For every one of me...

CELEBRATING A DECADE OF SERVICE & IDEALISM
City Year Annual Report 1999
For every one of me,
there are one thousand of me
Since 1988, City Year has demonstrated that national service works to inspire the individual, unite the community and strengthen the nation.

**HOURS SERVED ➤ 5.8 million**

**CHILDREN SERVED ➤ 380,604**

**CITY YEAR ALUMNI ➤ 3,981**

**CITIZENS ENGAGED ➤ 553,488**

**YOUNG HEROES ➤ 1,651**

**CORPORATE SPONSORS ➤ 238**

**TOTAL PRIVATE SECTOR FUNDS RAISED ➤ $83,000,000**

**NON-PROFIT PARTNERS ➤ 720**

**SERVE-A-THON VOLUNTEERS ➤ 96,734**

**COLLEGE SCHOLARSHIPS GENERATED ➤ $19,000,000**
City Year, an AmeriCorps program, is a national service organization that unites diverse young leaders, ages 17–24, for a challenging year of full-time service, leadership development and civic engagement. A model private/public partnership with lead investment by Compaq Computer Corporation and The Timberland Company, City Year is based in eleven cities nationwide and will engage 1,000 corps members in 1.5 million hours of service this year.

For their service in this challenging and diverse environment, corps members receive a weekly stipend and, at the completion of the ten-month program, earn a $4,725 AmeriCorps education award toward school or job training. Graduates of City Year demonstrate a lifelong commitment to social change and community involvement as student leaders, teachers, entrepreneurs, community activists and members of the private sector.

The Honorable John H. Chafee, 1922-1999

City Year’s 1999 annual report is dedicated to the memory of US Senator John Chafee, who, during his distinguished years as the Republican senator from Rhode Island, was a powerful voice for education, environmental protection, health care and national service. One of City Year’s most beloved champions, Senator Chafee was the recipient of the 1997 City Year Lifetime of Idealism Award.
As we reflect on City Year’s first decade, two big thoughts come to mind. First, national service works! We have witnessed - time and time again - the enormous civic power of idealistic young Americans working together for change. We are more convinced than ever that national service is a critical element to making democracy in America more active, more responsive, more thoughtful and more just.

**The second big thought that comes to mind is “thank you!”**

We are inspired by the investments that countless people and institutions have made in City Year and we especially want to thank the 238 companies that have invested in City Year teams of corps members led by The Timberland Company and Compaq Computer Corporation, our National Leadership Sponsors. Timberland is the official outfitter of the City Year national corps - providing over 20,000 uniform parts a year. Compaq has donated state of the art computer equipment to take us powerfully into the information age, and honored our alumni with the annual Compaq Leadership Awards.

We want to thank President Clinton, President Bush, Senator Ted Kennedy, and the late Senator John Chafee, who championed breakthrough national service legislation. We also want to thank Gregg Petersmeyer, Eli Segal and Harris Wofford for advancing the national service movement and their faith and confidence in City Year.

To commemorate our tenth anniversary year, special champions have stepped forward to provide City Year with the first endowment in the nation dedicated to supporting national service activities. We would like to thank Bain Capital, BankBoston, The Timberland Company, Holly Davidson, Paul & Phyllis Fireman, Sidney & Judith Swartz, who each committed $1 million to launch the endowment, for their remarkable generosity and their belief in the civic power of young people.

We are deeply grateful to three outstanding individuals, Matina Horner, Ed Cohen and Jeff Swartz, who shepherded the organization’s development as successive Chairs of City Year’s national Board of Trustees. For the past six years, Jeff Swartz’s remarkable energy, vision and commitment have powerfully charted the organization’s future.

A special thank you goes to the more than 850 people who have served on the City Year staff, board of trustees and advisory boards over the past ten years. Their talents, ideas and enormous energy have built City Year.

We especially want to say “thank you” to the City Year corps - nearly 1000 strong! - and the almost 4000 City Year alumni. You have demonstrated that, indeed, national service works. You have shown that young people in service can open minds, transform hearts, and yes, change the world.

Finally we wish to thank every single one of you who has made City Year a part of your lives, hopes and dreams. City Year exists because of the hundreds and thousands of “big citizens” who have come forward and dedicated their time, talent, energy and resources to make this dream a reality.

**Thank you!**

---

Marking a decade of service and idealism - and the celebration of this very special Tenth Anniversary Corps - is a wonderful opportunity to reflect on the power and impact of citizen service.

This is not an easy task, however. Indeed, how do you measure the idealism and perseverance of over 5,000 young men and women who have served their country as City Year corps members? How do you measure the profound impact of the skills, strategic advice and belief of corporate investors? How do you measure the expertise, training and leadership of thousands of service partners and community leaders? Impossible, almost.

But the smile of a child at a City Year camp, the shine of a newly constructed playground in a Washington, DC. neighborhood, the pride of a corps member who has just earned her GED the same week she ran a camp for hundreds of schoolchildren – these are the measures and rewards of service. There are a million moments and memories. These are but a few snapshots of a decade of service and the lives of the thousands of members of the City Year community.

But certainly, we can take some measure of our progress and the growth of impact we have enjoyed, thanks to the investment and belief of so many citizens. Service hours alone are astounding - 1.7 million this year, which brings the decade’s total to 5.8 million. That, of course, is the most essential barometer of successful growth. But there are more.

From a 50-person, $200,000 program, City Year now enlists over 1,000 corps members supported by an annual budget of $25 million. In the last year, total revenue and support grew 62%, while corporate funding grew by 76%. In fact, since 1988, over $83 million of private sector funding has enabled service and innovation coast-to-coast. And the resources go far beyond the financial: tireless volunteers offer leadership support and hands-on service in every one of our ten communities.

The Tenth Anniversary Year brought two very special accomplishments. Compaq Computer Corporation, a National Leadership Sponsor, deserves special recognition for envisioning and then leading a major technology initiative which dramatically increased our management capacity, connected the national network and brought City Year service into the 21st century. We also launched an endowment - the first ever in the history of AmeriCorps. The unprecedented support from individuals and private sector sources that initiated this fund made a down payment on the future of service and idealism.

I am just a bootmaker – a proud one – who truly stands in awe of the corps, who are dream makers. But, the accomplishments they realize and the dreams they make come true are only made possible by your generosity and support. Thank you to each and every one of you for making this decade of service and idealism surpass all of our dreams. And, it’s on to a new century.

---

**To the City Year Community**

---

Michael Brown  
President & Co-Founder

---

Alan Khazei  
CEO & Co-Founder

---

Jeff Swartz  
President & CEO  
The Timberland Company  
Chair of City Year, Inc.

---
For every one of me, there are 1,000 of me.

Developing leaders for the next generation. Serving as AmeriCorps members, Vistas, and Promise Fellows.

Transforming the world around us. Leading with the energy and the spirit of idealism.
E Pluribus Unum - out of many, one. From the founding of our great nation came the powerful belief that America's greatest strength was derived from the extraordinary mosaic of our many people.

This celebration of a unified citizenry remains deep within the American tradition - and the most profound of these traditions is service.

Since 1988, City Year has harnessed the idealistic purpose of a generation in a call to action, a call to serve. Over 5,000 young leaders - ambassadors from every ethnic, religious, educational and socioeconomic background - have responded. For a rigorous year of leadership development and civic action, corps members proudly continue the tradition of citizen service forged throughout the last century by the Civil Conservation Corps (CCC), VISTA and the Peace Corps.

And since 1993, City Year has been strengthened and inspired as a member of the AmeriCorps National Service Network. In partnership with over 40,000 AmeriCorps participants annually, City Year demonstrates Margaret Mead's simple yet powerful premise,

"Never doubt that a small group of committed citizens can change the world; indeed it is the only thing that ever has."

Senator Harris Wofford, CEO of the Corporation for National Service
For every heart transformed, there are 1,000 hearts to transform. Breaking down barriers and building community through service. Training youth on conflict-resolution and an anti-violence curriculum. Establishing partnerships across private/public sectors. Inspiring citizens to social action.
City Year was founded on the premise that service is an inspirational and effective strategy for uniting our cultural mosaic and strengthening our national community.

Like the military, citizen service provides opportunity and challenge for all citizens. In fact, before there was a City Year “service” strategy, there was a City Year “values and belief” strategy: inclusivity, responsibility, citizenship, humanity. For ten years, an annual campaign of idealism has embraced these values as the central tenets of our civic action.

In ten cities from coast to coast, a vast community of idealists who lead and serve heed Dr. King’s charge, “...that 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... for the aftermath of nonviolence is reconciliation and the creation of the Beloved Community.”

In Chicago and San Jose, Columbia and San Antonio, corps members hear the call of the Native American to measure each decision and action by “considering the effects on those who will live in the seventh generation from now.”

In Columbus and Philadelphia, Seattle and Rhode Island, the City Year celebration of community reflects an unwavering commitment to the African tribal teaching, “It takes a village to raise a child.”

In Cleveland and Boston and soon in Detroit, City Year serves. But to truly create sustainable change, our service must be a vehicle for a powerful set of ideals and values - a catalyst for uniting our communities.

“City Year allowed me to see the world without traveling beyond my own community. I was able not only to open my eyes to the problems we face, but was also given the time and tools to look for answers.”
Shin Yun – Alumna, Columbia, SC ‘94-95
For every child tutored, there are 1,000 children tutored.

At out of school, evening and enrichment programs.

On Saturdays with Young Heroes and during school vacations at Camp City Year.

As a Big Brother or Big Sister, coach, mentor or teacher.

By teaching that everyone can be great, because anyone can serve.
At City Year, those words are more than just a kind expression – they are motivation for action and commitment.

Nationwide, our corps and community of supporters and partners are unified in the mission to educate and lead the next generation. This year, through 290,445 hours of in-school education initiatives, after-school enrichment programs and Camp City Year, City Year promotes literacy and reading, citizenship and inclusivity, academic achievement and opportunity. Inspired by the teachers and educators who lead them, corps members are singularly dedicated to the children they serve. Through mentoring, tutoring and intensive one-on-one instruction, corps members forge lifelong bonds and help propel their students on a path to success.

City Year’s engagement of youth is also dedicated to expanding the ethic of service. By engaging 719 middle school students as Young Heroes and 250 high school students as City Heroes, corps members offer the challenge of leadership, the values of inclusivity and the promise of high-impact service to a younger corps of idealists. United in purpose, corps members and “Heroes” tap their unlimited potential to inspire their peers and benefit the public good.

It is often said that our children are our nation’s greatest resource and the hope for our future.

“At Blackstone Elementary, we have seen the development of City Year from its very first year. City Year has grown and so have the resources they bring, not just for our school, but for the entire community. The partnership with City Year and Cisco Systems brought the technology center – a powerful statement of City Year’s ability to build connections and strengthen the community around our school.”

Mrs. Mildred Ruiz-Allen, principal of the William Blackstone Elementary School, Boston
For every set of hands,
there are 1,000 sets of hands.
Building playgrounds and creating safe learning environments.
Providing disaster relief and care to those in need.
Running a special place for the homeless.
Transforming vacant lots into community gardens.
From September to June - with hammer and nail, imagination and perseverance - City Year creates fundamental change on the landscapes of communities across the country. Playgrounds, urban gardens, revitalized community centers, trail renovation and high-impact disaster relief serve as monuments to the collective will of citizens of all ages and from every background.

Anchored by civic events such as the Serve-a-thon, Dr. Martin Luther King, Jr.'s birthday celebration and annual conference of idealism - City Year's national convention, our physical service agenda engages thousands of citizens and partners to impact and improve the lives of children.

Thanks to the guidance and engagement of 733 service partners, City Year annually dedicates over 70,000 hours of service to the physical transformation of our neighborhoods. To celebrate this commitment during the Tenth Anniversary year, cyzygy '99 featured the most ambitious service project in our history. For one glorious sunfilled day in June, the DC Housing Authority, Alliance of Concerned Men, hundreds of residents and City Year united to realize a shared vision for the Benning Terrace community in southeast Washington.

Shoulder to shoulder in service, participants built five play structures, painted three murals, landscaped and beautified twenty acres and painted eighteen apartment buildings. At day's end, a newly formed community of friends and neighbors celebrated their labor with food, culture and song. E.J. Dionne of The Washington Post bore witness to the power and potential of citizens united in action. He observed, “A peaceful revolution is taking place...against cynicism, despair and selfishness...through the simple but fundamental work rebuilding communities, and community.”

"A few years ago the kids weren’t coming out playing, the women weren’t on the street. The elderly weren’t sitting on the porches. What you see today is what could occur if given the opportunity to happen. This is an expression of communities coming together, including outside communities, committed to people as a whole - all different nationalities and races.”

Tyrone Parker, Alliance of Concerned Men, Washington D.C. commenting on the day of service with City Year at cyzygy ’99

To truly affect the world around us, Gandhi philosophized, ”You must become the change you seek.”
For every community strengthened, there are 1,000 communities to strengthen.

Teaching about Dr. Martin Luther King, Jr.’s “Beloved Community.”

Befriending the elderly and respecting our past.

Teaching peace and celebrating our diversity.

Working together toward a common goal.
A decade ago, fifty young men and women in Boston demonstrated courage and conviction by answering the call of service as the inaugural corps of City Year.

In 1999, Seattle/King County became our tenth site and by inspiring our nation’s Northwest, completed City Year’s regional presence on every corner and coast of the United States. The Tenth Anniversary corps of over 1,000 is truly national - and made possible by the extraordinary belief and support of the thousands of citizens we call champions. Supporters, investors, civic leaders, family and alumni - champions, whose enormous talent and generous spirit are the inspiration and foundation of City Year.

Like corps members, these citizens are idealists in action. As members of local advisory boards, corporate investors and service partners, they build City Year’s beloved community and strengthen the national service movement with their advocacy, insight and passion. In boardrooms, classrooms, community centers, public office and at home, they pull on their boots and make a difference. By serving with the corps, acting as mentors or hosting a team at the workplace, City Year partners play a critical role in developing the leadership and life skills of the corps.

And as alumni, veterans of 5.8 million hours of service to nation, they provide leadership and vision as educators, corporate executives, students, health care workers, founders of innovative non-profits and active citizens.

In ten vibrant cities – and with a strong presence in every one of our fifty states – a vast community of leaders partner with a grateful City Year to strengthen our communities and our nation, improve the quality of life for our children and create opportunities and justice for citizens.

“City Year embodies the American tradition of spirit and service. I commend the 125 corps members in Philadelphia and the 1,000 corps members across the nation for touching the lives of countless thousands and for tackling many of the core problems that plague us as a society and a people.”

Arlen Specter, United States Senator (R) – Pennsylvania
For every one of me,
there are 1,000 of me.

We are City Year.
We are AmeriCorps.
One hundred thousand strong.
Building one America through service.
For ten years, City Year has sought to honor the individual, while celebrating the community...to pay tribute to the unique contributions of the one, as well as to the awe-inspiring power of the many united in action.

As we have witnessed, service is the common expression of our nation’s civic good and the most powerful force for unifying our nation’s diverse humanity.

Broad horizons still remain. For every one of the over 4,000 alumni, there are thousands of eager young leaders ready to serve. For every one child impacted, there are millions in need of a tutor, mentor or after-school program. For every willing citizen in service, there is the untapped contributions of a nation rich with skills and energy.

City Year closes the first decade and launches its second with dedicated spirit, discipline, purpose and pride. The hammer of service - a tradition of the corps’ induction each September - is now passed into a new century. It is a tradition in which the strength of our nation will continue to be the passion and actions of citizens demonstrated to the common good.

Out of many, one. One thousand uniformed idealists, tens of thousands of champions, hundreds of thousands of children. One Beloved Community known as City Year.

“...to create enduring civic institutions like the Boys and Girl Scouts and the YMCA or the Urban League. Well now, it’s up to us to endow youth service and civic engagement to help make sure that as we go into this new century, we are equally committed to the kind of future we want to make.”

Hillary Rodham Clinton, announcing the launch of the City Year endowment, Boston
A DECADE OF SERVICE AND IDEALISM

City Year was founded entirely on private sector support. In the last eleven years, 238 corporations have donated more than $83 million to support our mission. As a result, we are able to match every government dollar with an additional $1.46 of private sector support.

- **Dedicated** over 413,717 hours to tutor, mentor and assist children in schools.
- **Impacted** more than 3,322 classrooms with life-saving information through peer-to-peer curricula on such topics as HIV/AIDS awareness, domestic violence prevention and conflict resolution and trained 666 additional peer educators.
- **Provided** safe havens, mentorship, educational enrichment and service learning for 5,495 students in Camp City Year, Young Heroes and City Heroes programs.
- **Renovated** 734 outdoor spaces, creating green areas, refurbishing gardens, building playgrounds and constructing educational labs.
- **Enlisted** and engaged 45,473 children and 20,444 adults in community service and events.

During the 1998-99 Service Year, City Year generated **1,772,904 hours of service**.

- **94%** of principals surveyed in schools with a City Year team cite the City Year corps members as improving students’ attitudes to learning.
- **96%** say that the City Year corps increases academic performance of children.
- **96%** tribute City Year with improving the learning environment.
- **98%** cite City Year corps members as providing positive role models for children.
- **96%** of City Year alumni state that the City Year experience has positively affected their understanding and respect for diversity.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>50 young idealists unite for eight-week summer pilot program, Boston, MA</td>
</tr>
<tr>
<td>1989</td>
<td>Backed completely by private funding the first full-year corps is launched</td>
</tr>
<tr>
<td></td>
<td>Introduction of the City Year red jacket</td>
</tr>
<tr>
<td>1990</td>
<td>First year-long or “flagship” service project</td>
</tr>
<tr>
<td>1991</td>
<td>Named one of only eight National Demonstration Projects and awarded the first federal funding by the Bush Administration</td>
</tr>
<tr>
<td></td>
<td>Presidential candidate Bill Clinton spends a day at City Year headquarters in Boston</td>
</tr>
<tr>
<td>1992</td>
<td>The Timberland Company donates 50 pairs of boots</td>
</tr>
<tr>
<td>1993</td>
<td>Expansion! Summer program in Columbia, SC, and a year-long program in Rhode Island</td>
</tr>
<tr>
<td></td>
<td>Digital Equipment – later the Compaq Computer Corporation – becomes a National Leadership Sponsor</td>
</tr>
<tr>
<td>1994</td>
<td>The National and Community Service Trust Act passed creating AmeriCorps</td>
</tr>
<tr>
<td></td>
<td>City Year expands to three new sites – Chicago, Columbus, OH, and San Jose/Silicon Valley.</td>
</tr>
<tr>
<td></td>
<td>The launch of cyzygy – City Year’s Annual Convention of Idealism.</td>
</tr>
<tr>
<td>1995</td>
<td>Launch of City Year San Antonio</td>
</tr>
<tr>
<td></td>
<td>The National Headquarters moves offices to 285 Columbus Avenue, Boston, MA</td>
</tr>
<tr>
<td>1996</td>
<td>City Year Cleveland becomes the eighth site</td>
</tr>
<tr>
<td></td>
<td>The Young Heroes program – a service learning program for middle-schoolers – expands to City Year sites nationally</td>
</tr>
<tr>
<td>1997</td>
<td>The founding of City Year Philadelphia</td>
</tr>
<tr>
<td></td>
<td>Young Heroes program receives the Points of Light Award for its emphasis on valuing children.</td>
</tr>
<tr>
<td>1998</td>
<td>Launch of City Year Seattle/King County</td>
</tr>
<tr>
<td></td>
<td>President Bill Clinton addresses the City Year network at cyzygy ’98 in Cleveland, OH</td>
</tr>
<tr>
<td></td>
<td>15,000 citizens serve in seven cities at City Year Serve-a-thon</td>
</tr>
<tr>
<td>1999</td>
<td>City Year Detroit start up team</td>
</tr>
<tr>
<td></td>
<td>cyzygy ’99 keynote speakers include President Bill Clinton and General Colin Powell</td>
</tr>
<tr>
<td></td>
<td>The launch of the City Year endowment by First Lady Hillary Rodham Clinton</td>
</tr>
<tr>
<td></td>
<td>City Year’s Tenth Anniversary Celebration</td>
</tr>
</tbody>
</table>
“City Year and America OnLine were born in the same year – but more that that, we were born of the same spirit. A spirit that says: with vision, anything is possible. With persistence, anything can be done.”

Steve Case, CEO, America OnLine, speaking to City Year corps members at cyzygy '99 in Washington, DC
“When I saw City Year, I knew that I had found the concrete, living, breathing embodiment of what I thought politics ought to be. This is something that is just good, good, good. I am convinced that you have the power to change America forever, for the better. And I believe you will.”

President Clinton, speaking to City Year corps members at cyzygy ’99 in Washington, DC
Capping City Year’s tenth anniversary year, First Lady Hillary Rodham Clinton made City Year history on June 4, 1999 when she announced the launching of our newly established endowment – the first in the history of AmeriCorps.

The $1 million pledged by Bain Capital, FleetBoston, and The Timberland Company will permanently endow their annual City Year teams in Boston. “These companies are saying that just as our society endows university ‘chairs’ for professors of political science, we as a society should be endowing permanent positions for young people providing such public service,” said City Year Co-Founder and CEO Alan Khazei. “Over the course of the next 50 years, each of these endowed City Year teams will contribute one million hours of service and train 500 new leaders.”

In addition to these gifts, Holly Davidson, Sidney and Judy Swartz, and Paul and Phyllis Fireman have each committed $1 million to the City Year endowment. The Swartz’s gift will endow the “Bill and Hillary Clinton Civic Innovation Fund at City Year,” which will promote new ideas for community service and civic engagement. The Firemans’ gift will endow an annual “Fireman Public Service Fellowship,” a competitive one-year fellowship at City Year to be offered to a talented, civic entrepreneur.

City Year Co-Founder and President Michael Brown expressed his gratitude to the endowment contributors and Mrs. Clinton’s involvement and support of AmeriCorps and to all of the endowment contributors: “City Year is greatly honored by the ongoing leadership and vision of the First Lady. Through AmeriCorps, President and Mrs. Clinton have enabled over 100,000 young adults to act on their idealism to dedicate a year to service to their community and their country. This new endowment will help sustain City Year, keep it entrepreneurial—and to ensure that thousands of young people will be able to put their idealism to work at City Year in the next century.”
ALUMNI MAKING AN IMPACT

A sampling of the many City Year alumni who have continued to play leadership roles in social change

Alicia Greene (San Antonio ‘98)
Community Health Educator for
B.E.A.T. (Black Effort Against the
Threat of Aids) in San Antonio, TX

Chris Murphy (Boston ’88)
Legislative Aide for
Senator Kennedy;
Executive Director of City Year, Washington, DC

Darell Hammond (Chicago ’95)
Co-Founder and Chief Executive
Officer of Kaboom, a national nonprofit, based in DC, that unites people to build safe playgrounds

David Satterthwaite (Boston ’88)
Founder of SINAI
(Support and Incentive for Autonomous Initiatives)
located in Managua, Nicaragua

Deb Kim (San Jose ’95)
Coordinator for Plugged In, an
innovative program that teaches computer literacy skills to
children in East Palo Alto

Doug Luffborough
(Boston/San Antonio)
Director Youth and Family
Development, San Diego South
Bay Community Services

Eric Schwarz (Boston ’91-’94)
President and Co-Founder of
Citizen Schools, a program which seeks to meet the out-of-school educational needs of children in Boston, MA

Erin Moore (Columbus ’98)
Member Development Specialist,
Ohio Governor’s Community
Service Council

Gianna Hamley (Philadelphia ’98)
Service Learning Program
Assistant for the School District of
Philadelphia

Karen Piasceki (Rhode Island ’96)
AmeriCorps leader with CAREPLAN, a Cleveland, OH
program that teaches school children about environment

Latonya Brown (Boston ’94)
Program Director at The
Phillips Brooks House, Harvard
University’s community
service network

Lisa Schorr (Boston ’93)
Director of Business Enterprise
Development, Pine Street Inn,
providing training opportunities for
homeless people to prepare them
for employment

“As a National Leadership Sponsor of City Year, Compaq
is committed to invest in the nation’s future and the
youth that will lead us in the new millennium.”
Michael D. Cappelas, President & CEO, Compaq Computer Corporation

Winners of the Compaq Computer Corporation Leadership Awards

1995
Spencer Blasdale (Boston ’88)
Assistant Principal
Academy of Pacific Rim Charter School

Marilyn Concepcion (Rhode Island ’94)
Pre-Med Student, Brown University

Nicole Fyvie (Boston ’93)
Peer Educator, American Red Cross, HIV/AIDS

Stephen Spaloss (Boston ’91)
National League Director, City Year

Andre Thomas (Boston ’92)
National Leadership Development Advisor, Youthbuild

1996
Jay Kim (Boston ’93 Program)
Program Director, Public Allies,
Washington, DC

Chad Olcott (Boston ’91)
Former Executive Director,
City Year Rhode Island
Living in California raising a family

Maritza Rosario (Chicago ’94)
Project Manager, Kaboom, Chicago

1997
James Willie (Boston ’88)
Post-Secondary Readiness Coordinator,
Philadelphia School District

Christine Bader (Rhode Island ’96)
MBA Student, Yale University

Phil Clawson (Boston ’94)
Manager of Community Relations

Arthur Andersen, N.E. Market Circle

Susie Margolin (Columbia ’95)
Student, Graduate School at UNC, Chapel Hill

1998
Taj Mustapha (Boston ’92)
Co-Founder, At The Crossroads

Kelly Overton (Columbia ’95)
Director, Youth Voice Radio

Chris Smith (Rhode Island ’94)
Co-Director, Squashbustes, Inc.

Renee West (Boston ’92)
Student, Bunker Hill Community College

1999
Jenny Gray (Boston ’93)
Assistant Director of Resident Programs

Inquilinas Boricuas en Accion

Albert Moy (Boston ’96)
National Administrative Assistant, City Year

Steve Burritt (Boston ’97)
Student, Graduate School at UNC, Chapel Hill

Saskia Grinberg (Boston ’92)
Coordinator of Milieu Services

Home for Little Wanderers

Deb Berman (Boston ’96)
Founder/Executive Director Camp Starfish;
MBA student, Boston University
Independent Auditors’ Report

The Board of Directors City Year, Inc.

We have audited the accompanying statements of financial position of City Year, Inc. (“City Year”) as of June 30, 1999 and 1998, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of City Year’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of City Year as of June 30, 1999 and 1998, and the changes in its net assets and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

KPMG, LLP
March 10, 2000

CITY YEAR, INC. STATEMENTS OF FINANCIAL POSITION
JUNE 30, 1999 AND 1998

<table>
<thead>
<tr>
<th>Assets</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and equivalents</td>
<td>$976,188</td>
<td>57,993</td>
</tr>
<tr>
<td>Investments</td>
<td>25,060</td>
<td>230,320</td>
</tr>
<tr>
<td>Government grants receivable</td>
<td>1,506,351</td>
<td>1,362,306</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>13,031,435</td>
<td>4,676,007</td>
</tr>
<tr>
<td>Other assets</td>
<td>119,854</td>
<td>93,223</td>
</tr>
<tr>
<td>Equipment and improvements, net</td>
<td>$3,142,414</td>
<td>2,192,036</td>
</tr>
<tr>
<td>Total assets</td>
<td>$18,801,302</td>
<td>8,611,885</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Liabilities</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,695,284</td>
<td>2,180,562</td>
<td></td>
</tr>
<tr>
<td>Note payable</td>
<td>160,000</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Line of credit</td>
<td>2,000,000</td>
<td>418,600</td>
<td></td>
</tr>
<tr>
<td>Total liabilities</td>
<td>3,855,284</td>
<td>2,599,162</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets:</th>
<th>Unrestricted</th>
<th>2,589,677</th>
<th>2,313,401</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporarily restricted</td>
<td>9,713,633</td>
<td>3,649,322</td>
<td></td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,642,708</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Total net assets</td>
<td>$18,801,302</td>
<td>8,611,885</td>
<td></td>
</tr>
</tbody>
</table>

Total liabilities and net assets | $18,801,302 | 8,611,885 |

See accompanying notes to financial statements.

CITY YEAR, INC. STATEMENTS OF CASH FLOWS
YEARS ENDED JUNE 30, 1999 AND 1998

<table>
<thead>
<tr>
<th>Cash flows from operating activities:</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in net assets</td>
<td>$8,933,295</td>
<td>554,790</td>
</tr>
<tr>
<td>Adjustments to reconcile increase in net assets to net cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>691,630</td>
<td>380,830</td>
</tr>
<tr>
<td>Contributions of investments</td>
<td>(66,198)</td>
<td>(181,301)</td>
</tr>
<tr>
<td>Realized and unrealized net gains on investments</td>
<td>(83,604)</td>
<td>(11,403)</td>
</tr>
<tr>
<td>Contributions of equipment and improvements</td>
<td>(1,188,60)</td>
<td>(123,295)</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>(8,355,428)</td>
<td>(1,574,869)</td>
</tr>
<tr>
<td>Government grants receivable</td>
<td>(144,045)</td>
<td>(128,321)</td>
</tr>
<tr>
<td>Other assets</td>
<td>(26,631)</td>
<td>(15,755)</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>(485,278)</td>
<td>435,672</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>(724,919)</td>
<td>(663,652)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from investing activities:</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross proceeds from sale of investments</td>
<td>356,747</td>
<td>—</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>(455,033)</td>
<td>(325,982)</td>
</tr>
<tr>
<td>Net cash used by investing activities</td>
<td>(98,286)</td>
<td>(325,982)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from financing activities:</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from note payable</td>
<td>200,000</td>
<td>—</td>
</tr>
<tr>
<td>Repayments of note payable</td>
<td>(40,000)</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from line of credit</td>
<td>3,190,000</td>
<td>3,489,500</td>
</tr>
<tr>
<td>Repayments under line of credit</td>
<td>(1,608,600)</td>
<td>(3,070,900)</td>
</tr>
<tr>
<td>Net cash provided by financing activities</td>
<td>1,411,400</td>
<td>418,600</td>
</tr>
<tr>
<td>Net increase (decrease) in cash and equivalents</td>
<td>918,195</td>
<td>571,034</td>
</tr>
<tr>
<td>Cash and equivalents, beginning of year</td>
<td>57,993</td>
<td>629,027</td>
</tr>
<tr>
<td>Cash and equivalents, end of year</td>
<td>$976,188</td>
<td>57,993</td>
</tr>
<tr>
<td></td>
<td>Supplemental disclosure of cash flow information:</td>
<td></td>
</tr>
<tr>
<td>Cash paid during the year for interest</td>
<td>149,271</td>
<td>24,595</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
### STATEMENTS OF ACTIVITIES YEARS ENDED JUNE 30, 1999

#### Changes in unrestricted net assets:

**Revenues and other support:**

<table>
<thead>
<tr>
<th>Category</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate contributions</td>
<td>$7,373,464</td>
<td>$5,930,488</td>
</tr>
<tr>
<td>Trust and foundation support</td>
<td>$3,141,724</td>
<td>$1,087,051</td>
</tr>
<tr>
<td>Individual contributions</td>
<td>$704,858</td>
<td>$782,112</td>
</tr>
<tr>
<td>Special events</td>
<td>$834,808</td>
<td>$679,153</td>
</tr>
<tr>
<td>Federal grants - Corporation for National Service</td>
<td>$8,526,108</td>
<td>$8,456,894</td>
</tr>
<tr>
<td>Other government grants</td>
<td>$1,602,569</td>
<td>$1,178,451</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>$35,269</td>
<td>$44,837</td>
</tr>
<tr>
<td>Realized and unrealized net gains on investments</td>
<td>$83,604</td>
<td>$11,403</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>$2,687,150</td>
<td>$2,451,345</td>
</tr>
<tr>
<td><strong>Total revenues and other support</strong></td>
<td><strong>$24,989,954</strong></td>
<td><strong>20,621,734</strong></td>
</tr>
</tbody>
</table>

**Expenses:**

- **Programs:**
  - Program operations: $14,064,866, $11,034,821
  - Education, training and corps development: $1,360,102, $1,312,704
  - New site development: $251,654, $207,064
  - Special events: $1,288,906, $1,055,338
  - External affairs and organizational development: $717,106, $583,297
  - **Total programs:** $17,682,634, $14,193,224

- **Support services:**
  - Organizational support: $5,931,001, $4,974,412
  - Fundraising: $1,099,643, $1,035,754
  - **Total support services:** $7,030,644, $6,010,166
  - **Total expenses:** $24,713,278, $20,203,390
  - **Increase in unrestricted net assets:** $276,276, $418,344

#### Changes in temporarily net assets:

<table>
<thead>
<tr>
<th>Category</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate contributions</td>
<td>$2,531,468</td>
<td>$607,326</td>
</tr>
<tr>
<td>Trust and foundation support</td>
<td>$6,219,993</td>
<td>$1,812,965</td>
</tr>
<tr>
<td>Special events</td>
<td>$</td>
<td>$2,500</td>
</tr>
<tr>
<td>Other government grants</td>
<td>$165,000</td>
<td>$</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>($2,678,150)</td>
<td>($2,451,345)</td>
</tr>
<tr>
<td><strong>Increase in temporarily restricted net assets</strong></td>
<td>$6,064,311</td>
<td>$136,446</td>
</tr>
</tbody>
</table>

#### Changes in permanently restricted net assets:

<table>
<thead>
<tr>
<th>Category</th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate contributions</td>
<td>$1,592,702</td>
<td>$</td>
</tr>
<tr>
<td>Trust and foundation support</td>
<td>$1,000,000</td>
<td>$</td>
</tr>
<tr>
<td><strong>Increase in permanently restricted net assets</strong></td>
<td>$2,592,708</td>
<td>$</td>
</tr>
<tr>
<td><strong>Increase in net assets</strong></td>
<td>$8,933,295</td>
<td>$554,790</td>
</tr>
<tr>
<td><strong>Net assets at beginning of year</strong></td>
<td>$6,012,723</td>
<td>$5,457,933</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td>$14,946,018</td>
<td>$6,012,723</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
City Year, Inc. (the “Organization” or “City Year”) is a non-profit organization as described in Section 501(c)(3) of the Internal Revenue Code (IRC), and is generally exempt from income taxes under IRC Section 501(a). City Year’s mission is to put idealism to work by tapping the civic power of young people for an annual campaign of Idealism that generates transformative community service, breaks down social barriers, inspires citizens to civic action, develops new leaders for the common good, and improves and promotes the concept of voluntary national service. City Year works to fulfill this mission through five primary activities: (1) operating a national youth service corps; (2) building the infrastructure of national service by setting up new operating sites across the country; (3) providing technical assistance to individuals and organizations in national and community service; (4) planning and running large civic events to engage citizens and organizations in activities that promote service, inclusivity, leadership and citizenship; and (5) constantly developing new ways to engage people and resources to promote the concept of voluntary national service.

City Year was founded in Boston in 1988 as an action tank for national service. Its first initiative was to pilot a summer corps with 50 corps members, supported entirely by contributions from private sector organizations and individuals. In 1992, City Year was selected as a National Demonstration Project and was awarded its first federal funding under Subtitle D of the National and Community Service Act. During fiscal 1994, City Year operated its first program outside of Boston, a summer pilot program in Columbus, South Carolina with 50 corps members. In the fall of 1994, City Year launched its first full-year expansion site in Rhode Island, and expanded its Boston corps. In fiscal 1995, corps were established in Chicago, Illinois, Columbus, Ohio, and San Jose, California. The Organization expanded to San Antonio, Texas in fiscal 1996, launched the Cleveland corps in fiscal 1997, began operations in Philadelphia in fiscal 1998, opened its tenth site in Seattle/King County in fiscal 1999, and began the planning process to launch Detroit in fiscal 2000.

City Year works to fulfill the concept of voluntary national service. Its first initiative was to pilot a summer corps with 50 corps members, supported entirely by contributions from private sector organizations and individuals. In 1992, City Year was selected as a National Demonstration Project and was awarded its first federal funding under Subtitle D of the National and Community Service Act. During fiscal 1994, City Year operated its first program outside of Boston, a summer pilot program in Columbus, South Carolina with 50 corps members. In the fall of 1994, City Year launched its first full-year expansion site in Rhode Island, and expanded its Boston corps. In fiscal 1995, corps were established in Chicago, Illinois, Columbus, Ohio, and San Jose, California. The Organization expanded to San Antonio, Texas in fiscal 1996, launched the Cleveland corps in fiscal 1997, began operations in Philadelphia in fiscal 1998, opened its tenth site in Seattle/King County in fiscal 1999, and began the planning process to launch Detroit in fiscal 2000.

City Year was the Organization and/or the pas-


cifications that affect the reported amounts of rev-


cunes and liabilities at the date of the financial statements and the reported amounts of re-

cunes and expenses during the reporting period. Actual results could differ from those estimates. The Organization’s federal grant programs are subject to financial and compliance audits in ac-


cordance with Office of Management and Budget Circular A-133. In addition, various federal, state, and private funding sources reserve the right to perform separate program audits.

Reclassifications

Certain 1998 information has been reclassified to conform with the 1999 presentation.
(3) Temporarily Restricted Net Assets

Temporarily restricted net assets consisted of the following at June 30:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time restrictions</td>
<td>$4,099,110</td>
<td>3,014,822</td>
</tr>
<tr>
<td>Purpose restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs</td>
<td>$5,614,523</td>
<td>629,500</td>
</tr>
<tr>
<td>Capital additions</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>$9,713,633</td>
<td>3,649,322</td>
</tr>
</tbody>
</table>

(4) Permanently Restricted Net Assets

In fiscal 1999, in recognition of its tenth anniversary, City Year established and raised revenue for an endowment as a means to contribute to the long-term financial sustainability and security of the Organization.

Permanently restricted net assets at June 30 consist of the following endowment gifts whose income is restricted:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program sponsorships</td>
<td>$1,642,708</td>
<td>50,000</td>
</tr>
<tr>
<td>Public service fellowship</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$2,642,708</td>
<td>50,000</td>
</tr>
</tbody>
</table>

(5) Net Assets Released from Restrictions

Net assets released from restrictions consisted of the following for the years ended June 30:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expiration of time restrictions</td>
<td>$2,052,650</td>
<td>1,806,684</td>
</tr>
<tr>
<td>Satisfaction of purpose restrictions</td>
<td>634,500</td>
<td>644,661</td>
</tr>
<tr>
<td></td>
<td>$2,687,150</td>
<td>2,451,345</td>
</tr>
</tbody>
</table>

(6) In-Kind Contributions

Contributed goods and professional services during the years ended June 30 were used for the following purposes:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uniforms</td>
<td>$1,842,262</td>
<td>1,247,319</td>
</tr>
<tr>
<td>Transportation and travel</td>
<td>458,853</td>
<td>319,486</td>
</tr>
<tr>
<td>Workshops and conferences</td>
<td>2,204</td>
<td>55,312</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>97,750</td>
<td>51,934</td>
</tr>
<tr>
<td>Equipment rental and maintenance</td>
<td>65,647</td>
<td>21,068</td>
</tr>
<tr>
<td>Food</td>
<td>23,159</td>
<td>15,296</td>
</tr>
<tr>
<td>Printing and copying</td>
<td>7,373</td>
<td>3,580</td>
</tr>
<tr>
<td>Telephone</td>
<td>13,337</td>
<td></td>
</tr>
<tr>
<td>Scholarships</td>
<td>47,700</td>
<td></td>
</tr>
<tr>
<td>Total program services</td>
<td>$2,558,285</td>
<td>1,713,995</td>
</tr>
</tbody>
</table>

Support Services:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional services</td>
<td>$544,240</td>
<td>333,865</td>
</tr>
<tr>
<td>Rent</td>
<td>85,943</td>
<td>167,729</td>
</tr>
<tr>
<td>Advertising and promotional</td>
<td>61,888</td>
<td>151,569</td>
</tr>
<tr>
<td>Total support services</td>
<td>692,071</td>
<td>653,163</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>350,239</td>
<td>53,966</td>
</tr>
</tbody>
</table>
| Total                   | $2,610,695    | 2,421,124 $  

Contributions of equipment and improvements in 1999 and 1998 were $1,188,660 and $123,295, respectively.

(7) Investments

The Organization's investments are summarized at June 30:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equities</td>
<td>$25,060</td>
<td>191,842</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>–</td>
<td>38,478</td>
</tr>
<tr>
<td></td>
<td>$25,060</td>
<td>230,320</td>
</tr>
</tbody>
</table>

(8) Contributions Receivable

Contributions receivable consisted of the following at June 30:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due within one year</td>
<td>$7,034,343</td>
<td>3,633,835</td>
</tr>
<tr>
<td>Due within two to five years</td>
<td>6,455,000</td>
<td>1,188,660</td>
</tr>
<tr>
<td>Less: present value discount</td>
<td>(457,908)</td>
<td>(68,578)</td>
</tr>
<tr>
<td></td>
<td>$13,031,435</td>
<td>4,676,007</td>
</tr>
</tbody>
</table>

(9) Equipment and Improvements

The Organization's equipment and improvements were comprised of the following at June 30:

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and fixtures</td>
<td>$70,142</td>
<td>68,142</td>
</tr>
<tr>
<td>Equipment and software</td>
<td>2,686,278</td>
<td>1,341,710</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>2,235,741</td>
<td>1,941,421</td>
</tr>
<tr>
<td></td>
<td>4,992,161</td>
<td>3,351,273</td>
</tr>
<tr>
<td>Less: accumulated depreciation and amortization</td>
<td>(1,849,747)</td>
<td>(1,159,237)</td>
</tr>
<tr>
<td></td>
<td>$3,142,414</td>
<td>2,192,036</td>
</tr>
</tbody>
</table>

(10) Federal Grants - CNS

The Corporation for National Service ("CNS") selected City Year as a National Demonstration Project under the National and Community Service Act of 1990 and awarded a two-year National Demonstration Grant. Funds were awarded through the Massachusetts Department of Education, which was the legal grantor for these program years.

Programmatic oversight was provided by the Massachusetts National and Community Service Commission.

City Year received grants from CNS totaling $9,611,058 and $9,615,705 for the program years 1998-99 and 1997-98, respectively. The funds were awarded through the AmeriCorps program administered by CNS. Funds expended in fiscal 1999 and 1998 totaled $8,526,108 and $8,456,894, respectively.

(11) Leases

Rental expense for office space was approximately $581,000 and $400,000 for the years ended June 30, 1999 and 1998, respectively, exclusive of certain in-kind arrangements.

Lease agreements with an original term of more than one year expire on various dates through 2003.

Future minimum lease payments under these operating leases as of June 30, 1999, are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>$650,816</td>
</tr>
<tr>
<td>2001</td>
<td>441,909</td>
</tr>
<tr>
<td>2002</td>
<td>300,355</td>
</tr>
<tr>
<td>2003</td>
<td>74,915</td>
</tr>
<tr>
<td></td>
<td>$1,467,995</td>
</tr>
</tbody>
</table>

The Organization is also liable for certain real estate tax increases and operating cost adjustments under certain of the office lease terms.

(12) Line of Credit

The Organization has a $2,500,000 demand line of credit with an interest rate at the bank's prime lending rate plus one and one-quarter percent (9% at June 30, 1999). The line of credit is for working capital purposes and is secured by all assets of the Organization. Interest expense under the line totaled $135,454 and $24,595 for the years ended June 30, 1999 and 1998, respectively.
Over the last decade: 238 corporate partners. $83 million in private sector

CONTRIBUTORS

City Year is grateful to the belief and commitment of our partnering sponsors – corporations large and small, foundations, municipalities, individuals, and the Corporation for National and Community Service. City Year thanks all our investors across the nation and recognizes their essential role in creating a new standard for engagement, investment and support.

NATIONAL

National Leadership Sponsors

COMPASS

Timberland

Adidas

Foundations

-

AmeriCorps Alums, Inc. Anonymous (2)
City of Aguadilla, Puerto Rico
The Baker Committee
Beacon Hill Garden Club R. E. Brackett and C. R. Ballou
Charitable Fund
The Bromley Charitable Trust
The Edna McConnell Clark Foundation
Katherine Collins Fund
Combined Jewish Philanthropies
The Croll Foundation Trust
Dundalkus Foundation
David A. Dechman Charitable Gift Fund
The Dover Church
Echoing Green Foundation
Eckerd Youth Alternatives, Inc.
Fannie Mae Foundation
The F.A.O. Schwarz Family Foundation
William H. Gates Foundation
The Giving Back Fund, Inc.
The Horace W. Goldsmith Foundation
David Gopen Foundation
Graying Fund
Hands on Atlanta, Inc.
Hands on Baltim, Inc.
Harvard University Staff
Hoffenberg Foundation
Illene and Richard Jacobs
Charitable Gift Fund
Kargman Charitable & Educational Foundation, Inc.
Ewing Marion Kauffman Foundation
The Kreuse Foundation
The Kurz Family Foundation, Ltd.
Lefler Family Fund
Lenny Fund of Fidelity Investments Charitable Gift Fund
The John D. and Catherine T. MacArthur Foundation
Mr. and Mrs. F. C. Maynard, III Fund
McGregor Fund
MCA Foundation
MKC Gormley Foundation
Open Society Institute
Rocky Mountain Youth Corps

Serve Houston
The Soog Foundation, Inc.
Sherman H. Starr Family
Surdna Foundation
Symon Family Foundation
Temple Othibe Shalom
Joseph F. and Kristine M. Trustey Charitable Gift Fund
The United States Treasury
The Woodcock Family Foundation

Corporate Donors

ABC, Inc.
Adv Associates, Inc.
Ad Vantage Inc.
Adobe Systems, Inc.
Advanced Benefit Strategies, Inc.
Alkon & Levine, P.C.
Alistar Services, Inc.
Anchor/Russel Capital Advisors, Inc.
Ariel Capital Management, Inc.
Arnett Imports, Inc.
Auditor’s Mobili
Avon Books, Inc.
BankBoston
B. R. Alexander & Co., Inc.
Bronner Sloberg Humphrey
Canam Consultants, Inc.
Canary, Sandoe & Associates, Inc.
Cash Flow Resources, Inc.
Calitano Architectes
Charles River Hospital, Inc.
Chunky Productions
Cisco Systems, Inc.
Commonwealth of Pennsylvania
Compusa Computer Corporation
Computer Associates, International
Coronos & Co. Investment Services
Cruz Management Company, Inc.
CTAM
“Don’t Quit Your Day Job” Productions, Inc.
DST Systems, Inc.
Electra Sales Co., Inc.
Fairway Trust
Foley Food Service
Freedom Capital
Management Corporation
Goldman Sachs & Co.
Goodway Graphics
Grantham, Mayo, Van Otterloo Co., LLC
Groogan and Company
Hale and Dorr LLP
Harcourt General
H.C. Wainwright & Co., Inc.
Hewlett-Packard
Imaginas
In Season
Irish Institute, Boston College
John B. Cruz Construction Co., Inc.
John Hancock Mutual Life Insurance Company
JPA Management Co.
Juel
Lewis Wirth Dental Associates
Lynx, Inc.
The Martin Agency
Merrill Lynch
Microsoft Corporation
MTV Networks
Murphy, Hesse, Toomey, & Lehane
Nazzaro Recreation Center, Inc.
Provision Marketing, Inc.
Public Consulting Group, Inc.
Putnam Investments
Rhumbline Advisers Corp.
Robert Hanss, Inc.
Rock Softworks, Inc.
Sam Gray Photography
Sheavei & Krems
Shawmut Design and Construction
Shea Brothers, Inc.
Sherin and Lodgen, LLP
Taylor, Duane, Barton & Gilman, LLP
Telecommunications Cooperative Network, Inc.
The Timberland Company
Troy’s Advertising Specialties & Promotional Services
The Trust Companies
Village Women
Wainwright Investment Counsel, L.L.C.
Wayne R. Smith Photography
Zealand Corporation
In-kind National Sponsors

Atlantic Electric Supply Corp.
Campus Outfitters
The Bit Group
Commonwealth Copy
Habbamock Design
Jack Morton Productions
Jonathan Kannap Photography
KPMG
Monitor Company, Inc.
Ha Nguyan Design
Nomad Sound Systems L.L.C.
Oxendine Publishing
Professional Event Images
John Gillooly

BOSTON

Team Sponsors

Bain & Company, Inc.
Bank Capital, Inc.
BankBoston
Boston Lawyers Consortium
Choute, Hall & Stewart
Foxe, Hago & Elot LLP
Goodwin, Proctor & Hoar
Hale and Dorr LLP
Hill & Barlow, A Professional Corporation
Palmers & Dodge
Ropes & Gray
Sherin & Lodgen LLP
Central Artery/Tunnel Project
Cisco Systems, Inc.
Compusa Computer Corporation
CSX Transportation
Johnson & Johnson Professional, Inc.
Kerryport Life Insurance Company
Massachusetts Bay Transportation Authority
Massachusetts High Tech Consortium
Dynatech Corporation
Genzyme Corporation
Thermo Electron Foundation
MFS Investment Management
Millingore Foundation
Monitor Company, Inc.
The Reebok Foundation
State Street
The Timberland Company
United Way of Central Massachusetts
United Way of Mass Bay
United Way of the Tri-State

Foundations and Other Sources

Agoss Charity Trust
AIDS Action Committee
American Express Foundation
Aron Aquinas College
Big Sister Association
Boston Foundation
Boston Foundation/Kolberg Foundation
Boston Foundation-R Anders
Boston Rape Crisis Center
Boys & Girls Club
Campbell Hall Charity
Charles Hayden Foundation
Cisco Systems Foundation
The Clements Foundation, Inc.
Clemson University
Copleage Family Fund
Credit Suisse First Boston
Cross Road Community Foundation
DiNool Charitable Gift Fund
The Ellison Foundation
Foley, Hoag & Hollis Foundation
Germenshausen Foundation
Gravier Foundation
Harvard University
Hymans Foundation
Italian Home for Children
Jump Start
Junior Achievement
Kauffman Foundation
The Lynch Foundation
Mabel Louise Riley Foundation
Massachusetts Bay Community College
Morther Charitable Trust
New England Home For Little Wanderers
Peace Games
The Reebok Foundation
Regis College
Robee Foundation
Sojourner House
St Paul’s Church
Starlight Foundation
Stoneham Charitable Foundation
Triantafillou Committee
Trustee Charitable Gift Fund
Weston High School Fund
Womenare Fund

Corporate Donors

Ad, Inc.
Adopt, Inc.
Advanced Benefits
American Red Cross
Anchol/Russel Capital Advisors
Arbella Mutual
Arthur D. Little, Inc.
Bain Capital Children’s Charity
Bapost Group
Bell Atlantic
Billond, Inc.
Boston Private Bank & Trust Company
BR Alexander
Bronner Slobsberg Humphrey
Brown, Rudnick, Freed & Gesmer
Cambridge Dental Associates
CB Commercial/Whitner Partners LLP
Community Servings, Inc.
Concord Academy
Development Direct, Inc.
Dooe’s Cafe
Elizabeth Stone House
EJP Management Corp.
Epsilon
Fidelity Investments
Fleet Bank
Foley Food Services
Gadsby & Hannah LLP
The Gillette Company
Goldman Sachs
Gordon Brothers Co.
Grantham Mayo
Harcore General
Home Loan Bank
HPSC, Inc.
International House of Blues
John Hancock Mutual Life Insurance Co.
Libraries Volunteers
Lotus Development Corporation
Lotus Philanthropy Program
Marketing & Planning Systems
Mercer Management Consulting
MIT Sloan School of Management
Museum of Science
Nail & Tanning Salon
New England Financial
One with One, Inc.
Partners
support. Every government dollar matched with an additional $1.46 in private sector funding.

Pfizer, Inc.
PricewaterhouseCoopers
Protestant Guild
Redbook International
The Samaritans
Showa Boston Institute
Solutions @ Work
Synectics, Inc.
Teach for America
Tufts Health Plan
UPS Foundation
Valet Park
Walker Home School for Children
Wayside Youth & Family Supp
Women's Lunch Place
Boston In-Kind Donors
Aent for Rent, Inc.
Commonwealth of Massachusetts
La Fete Catering
Massachusetts Bay Transit
Bay Transit Authority
The Medical Foundation
Timberland
National and Boston Individuals
$50,000+
Jeff Shames and L. Easti
$25,000+
Anne Lovett and Stephen Woodsum
Deborah Cogen Swartz and Jeffrey B. Swartz
Sidney W. and Judith H. Swartz
$5,000+
James Ansera
Kristen and Jim Atwood
Michael J. Corcoran
Michael and Betsy Dancinger
David H. and Marna G. Feinberg
Ruthanne and Joseph B. Fuller
John O. Hamilton, Jr.
Edward J. Hoff
Warren A. and Kip Hollister Hyde
William C. McConnell III and Jersey Lane
David M. Musafer
Mark Narellly and Denise Dupre
W.H.M and Ann Romney
Matthews A. and Susan B. Weatherbie
$2,500+
Anonymous
Morton and Micki Brown
Veronica W. and W. Reed Chisholm II
Mr. & Mrs. John Cozzi
George Gondron
Tammany D. Hobbs
Richard and Ilene Jacobs
Rosabeth Moss Kanter
Lin S. and Dennis M. Kelleher
Alex and Josh McCall
Bill and Susan Clements
William F. Mirsky
Elizabeth Mykranz
Robert W. and Theresa T. Wadsworth
$1,000+
Anonymous (2)
Mary Baird
Steven and Deborah Anne Barnes
R. William and Mary Jean Blaisdale
Clairta H. Bright
Sierra H. Bright
Kevin T. Callaghan
Catherine and John F. Coburn
Jonathan G. and Margot T. Davis
Sara Campbell and Ken Maloney
Kevin M. Dennis and Rebecca Kellogg
Toni and Deanna Dilloni
J. Anthony Downes
Kenneth Edmonds
Richard A. and Nancy L. Farrow
Paul R. and Jacqueline D. Fenfenbach
Ian Cowan and Corinne Ferguson
Elizabeth Fowler and James L. Parmertier
Kenneth and Cynthia J. Freitas
Hilary and Christopher Gabrielli
William N. Gerber
Michael and Nancy Grogan
Bernard and Jane Gottschalk
Mr. & Mrs. Kent Healy
Linda A. Henderson
William and Mari-anh Hogen
Todd and Rose Jick
David and Suzette Fresco Johnson
Alexander Karie and Katrin E. Herring
John and Karen Keogh
Seth A. and Bette Klarmann
Pamela Kolbing
Ellen Kurz and Thomas C. Grogov
Robbie Lacritz
Eric L. or Lari Lander
Michael Lapham
Craig S. Lynch and Amelia A. Hajar
Teresa Mao
Charlotte A. Mao and Michael H. Brown
Sarah Maynard
James S. and Karen L. McDonald
Stephen Galpin Moonhead
M. Morren
Robert Poor
Kenneth Pucker
Bunk and Gay Read
Cameron Read
Sally C. Reid and John D. Sigel
Jon Ronberg
Michael and Elizabeth Ruane
Mr. and Mrs. Steven Segal
Barbara Healy Smith
Alan D. and Susan Lewis Soimont
Craig H. and Patricia Underwood
Mr. & Mrs. G. Vanderheiden
Nathan M. Wilson
$500+
William F. Aitchmeyer and
Maryam Watts
Ann B. Ackll
Carol F. and Howard M. Anderson
Steve and Elise O’Brien Aubrey
Mary O. Bardeen
Kathleen R. Beckman
Frank and Ruth P. Belvin
William L. Bennett
Alan S. and Donna Sebel
Carty Buchholz
Linda Noelle Cabot
Timothy Cahill
Jane Howard Cheever
Deborah Colli
Andrew E. Clarkson
Lisa G. Cohen
James and Meredith Cutler
Glen and Julie Darby
Virginia Delima
Binnie and John H. Emmons
Benjamin C. Esty
Thomas M. Feeley
Richard E. Floor
Mark B. Fuller and L. Jo Froman
Joanne E. Gay
James Gilbert
Lil A. Gottfried
Thomas Philip Gould
Iline Greenberg and Michael Maynard
Keith D. and Tina M. Greenfield
Nicholas and Marjorie Greville
Mr. and Mrs. Peter Grieve
Richard and Lorie Hamermesh
Jillian and John Hayes
Kathi and William Heeter
Mr. and Mrs. George Hibbard
Elizabeth C. Horan
Barbara and Amos Hostetter, Jr.
Robert Inches
Jennifer and Fred Jordan
Owen P. and Paige E. Kane
Abbie L. Kearse
Richard A. and Florence Krapow
Laura Neugebaum Langer and Robert S. Lanper
William Laskin
Mr. & Mrs. Jeffrey Leech
Mr. Breweester, III
Patricia and F. Longman
Christine W. and David Letts
Robert S. and Randi L. Yurie
William G. Maynard
Kathleen and Joseph McCarthy
Colin S. and Anne Craige McNesh
Melinda Mitchell
David R. and Michele H. Mittelman
Noah J. Morgan and Elie Newman
Estelle Morrison
Bansi Nagi
Daf and Shelly Nemirovsky
Joseph Nye
Gary M. and Margaret
Mary Pforzheimer
James Brooks and Kathryn O'Reilly Porter
Wayne Owen
Ellen M. Pass
Howard C. Rice
Deidre Ann Roney
Carolyn Thayer Ross and J. William Codinah
William T. Ruhl
Peter Salo and James K. Marra
Peter C. and Cynthia
Amidon Schliemann
Neil Silverston
Mr. & Mrs. Robert Smith
Mr. & Mrs. Sherman Sarr
Gordon Strauss
Laurie J. Thomsen
Joseph and Kristine Trustey
Ernest and Margot Ulrich
David M. Weinstein
Danette and Stephen B. Wineberg
Peter Karl and Dynos Ferguson
Wirth Harris S. and Audrey H. Yett
$250+
Alan Albert and Carolyn Heller
Laura Allan
Elizabeth S. and Oliver E. Ames, Jr.
Scott and Katherine Russell Anderson
Nigel Angelassie
Linda Antonucci
Jennifer C. and Jeffrey B. Atwood
Jeremy L. Avorn and Karen L. Tucker
Carl and Andrea Axelrod
Cynthia R. Ballantine
Maxwell O. Barden
Henry W. Barnett
Meredit Robbins Basque
Jerome L. and Leah Bass
Greg D. and Susan M. Bauer
David and Amy Dickinson Beckwith
Martin and Katherine N. Begien
Dubre Benning
 Stewart Berg
William L. and Kathleen Spooner Bliss
Meghan A. Block
Richard J. and Ellen A. Blocker
Judith M. Bramhall
Catherine A. Brisco and Lawrence C. Stewart
Karen and William B. Brooks
Jeffrey W. Brown
Katherine Buckley
Thomas and Judith Bulitt
James C. and Benny Burrows
Franklyn A. and Monica M. Caine
Janet and David Campbell
Karen P. and Leon Caongano, Jr.
Julie P. and Louis L. Casagranda
Robert Boyd and Carol Jackson Cashion
Leslie Creek and Charlotte R. Joslin
Linda M. Chin
Ted Clark and cheri Clark
Kathleen C. and James Tracy Colby III
Brian and Gracemarie Concanon
Beverly and Victor Conkin
Brian J. Conway
David and Nancy Corker
Thomas and Jennifer Lenox Craig
Claudette D. and Henry J. Crousse
Pauline F. and Walter Cummings
James and Meredith Cutler
Jeffrey P. Davis
Ann E. Daw
Stacy M. Debreff
Caren Demoulas
James F. Devis III
John and Leslie Moran Drew
Steven Drooker
Michael and Katherine Dukakis
Lauren S. Dutton
Lucie and Nabik El-Hage
Glen and Sara Ellison
Olivia and Todd England
Germania Fabbi and Mason Day
Gretchen and Edward Fish
John Fiske III and Daniel Ludden
Daniel T. and Maureen E. Fladley
James O. Fleckner and Sarah A. Katzman
Roderick W. and Barbara J. Fletcher
Andrew T. and Lesley P. Fligk
Mr. & Mrs. Stephen Fogg
Joseph A. and Patricia G. Fournier
John C. Fox
Gregory C. and Rosemary B. Foy
Lisa W. and Richard D. Friesbe
Mr. & Mrs. David Frost
E. N. Gadsby, Jr.
Peter E. Gardiner
E. S. and Donna H. Garner
Carol S. Gelles
Larry and Anne Geygehan
Jeffrey P. Gildard
Ed and Jenny Glesser
Susan and Keefe Gorman
Bob and Donna Goulart
Preston B. and Susan M. Grandin
Alexandar C. Grant
Eric K. and Lenore Shannon Gustafson
Bradley and Mary Henderson Hale
John and Ann Hall
K. C. Halper
Philip K. and Mary Causey Hamilton
H. Bredt Handy and C.H. Reynolds
Harry A. Hanson, III
Robert and Michelle Hanss
Barbara Harrell
Louise O. Heath
Joan M. and Merritt Heminiway
Cassandra Hyndman Henderson
Betty Gene and Geoffrey J. Hine
Barbara B. Hickey
Bruce Holbein
Rob Hollister and Catherine Donaher
Emily W. Hooghi
Katherine Hozartz
James Hynes
Mark and Susan Irving
David F. and Molly M. Jackson
Elizabeth S. and Edward S. Jacobs
Georgia and Douglas Jenkins
Sara C. and Hugh R. Jones, Jr.
Mr. & Mrs. John H Kellogg & Tom and Nancy Kelly
Alan A. Khaezi and Vanessa Kirsch
Jordan Kirsch
Adam K. and Mary E. Kirsch
Lawrence R. and Paula P. Klane
A. Lawrence and Ruth C. Kolbe
Pamela Wasley Larsen
David H. Lebrot
Betsy and Michael Lee
Jonathan O. Lee
Toni Lee
Alan and Marcia Leifer
Julie Leitman and
Charlton Macaige III
Monica Lewis and Kenneth L. Fox, Jr.
J. Scott and Marian M. Lord
William McConnell
Joseph W. and Kristin Madison
Javad Maftoon and Golnoosh Darabi
Erlin Maloney
Kevin J. and Polly H. Manon
Douglas Marshall
Mr. & Mrs. Kevin Marshall
Carime A. Martinetti
City Year launched a multi-year technology initiative with major support from a consortium of technology companies. After initial consulting support by Compaq Computer Corporation to develop a detailed technology plan, Compaq made a $500,000 challenge grant in the form of equipment and financial support. This "Compaq Challenge" helped to secure major contributions totaling over $900,000 from Cisco Systems, Microsoft, Adobe, Computer Associates International, and Hewlett-Packard, all of which filled a unique and critical component of the plan. Thanks to the generous support of these companies, City Year's eleven sites are connected by a wide area network and every station is connected directly to the Internet. City Year is now poised to develop powerful website, Intranet, and database capacities to maximize the organization's ability to sustain itself in the long term and to train powerful leaders for the future. City Year extends its deepest thanks to all of its technology sponsors!
### NATIONAL BOARD OF TRUSTEES
- Jeffrey Swartz, Chair
- President and CEO
- The Timberland Company
- Kenneth Atwood
- Former Vice-President
- City Year, Inc.
- Michael Brown
- President and Co-Founder
- City Year, Inc.
- Faral Chinaya
- Political Analyst, ABC News
- George Gordon
- Editor-in-Chief, Inc. Magazine
- Susan Hammer
- Former Mayor, City of San Jose, CA
- Deborah Jackson
- Sr. Vice President for Network Development and Community Service
- Children's Hospital
- Ilene Jacobs
- Executive Vice President
- Human Resources
- Fidelity Investments
- Rosabeth Moss Kanter
- Professor, Harvard University
- Lisbeth Schorr
- President and Co-Founder, City Year, Inc.
- Alan Khazei
- Business Administration Graduate School of
- Professor, Harvard University
- Rosabeth Moss Kanter
- Fidelity Investments Human Resources
- Ilene Jacobs
- Executive Vice President
- Human Resources
- Fidelity Investments

### OF TRUSTEES
- National Board
- 98

### CITY YEAR BOARDS
- CLEVELAND
  - Jan Robb, Co-Chair
  - Attorney at Law, Davis & Young
  - Thomas Sullivan, Sr., Co-Chair
  - Chairman, C.E.O.
  - RPM, INC.
  - Bruce Aker
  - V.P. Public Affairs, Keybank
  - Greg Brown
  - Fellow, Federation of Community Planning
  - Thomas Clevesedge
  - Sr. Managing Director of Community Affairs
  - Mc Donals & Company Securities
  - Deborah Coleman
  - Attorney at Law, Hahn Loesser & Parks
  - Jeff Conception
  - C.E.O., Sagamark Consulting
  - Nancy Cronin
  - International/Government Relations
  - Cleveland Port Authority
  - Anthea Daniels
  - Partner, Attorney at Law
  - Calfee, Halter & Grissell
  - Robert Deitz
  - President
  - Community Affairs, RPM, Inc.
  - Mike Frothingham
  - Marketing Manager
  - Day-Glo Color Corp.
  - Pam George
  - Director
  - Community Affairs
  - Reaves
  - Director
  - Community Affairs
  - Bob Derrick
  - BPIC
  - Richard Sayers
  - Policy Management Systems Corp

### BOSTON
- John Gilmartin, Chair
- Retired, CED, Millipore Corporation
- John D. Hamilton, Jr., Co-Chair
- Managing Partner, Hale and Dorr, LLP
- James Ansara
- President, Shamwut Design and Construction
- Matthews Axetrod
- Attorney
- Hill & Barlow
- Michele Couton Brown
- President
- Fleet Boston Foundation
- La Tanya Brown
- Phillips Brook House
- Volume 79B
- Shirley Carrington
- Director of Human Services
- The Boston Empowerment Center
- Anita M. Cooper
- The House of MGM Barbers
- Commissioner Paul Evans
- Boston Police Department
- Rathanne Fuller
- Strategic Planner
- Reverend Ray Hammond
- Founder, Ten Point Coalition
- Bethel AME Church
  - Alfreda Harris
  - Executive Director
  - Interaction for Social Change
  - Stacey Kabat
  - Peace at Home
  - Paige E. Kane
  - Regional Vice President
  - State and Local Affairs
  - Judy Lister
  - President of Phillips Brooks House
  - Paula McEachin
  - Managing Director
  - Brookside Community Health Center
  - Reverend Roberta Miranda
  - Iglesia Bautista Central
  - John Meehan
  - Vice President
  - Boston Private Bank & Trust
  - John O'Connor
  - President, Greenworks, Inc.
  - Ken Packer
  - Vice President, General Manager, Footwear, The Timberland Company
  - Evelyn Riesenberg
  - Executive Director
  - Boston Community Centers
  - Dr. Ravinder Sukhuja
  - APEX Enterprises
  - Casel Walker
  - Principal
  - Joseph Manning Elementary School
  - Ronald L. Walker, II
  - Superintendent for Schools & Clusters
  - Boston Public Schools
  - Libby Lai-an Chu
  - Executive Director
  - Urban Gateways
  - Shawn M. Donnelly
  - Marcus & Co., LLC
  - RR Donnelley & Sons Company
  - Arne Duncan
  - Director, Magnet Schools
  - Chicago Public Schools
  - John Edelman
  - Assistant to the Chairman/International Director of Human Resources
  - Edelman Public Relations
  - Larry Freed
  - President
  - Michael Mandle
  - City Year Alumni 96-97
  - Student, Northwestern University School of Law
  - Phyllis L. Martin
  - Executive Director
  - Financial Research and Advisory Committee
  - Eric T. McKittrick
  - Shareholder
  - C.E.O., Sagemark Consulting
  - Jeffrey Concepcion
  - C.O.O., Sagamark Consulting
  - Steven Clevesedge
  - Managing Director
  - Community Affairs
  - Robert Deitz
  - President
  - Community Affairs, RPM, Inc.
  - Mike Frothingham
  - Marketing Manager
  - Day-Glo Color Corp.
  - Pam George
  - Director
  - Community Affairs
  - Reaves
  - Director
  - Community Affairs
  - Bob Derrick
  - BPIC
  - Richard Sayers
  - Policy Management Systems Corp

### COLUMBUS
- Monica Newman, Chair
- Department of Juvenile Justice
- Marie-Louise Ramsden, Co-Chair
- Director of First Steps
- State of South Carolina
- Charles P. Austin
- Chief of Police
- Columbia Police Department
- William T. Bateman
- Director of Economic Development
- BeltSouth
- Tom DeLoach
- President / Owner
- BPC
- Bob Derrick
- Senior VP
- Wachovia Bank
- David Duches, Esq.
- Nelson, Mullins, Riley & Scarborough, LLP
- Cleo Fleming
- Sen. VP / Carolinas Personnel Executive
- Bank of America
- Eddie Foger
- Head Coach, Men's Basketball
- University of South Carolina
- Vince Ford
- Senior Vice President
- Palmetto Health Alliance
- Bobby Gist
- Office of Equal Opportunity Programs
- University of South Carolina
- Wally Graves
- Assistant Vice President
- Blue Cross Blue Shield
- Francesca B. Heizer, Esquire
- McKnight Law Firm
- Ozie Jackson
- Vice President of Community Relations
- Budweiser of Columbia
- J.T. McLaurin, Jr., President
- Columbia Urban League, Inc.
- Don Montgomery
- Assistant Vice President
- Profiles in Diversity
- Insurance Company
- Rick Noble
- Development Director
- Midlands Technical College
- Brian Owens
- President / Owner
- Rising High Natural Bread Co.
- Greg Plogman
- Public Relations Director
- Richland School District One
- Terri Randall
- Director Corporate Communications
- Fleet Mortgage
- Phil Retalick
- Vice President
- Safety Kleen
- Jane Supps
- Community Volunteer
- Kenneth M. Supps, Esquire
- Supps & Kelly, P.A.
- Cynthia Thomas
- Policy Management Systems Corp
- Jesse Washington, Jr.
- Executive Director
- Greater Columbus Community Relations Council
- G. Todd Weiss
- Heritage Chevrolet Buick

### DETROIT
- Gail L. Warden, Chair
- President and CEO
- Henry Ford Health System
- Walter C. Watkins, Jr., Co-Chair
- President
- Bank One
- Israel Ahmed
- Executive Director, ACCESS
- N. Charles Anderson
- President/CEO
- Detroit Urban League, Inc.
- Penny Baier
- Executive Director
- M Metro Girl Scout Council
- Joseph Buttinger
- Vice Chair Chairman
- Comerica Incorporated
- Amanda Caballero
- Executive Director
- Latino Family Services
SERVICE PARTNERS

<table>
<thead>
<tr>
<th>City</th>
<th>Service Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cranwood Learning Academy</strong></td>
<td>Fairfield Center for Aging</td>
</tr>
<tr>
<td><strong>Goodrich-Gannett Neighborhood Center</strong></td>
<td>The Museum of American History</td>
</tr>
<tr>
<td><strong>James B. Webber School</strong></td>
<td>Jewish Community Council</td>
</tr>
<tr>
<td><strong>Junior Achievement of Southern California</strong></td>
<td>Lighthouse of Oakland County</td>
</tr>
<tr>
<td><strong>Marsh Elementary School</strong></td>
<td>Marygrove College</td>
</tr>
<tr>
<td><strong>Motor City Blight Busters</strong></td>
<td>NICHD/Adams Butzel Recreation Center</td>
</tr>
<tr>
<td><strong>Nicksil Elementary School</strong></td>
<td>Northwest Neighborhood Health Empowerment Center</td>
</tr>
<tr>
<td><strong>Our Lady Peace Park</strong></td>
<td>Owen Elementary School – Detroit</td>
</tr>
<tr>
<td><strong>Rainbow Children’s Museum and TRW</strong></td>
<td>Penn State University – College of Engineering</td>
</tr>
<tr>
<td><strong>EdVenture</strong></td>
<td>Parent Resource Center</td>
</tr>
<tr>
<td><strong>KIDAN</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Saxon Homes</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Gonzales Gardens</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Lindenwood University</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>East Hampton Village</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Harlem Village</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Vanderbilt University</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Amgad</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Alban House</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Cranwood Learning Academy</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Fairfield Center for Aging</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>South Bend Area Education Agency</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Pattonville School District</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>St. Francis Xavier University</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Grand Rapids Public Schools</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Michigan State University</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Wayne State University</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
<tr>
<td><strong>Oakland Community College</strong></td>
<td>Parent Resource Center for Multicultural Education</td>
</tr>
</tbody>
</table>

---

**Co-Founders:** Michael Brown and Alan Khazei  
**President & Director of National Affairs:** Charlie Rose  
**National Director of External Affairs:** Carolyn Casey  
**National Marketing & Communications Director:** Kristin Thalheimer  
**Design:** Lisa Wheeler, Hobbsman Design  
**Printer:** Puritan Press, Inc.  
**Cover Photo:** John Gillooly, Professional Event Images  
**Photos by John Gillooly unless otherwise indicated**  
Special thanks to all those at each of the City Year sites whose contributions and help made this report possible.
“You are the very best. Of all the programs that we are working with in America’s Promise, of all the partners... no partner, not one, has been as committed, has been as dedicated to the goals of America’s Promise as City Year. You are not a generation on its way to nowhere. You are not Generation ‘X’ drop-outs. You are Generation ‘Excellent’. You are our future... You are the leaders, not only of the communities that you represent, but of the nation. You are the leaders of the world that wants to be free... I want you to continue to be an inspiration for the rest of the nation... We have the highest expectations for you. Expectations that we know you will meet.”

General Colin Powell, Chairman, America’s Promise, speaking to City Year corps members at cyzygy ’99 at Howard University in Washington, DC