walking along the beach stopped to join in. And more people. And more people still. Soon hundreds – perhaps thousands – of people of all ages, sizes and colors were tossing starfish back to the sea and calling out:

“I made a difference to that one!”

As the little girl gazed upon the beach, she saw nothing but people tossing starfish for as far as her eyes could see.

Soon the voices began to quiet down, and the little girl wondered if people were getting too tired to continue. But what she saw startled and amazed her.

All the starfish were gone. They had all been tossed back to the sea!

“Look,” said the little girl, “we made a difference to all of them!”

Many years later, another little girl was walking down that same beach. She reached the top of a sand dune, and came to a sudden stop. What she saw below startled and amazed her. For as far as her eyes could see, there were people tossing starfish back to the sea.

Curious, she approached an older man. “Could you tell me please, sir, why you are all tossing starfish back into the sea?” Many summer’s ago, the older man had once been that little boy who had been the very first person in the crowd to step forward to help the little girl save the starfish.

“Little girl,” he replied, “don’t you know that each year, when a summer storm washes thousands of starfish onto the beach, the entire town comes out to toss them all back to the sea?”

“All the starfish were gone. They had all been tossed back to the sea!”

“Do you think that I could make a difference, too?”

“Of course you can,” he said, “Come join us!”

— MICHAEL BROWN © 2004 ADAPTED FROM THE STAR THROWER BY LOREN C. EISELEY

Perseverance against great odds and against the criticism of others is the very hallmark of value-based idealism, as is refusing to accept failure. The understanding that we hold in our hands the power to change a life, a mind, or a circumstance today – right now – is a powerful insight and motivator. At the same time, idealistic acts, even highly symbolic ones, have the power to inspire others to act, and sometimes in numbers significant
enough to make a major or even complete impact on the problem at hand. Perhaps most inspiring of all is to witness the idealistic power of children and young people in action. The idealism of youth is a powerful force for leading change in the world. Often it is our youth who put into action values that we have instilled in them – but have failed to act on ourselves. The world, therefore, depends on the idealism of youth to lead the way.

STONE SOUP

There once was a traveler who came to a small village, tired and weary from his long journey. The traveler did not have anything to eat and hoped that a friendly villager would be able to feed him. He came to the first house and knocked on the door. He asked the woman who answered if she could spare just a small bit of food as he had traveled a long journey and was very hungry. The woman replied, “I’m sorry I have nothing to give you. I can barely feed my own family.”

So the traveler went to another door and asked again. The answer was the same: “I have nothing to give you.” He went from door to door and each time was turned away.

Undaunted, the traveler went to the village square, took a small tin cooking pot from his bag, filled it with water, started a fire and dropped a stone in the pot. As he boiled the water, a passing villager stopped and asked him what he was doing. The traveler replied, “I’m making stone soup. Would you like to join me?” The villager said yes, and he asked if carrots were good in stone soup. “Sure,” said the traveler. The villager went home and returned with carrots from his garden to add to the boiling water.

Soon, another curious villager came by and was invited to join them. She went home and returned with some potatoes. A young boy passed by and soon joined the group, bringing his mother and dinner plates from their home.

In time, a crowd gathered with everyone offering their own favorite ingredient: mushrooms, onions, salt, black pepper, acorn, squash. Everyone wanted to be part of the creation.

Finally, the traveler removed the stone and declared, “The stone soup is ready!” And the whole community joined in a feast where there was none before.

— ADAPTED FROM A SWEDISH FOLKTALE AND FROM MARCIA BROWN’S RETELLING OF THE FABLE IN HER BOOK STONE SOUP

The Stone Soup folktale celebrates, and provides a powerful technique, for engaging and organizing resources for the common good. The pot is a wonderful metaphor for the untapped resources of community wealth that can be organized for the common good. The Stone Soup tale provides a tested recipe for leading social change by creating a public square to meet social needs: identify a need (hunger), and provide a structured way for people to participate in meeting that need (filling the pot), an initial resource (the water), a sense of excitement (the stone), and then add your own leadership. Stone Soup reminds us that when we know others are participating in a public endeavor, and when we ourselves are included in both the process and the outcome, we are more likely to act on our idealism, generosity, sense of adventure, and the universal desire for a sense of community and connectedness. Stone Soup also celebrates the power of human resilience and ingenuity – the ability to change one’s circumstances, even upon the heels of rejection, by bringing out the best instincts of people, rather than appealing to, or condemning them for, their worst.

THE TRAVELER

There was once an elderly and wise gentleman who lived in a village. He would often spend his days sitting in the shade of a big tree in the center of the village, reading books and talking to passersby. One day, a traveler came upon his village and stopped and said, “Old man, I have been traveling across the countryside, and I have seen many things and met many people. Can you tell me what kind of people I will find in your village?”

The elderly gentleman looked up at him and replied, “Certainly I can, but first tell me what kind of people you have found on your travels.”

The traveler scowled and said, “Old man, I have met people who cheat, steal, and aren’t kind to strangers, and people who don’t look out for one another.”

The elderly gentleman looked up and, with a faint look of sadness in his eyes, said, “Oh my friend, those are the people you will find in my village.” The traveler kicked the dirt under his feet, scoffed, and marched off towards the village.

By and by, as the elderly gentleman continued to enjoy his day, another traveler came walking through the village. Once again, the traveler stopped and asked, “Please kind sir, I have been traveling across the countryside, and I have seen many things and met many people. Can you tell me what kind of people I will find in your village?”

The elderly gentleman said, “Certainly I can, but first tell me what kind of people you have found in your travels.”

The traveler replied, “I have found people who are kind and welcoming of strangers, people who care for one another, and people who love. These are the people I have met in my travels.”

The elderly gentleman looked up and, with the faintest smile in his eyes, said, “My friend, those are the people you will find in my village.”

— WEST AFRICAN FOLK TALE

Social change is an adventure, a journey, and we meet many people along the way. We are all Travelers. Attitude colors every experience – it is the lens through which we see the world. If we expect the best from people, we will tend to find the best in people. Similarly, we must not allow negative experiences to taint future expectations, especially in relation to people we have never met. A positive attitude toward the next adventure in social change and toward the people we encounter along the way is essential to success.
**UBUNTU**

Umuntu ngumuntu ngamantu.

I am a person through other people. My humanity is tied to yours. — ZULU PROVERB

“Ubuntu” (oo-buun-tu) is a shortened version of a Zulu proverb, “Umuntu ngumuntu ngamantu,” which means: “I am a person through other people. My humanity is tied to yours.” The spiritual foundation of South African society, Ubuntu involves a belief in a universal bond of sharing and respect that connects all of humanity. Ubuntu is a concept formally recognized by the 1996 South African Governmental White Paper on Welfare as, “The principle of caring for each other’s well-being...and a spirit of mutual support...Each individual’s humanity is ideally expressed through his or her relationship with others and theirs in turn through recognition of the individual’s humanity. Ubuntu means that people are people through other people. It also acknowledges both the rights and the responsibilities of every citizen in promoting individual and societal well-being.”

Ubuntu also conveys the idea that a person cannot be complete if others do not enjoy full humanity. The spirit of Ubuntu resonates so strongly that if one group within society is denied its humanity, then no individual in that society can fully realize his or her own humanity. The urgency to change this injustice becomes paramount.

We can put the spirit of Ubuntu – respect, human dignity, compassion, and community – to work in our daily lives through our interactions with others, from greeting others as we pass them in hallways or on the street, to ensuring that all segments of society are included in social welfare policies so that each person has the means to lead a life of dignity. Ubuntu has the power to help us build an inclusive, respectful, and vibrant community, nation and world.

**UP THE RIVER**

There once were two villages built on the banks of a wide river. Over the years, the villages grew in size and became known as Upriver village and Downriver village.

One day, the people of Downriver village saw a man from Upriver village drifting down the river, calling out for help. Quickly, two of them jumped in and saved him. The next day, three more people from Upriver came floating by, and the Downriverites again dove in and saved the three floundering people. These incidents began to occur every day.

Finally, enterprising members of Downriver village organized a rescue service. The rescued Upriverites were always happy to pay the Downriverites for their efforts. Soon, the rescue service became a thriving industry in the village.

One afternoon, a young boy whose family was new in Downriver asked a question no one in town had wanted to raise: “How come people from Upriver are always falling in the river and almost drowning?” He asked one of the Upriverites, who had just been saved by the Downriver people.

“Our town is built along a cliff,” the Upriverite answered, “and whenever it rains, lots of people slip into the river. Only a few children and none of the adults in town know how to swim, but we are grateful for the way people in this village save us.”

The boy went to a town leader. “Why don’t we help the people of Upriver build a fence along their cliff so they don’t fall in?” he asked.

The leader told the boy to be quiet and not to worry. “We know how to rescue people, but we aren’t expert fence-builders. What happens if we don’t do a good job building the fence and someone falls through it? We would be responsible. This system works, everyone is happy with it and no one is drowning. It is better to leave well enough alone.”

So the boy went to a worker at the Downriver Village Rescue Service. “Why don’t we teach the people in the village of Upriver how to swim?” he asked.

The worker shook his head. “That’s not our job. Our job is to rescue people from the water. Our people are trained to rescue people, not teach people how to swim. What if we don’t teach them properly – someone might drown and there will be no one to rescue them.”

The boy felt a bit discouraged. He thought his plans had been good, but there were no adults who would listen to his ideas. He sat down on the riverbank and put his head in his hand, staring into the current. Then a voice asked, “Why do you look so sad?”

A girl from Upriver village stood nearby. The boy explained that he was sad because people kept falling in the river, but no one in his town would do anything to solve the problem. The girl listened carefully, and then said, “Well, I’m a good swimmer and I’ve seen you swimming in the river. Why don’t we start some swimming lessons, ourselves?” At this, the boy grew excited. He ran around Downriver village, collecting all his friends, and the girl went to Upriver village and brought together her friends. They began to teach their friends how to swim.

Soon, the children of Upriver and Downriver were excitedly telling their parents about the swimming lessons they had started. More and more children joined in each day, and one day, some adults came by and they joined in the lessons, as well. Soon, many of the people falling into the river could swim to safety, but the boy and girl felt that as long as people were falling into the river, there was more work to be done.

So the children went up the river and asked their friends and families to come and help build a fence along the edge of the cliff. They built a strong fence that stood as a barrier between the village and the river.

From that day forward, very few people fell in the river, and those who did almost all knew how to swim.

— AUTHOR UNKNOWN, ADAPTED FROM A RETELLING BY ERIE CHAPMAN
Direct response to crisis and need is an essential task and an urgent human responsibility, as it changes and even saves lives. But “down river” interventions require a significant commitment of resources, often create new problems to solve, and do not reach, much less cure, root causes of problems and conditions. It is important, therefore, to go “up the river” – to think critically and systemically about the problems we encounter, and to focus on prevention and root causes, even as we meet the challenges of the day.

We must be prepared to face challenges to new ideas and creative problem-solving, as existing systems are resistant to change. People are often so embedded in the current systems in which they work that it is difficult for them to accept creative thinking or a systemic approach, particularly when it comes from young people. Nevertheless, critical thinking is essential to the work of social change. Systemic solutions may be difficult to identify and harder still to implement – and it may take time to see the results we seek – but they are the only way to enact true and lasting change.

WATER
The supreme good is like water,
which nourishes all things without trying to.
It is content with the low places that people disdain.
Thus it is like the Tao.
In dwelling, live close to the ground.
In thinking, keep to the simple.
In conflict, be fair and generous.
In governing, don’t try to control.
In work, do what you enjoy.
In family life, be completely present
When you are content to be simply yourself
and don’t compare or compete,
everybody will respect you.

— FROM THE TAO TE CHING BY LAO TZU, AS TRANSLATED BY STEPHEN MITCHELL

Water is a powerful metaphor for social change, seeking the lowest level and therefore touching and connecting all things, flowing around what it cannot move, making good things grow, acting as a solvent on things that are stuck, and putting out fire – such as the anger that can too easily consume change agents and the causes they are passionate about. Water is also the ideal metaphor for an idea coined by Robert Greenleaf, the “servant leader,” who leads through service, example, and assistance rather than through power and authority.

Lao Tzu, a Chinese philosopher (circa 600 B.C.) has provided us with a metaphor – and a blueprint to improve the world and live as a servant leader: Simplicity. Fairness. Generosity. Flexibility. Presence. And above all: equanimity – an unshakeable sense of security in one’s self. When we have mastered these skills, breaking down social barriers, building community and effecting meaningful change will follow.
PUTTING IDEALISM TO WORK

Tips and Techniques for Getting Things Done

Lead On!

Digging Deeper

From Your Comfort Zone to . . .

Teamwork
PUTTING IDEALISM TO WORK

TIPS AND TECHNIQUES FOR GETTING THINGS DONE

1 Challenge Cynicism – Wherever You Find It.

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

2 “Every Battle Is Won or Lost Before It Is Fought.”

This 2,500-year-old insight from the Chinese strategist Sun Tzu (pronounced “Sun Soo”) is the most important rule of implementation for idealism. All of City Year needs to be built on it. It means that setting clear and correct goals, and preparing an effective plan to meet those goals, are the critical elements to success. Almost any glitch or failure can be traced directly to poor planning or preparation. Another way of saying this rule: “For better or worse, you always get the result you planned (or failed to plan) for.” There are three steps to winning battles before they are fought. First, visualize a final result – a great service project, an outstanding event, a successful fundraising activity; second, think backwards step by step from that imagined great result, until you understand all the steps and every single detail it will take to succeed – including contingencies for what could go wrong – like “what do we do if it rains?”; and third, only then begin to implement each step forward.

3 Always Begin Each New Task With the Same Question: “What Are Our Goals?”

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

4 Develop a “Core Theory” for What You Are Doing, and Narrate It Through Every Aspect of Your Task.

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

5 “Multiply” the Power of Everything!

The dictionary defines “multiply” as increasing in number, spreading in effect or using in several ways. “Multiplying” is a powerful tool for social change. Almost everything we do at City Year can and should be multiplied so that its effect produces more inspiration, more service, more idealism, more civic engagement and more resources for the common good. The key to multiplying everything is to always ensure that you are doing many things at once. For example, the morning calisthenics of the corps – “PT” – is a powerful multiplier: the corps energizes and gains focus for the day ahead, while building a sense of community, while inspiring passersby, while sending a daily message that young people are a powerful, positive community resource. We must never seek to be the entire flame – just the biggest spark we can be. How can we do this?

Never serve alone – if your task is to build a garden recruit a neighborhood’s children, parents and civic and business leaders to join us! Service is power and inspiration and commitment – constantly give it away! Invite local businesses to contribute and participate in your carnival; give an article written on your service project to your sponsor; hand the Daily Briefing and the corps member application to visitors to increase their knowledge and understanding of City Year’s work; ask one of the children you are working with to speak at your team’s presentation – it will not only provide that child with a powerful leadership development opportunity but it will also make for a more creative and effective presentation. Most of all, when planning anything at City Year, always stop and say: “How can this be multiplied so that we are engaging more people and resources to make the largest possible positive impact?”

6 “Advance” Everything.

To “advance” something is to prepare every aspect of an event or activity in advance, including physically going to the site where the event or activity will take place. Excellent “advance work” is the absolute hallmark of the best political campaigns, entertainment and corporate events. City Year’s techniques for “advance” are a set of critical leadership skills which everyone – corps and staff – should master. Since “every battle is won or lost before it’s fought,” without excellent advance, there is a good chance we have already lost.
7 “Delight” People – Exceed Expectations!
In the business world the old standard was customer “satisfaction.” But in today’s
demanding world who wants to be just “satisfied”? No one! Today, people need to be
“delighted” – just look at what happened to the American car industry in the ’70’s when
Japanese cars were delighting Americans and American cars were not.

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

In everything we do, plan and implement, make sure that it passes the “delight” test –
exceeding everyone’s expectations!

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

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

10 Success Means Being Deliberate, Programmatic and Accountable.
This is the best recipe for success when implementing anything at City Year. Only by
being deliberate, programmatic and accountable can City Year, or any organization
or person, achieve anything important. To be “deliberate” means to do things with a
purpose and on purpose. To be “programmatic” means to have an effective and creative,
step-by-step plan for achieving a specific result. To be “accountable” means to establish
a set of timely and effective consequences to ensure that those results are really achieved.
Almost any success or failure at City Year can be traced directly to how deliberate,
16 Before a Decision, Maximum Input. After a Decision, Maximum Unity.
This is the only way to get things done.

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

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

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

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

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

20 Found It Right!
“We had a fundamental belief,” says Apple Computer founder Stephen Jobs, “that doing it right the first time was going to be easier than having to go back and fix it. And I cannot say strongly enough that the repercussions of that attitude are staggering. They’re just staggering.” Whenever you are founding something new at City Year, think it through, take the time – and do it right the first time. Remember that the tiniest of seeds can grow into a great tree with many limbs – but those limbs have to be present in the initial seed. You cannot attach a limb onto a fully grown tree. For example, when City Year began it was vital that the first 50 corps members represented a true cross-section of young adults and that each of just five teams had a private sector sponsor. Today, the corps unites more than 1,950 young adults across all lines of geography, income, race, ethnicity and education.

21 Don’t Separate the Process From the Result.
For example, if you are designing a workshop on how to empower corps members, corps members need to be involved in the design and implementation of it.

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

23 Think Big – But Implement Extremely Well Day to Day.
City Year’s mission is extremely large (change the world!) and extremely small (today’s service project). Only if we do the small mission well will the big mission follow.

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

25 Take Dramatic Action! Get Skit-Ish!
The most effective form of communication at City Year is the skit. Skits are the best method of communicating in a diverse environment. The very process of having to create a skit forces a group to think clearly about the information being presented and how to effectively present that information to a specific audience. The best skits are informative, creative and a little bit silly. Perform skits internally and externally. (Chapter 9, POWER TOOLS, contains guidance on developing skits.)

26 If It Is Not in the Daily Briefing, It Doesn’t Exist.
The Daily Briefing is our strongest communication tool. It literally can keep us all on the
same page. It should inform, inspire and engage – both internally and externally. Read it, contribute to it, share it.

27 Set Ambitious But Achievable and Realistic Goals – and Meet or Exceed Every Single One.

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

28 Build Every Relationship With “CIA” – Communication, Involvement and Appreciation.

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

29 One Person Manages Each Relationship.

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

30 Everything Takes Longer Than You Think – Plan for It.

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

31 Use the Honda Recipe for Excellence.

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

32 Inject Creativity Into Everything.

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

33 Everything Feels Like a Failure in the Middle – Keep Going!

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

34 Always Look Beyond the Obvious Next Step.

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

35 Manage by Information.

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

36 Learn How to Get Diverse Input for Designs and Decisions.

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

37 Deploy for Inclusivity.

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

38 Always Debrief – Look for the “Unexpected” Success or Failure.

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

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

No One Tends to Appreciate Anything They Get for Free.

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

Give the Innovative Project Its Own Space.

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

Find a Sponsor for Everything!

Everything at City Year should have its own sponsor – like the “Timberland” uniform. Finding a sponsor for each initiative at City Year not only maximizes City Year’s limited resources, but it also ensures long-term sustainability for national service and multiplies the power of our work. Seek a sponsor for what you are working on – spring camps, the Daily Briefing, the yearbook, etc. – and engage that sponsor in our work. By building a direct link between a private sector sponsor and the service work, we share idealism, engage more people in service and build a stronger democracy. Before spending any funds, operate by the NIKADS principle (from City Year Columbia) – Need it? In kind? At a Discount? Shop around.

Make the Complex Simple.

Simplifying things is hard work – but it’s essential. Apple Computer Founder Stephen Jobs reminds us that “simplicity is the ultimate sophistication.” At first, the solutions to most problems seem very simple. But the more we understand the problem, the more complicated everything becomes and soon we are coming up with “all these convoluted solutions.” “That’s sort of the middle,” Jobs observes, “and that’s where most people stop. But the really great person will keep on going and find the key, the underlying principle of the problem – and come up with an elegant, really beautiful solution that’s simple and works.” Whenever you are implementing or programming anything at City Year go back over the final result. If it’s too “convoluted” keep working until you make a breakthrough to real simplicity.

Remember, Everyone Always Needs to Be Prepped.

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

Train Your Replacement Seamlessly – and Document Everything!

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

Be a Clock Builder, Not Just a Time-Teller.

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

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

“Center It!”

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

48 Work Calmly, But With a Sense Of Urgency. You Can Change a Mind, an Organization or a Life – Today, Right Now.
It is amazing how much one can accomplish in a day with a calm sense of urgency – and how little one can accomplish in a month without it.

49 Don’t Forget to Have Fun!
A little bit of fun builds community and makes the group more productive over the long run. When your plans are almost done, go back over them and do a “fun” check – especially for retreats and long meetings. If there is no fun time there, go back and put some in.

LEAD ON!

50 We Must Never Lose the Human Aspect of What We Are Doing.
It is always important to keep this in mind as we get busy with all the “important” things we have to do.

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

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

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

54 Build the Site. Build the Organization. Build National Service.
These are the three goals we constantly strive to reach in all that we do at City Year.

55 Put the Needs of the Organization as a Whole Above the Needs of Your Corner of the Organization.
The needs of City Year as a whole always take precedence over the needs of a single team, department or individual (unless that individual is in crisis).

56 No One You Are Leading Should Be Upset with Anyone Leading You, or with the Organization.
When you are leading others it is your responsibility to be accountable to the organization for the people you are leading. You are responsible for their understanding, attitude and behavior. They should not be confused, upset or misinformed – especially with someone who is leading you. If they are, you are probably blaming others (either overtly or subtly) and not accepting full responsibility and accountability for your role.

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

58 When Leading, Set the Vision, Delegate the Tasks and Then Hold People Accountable – Really Accountable.
Nothing is more important than accountability. When we fail to hold people accountable we not only let down the organization (and everyone who serves in it and supports it), but also the person who we fail to hold accountable.

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

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

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

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

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

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

65 Sometimes We All Need to Allow Ourselves to Be Led Through the Darkness.
Part of being a strong leader is also learning to be a strong follower.

66 Do Three "Squishy" Things a Day.
You know you are truly leading when you do at least three things a day that make you a little bit uncomfortable.

67 Rotate Leadership.
Give opportunities for people you are leading to lead the group. It’s the best way to train new leaders.

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

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

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

71 Share Your Thinking Process with Others.
If people know how you got to a conclusion, they will have more confidence in following you there.

72 The Highest Form of Leadership at City Year Is that of the "Servant Leader."
This means working with and supporting other people – doing and modeling, rather than pointing and ordering.

73 Maintain a "Creative Distance" Between Yourself and the People You Are Leading.
If you become too close to people you are leading you tend to lose your effectiveness.
74 Train Someone Else – Especially a Corps Member – to Do It.
Always ask: “Is what I’m doing a task that someone I am leading could perform with the proper training and guidance?” If so, stop doing it, and start training and guiding.

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

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

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

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

79 It’s Never What We Say, It’s Always What We Do.
This is how leaders are judged.

80 Don’t Confuse “Empowerment” with “Anarchy.”
Structure is the heart of real empowerment. Provide people you are leading with the structure and skills they need to meet their potential. As Professor Rosabeth Moss Kanter puts it: “Structure is liberating.”

81 Seek to Be a Coach Rather than a Parent.
It’s often more effective.

82 Develop the Judgment to Know When to Set Aside Usual Policies for a Higher Goal.
Sometimes it’s important to set aside business as usual.

83 Give Immediate Feedback (Whenever Possible).
Timely, balanced feedback (both positive and negative) is critical for growth.

84 Find and Use “Teachable Moments.”
Constantly share what you’re learning with those who you are leading.

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

86 View Every Crisis, Need or Challenge as an Opportunity to Move Forward or Get Someone Involved.
The Chinese word for “crisis” combines danger and opportunity. At points of crisis there is often a unique opportunity to make positive breakthroughs. Look for them and pursue them.

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

88 “Power Tools” are City Year’s “Interface” for Idealism – the Basic Building Blocks of City Year.
For idealism to thrive, it must be supported by an entirely new kind of organizational culture – one that is as accessible and as inclusive as possible. “Power-Tools” are named structures that make idealistic activity and teamwork easier and more productive, for example, NO-STU-ESO (a facilitation technique, “No one speaks twice until everyone speaks once.”) If you want to communicate an important idea, it is often best to create a
structure that embodies that idea. Then name it, and train specifically on the structure or technique, including the reasons behind the structure. The City Year name for this technique is “NiPITiSi” (Nee-pee-tee-see): “Name it, perfect it, train it, and spread it.” Create new power tools all the time! See Chapter 9.

89 Take Reasonable Risks That Seem to Be in Line with City Year Ways of Putting Idealism to Work.

DIGGING DEEPER

90 Constantly Put Yourself in Other People's Shoes – "Moccasins" Everything. The essence of City Year is found in the Native American prayer, “Great Spirit, grant that I will not criticize my brother or sister until I have walked a mile in his or her moccasins.” What would the world be like if everyone truly walked in each other’s moccasins? It would be a truly “aware” world of justice and peace. The practice of identifying with someone else is a powerful tool for social change – and it is a key element of good leadership.

When planning anything, first conduct a “moccasins” exercise – challenge yourself to be in tune with the unique people and environment you are working in.

91 City Year is Dedicated to Helping Build the “Beloved Community” Dr. Martin Luther King, Jr. Spoke of. Building the beloved community is a journey that never really ends.

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

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

94 Everything at City Year Begins with the Question: What is Citizenship? Citizenship is City Year’s “core value,” and the proposition that voluntary national service reinvigorates citizenship is City Year’s “core theory.”

95 City Year is Dedicated to Developing the Concept of Public Service Entrepreneurship. We are all engaged in “entrepreneurship” – the art of putting existing resources to better, more productive uses. The main resource City Year puts to higher utility is youth.

96 Civic Engagement, Not Traditional Politics, Is City Year’s Vehicle for Change. The distinction between traditional politics and civic engagement is a critical one to City Year. City Year is both non-partisan and pre-political. We neither march nor petition. City Year is an intensive, civic experience, an immersion in service and leadership for corps, staff and others. Community service is a unique and special meeting place for diverse people and institutions to come together to find common ground and purpose. Community service is not presented as a “replacement” for politics. Rather, community service is a new meeting ground that can help improve politics by building a more engaged, knowledgeable, inter-connected, and idealistic citizenry and society. Mahatma Gandhi said that there were three keys to building a democracy – “the ballot,” “the jail” (by which he meant civil disobedience), and “the spade,” by which he meant the willingness of citizens to do the daily service work that it takes to create a democratic society. Without the spade the ballot becomes meaningless and the jail (being willing to give up your own personal liberty for something you believe in strongly) becomes impossible. City Year is about giving young adults the chance to experience and develop the spade work necessary for a democratic society. It is not about the ballot or the jail.

97 There Should Be No City Year “Client.” City Year seeks to be a catalyst – a mechanism to engage an ever widening circle of people and institutions in positive change through idealistic action. While we may never totally reach this ideal, City Year does not seek to make a “client” of anyone. As Jane Addams, founder of the settlement house movement, writes: “You cannot go into a man's house with a stern resolution to be a friend to him. The delicate flower of friendship does not grow that way. But you can become identified with the interests of the neighborhood of which he is part. You find yourself working shoulder to shoulder with the man who lives next door – friendship springs most naturally in comradeship and identity of interests.” At the center of all the idealistic change at City Year are the City Year corps members, who are the “rocket fuel” for the whole enterprise.

98 All People – Especially Young People – Need the Same Eight Things. Meaning, adventure, community, power, respect, structure, challenge and opportunity.

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

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

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

102 Try To Put into Practice the Iroquois Principle that, “With Each Decision, Consider Its Effect on the Next Seven Generations.”

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

103 Send Out “Tiny Ripples of Hope.”

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

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

104 City Year is Built by Witnesses and Champions.

A witness is someone who has seen or been affected by the work we do, such as a corps member’s mother or father, a service partner, or even someone riding public transportation or strolling by PT. A champion is someone who acts on City Year’s behalf to inspire others to act on their beliefs, who in turn inspire others.

105 Courtesy Is a Powerful Skill for Social Change.

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

106 The Corps and Staff Together Make Up a Single City Year Workforce for Idealism.

We are all in service – both corps and staff.

107 We Are All Fundraisers.

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

108 We Are All Communicators – and Communication Is a Huge Part of Service.

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

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

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

109 Take What’s Best – and Leave the Rest.

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

110 Appeal to the Best in People and Institutions.

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

111 City Year Is a Values-Based Organization – and that’s “Good.”

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

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

First, committed people of all backgrounds are realizing that it is impossible to live and work without values – in fact, without widely-held shared values, our society will come apart. In particular, if we do not deliberately provide our young people with powerful, positive values, they will often receive powerful negative values by default.
Second, there really are many widely-held shared values at City Year. Many of the greatest values at work at City Year are stories and ideals of great wisdom that often express in powerful ways widely held, shared values that speak powerfully across many cultures and communities. For example, the founding ideal of City Year is captured best by the Native American prayer: “Great Spirit! Grant that I will not criticize my brother or sister until I have walked a mile in his or her moccasins.” This ideal is expressed many ways in many cultures. For example, “Love your neighbor as yourself” (Christianity) and “Hurt not others in ways that you would find hurtful” (Buddhism). This is a very powerful human value that says all true moral action begins with a profound “awareness” of others. What would the world be like if no one judged anyone until they truly experienced the other’s circumstance? It would be a world free of war, want and hate. The key to real social change is to “operationalize” such powerful values.

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

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

113 City Year Takes a Holistic Approach to Change.
As the African Proverb says, “It takes a whole village to raise a child.”

FROM YOUR COMFORT ZONE TO . . .

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

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

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

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

118 Learn When to Ask for Help, Advice and Resources.
This is the hallmark of those who have succeeded most independently in the organization.

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

120 Show a Little “G” and “I.”
Gumption and Initiative.

121 Use Every Experience as a Learning Experience.
Both positive and negative experiences.

122 Seek to Be Both an Outstanding Leader and an Outstanding Follower.
City Year needs both. Learn to move easily between leadership and followership modes.

123 Struggle to Maintain an Open Heart and an Open Mind.
Perhaps nothing is more important for growth and success. Gandhi said, “you must be the change you wish to see in the world.”
Everyone Needs to Do Things That Are Not in the Job Description.
For example: moving things upstairs, answering phones, moving things back downstairs, helping out on a organization-wide event, putting out a mailing, or inspiring a visitor.

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

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

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

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

Commit Totally to Building City Year While You Are Here.
You can make a major difference that has long term results.

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

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

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

TEAMWORK
Share “Ripples” Constantly – They Increase the Joy.
If someone is having a bad day, a “ripple” can bring that person up and give perspective. You may be holding onto someone else’s inspiration! If you have a great ripple, share it!

A Positive, “Can-Do” Attitude Is the First Qualification for Being a Part Of City Year.
This must be true for both corps and staff. Inspiring others and maintaining an environment in which idealism can flourish depends on all of us maintaining positive attitudes. This does not mean always being “rah rah.” But it does mean that we must all remain positive, constructive and inspired, even when being critical.

Few Things Are as Important as Being on Time and in a Good Mood.
Think of how much time, energy and resources gets wasted otherwise.

When Criticizing Individuals or the Organization, Always Speak Personally and Specifically.
In other words, speak for yourself, not others or a group. Use “I” statements and give specifics, rather than general, vague criticism.

Good Ideas Tend to Be Resilient and Will Eventually Be Implemented.
Try not to become frustrated if your ideas are not implemented right away. The organization simply cannot absorb or implement every good idea immediately. But definitely talk up your ideas and insights – at some key moment you or someone else may be in a position to implement it.
City Year Thrives on Trust and Joy.

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

Avoid the “It-doesn’t-Apply-To-Me” Mode.

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

Take Personal Responsibility for Your Own Well-Being.

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

Don’t Let Anyone Else’s Negativity Bring You Down.

Rise above cynicism and negativity.

Our Work at City Year is Made Possible Entirely Through Goodwill.

It gives us all a huge responsibility.

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 at city year is to pour cold water on someone else’s idealism, passion, and enthusiasm. As an organization we cannot tolerate it and stay true to our ideals.

Grow Ideas.

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

Learn to Appreciate Receiving Feedback as a Means for Personal and Professional Growth.

Receiving critical feedback can be a powerful gift.

When ever the Organization Is Implementing Anything new, or Something Affects the Entire Organization, City Year’s Leadership Will Lead Forcefully.

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

Turn Your Insights Into Action, Not Anger.

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

There is Always Room for Specific, Professional Criticism, But Not Constant In-House Criticism.

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

Be Careful to Avoid Becoming Isolated Within the Organization.

Everyone needs to be part of a team. Speak up if you are feeling isolated.

Loyalty Is Essential – Both Inside and Out.

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

Always Give Others the Benefit of the Doubt.

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

Avoid Using Information as a Weapon.

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

Honesty Will Set Us Free.

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

When City Year Speaks, It Should Speak with One Voice.

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

“Back-Channeling” Tears at the Cohesion of the Organization.

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

156 Take Care That Personal Agendas Do Not Impede Your Ability to Learn, Grow and Contribute.
We all have special concerns, insights and sensitivities that we carry with us seven days a week, 24 hours a day. These concerns, insights and sensitivities are very important. However, we all must be very careful not to let them harden into an overriding personal agenda that prevents us from having the flexibility to learn and grow, receive new information, examine new ways of thinking – or most importantly – get our work done and meet our commitments.

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

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

159 This Is Hard.
Be strong.

160 Seek to Have a Hard Head and a Soft Heart.
Having a hard head means being mentally tough, courageous, disciplined, and perseverant in the face of obstacles. All great endeavors and all social change require people with hard heads. As Robert F. Kennedy said to a group of young South Africans, “The world demands the qualities of youth—not a time of life, but a state of mind, a temper of the will, quality of the imagination, the predominance of courage over timidity, and the appetite for adventure over the love of ease.”

At the same time, a hard head is best accompanied by a soft heart, by compassion, empathy, and understanding. A soft heart means being emotionally available and supportive to those in need. All social change also depends on people with soft hearts. Both qualities require the other. A hard head without a soft heart can lead to cruelty or a survival of the fittest mentality. A soft heart without a heard head can be overindulgent, condescending, and even patronizing.

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

162 Get Your “Daily Starfish”.
Like the little girl on the beach, seek to make a difference in a specific and measurable way each day—and circle up at day’s end to share and document your “Daily Starfish.”

163 Frame Everything As You Go.
Today’s photo, article or award is tomorrow’s inspirational treasure. Systematically framing the organization’s history builds both pride and perspective – two important ingredients to continued achievement and success. Colorful and meaningful displays provide real inspiration to visitors and new recruits. A good habit to get into is to frame everything right away—the very next day. Even a short delay can mean a permanent delay.

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

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

166 Always Thank People – Right Away!
Always thank people for their contributions to your project, service activity or event. Remember: Expressions of thanks are like pancakes, they need to be served right away. The quicker the thanks, the stronger the delight of the receiver. It is surprising how
We live in an age in which leadership is constantly knocked down, criticized, and deconstructed, and mistrusted. It's no wonder that many people are reluctant to take on leadership, particularly in the political arena. If we want to have great leadership, we need to learn to embrace great leadership, an increasingly rare occurrence these days. This requires the willingness to trust, to follow, and to believe in our leaders, and when necessary, to support them even as their shortcomings and faults become apparent. This doesn't mean that we don't challenge and provide feedback to our leaders, but we do it from a place of respect and support.

167 If There Is No Goal, There Can Be No Success.
It is almost shocking how powerful this simple rule of thumb is. For every activity, set a clear, written, and measurable (or at least observable) goal, and constantly measure your progress against that goal. Without a clear, written goal, your project is adrift – and as some one once said: “if we are not careful we will end up where we are heading.”

168 If You Want to Communicate Powerfully, Tell a Story.
A major part of our mission is to inspire others to civic action. All great leaders communicated their ideas best by telling a story – think how many Bible stories you can remember.

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

169 Always Be Prepared to Answer One Question: Why Do You Think You Are Making a Difference?
You never know when you’ll be asked how you know you’re making a difference. If you can’t readily provide an answer, then cynicism may get the best of the person asking and they may assume the worst. They may assume that you can’t provide an answer because you actually aren’t making a difference. Instead, if you were prepared, you could totally delight and inspire the person and give them faith that change is possible and that committed people are out there making a difference.

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

171 Encourage Your Leaders.
We live in an age in which leadership is constantly knocked down, criticized,
“Please” and “Thank You” — Three Words That Can Take You Anywhere.

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

Become Your Message.

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

Remember That Anyone Can Discover Ways Of Putting Idealism to Work.

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

Make It Better.

“In the business world, ‘good enough’ rarely is,” stated CEO and President Jeffrey Swartz in The Timberland Company’s 2005 Corporate Social Responsibility Report.

Both a promise and a challenge, Timberland’s slogan, “Make it Better,” reflects upon past progress and commits to even greater excellence in the important work ahead.

The same holds true for our work at City Year. Each year our workforce is renewed as a new class of corps members pledges to “make it better” in schools and neighborhoods. Organizational tools and institutional knowledge must therefore be passed on from year to year, so that our work can have a greater impact, reach more children, and transform more communities.

For example, documenting your team’s service in a legacy binder or updating your folder on the network ensures that next year’s team can keep up good practices or eliminate bad ones instead of reinventing the wheel. With each act, word, leadership opportunity and community engagement—pause and reflect, “what can I contribute to ensure greater excellence and impact?”

Don’t Be Afraid to Evolve Your Thinking.

British economist John Maynard Keynes put it best, when a colleague criticized him for holding different views on economic policy before and after the Great Depression, “When the facts change I change my mind. What do you do?”
CALENDAR: 2013-2014 EVENTS

SAILing City Year
Events
Calendar
Multi-site organizations face the challenge of effectively implementing high-quality practices across their organizations and transferring innovations from one site to many. City Year is no exception.

In 1988, City Year began as a single site in Boston and has since grown to 25 locations across the U.S., with international affiliates in Johannesburg, South Africa and London & Birmingham, England. This remarkable growth has resulted in millions of hours served and thousands of lives positively affected. As the organization grows, it also seeks to further standardize the civic leadership curriculum for corps members, the service impacts of tutoring and mentoring, the titles and roles of our staff and the ways we raise the resources needed to sustain City Year.

A higher degree of standardization gives City Year greater opportunities to improve, capture and distribute innovations from one site to another, provide effective training and career paths for corps and staff and make it possible for City Year programs to grow and replicate with relative ease.

As Michael Brown, City Year CEO and Co-Founder said, “The more City Year operates as one organization, the more powerful it is.” Time and again, it is has been shown that the whole is greater than the sum of its parts at City Year, and by integrating our work, we can be more powerful and have more impact.

Building on this success, Michael Brown presented the SAIL principle to the organization in 2003 at Summer Academy:

- **Standardize** > Do things the same way
- **Align** > Do things at the same time
- **Integrate** > Do things in an interconnected way
- **Leverage** > Do things to multiply impact

In 2005-2006, we SAILed the City Year calendar in the United States, and City Year was able to share impressive cumulative information about the hours, children and communities served across the country. (The international affiliates are not on the same City Year schedule as they are aligned with local academic calendars.)

As we have grown so has our need for flexibility. Due to school calendar schedules around the country all of our events may not be celebrated on the same day but within a specified time frame that allows for sites to leverage events but allows help us to share resources as an organization.

**Events**

At City Year, events give structure to our year, providing opportunities to inspire and educate participants. Together with corporate champions, service partners, neighborhood residents, friends and family, we celebrate service and active citizenship and encourage entire communities to join us in service.

These descriptions of major City Year events, in order of occurrence, are followed by a monthly calendar for the service year.

**Summer Academy**

In 1994, City Year staff nearly tripled in size when the organization grew from two to six sites. To share City Year’s unique values, culture and best practices throughout the fast-growing network, Summer Academy was launched as an internal training institute.

For one week each summer, City Year staff and senior corps from across the country come together to accomplish four major objectives:

- Powerfully launch the new fiscal year and prepare the organization to achieve Highest Priority Goals (HPGs) and Impact Operating Goals (IOGs);
- Deepen our understanding of City Year’s mission, vision, goals and culture;
- Build the confidence and skills of staff and senior corps members to help them succeed; and
- Provide the opportunity for staff and senior corps to build a network of resources and connect as one organization.

**Basic Training Academy (BTA)**

Held at the beginning of the program year, Basic Training Academy is a month-long initiative to familiarize corps members with City Year. Corps members learn about the history and culture of the organization and go through workshops covering numerous topics including diversity and civics to prepare them for their service year. Corps members will also gain the knowledge and skills to be literacy practitioners. During this time, corps members also attend a Basic Training Retreat (BTR), where they experience an intensive period of engagement and reflection about their upcoming service year.

**The City Year Jacket Ceremony**

The City Year Jacket Ceremony happens during BTA, at which the signature piece of the City Year uniform, the City Year bomber jacket, is given to a corps member to symbolize their readiness for the service year ahead.

**Opening Day**

Modeled after Major League Baseball’s first day of the season, Opening Day is an annual City Year tradition dating back to the organization’s 1988 pilot program in Boston.

On Opening Day, City Year corps members take the City Year Pledge in front of friends, family, corporate executives, service leaders, and civic officials as part of school based pep rallies that help to excite and engage the community around our work in schools.
AmeriCorps Opening Day
All corps members also take the AmeriCorps pledge, and many participate in AmeriCorps Opening Day. Hosted by each state commission, the day unites AmeriCorps programs in your region and allows you to network with members of other national service programs.

Make a Difference Day
Make A Difference Day, an annual event that takes place on the fourth Saturday in October, is a celebration of neighbors helping neighbors.

Advanced Training Academy (ATA)
At the halfway point of the service year, corps members attend Advanced Training Academy, where they receive more rigorous leadership and best practice trainings, and prepare to finish the year with continuous improvement and purpose. ATA includes an Advanced Training Retreat (ATR), which focuses corps members on the challenges and opportunities of the second half of the program year.

Martin Luther King, Jr. “Day On” of Service
All U.S. City Year locations honor the life and work of Dr. Martin Luther King, Jr. by commemorating the civil rights movement and Dr. King’s dream of the “Beloved Community.” For City Year, Dr. King’s birthday is a “day ON, not a day off.”

In partnership with other agencies, City Year brings together hundreds of volunteer youths, parents, community members and citizens of all ages to engage in service projects, such as working with seniors, assisting in soup kitchens, painting schools, restoring parks and running educational activities for children.

Camp City Year/City Year for Kids
During public school vacation breaks, many sites organize and lead a dynamic day camp program that engages thousands of children in service learning, educational games and other fun activities. Offered during students’ winter and spring vacations, the camps create a safe, structured and positive learning environment for children while they are not in school.

Global Youth Service Day
Global Youth Service Day, which takes place over a weekend in April, is the largest service event in the world, during which millions of young people mobilize to identify and address the needs of their communities through service.

Physical Service Days
These events are unique opportunities to share the transformative experience of service, and its rewards, with others by engaging community members and volunteers to deliver transformative, inspirational and sustainable service.

Specialty Market Events and Celebrations
See Chapter 5, RELATIONSHIPS AND RESOURCES, for more information about these spring fundraising events. The corps is a major contributor to the character and success of these events, so add your site’s event to the calendar once a date has been selected.

Corps Member Graduation Day
At graduation, City Year corps members mark the completion of a successful year of service to their community, country and world, and officially become proud City Year alumni. Family members, friends, corporate sponsors and city and state officials are all invited to join the celebration. Each ceremony features a keynote speaker, diploma ceremony, gifts of appreciation and awards of distinction to corps members and champions of City Year.
### Organizational Holidays

Only the days listed as Organizational Holidays on this calendar are days off.

- **LABOR DAY** | Monday, September 2, 2013
- **COLUMBUS DAY or VETERANS DAY** | As determined by City Year location
- **THANKSGIVING BREAK** | Thursday - Friday, November 28 - 29, 2013
- **CORPS MEMBER HOLIDAY BREAK** | Monday, December 23, 2013 - Friday, January 3, 2014
- **CHRISTMAS EVE** | Tuesday, December 24, 2013
- **CHRISTMAS DAY** | Wednesday, December 25, 2013
- **PRESIDENTS’ DAY** | Monday, February 17, 2014
- **MEMORIAL DAY** | Monday, May 26, 2014

### Calendar Legend

- **P** CORPS MEMBER PAY DATE
- **🔑** PHYSICAL SERVICE DAY
- **.creation** TRAINING/CONFERENCE

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*Sites will be starting the Program Year either late July or mid-August. Basic Training Academy (BTA) Dates will vary.*

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*City Year offices will be closed on organizational holidays*
**COLUMBUS DAY – ORGANIZATIONAL HOLIDAY**

*Recommended Service day

**Individual sites will determine which holiday, Columbus Day or Veterans Day, they will recognize as a site day off

**City Year offices will be closed on organizational holidays
### December 13

| 1 | SU |
| 2 | MO |
| 3 | TU |
| 4 | WE |
| 5 | TH |

** Hanukkah Ends **

| 6 | FR  |
| 7 | SA  |
| 8 | SU  |
| 9 | MO  |
| 10 | TU |
| 11 | WE |
| 12 | TH |
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| 14 | SA |
| 15 | SU |
| 16 | MO |
| 17 | TU |
| 18 | WE |
| 19 | TH |

** Hanukkah Ends **

| 20 | FR  |

** Holiday Corps Service **

| 21 | SA  |
| 22 | SU  |
| 23 | MO  |
| 24 | TU  |
| 25 | WE  |
| 26 | TH  |
| 27 | FR  |
| 28 | SA  |
| 29 | SU  |
| 30 | MO  |
| 31 | TU  |

** Christmas Eve - Organizational Holiday **

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### January 14

| 1 | WE  |

** New Year's Day - Organizational Holiday **

| 2 | TH  |
| 3 | FR  |

** Kwanza Ends **

| 4 | SA  |
| 5 | SU  |

** Three King's Day 1/6/13 **

| 6 | MO  |

** Corps Return to Service | ATA/ATR Begins **

| 7 | TU  |
| 8 | WE  |
| 9 | TH  |
| 10 | FR |
| 11 | SA |
| 12 | SU |
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** MLK Jr. Day of Service **

| 21 | TU  |
| 22 | WE  |
| 23 | TH  |
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| 25 | SA  |
| 26 | SU  |
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* City Year offices will be closed on organizational holidays.
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| 17   | MO  | **PRESIDENTS’ DAY – ORGANIZATIONAL HOLIDAY***
| 18   | TU  |
| 19   | WE  |
| 20   | TH  |
| 21   | FR  | **ATA/ATR PERIOD ENDS**
| 22   | SA  |
| 23   | SU  |
| 24   | MO  |
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* City Year offices will be closed on organizational holidays

### March 2014

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**Notes:**
- DAYLIGHT SAVINGS BEGINS
- SPRING EQUINOX
- PRESIDENTS’ DAY – ORGANIZATIONAL HOLIDAY
- ATA/ATR PERIOD ENDS
**City Year offices will be closed on organizational holidays**
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**Notes**

- Father's Day
- Summer Solstice

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242 243
City Year is an education-focused, nonprofit organization that partners with public schools to help keep students in school and on track to graduate. In communities across the United States and through two international affiliates, this innovative public-private partnership brings together teams of young AmeriCorps members who commit to a year of full-time service in schools.

Corps members support students by focusing on attendance, behavior, and course performance through tutoring, mentoring, and after school programs.

This Book Belongs To: