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National
Service



National Service — Now

By Bill Clinton

WASHINGTON

A pathy is dead. Of everything I've learned in my first few weeks in the White House, that's the thing that's made me the happiest. Whether or not the people I've met outside the capital support the changes I have proposed, they're all saying they're ready to rebuild our country.

But they know, as I do, that no economic plan can do it alone. A plan can make vaccines available to children, but alone it will not administer the shots to all of them. It can put security guards in the schools, but alone it will not take gangs off the streets. And it can provide more aid for college, but alone it will not make the costs of college less daunting for the middle class.

That's why I believe we need national service — now.

If Congress acts quickly enough, just months from now more than 1,000 young people will start serving our country in a special summer effort. In four years, the successors to these pioneers will multiply a hundredfold. Imagine: an army of 100,000 young people restoring urban and rural communities and giving their labor in return for education and training.

National service is an idea as old as America. Time and again, our people have found new ways to honor citizenship and match the needs of changing times.

Lincoln's Homestead Act rewarded those who had the courage to settle the frontier with the land to raise a family. Franklin D. Roosevelt's Social Security Act insured that Americans who work a lifetime can grow old with dignity. Harry S. Truman's G.I. Bill rewarded the service of my father's generation, transforming youthful veterans into an army of educated civilians that led our nation into a new era.

For my generation, the reality of national service was born 32 years ago tomorrow, when President John F. Kennedy created the Peace Corps. At its peak, the Peace Corps enrolled only 16,000 volunteers yet it changed the way a generation of Americans look at themselves and the world.

Today, the spirit of our people once again can meet head-on the troubles of our times.

The task is as complex as our chal-

lenge is great. We must combine the intensity of the post-World War II years with the idealism of the early 1960's — and help young people afford a college education or job training.

In 1993, we'll restore the spirit of service by asking our people to serve here at home. We won't rekindle the wars we won, but we'll tackle the growing domestic dangers that threaten our future.

Our new initiative will embody the same principles as the old G.I. Bill. It will challenge our people to serve our country and do the work that should — and must — be done. It will give those who serve the honor and rewards they deserve. It will invest in the future of the quiet heroes who invest in the future of others.

The national service legislation that I will send to Congress shortly will give our people the chance to serve in two basic ways:

First, it will make it easier for young people to hold low-paying public service jobs and still pay off their student loans.

Under our program, Americans will be able to borrow the money they need for college and pay it back as a small percentage of their income over time. By giving graduates the chance to repay loans on an affordable, reasonable schedule, this "income-contingent" program will allow our people to do the work that our communities really need.

Second, our legislation will create new opportunities for Americans to serve our country for a year or two —

and receive financial support for education or training in return.

We'll offer people of different ages and educational levels different ways to serve. And to focus our energies and get the most for our money, we'll direct special attention to a few areas:

- We'll ask thousands of young people to serve in our schools — some as teachers, others as youth mentors, reading specialists and math tutors. They'll join the effort to insure that our schools offer the best education in the world.

Federal seed money, but local management.

- We'll send people into medical clinics to help immunize the nation's 2-year-olds. Some participants will be qualified to give the shots, but thousands of others can provide essential support, contacting parents and following up to make sure children get the shots they need.

- We'll help police forces across the

country through a new Police Corps trained to walk beats. We'll also organize others in our communities to keep kids out of gangs and off drugs.

- We'll put still others to work controlling pollution and recycling waste, to help insure that we pass on to our children a nation that is clean and safe for years to come.

Our national service program will offer more than benefits to individuals. We'll help pay operating costs for community groups with proved track records, providing the support they'll need to grow. And we'll let entrepreneurs compete for venture capital to develop new service programs.

While the Federal Government will provide the seed money for national service, we are determined that the participants — the individuals who serve and the groups that sponsor their service — will guide the process. Spending tens of millions of tax dollars to build a massive bureaucracy

would be self-defeating; it would squash the spirit of innovation that national service demands.

By design, our national service program will not happen overnight. Instead, it will grow year by year, with funding reaching \$3 billion in 1997. And as I've said many times, I believe it will be the best money we ever spend.

If Congress gives us the chance, this summer we'll create an eight-week leadership training program. We'll recruit more than 1,000 young people for special projects to meet the needs of children at risk — and to train the first class of full-year participants.

In the first full year of our initiative, we'll launch our flexible loan program and aim to put tens of thousands of people to work. By 1997, more than 100,000 citizens could be serving our country, getting education and training benefits in return. And hundreds of thousands more people could be



doing invaluable work because college loans no longer block the way.

But the best planning and the most ambitious design won't make this vision of national service a reality. That responsibility ultimately rests with the American people.

I am convinced that after 12 years of drifting apart instead of working together we are ready to meet the challenge. From a 14-year-old boy in North Dakota who sent us \$1,000 to help pay off the deficit, to a 92-year-old widower in Kansas who followed his example, people are demonstrating that they want to give something back to their nation.

National service will exercise our talents and rebuild our communities. It will harness the energy of our youth and attack the problems of our time. It will bring together men and women of every age and race and lift up our nation's spirit. And for all of us, it will rekindle the excitement of being Americans. □

President Clinton will deliver a speech on national service tomorrow at Rutgers University.

Seymour Chwast

FILE
NATIONAL
SERVICE
PROGRAM
Thanks.

M E M O R A N D U M

TO: Christine Varney
FROM: Eli Segal
DATE: February 1, 1993
RE: Call to Cabinet Chiefs of Staff on Tuesday, February 2.

As we discussed, when you speak to the Chiefs of Staff on Tuesday, please advise them of the following:

1. The President's continued commitment to national service, reinforced in his Inaugural address and at the cabinet retreat;
2. Many departments already have service programs -- perhaps even unknown to the new Secretaries -- which need to be imbued with new life and spirit. In this context, I enclose a list of service projects managed by the federal government now (any or all of which you should not hesitate to mention on your phone call);
3. We would like them to appoint a "service" contact who would be, among other things, asked to inventory existing service programs for our information;
4. The absolute need for communications; for example, the HHS initiative on immunization today could certainly have a national service component as this project moves forward in the future.
5. Our thinking about the need for an interagency task force on national service, especially for those departments which may be affected by pending legislation; I'm thinking particularly about Labor and Education where I have already spoken with Reich and Riley.

EJS:ke
Attachment

Attachment 2

**PARTIAL LIST OF SERVICE FUNDING
FROM THE FEDERAL GOVERNMENT**Service-only organizations

- | | | | |
|----|--|----|---------------|
| 1. | ACTION | -- | \$199 million |
| 2. | Commission on National and Community Service | -- | \$75 million |
| 3. | Points of Light Foundation | -- | \$5 million |
| 4. | Peace Corps | -- | \$218 million |

Federal agencies

- | | | | |
|-----|---|----|---------------|
| 5. | HHS:
National Health Service Corps | -- | \$100 million |
| 6. | Defense:
Civilian Community Corps | -- | \$20 million |
| | Conversion assistance | -- | \$20 million |
| | Youth Opportunity Corps | -- | \$30 million |
| 7. | Education:
College Work-Study | -- | \$40 million |
| | Urban Community Service | -- | \$9 million |
| | Innovative Projects | -- | \$1 million |
| | Student Literacy Corps | -- | \$5 million |
| 8. | HUD:
HOPE IV: YouthBuild | -- | \$17 million |
| | HOPE VI | -- | \$27 million |
| 9. | Veterans Administration:
Health Professional Scholarship Program | -- | \$10 million |
| 10. | Small Business Administration:
Service Corps of Retired Executives | -- | \$3 million |
| 11. | Interior:
Student Conservation Association | -- | ? |

THE WHITE HOUSE

WASHINGTON

February 25, 1993

MEMORANDUM FOR CHIEFS OF STAFF

FROM: STEPHEN B. SILVERMAN *SBS*
Deputy Secretary to the Cabinet

SUBJECT: The Attached

Attached are today's talking points and a list of supporters of the President's economic plan.

Most of you have been contacted by Gloria Johnson (456-6444) of the National Service staff regarding participating in their efforts to promote the National Service Program, particularly Monday March 1, when the President will announce details of the program. We strongly support this program and hope that each of you who have an opportunity to participate will consider doing so.

COMMENTS ON THE PRESIDENT'S SCHEDULE
FEBRUARY 25, 1993

The New Directions Economic Plan is picking up steam: today, it will receive support from business leaders, labor leaders, and change leaders in Congress. And yesterday, the House passed an important part of the plan, voting to extend unemployment insurance.

The President will receive the support of a wide range of business and labor leaders:

- * In an announcement expected to include the CEO of Ford Motors and the President of the United Auto Workers sharing the same stage, some of America's most prominent job leaders - from both sides of the bargaining table - are scheduled to announce their support for the President's economic plan.

- * It is exactly that kind of partnership that exemplifies the new direction and the new thinking represented by the President's plan.

Every one of the individuals that is expected to participate in today's announcement could have looked at the plan from his own singular perspective, and found a piece he didn't like - and opposed the plan.

Instead, each chose to put aside his singular interests and come together for our common interest.

- * Business and labor understand that America cannot afford the status quo. We need bold change now.

On a related front, Eva Clayton (D-NC) has indicated her intention to deliver a letter to the President today announcing the support of the Democratic Members of Congress who were sent to Washington because their constituents demanded change - the freshman class.

- * The President was very pleased to learn that Congress is going to match the contribution of the federal workforce - the leadership announced yesterday that Members and their staffs will forego cost of living adjustments in their pay for one year.

SUPPORTERS

9 to 5

ACTWU

Advocacy Institute

AFL-CIO Executive Committee

AFSCME

AFT

Aids Action Council

American Solar Energy Society

American Wind Energy Association

American Council for an Energy-Efficient Economy

American Institute of Architects

American Biofuels Association

American Hospital Association

American Electronics Association

American Association of University Women

Apple Computer

ARCO Chairman, Lodwick M. Cook

Association for American Universities

Bread for the World

Bricklayers

Building & Construction Trades

Carpenters

Carpenters (St. Louis, Milwaukee, Southern Wisconsin, Western PA, Keystone Carrying

Capacity Network

Catholic Charities

Catholics for a Free Choice

Center on Hunger, Poverty, and Nutrition Policy

Children's Defense Fund

COALITION '93

Committee for Education Funding

Common Cause

Computer Systems Policy Project

CONCERN Inc.

Consumer Federation of America

Consumers Union, Washington Office

CWA

Defenders of Wildlife

District, PA, Local 1911, Northern New England)

Earth Energy Association

Economic Policy Institute

Ellen Malcolm, President, EMILY's List

End Hunger Network

Environmental Defense Fund

Environmental and Energy Study Institute
Fire Fighters
Food Research and Action Center
Friends of the Earth
Greenhouse Crisis Foundation
Hollywood Women's Political Committee
IMPACT - Illinois' Gay and Lesbian Political Action Committee
Independent Bankers Association of America
International Union of Operating Engineers
Interstate Solar Coordination Council
IUE
Izaak Walton League of America
Joint Center Political Economic Studies
League of Women Voters
Machinists
NARAL
National Jewish Democratic Council
National Farmers Union
National Council of the Churches of Christ
National Alliance of Business
National Association of Social Workers
National Coalition for Advanced Manufacturing (NACFAM)
National Council on the Aging
National League of Cities
National Audobon Society
National Urban League
National Education Association
National Minority Aids Council
National Rainbow Coalition (with reservations)
National Resources Defense Council
National Council of Jewish Women
National Wildlife Federation
Public Securities Association
Public Citizen
Rudin, Harvey (Chair of Urban Consortium)
Safe Energy Communication Council
Second Harvest
SEIU Local 721
SEIU Local 150
SEIU Local 365
SEIU Local 399
SEIU Local 509
SEIU Local 100
SEIU Local 87
SEIU Local 1
SEIU Local 31-M

SEIU Local 82
SEIU
SEIU Local 949
Semiconductor Equipment and Materials International
Sheet Metal Workers
Sierra Club
Solar Energy Industries Association
Steelworkers
Task Force on Hunger and Homelessness: U.S. Conference of Mayors
Teamsters
The Wilderness Society
Transportation and Communications International Union
U.S. Telephone Association
UAW
UFCW
Union of Concerned Scientists
Wayne Vallis
Women's Information Network
Women's National Democratic Club
Women's Legal Defense Fund
World Hunger Year

****please note: Organizations listed as supporters may have not formally endorsed the President's plan due to their tax status; however, they have indicated their support.**

RESERVED SUPPORT

AARP

American Road and Transportaion Association

NEGATIVE RESPONSES

AFGE

National Treasury Employees Union

Hotel & Restaurant Employees Union

National Committee to Preserve Social Security and Medicare

ELECTED OFFICIALS

Governor William P. Casey, Pennsylvania
Governor Zell Miller, Georgia
Governor Ann W. Richards, Texas
Governor Bruce Sundlun, Rhode Island
Governor Lawrence Douglas Wilder, Virginia
Mayor Richard Daley, Chicago
Mayor Sharon Pratt Kelly, District of Columbia
Mayor Kurt Schmoke, Baltimore

Restrictive

National Conference of State Legislatures

THE WHITE HOUSE

WASHINGTON

June 21, 1993

Memorandum to All Chiefs of Staff

From: Christine Varney
Eli J. Segal

Subject: Forming an Inter-Departmental Working Group for National Service

Now that national service legislation has been reported to the floor in both houses of Congress, the White House Office of National Service has begun to focus on developing implementation ideas to share with the states and potential applicants as a guide and a stimulus for thinking. To carry out this task successfully, the Office of National Service will need the continued support and assistance of high level officials in the Cabinet Departments.

To this end, Eli Segal has asked Peter Edelman, Counselor to Donna Shalala at HHS and a senior policy advisor to Eli Segal at the White House, to establish and chair an inter-departmental working group on national service. The group will have two main functions:

*** It will involve department representatives in the process of building the national service program.** Department representatives will be asked to help identify experts in their fields, both inside and outside their departments, who can help establish basic program priorities and guidelines, solicit the advice and assistance of other experts, and identify the main constituent groups which can help with outreach and information dissemination efforts.

Note: As Susan Stroud, Director of Program Development for the Office of National Service, begins to establish working groups to help move program development efforts forward, ONS wants to establish some general policy priorities within the areas of education, public health, public safety, and the environment which can be a guide for all those involved. Since ONS would like the policy priorities in these areas to be consistent with overall Administration policy priorities, the first thing we will ask the representatives to do is to let us know the top policy priorities of their departments as they are applicable to these four priority areas for national service. This will help in thinking through priorities for implementation of national service.

* It will give department representatives the opportunity to share ideas and information with each other about planned or existing department-sponsored service initiatives and to encourage the creation of additional department-based service initiatives. Drawing upon each other's ideas and experiences, representatives will help invigorate the ethic of service in the federal government, in general, and in their own departments, in particular, by generating new ideas for program development and additional service components in existing programs, suggesting ways to increase employee volunteerism, and finding ways to form partnerships between departments as program planning moves forward.

Representatives to the working group should be able to attend meetings at least once a month and do follow-up work on behalf of the group and their departments when necessary. While we recognize that most departments have already designated community service contacts who have helped the Office of National Service complete an inventory of department-sponsored service initiatives, the status of these contacts varies in each department. Please take the time to carefully select the representative to the working group. The role of the representative will be quite different from that of the initial contact who was identified previously. In order to serve effectively, representatives to the working group must be high level officials who have policy expertise and a great deal of experience in their fields.

The first working group meeting will take place on Wednesday, June 30th at 4:00 in the OEOB room 180. Please select a representative from your department and call Kate Frucher in the Office of National Service at (202)456-6444 with that person's name and phone number by Friday, June 25th. Once selected, the representative should fax a list of the service-relevant top policy priorities of your department (see previous page) to Kate at (202)456-6420 before the first meeting.

Thank you for your attention to these matters. Your help has been and will continue to be greatly appreciated.

MEMORANDUM

COUNCIL OF ECONOMIC ADVISERS

National Service

February 1, 1993

TO: LAURA D'ANDREA TYSON

FROM: JONATHAN WIENER *fw*

SUBJECT: **National Service and the "City Year" example**

Developing National Service: How we might help

After our brief discussion this morning, I made initial contact with the Office of National Service (Eli Segal's office) and offered our help. Segal's staffer, Kate Frucher, told me that right now they are engaged in three activities: organizing their office, identifying existing federal service programs, and drafting legislation.

Drafting legislation will require the development of program concepts, analysis of the social and economic implications of different options, and translation of chosen options into legal language. National Service programs could affect (in different ways) cities and communities, labor markets and labor unions, schools, businesses, families, and government budgets.

CEA could help analyze these socioeconomic issues and contribute to the drafting of smart, creative legislation. We could assist in economic analysis of the costs and benefits of service and of the interplay with markets for labor and education; and in legal analysis of the types of programs that might be designed. Moreover, based on my work in community service, I could bring some knowledge of what community service is, how it best flourishes, and how to stimulate entrepreneurial approaches nationwide. As described in my memo to you of January 21, I have worked for some time with "City Year" (see below), I founded "Class Act," and I helped organize the first "DC Servathon."

I will keep in contact with Segal's office. It does not appear that any interagency group yet exists to help Segal's office perform the analytic tasks noted above. You might suggest that he call on a small group of key staffers to help address these issues.

"City Year": A Possible Model

Attached are the materials I promised you this morning about "City Year," the service corps in Boston that has been mentioned as a model for the President's national service initiative. I worked with City Year starting in 1989, and I just visited again a week ago.

In my view, City Year offers several innovative features that could help make national service a success, including diversity, local organization, private funding. By design, its 200+ corps members come from every ethnic, racial, and income background; City Year is intentionally organized to build trust and cooperation across social divides. City Year is a nonprofit organization, not a government agency, and until it won federal matching funds last year, it was entirely funded by private businesses and foundations. City Year is now planning to expand to several new cities and become a national service organization.

Among the features of City Year that I find attractive for National Service are:

- o Inclusive citizenship; diversity. A primary function of National Service should be to reach all sectors of society, bringing together people of all ethnic, racial, and income/wealth backgrounds in common service. The goal is to teach trust and cooperation, and make diversity our strength. City Year succeeds -- at not only delivering services but also attracting community enthusiasm and financial support -- because it offers a vision of American reunion. Senior service could complement youth service.
- o An ethic of civic commitment. City Year tells its young corps members that they are the leaders of today, not tomorrow; that they are the resource, not the client; that they can make a difference. It insists on total commitment and high quality work. National Service would eventually be a part of every American's growth, a real life experience in the American dream of democracy, achievement and responsibility.
- o Entrepreneurship; reinventing government. National Service need not be a leviathan federal employment program, monolithic and cumbersome; nor a simple extension of the military; nor a grab-bag of disparate, highly local untested programs. It should be an opportunity to reinvent public entrepreneurship: the federal government should foster a marketplace in which many different service concepts compete. The government should act like a source of venture capital, investing in diverse creative ventures at the local, regional and federal level. Institutional successes like Scouting, City Year, Teach for America, and the Nature Conservancy suggest that investments in national as well as local nonprofit groups can be fruitful.
- o Public-private collaboration; leveraging. Service programs should be co-funded by private businesses and

foundations. Cost sharing helps spread the costs beyond the federal budget. It helps the government identify which programs are truly meritorious, and ensures that a bottom-line-conscious investor is at hand to monitor performance. It also invites the private sector to be part of the ethic of civic commitment -- contributing to the community through support for local service programs. Private citizens could also donate to the National Service Trust Fund, which would fund post-service awards.

- o Flexible awards, based on performance. In return for providing a period of service, corps members would receive a service award from the National Service Trust Fund. The award could be in cash, or in some form of voucher applicable to useful enterprises such as vocational training, college loan repayment, or small business start-up credit. Requiring that service come before the award would avoid the problem of loan recipients who then default on their service obligations. Letting the service award be applicable to a variety of uses would avoid the problem of recruiting only those who need loans for college.

I would be happy to provide you further information on "City Year" or other aspects of National Service.

CC: AB, TO'D

Los Angeles Times

SUNDAY, DECEMBER 27, 1992
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'City Year' May Offer Model for Clinton Youth Service Program



GARY GIBSON / For The Times

Tanysha Gibson tutors first-grade students as part of her participation in Boston's City Year community service program for young adults.

■ **Initiatives:** Putting young adults to work at community tasks is among President-elect's priorities. Boston experience may provide the blueprint.

By ROBERT SHOAG
TIMES POLITICAL WRITER

BOSTON—Raised in the gang-ridden streets of Boston's Roxbury ghetto, Andre Berry had just finished six months in a prison for youthful offenders when his family decided to seek a way to keep him out of more trouble.

A few miles but a cultural world away from Roxbury, Lila Moran, a principal's daughter who grew up in the sheltered environment of suburban Brookline, wanted to take a break after receiving her high school diploma and earn some money for college.

For both Andre and Lila, the answer turned out to be a stint in City Year, a widely acclaimed urban service program that has made diversity its hallmark. For nine months, they worked as teacher's aides in schools in rough neighborhoods much like Andre's Roxbury.

By recruiting young people from leafy suburbs as well as inner-city slums, City Year has emerged as a potential model for the national service program President-elect

Bill Clinton has put near the top of his domestic agenda.

Senior advisers say Clinton has decided to include national service on a short list of four key initiatives he will roll out during his first 100 days in office, putting it on the same accelerated timetable as economic, health care and government reform.

And as his advisers survey existing programs across the country to

find out what works and why, their gaze increasingly returns to City Year.

"It's like the vision of national service incarnate," raves Roger Landrum, head of Youth Service America, which is seeking to rally public support for the national service idea. "It's the top of the line."

Like other urban youth programs, City Year attempts to put young people to work at useful community tasks in schools, nursing homes and the like, and rewards them with an end-of-service stipend. But the program's success in cutting across race, class and economic lines is what sets it apart and draws national attention to Boston.

Clinton himself made a campaign stop at City Year last year for a 90-minute round-table discussion with the volunteers and staff. Since the election, his top advisers on national service have beaten a path to its second-floor walk-up headquarters in an old warehouse in Boston's down-at-the-heels wharf district.

They clearly like what they see. On one day earlier this month, volunteers in City Year's community building division were painting, weeding and seeding as part of a drive to spruce up Boston's Chelsea neighborhood. Members of its housing team were distributing fresh produce and bread contributed by a local supermarket. Environmental division volunteers

BACKGROUND

■ President-elect Bill Clinton's concept of national service is often compared to the GI Bill enacted after World War II, but its origins go back even further to the Civilian Conservation Corps established during the 1930s. While the CCC's mandate was to convert marginal farmland into forests, President Franklin D. Roosevelt cited a loftier rationale: "More important than material gains will be the moral and spiritual value of such work." The CCC was shut down in 1942, but the spirit of service was revived with President John F. Kennedy's Peace Corps, success of which led to establishment of VISTA—Volunteers in Service to America—as part of President Lyndon B. Johnson's War On Poverty.

were creating a "climbing tree" at the Franklin Park Zoo, while members of the youth leadership division were deployed around town running after-school programs.

City Year's appeal reflects a combination of high-minded idealism and practical politics.

"These City Year kids told me that when they first enlisted in this program, the blacks stood in one corner and the whites in another," says Al From, chief domestic policy adviser for the Clinton transition. "After two or three days, they were working together in teams. That's how you build bonds of community and the civic ethic in this country."

In more pragmatic terms, fashioning a national service program that reaches out to the offspring of the middle class as well as to the disadvantaged would help Clinton keep his oft-repeated campaign promise to be a "different kind of Democrat."

It also would help him build a broad base of electoral support for the idea of national service. "Basically, the more universal impact a program has, the more public support it generates," says Democratic pollster Mark Mellman. "That's why Social Security is a lot more popular than welfare."

Potentially, at least, Clinton's plan for adapting the GI Bill concept to civilian life by allowing young people to pay off college loans with money earned through community service appears to have sweeping appeal. It was a standard item in his campaign stump speech, and one of his surest applause lines.

In fashioning their initiative, Clinton's advisers can draw on the experience of about 75 existing programs that provide service jobs for about 17,500 participants across the country. The largest is the California Conservation Corps, whose 3,600 volunteers clear trails, plant trees and maintain forest properties.

The Los Angeles Conservation Corps, with about 110 full-time participants and 200 part-time junior high students, focuses on neighborhood beautification, tree planting and recycling projects.

Within the Clinton transition team, the order of the day is full speed ahead.

"We're going to have a national service plan on Capitol Hill by January," says Clinton adviser From, "and I'm sure shooting to have something ready by Jan. 20," the day Clinton will take the oath of office.

Here are the major problems Clinton's advisers are grappling with as they design their service initiative:

Money: It will cost the government an estimated \$20,000 a year for each volunteer to cover living expenses, administrative costs and a \$10,000 incentive bonus. "One of the biggest obstacles we have to deal with on national service, and on everything else, are limits on budget," acknowledges From.

Federal outlays could be reduced by assigning volunteers to existing organizations willing to pick up some of their expenses. Another source of savings could come from reduced levels of defaults and interest subsidies connected with the student loan fund, which Clinton ultimately wants to replace with the National Service Trust Fund

The defaults and subsidies currently cost roughly \$6 billion a year.

From envisages a program that initially costs about \$1 billion a year for 50,000 volunteers, rising to \$2 billion for 100,000 volunteers after four years.

Timing: Clinton's stump speeches seemed to imply that volunteers would pay off their college loans with money earned in service after graduation. But many of his advisers believe that young people should be encouraged to perform their service prior to college.

"This would follow the GI Bill principle of service first, education later," says Charles Moskos, a Northwestern University authority on national service who has been involved in the Clinton transition planning discussions.

Rep. Dave McCurdy (D-Okla.) argues that volunteers would be better off doing their service stint first. "Many educators say young people are just not prepared for college work in a meaningful way when they first get out of high school," he says. The argument for post-college service is that the pool of volunteers would be more skilled and able to perform more significant work. On the other hand, they probably would expect greater compensation.

The betting right now among Clinton advisers is that the final plan will offer both options.

Benefits: In his campaign trail comments, Clinton cited only benefits that could be used for college. But many national service advocates believe the program should be expanded to help cover such things as down payments on homes or tuition for job-training courses.

The argument for broader benefits is that they would attract low-income youth to national service and make for a more inclusive program.

"The foundation of the nation has to be people of all different incomes and backgrounds getting along, and this would give young people experience doing that," says Toni Schmiegelow, executive director of New York's 675-member City Volunteer Corps. Her organization offers volunteers a choice of \$5,000 in scholarship funds or \$2,500 in cash; about three in four take the money.

The case against non-college benefits, says one transition planner, "is that you would be giving poor kids another incentive for not continuing their education." Transition advisers expect this argument won't be settled until it gets to Clinton's desk.

Work: Proponents of national service want to make sure volunteers take on significant jobs, not make-work tasks. "To win broad public backing, voluntary service must meet the needs of society first," asserts Mandate for Change, a policy manifesto released this month by the Progressive Policy Institute, a centrist think tank that has been a longtime advocate of national service.

Some critics think this will be a tough standard to meet. "What are some 100,000 young people going to do?" jeers Douglas Bandow, an analyst at the libertarian Cato Institute. "It's clear they can't do the most important things that need to be done because you would have job displacement, which

means labor unions get mad at you."

Clinton aides concede that opposition from public-service unions is a potential obstacle. But they argue that Clinton, who enjoyed good relations with unions during the campaign, can avoid such problems.

Whatever disagreements they may have on such issues, Clinton's advisers are in accord on the need to create a program that will avoid the traditional pitfalls of federal bureaucracy. Diversity, flexibility and decentralization seem to be the watchwords in their planning.

The federal government would set national standards and rules for service, but From wants the program to be administered at the local level. Clinton advisers say their hope is to build as much as possible on the foundation already laid by local organizations such as City Year.

Volunteers for national service could join these existing groups, and others that are likely to spring up in coming months in cities around the country, or they could be placed directly in city and state social agencies under the national service aegis.

For City Year's leaders, this guiding philosophy presents an opportunity to expand their program here in Boston and to encourage imitators elsewhere, a phenomenon for which they have long been waiting.

City Year was founded in 1988 by Harvard Law school graduate Michael Brown. Too impatient to deal with think tanks, Brown says he wanted to create an "action tank" that would blaze new trails in the national service field.

"A lot of theory on national service has always been that if you could bring together people from different backgrounds, that national service would be a way to unite the nation," says Brown. "Testing that idea was the No. 1 strategic breakthrough we wanted to make."

City Year was well-positioned to carry out that test. In the beginning, it was supported entirely by private-sector funds, in contrast with other urban youth groups that rely heavily on federal funds and therefore must focus their efforts on low-income youth.

In Brown's view, cutting across racial, social and economic differences in a service organization is an extension of the civil rights movement. "The civil rights movement ended discrimination within the law, but not within the heart," he says. For that task, Brown says, "we need more opportunity to work together as equals."

Diversity pays off on the job, too, Brown claims. "One of the aspects of being diverse," he says, "is that we draw on all aspects of society and show that a common solution to problems is possible."

City Year volunteers back up that assertion with testimony from their on-the-job experiences.

"I think diversity is always better," says Roxbury's Andre Berry, recalling his assignment as a teacher's aide helping to teach violence prevention in a school about as tough as the one he attended. "One of the main reasons I got my point across to those kids was I could understand where they were coming from. I'd been there myself."

In addition, Berry says he learned some things from his exposure to City Year co-workers from upscale environments. "I thought violence was part of everybody's life," he says. "But there were kids on my team who had never even been in a fight."

Similarly, Lila Moran from suburban Brookline found that work alongside City Year comrades with inner-city backgrounds helped her get along with the young urban students she was teaching.

"I didn't grow up in the inner city, and so there are some things I can't understand right away," she says. "But I'm learning, and I'm opening my eyes to a lot of things I never saw before."

USA TODAY

NO. 1 IN THE USA . . . FIRST IN DAILY READERS

THURSDAY, DECEMBER 17, 1992

City Year at-a-glance

Participants work in schools, homeless shelters, public housing, community gardens, food banks and more.

- **Participants:** 214 corps members ages 17-23 chosen from more than 1,000
- **Pay:** \$100 a week, \$5,000 'public service' grant after nine months
- **Demographics:** 51% male; 49% female; 43% white; 34% black; 14% Latino, 7% Asian-American
- **Obligations:** By year-end, must register to vote, get library card, write resume, learn tax preparation, earn GED (if dropout)

COVER STORY

Rich, poor help others, themselves

Former gang member: 'I feel good when someone says "You're doing a good job"'

By Bob Minzesheimer
USA TODAY

CHELSEA, Mass. — A neglected graveyard seems an odd place for a living, breathing example of what Bill Clinton aides call one of the "defining ideas" of his administration.

The idea is voluntary national service — putting youngsters to work for a year or two in jobs designed to help them by helping others and, as Clinton says, "build a sense of community" to show that "we're all in this together."

That's what 10 youths are doing here in misnamed Garden Cemetery, dressed in uniforms — red ski jackets, khaki pants — but armed only with rakes and shovels.

Amber McMurtrie, a child of suburban privilege, and Jorge Colon, an ex-gang member who once trashed the

Please see COVER STORY next page ►

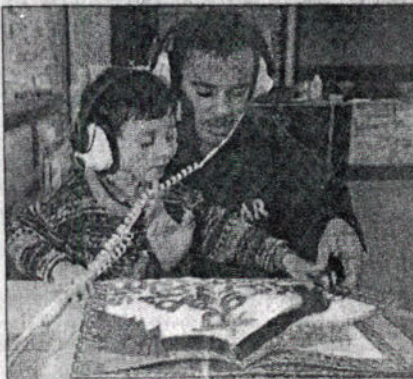
YOUTHS IN SERVICE

BOSTON BRIDGES GAP

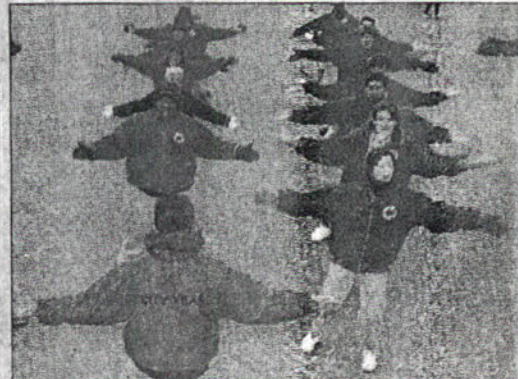


Photos by Henry Hilliard

CLEANUP: City Year participants Stephen Spaloss, left, and Jorge Colon pack leaves at Garden Cemetery in Chelsea, Mass. They're part of a team of 10 at the neglected cemetery.



HELPING: Rashaan Allen works with Willy Osorio, 4, in a pre-school program at Chelsea's Williams Elementary School.



WARM-UP: Members of City Year do calisthenics in front of the Boston City Hall. The 214 corps participants start the day there together.

COVER STORY

Project an 'idea to change country'

Continued from 1A

graves he now repairs, work side by side.

She's taking a year off from school before college. He dreams of opening his own auto body shop. They are small parts of a social and political experiment that Clinton aides are studying to help refine their grand, but as yet undefined ideas.

The youths in the red jackets are in a Boston program called City Year, a blend of the Peace Corps and boot camp. It puts 214 youngsters — high school dropouts to college graduates — to work in schools, shelters and other community projects.

They're paid \$100 a week and receive a \$5,000 "public service" award after fulfilling their nine-month contract. (Break any of the five pages of rules, from "being out of uniform" to "coming to work drunk or high," and they're fined.)

Each morning, they meet at Boston's City Hall Plaza for a pep talk and calisthenics with the two Harvard Law graduates who began the program in 1987.

"It's a fundamental idea to change the country," says co-founder Alan Khazel, 31, who talks about "common meeting grounds" where rich and poor "learn they can make a difference." Michael Brown, 31, adds, "It's a chance to reinvent government" — a Clintonian phrase.

As a candidate, Clinton promised a "domestic GI Bill that will say to the middle class as well as low-income people: 'We want you to go to college, we'll pay for it, it will be the best money we ever spent, but you've got to give something back to your country in return.'"

That payback: "either a small percentage of their income over time or a couple of years of national service as teachers, police officers, child care workers — doing work our country desperately needs."

In suburbs and cities, it was among Clinton's biggest applause lines.

But he has yet to spell out how the program would work, how much it would cost and whether it would be limited just to college students — which would exclude 78% of blacks and 82% of Hispanics. Nor has he addressed how to ensure the jobs aren't used to displace other workers or turned into makework.

But Al From, Clinton's deputy transition director for domestic affairs — who has been pushing the idea of national service for years — vows a piece of legislation will be ready next month.

That proposal is likely to be like City Year, which From visited recently. He told them, "I want to learn from you. You're changing America." He calls the program a "model... for the most exciting endeavor of this administration."

At first glance, nothing seems very exciting at Garden Cemetery, north of Boston in the heart of Chelsea, a city in such bad financial shape the state has taken it over. The city stopped maintaining the

cemetery decades ago. Weeds grew high enough to hide drug dealers. Vandals overturned graves of Civil War veterans.

But two years ago, at the suggestion of local residents, a City Year team began to clear debris and hypodermic needles.

"Some of the kids I used to hang out with laugh at me and say, 'Why you picking up trash?'" says Colon. "But I tell them the corps is more than that. ... I feel good when someone in the neighborhood sees my red jacket and says, 'Hey, you're doing a good job.'"

McMurtrie says she's realized "how sheltered I was in my suburban high school, how I flocked to people who were like me and how I used to stereotype people who were different than me. ... When you work with people, really work hard together, your attitudes change."

In racially divided Boston, the program is fiercely diverse. All the corps members seem to have in common is their energy. A story, told again and again, is how on their first day, the suburban kids hung out together, the black kids separately, the Latinos apart.

Gary Orren, a Harvard professor working as a team leader during a sabbatical, says his team began "inoculated with the racism from the rest of society."

But put to work on creating a public garden, "lifting railroad ties eight hours a day, and depending on each other, the team has gone from tolerating diversity to appreciating diversity."

He sees in national service potential not only to repair "the physical infrastructure" but "the human infrastructure that is in much greater disrepair" due to divisions based on race and income.

From says the "common experiences" once found in public schools or the military have diminished. He's looking to national service to "do more than just help young people go to college" but also "bring this country together and re-establish a strong sense of civic responsibility."

First, he and other Clinton advisers must spell out what the federal government can do to encourage other programs like City Year.

Brown, program co-founder, wants to limit the federal role, avoid a national bureaucracy and force local programs to depend on contributions from local business to create a "bottom-line accountability." Nearly all of City Year's \$5.7 million budget is from private sources.

But he says the federal government could supply more "seed money" to model programs and provide the post-service grants or vouchers — what he calls "life-changing benefits."

In Boston, they're thinking big. "If you have 1 million kids in national service by the year 2000, you will change the face of the social landscape," Orren says. "The country is looking for things that work. Well, this program works."

The Washington Post

SUNDAY, DECEMBER 13, 1992

National Service Initiative Takes Shape With Boston's 'City Year' as One Model

Program Combines Work, Incentives for Diverse Group Age 18-23

By Mary Jordan
Washington Post Staff Writer

BOSTON—It's a bone-cracking 3 degrees below zero with the wind chill, but 240 young people in fireball-red jackets do their jumping jacks anyway on the concrete plaza outside City Hall.

Commuters streaming out of the nearby Government Center train station are staring. They're cold just watching. "What the heck is going on?" asks Cambridge house painter Michael Guarino.

What's going on, groaning and all, is perhaps the most successful urban corps program in America, one expected to shape the national service program that President-elect Clinton has called a defining initiative of his administration.

Clinton's transition team recently visited the program known as City Year. They saw firsthand how men and women, age 18 to 23, fan out after morning calisthenics into schools, housing projects and poor neighborhoods to teach, paint and clean.

Eventually, the federal program—the first details of which are now beginning to emerge—could put millions of Americans to work as a way to pay for college. During the campaign, Clinton's aides were sketchy on the details of the plan, describing it as a program in which college graduates would be given a \$10,000 stipend plus a \$10,000 student loan forgiveness for each year of service. They estimated that it would eventually grow into an \$8 billion program.

"We have an absolutely brilliant model for community service in City Year," said Will Marshall, president of the Progressive Policy Institute, who is working with the transition team on national service. He said the Clinton administration could build a test project based on City Year and programs like it "to see whether national service works on a large scale."

In discussions during the team's Dec. 4 visit here, a consensus on how the national service program should work began to emerge, according to several of those at the meeting. Attendees included Sens. Sam Nunn (D-Ga.), Harris Wofford (D-Pa.) and Barbara A. Mikulski (D-Md.); Rep. Dave McCurdy (D-

Okla.); Al From, head of Clinton's domestic policy transition team; University of Maryland public affairs professor Bill Galston; Northwestern University sociology professor and national service specialist Charles Moskos; and Marshall.

First, there is growing agreement among Clinton's advisers that the program should be expanded to include not only college students working to pay off loans but also high school graduates trying to earn money for a college education or vocational training.

Like City Year, which enrolls Andover and Exeter graduates along with knife-scarred gang members, Clinton's program would strive for a strong class, racial and ethnic mix. This is distinct from many urban corps projects that are mainly for poor or troubled students.

The national effort also is likely to use existing locally based jobs programs, which would be coordinated through a new Washington-based umbrella office or agency. Clinton's advisers are considering channeling federal money to a mix of programs—a supervised team approach like City Year and individual job placements like those offered in the Volunteers in Service to America (VISTA) program. They also are discussing funding for programs based on the model of the Depression-era Civilian Conservation Corps that would deploy squads to work with police, teachers or hospitals.

The federal Commission on National and Community Service this week is holding hearings in three cities, including a Friday session in Washington, to hear from the public on how a national plan would work and whom it would serve.

"There is no one royal road to national service," said Galston, a member of Clinton's transition team on national service. There are many diverse programs in existence and under the new program, he said, "that diversity is not going away."

Despite Clinton's pledge to make national service a defining initiative of his presidency and considerable bipartisan support for the concept, the promise is expected to be difficult to implement.

Opposition is expected over the billions it will cost, the unions it may irritate, and the philosophy of linking college aid to a work obligation.

"There is a lot of interest in it, but it's easier said than done," said Leslie Lenkowsky, president of the Hudson Institute, a conservative think tank, and board member of the Commission on National and Community Service.

Lenkowsky said the commission recently made a \$7 million grant to the Boston program to double its current enrollment to 550 young people. Given the money involved—about \$20,000 per student each year—a massive program, Lenkowsky predicted, "is just not going to happen."

During the campaign, aides to Clinton said he planned to build up the program gradually until funding was at least \$8 billion a year. Some of his advisers are recommending that he quickly devote \$2 billion to test a program like City Year on a national scale.

Alan Khazei, co-founder of City Year who met with Clinton during a campaign visit to the program, said: "I think the '90s are different from the '30s. What we have learned over the past 50 years is that the federal government is most effective when it is working in partnership with the state, local communities and private sector."

City Year, which until this year was exclusively privately funded, is five years old. This year, it selected 240 students from a field of 800 applicants. One student wanted a year off from Vanderbilt University, another, unsure of what she wanted to do, delayed enrolling at Stanford University; several were sent by probation officers.

George Colon, a 19-year-old father from Puerto Rico, had been looking for a job when he thought to apply to the red-jacketed corps. He had seen them around his home town of Chelsea, a bankrupt community outside Boston.

Now he finds himself cleaning up Garden Cemetery, a large historic graveyard dating to the Civil War and a place where he and a gang of friends used to cause trouble. Amid the trash Colon and others find this day: two hypodermic needles and a knife. Already, they have hauled out the back seats of Chevrolets, bottles of Southern Comfort and 3,000 large bags of trash.

Because of their work, for the first time in years the green space is not an eyesore. Suddenly, people



BY JOHN MOTTEN FOR THE WASHINGTON POST

After morning calisthenics outside City Hall in Boston, City Year participants will fan out to work at area service projects.

no longer are stealing the American flags left on tombstones. Most of the prostitutes have stopped turning tricks in the broke-open crypts.

"Those kids worked like ants," said Nadine Mironshuck, a neighbor who lives on the cemetery's edge. "People were streaming out of their houses to congratulate them, coming up to them offering them lemonade. It meant so much to have this space back."

Colon and others earn \$100 a week, and at the end of nine months—if they have shown up on time and not missed work—they earn a \$5,000 bonus. It can go toward college, rent or whatever.

All City Year students must sign a contract that warns they will be docked for staying home and will lose the whole bonus if they drop out. The applicants list their preference for work such as teaching English, working in public schools, painting housing projects or helping troubled youths.

Before the year is over, City Year participants also must register to vote, obtain a library card, produce a résumé, complete a workshop in tax preparation and, if they are not high school graduates, earn a GED.

Carrie Davis, a College Park, Md., resident, came a long way here in search of a service program. She works in the Williams School, an elementary and junior high school in Chelsea where children rush up to her in the playground to tell her their problems. In the classroom, she helps the teacher.

Chris Brownlee, who grew up in a wealthy neighborhood outside Boston and deferred going to Ohio Wesleyan University, works at the Central Avenue housing project, where his crew is building a boys and girls club in what was an unused storage area that smelled like a rotting restroom. For days, he's been scrubbing graffiti and painting.

At first, Brownlee said, residents of the housing project were skeptical of these newcomers in red jackets. "They complained about the smell of the paint. They were

cynical," he said. "But now, they thank you."

Gary Orren, professor of public policy at Harvard's Kennedy School of Government who is working with the program, said he sees it as the "premier model for the nation."

"There is no reason that if it's working here in Boston, the same wouldn't be true in Pittsburgh or anywhere else in America."

Staff writer Dan Balz in Washington contributed to this report.

To the stream of commuters emerging from the subway onto Boston's City Hall Plaza every morning, they must resemble a paramilitary group. Lined in rows and dressed identically in brilliant red jackets, they shout in cadence to morning calisthenics.

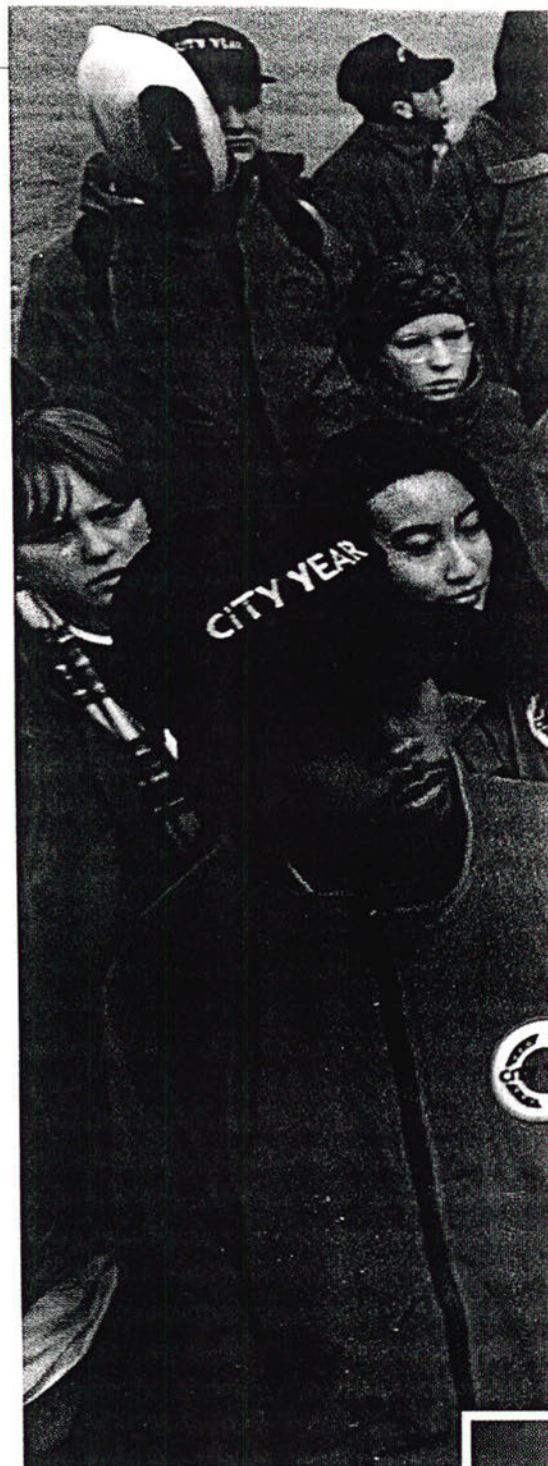
A closer look, however, reveals a bewildering mixture of faces and styles that suggests a most eclectic regiment: Sri Lankan, Cambodian, Dutch, Guatemalan, Mexican, Southie, preppie, a Korean kid from Texas, a white Harvard kid from Michigan with dreadlocks, a girl from Hong Kong, a boy from Haiti, a pretty blond girl with a ring in her nose. It's more than enough to make one wonder what they're up to.

The contrast presented by this regimented chaos is no accident. It is the carefully planned brainchild of Michael Brown '83, J.D. '88, and Alan Khazei '83, J.D. '87, and it represents a bold and extremely successful experiment in voluntary youth service. Begun in 1988, City Year combines the idealism of the Peace Corps and the novelty of 100-percent private-sector funding with a veneer of military structure, while doggedly insisting that its members represent the widest possible range of economic and racial backgrounds. Next year, the growing program will choose two hundred youths between the ages of seventeen and 23 from among one thousand to twelve hundred applicants to become members of the "corps." Every weekday from September to June they will meet for morning calisthenics, announcements, and personal exchanges—and then head out in teams to perform a range of services throughout the city. Each team of ten to twelve has a corporate sponsor (roughly \$15,000 per corps member) and is directly responsible to a salaried team leader.

Each member receives \$100 per week and a \$5,000 public service grant at the end of the year. At the heart of City Year is the idea of citizenship:

corps members are required to register to vote, obtain a library card, produce a résumé, complete a workshop in tax preparation, and, if they are not high school graduates, earn a GED before the end of the year.

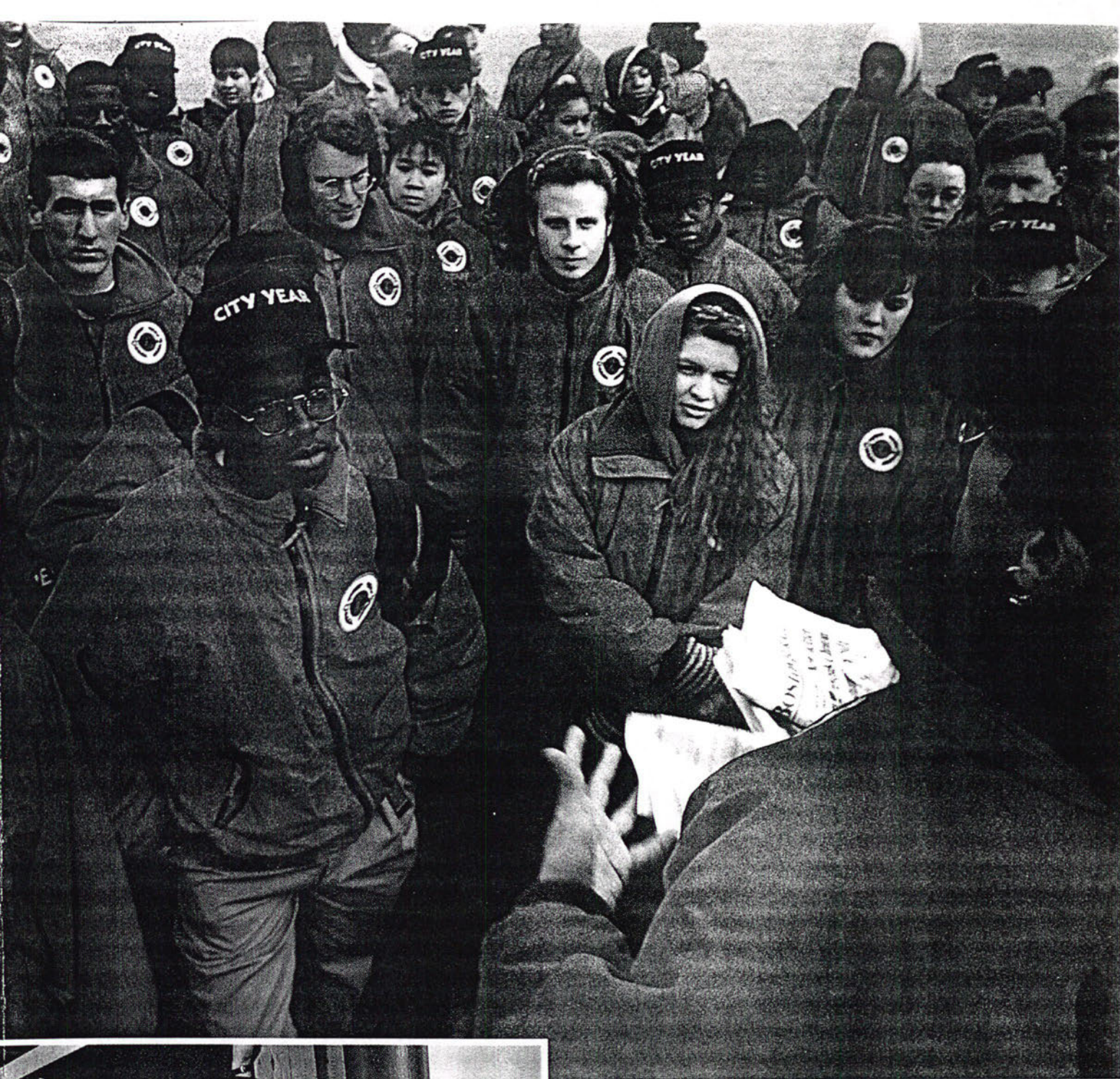
Above: For starters, the Citizens team loosens up. At right: team leader Ricardo Torres delivers some morning announcements. Far right: The Bank of Boston team moves out to the Blackstone School.



City Year

Photographs and text by
JIM HARRISON

"My generation is going to change the world," says a City Year member, "and this is how we are going to start." An innovative urban youth corps just might revolutionize public service.



Left: Founders Alan Khazei, at left, and Michael Brown hatched the idea for City Year as undergraduates at Harvard. Says former Radcliffe president Matina Horner, chair of City Year's board, "They are a wonderful example of how much difference two people with commitment can make."



City Year teams spend three weeks to four months on a project, splitting their time whenever possible between physical labor and human-service work. Some projects are ongoing, with one team replacing another throughout the year. One of the most extensive of these is at the Blackstone School, the largest public elementary school in the city. Here corps members assist teachers, tutor students in reading, organize gym activities, help in the bilingual program, and run the after-school program. As in many other cases, City Year is taking over services and programs that have recently been dropped because of budget cutbacks in Boston public schools. Projects involving physical labor have included the rehabilitation of a facility on Long Island in Boston Harbor that will become an AIDS hospital, and working alongside contractors in Somerville to restore a three-story building as permanent housing for the homeless.

"Our most important criterion in every strategic decision we make here is whether or not it will enhance the youth-service movement," says Brown. Whenever possible, teams do not merely complete tasks but design programs and organize projects from scratch, and develop methods for the community to sustain them beyond City Year's involvement.

An interesting example of City Year's constant tinkering with its design occurred this February when the program put together a joint-service day with one of its

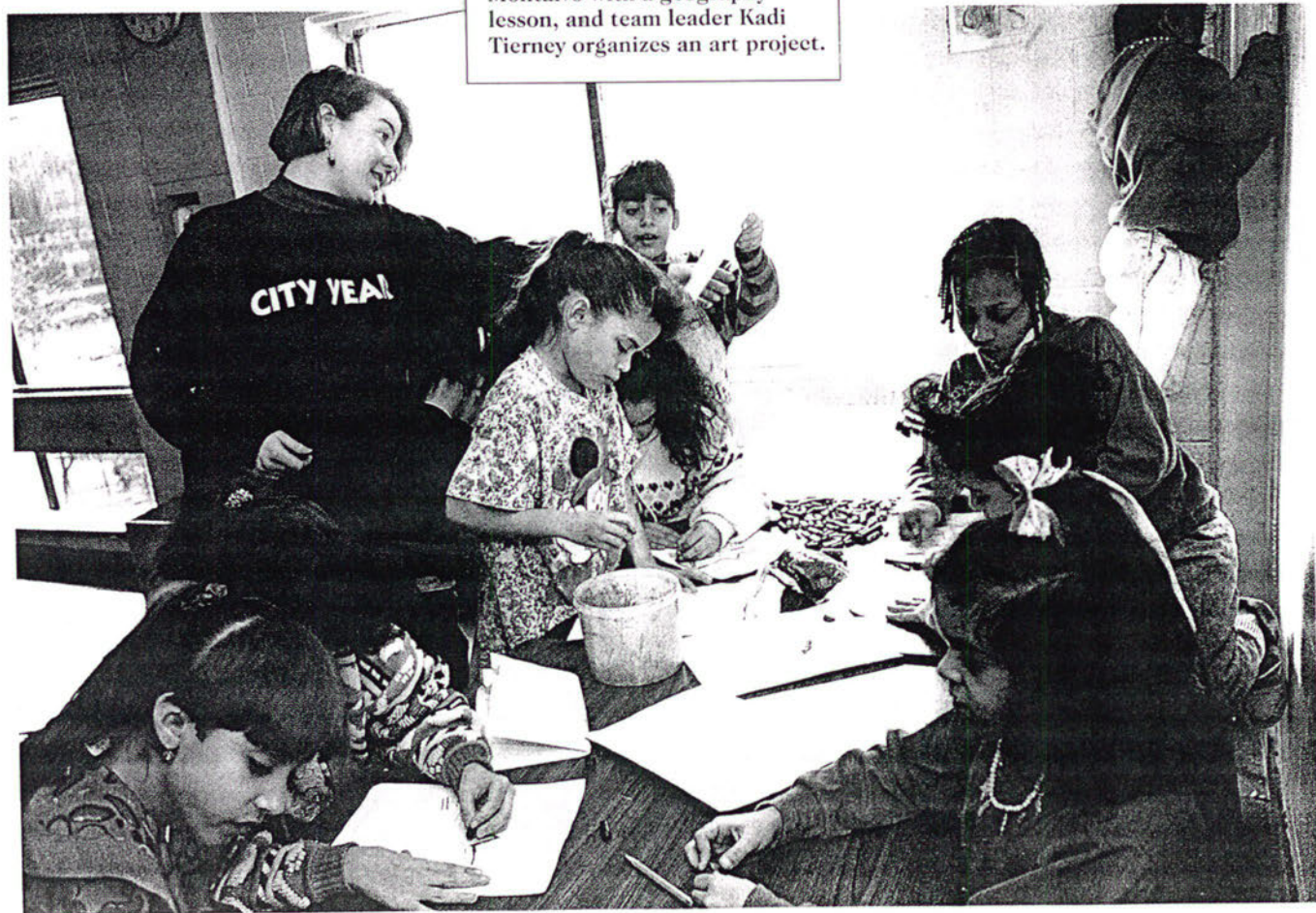
sponsors, the Timberland Company. First, fifty corps members from four teams met with corporate staff at Timberland's offices in Hampton, New Hampshire. After various presentations, fifteen Timberland employees donned work clothes and accompanied the corps members to Odyssey House, a nearby residential treatment center for troubled adolescents. The rest of the day, corps members, Odyssey House residents, and Timberland employees (including chief operating officer Jeff Swartz) worked together to paint the entire facility.

But if City Year projects are more than merely "picking up beer cans in Yosemite," as HUD secretary Jack Kemp once sardonically remarked of youth-service programs in general, the benefit to corps members is also meant to be far-reaching and permanent. This is not intended to be just a chummy nine-month break from reality but a direct confrontation with the problems of growing up in a demanding and uneasy world. Corps members are constantly encouraged not only to keep

informed (through reading the daily newspaper and attending a variety of workshops) but to keep involved (more than 25 volunteered to brave zero-degree weather last January to help with Boston's homeless census). From weekly classes on community service taught by psychiatrist Robert Coles to a one-month self-motivated internship in January, the corps is expected to get educated and get trained for what lies ahead.



At the Blackstone School, Jose Ortiz, above, helps Danny Montalvo with a geography lesson, and team leader Kadi Tierney organizes an art project.





NINA WALKER

Nina left West Roxbury High School after failing to complete her senior year. After three years of temporary work and odd jobs, and with a newborn to raise on her own, she met two City Year corps members on a bus and learned about the program. She joined this year and belongs to the Bank of Boston team. Her roommate takes care of her two-year-old son during the day. In addition to working in the tutorial program at the Blackstone School, she takes classes at City Year twice a week for her GED and hopes to attend nursing school in the fall. "City Year has meant a lot to me because it let me work with and develop friendships with people not of my race," she says. "Our team is probably the most racially mixed, and we are very close. I wouldn't have gotten to know half these kids outside City Year. I've also had experiences I couldn't have had otherwise. I remember working on Saturdays at the soup kitchen in Chelsea—it was a chance to do something that really seemed to make a difference, and I discovered that I liked that."

MATT CARTY

Matt and his roommate at Phillips Exeter Academy, Creighton Reed '95, first heard about City Year at a Youth Outreach Weekend at Milton Academy. Creighton joined last year after Exeter's graduation, and Matt came on this



year after his freshman year at Harvard. During the first half of his year he worked as a case manager at a housing project in Charlestown sponsored by The Equitable. His current team, sponsored by Bain & Company, runs an after-school program in Dorchester. Matt plans to return to Harvard in the fall. "After my first year in college, I felt the need to learn some-

thing outside of school, and I really wanted to have the opportunity to do something tangible—where I could see the results of my work," he says. "City Year seemed to be the kind of working and learning I was looking for. I remember a man we worked with at the housing project in Charlestown. He'd lived in the projects for sixteen years and almost never left his room. His apartment was filthy—so bad it was in danger of being condemned. The initial focus that my team members and I had was just to help the guy clean his apartment. After a while we got him to do his

own cleaning, and we began to form a relationship. Later, after my team had moved on to another project, I was back in Charlestown. I ran into the man just walking down the street. He was happy to see me and offered to buy me lunch—and that from a man who a few months earlier almost never left his room and never spoke to anyone."

OUSATH CHEA

Ousath was born in Cambodia and emigrated with his family to the United States in 1981 at the age of eight. He lives in Hyde Park, graduated from Boston Technical High School, and is on the Timberland team. During his first term he organized a homeless relief initiative in Cambridge for mothers and their children. He is now working in Dudley Triangle with an after-school program. With his \$5,000 scholarship from City

Year and money he makes washing dishes on the weekend, he plans to attend Wentworth Institute in the fall. "This year I've learned things from everyone on my team and everyone I work with," he says. "Even the kids at the after-school program have helped me know

how to deal with children—how to have fun with them and how to help them. The kids at the program look up to me. They chant my name when I come in each afternoon. They've helped me realize that I can be a real role model for younger kids."

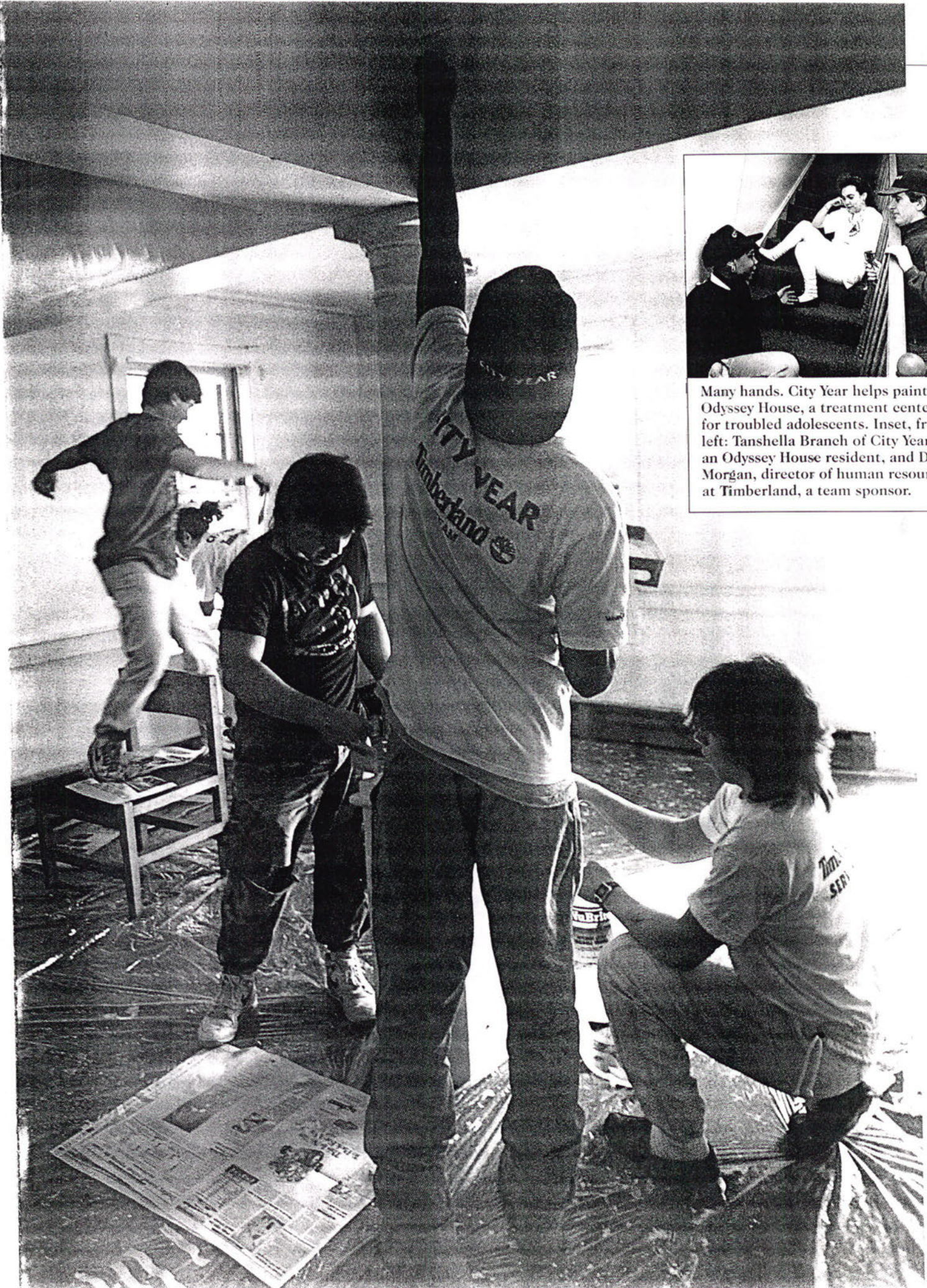


LAURA RIVERA

Laura was born in Guatemala. Soon after she came to the United States at the age of four, her parents separated, and she now lives with her mother in Roxbury. A Mormon, she heard about City Year from two members of her church who had completed the program. She is on the Reebok team and spent the first term working in the Spanish bilingual program at the Blackstone School. She is currently setting up a clothes bank at St. Rose Church in Chelsea. Because her partner in this project spends much of his time on his GED studies, she has had to organize the project almost entirely by herself—everything from getting dry cleaners to donate hangers to cleaning and organizing the trailer that houses the clothes bank. She is also taking continuing education courses at the University of Massachusetts at Boston on weekends and plans to enroll full time next year. "All



my life my mother made decisions for me and sheltered me from the drugs and violence in our neighborhood," she says. "This year I've learned that I can organize a project on my own and make all the decisions needed to carry it through."



Many hands. City Year helps paint Odyssey House, a treatment center for troubled adolescents. Inset, from left: Tanshella Branch of City Year, an Odyssey House resident, and Dick Morgan, director of human resources at Timberland, a team sponsor.



Two versions of "switch-swatch," a game in which each participant simultaneously (and vehemently) argues one side of a debate. At a signal from a moderator, the debaters switch sides. The idea is to show that anyone can support both sides of an argument, but that to do so without listening to the other side results in chaos. Top: the merits of youth service get a hearing before a distinguished group including Boston mayor Raymond Flynn and presidential candidate Bill Clinton. Below: two Timberland vice presidents square off over the issue of light versus dark colors for the spring line of shoes.

Since City Year was not a jobs program, nor limited to the poor, it was from the beginning ineligible for federal funds. For financing, Brown and Khazei brought corporations into the citizenship equation, exposing what Brown saw as an untapped well of idealism in the private sector. This strategy directly involved corps members with a business community of which most would eventually become a part. It also allowed City Year to expand its laboratory idea, by streamlining innovation without the drag of bureaucratic regulations.

This year's sponsors are Bank of Boston, Bain & Company, New England Telephone, Reebok, Timberland. The Equitable, The Boston Company, Summit Partners, The Echoing Green Foundation, The Boston Legal Community, and The Kellogg Foundation. A final team, the Citizens Team, is financed entirely by private donations. Khazei sees this team as bringing full circle the idea of citizenship—the chance for every individual citizen to participate. ▢

Jim Harrison is a contributing editor of this magazine.

CITY YEAR

City Year Newsletter Volume 2, Number 1

Spring 1992

City Year's next goal: 500 corps members

*If you can walk you can dance.
If you can talk you can sing.*

— Zimbabwe Proverb

In June, City Year graduates its fourth corps—nearly 100 young people, ages 17 to 23. It is a time for reflection and new plans. First, we want to again thank the thousands of people, and hundreds of institutions and organizations that launched City Year, and have sustained it in difficult economic times.

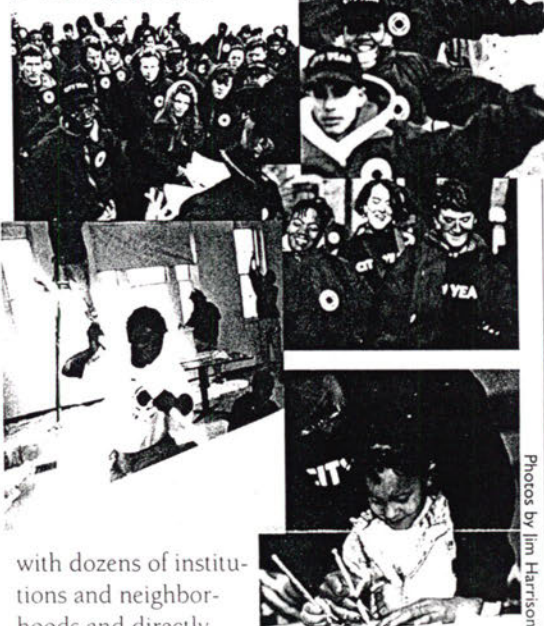
With your help, City Year has become a thriving community resource, and a national model for youth service, uniting a remarkably diverse cross section of young people for a year-long adventure in idealism.

But at 100 corps members, City Year remains a small-scale laboratory for youth service. Right now, City Year is turning away hundreds of young people who want to serve. At the same time, more and more neighborhoods, schools, and community organizations are seeking City Year teams.

City Year's next goal is to demonstrate the powerful impact of a large-scale national service initiative. To do this, City Year seeks the resources to grow—five-fold in three years: increasing to 200 corps members in the fall; 350 in the fall of 1993; and more than 500 in 1994.

An annual corps of 500 idealistic young people, representing the fullest diversity of our community, will have a major, even transformative, impact on Greater Boston—and, we believe, capture the imagination of communities nationwide. City Year will be able to partner

A Day at City Year: After calisthenics in front of City Hall, corps members gather for the morning briefing and head out for a full day of service.



with dozens of institutions and neighborhoods and directly impact thousands of people, especially children—with whom corps members have developed special bonds. Each day, 500 young people in red jackets will head out from morning calisthenics to schools, neighborhoods, and community centers to serve, grow and lead. The ripples they send will be powerful, the example they set palpable, and the idealism they spread contagious!

With the end of the Cold War, there is a remarkable new opportunity for civic engagement and domestic achievement. One day, a national commitment to challenge and engage millions of young people in full-time community service—a call to idealism—may be the country's most visible daily affirmation of national purpose. By growing to 500, City Year hopes to become one model of what a large-scale community service corps can look like and achieve.

To succeed, City Year will need even stronger support from individuals, businesses, local and national foundations, and a new partner, government. A multi-million dollar fundraising campaign is already underway. If you have suggestions, or if you can contribute, we hope to hear from you. With your help, we will get to 500 corps members—and beyond.

Corps members start volunteer center

Chelsea effort spurs volunteerism

When City Year corps members began their service in Chelsea, they surveyed local organizations and found a tremendous need for a volunteer center. "We saw that Chelsea really needed a place where people could turn if they wanted to volunteer—or if they needed volunteer help," says Reebok team member Brian Mazmanian, 20, of Brookline. Since such a place did not exist, they decided to start one—the Chelsea Community Volunteer Center (CCVC). With the help and guidance of the Chelsea Human Services Collaborative,

continued in Reebok Team report

SERVICE HOURS CONTRIBUTED:

347,000

Join Us!

CITY YEAR GRADUATION

**Friday, June 12, 1992
8:00 p.m.**

**Strand Theater
543 Columbia Rd., Dorchester**



U. S. Senator Harris Wofford
to give keynote address.

Please join us for an evening of presentations, slide shows, visual displays, music, drama and dance as we celebrate and congratulate the 1991-92 City Year corps on their year of dedicated service.

R.S.V.P. 617.451.0699

IN THIS ISSUE



4,000 people volunteered for the 3rd annual City Year Serve-a-thon.

▼ **Service Report:** City Year's eight teams teach kids, fight hunger, and organize communities for service.

▼ **A Call to Service:** Corp members recruit for the 1992-93 corps.

▼ **National Service Interview:** Paul Namkung, Executive Director of the San Francisco Conservation Corps.

CITY YEAR SERVICE REPORT

Fighting Hunger

ECHOING GREEN FOUNDATION

Team

"I love the feeling you get when you help to build a building. It's something you can always come back to and know that you built it."

Andre Matthews, 18,
Corps Member,
Echoing Green
Foundation Team

Working with the **Somerville Community Corporation** to convert a church into 12 housing units, corps members on the Echoing Green Foundation Team are supervised by master carpenters—allowing team members like Andre Matthews, 18, of the South End the chance to gain valuable career skills.

"I love the feeling you get when you help to build a building," says Matthews, "It's something you can always come back to and know that you built it."

Across town at **Project Soup** the team has served Somerville's only food pantry in a unique way: combining educational workshops about

hunger with food drives in local elementary schools. The goal: collect 800 cans of food and heighten the awareness of Somerville's children to the problem of hunger in their community. According to Project Soup Co-Director Sandy Harris, "The team has made it possible for us to reach so many children—letting them know about the problem and what they can do to solve it. It's been a real boost to our pantry."

The team has also worked with **Boston Urban Gardeners at the Community Farm** on the Berkeley St. Garden, and started an after school program at **St. John's/St. Hugh's Church** in Dorchester.

Preventing Violence

CITIZENS Team

This Spring, the Citizens Team is awakening Boston school children to the role they can play in preventing violence. The team developed a set of eight workshops that share a common theme: feeling good about yourself and your community are important keys to ending violence.

"The real value of having older kids teaching younger kids is that they don't just teach about different kinds of violence, they can literally build relationships and self-esteem among the kids because they're looked up to," says Lori Jo Wallace of the **Violence Prevention Center** at the **Medical Foundation** which, along with **Teen Empowerment**, provided training for the team.

In creating the innovative curriculum for

seven schools and two after school programs, the team recognized that their own experiences could be valuable in teaching children. "I tell the kids how I was kicked out of school and sent to DYS. I explain to them how much tougher the rules and punishments are in DYS compared to school," says Andre Berry, 19, of Roxbury. "The kids need someone like me who can tell them that violence is not all glory like it seems in the movies—it hurts them and the people around them."

The team also sheetrocked at **City Lights**, a dance studio for city kids; painted at **St. Paul's A.M.E.**, a church and shelter; tutored at the **Wheatley School**; and set up an adult literacy program at the **Dudley Branch Library**.

Teaching Kids

BANK OF BOSTON Team

Every day the Bank of Boston Team is in the classrooms, on the playground, and in the lunch room of Boston's largest elementary school, the **William Blackstone School** in the South End.

"We are trying to go beyond books and classroom walls to find more exciting ways for children to learn," says Gordon Strause, City Year's service leader for the Blackstone, whose

student population is nearly 1,000.

"The corps members are extremely helpful in my classroom," agrees Blackstone teacher Maryan Gallivan, "They are always coming up with wonderfully fun ways to teach kids."

In addition to aiding teachers, tutoring children, and revamping the recess program, City Year corps members have designed a community service class and an environment course that gives children an opportunity for hands-on work in the school's greenhouse.

Corps member Saskia Grinberg, 18, of Lincoln, MA says her work has completely changed her perspective about education: "I didn't used to think elementary education was important, but the teacher I work with has given me so many chances to see how I can positively affect children. Now, I really want to be a teacher."

The Bank of Boston Team has also renovate Dorchester's **Virginia Monadanock Gardens** and assisted with a hunger relief project in Chelsea.

Corps member José Ortiz tutors a child at the South End's Blackstone School.



Jim Harrison



abc

Serving the Elderly



Bain & Company

Team

"My work changed my views of Charlestown and elderly people. I thought there would be a lot of racial problems, but everyone we worked with was always happy to sit down and talk to us about the old days."

Steven Jones,
corps member,
The Equitable/Bain &
Company Team

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Fighting AIDS



Team

"We have so many requests from schools to do AIDS education that we could never fill them all. We have trained corps members to be experts on the issue, and they're the perfect teachers. There's no better group to teach kids about AIDS than other kids."

Justo Rodriguez,
Boston Department of
Health and Hospitals



abc



For eight weeks, The Equitable/Bain & Company Team cleaned apartments, provided companionship, and served as case aides for 25 homebound, elderly residents of the **Boston Housing Authority's Charlestown Housing Development**.

"They saved people from eviction and developed friendships with people who had seemed out of reach," says Sue Byerly of **Boston Senior Home Care**. "They got one man who was alcoholic and very ill into detox. They probably saved his life."

It was not only the seniors who were transformed.

"My work changed my views of Charlestown and elderly people," says Steven Jones, 19, of Dorchester, "I thought there would be a lot of racial problems being there, but everyone we

met was so nice—always happy to sit down and talk to us about the old days."

The team is currently running an after school program at **St. John's/St. Hugh's Church** in Dorchester, but team members still return to Charlestown once a week to help seniors who need homemakers, counsellors, or referral services.

The team has also created a library and conducted renovations at the **New England Shelter for Homeless Veterans**, and installed posts and spread mulch at the **Berkeley St. Garden**.



Tracy Fraser of The Equitable/Bain & Co. Team serves as a case aide for seniors in Charlestown.

As part of City Year's new "Older Kids Helping Younger Kids" initiative, this City Year team (sponsored by Boston law firms, Summit Partners and The Boston Company) is providing extra help in the classrooms and a host of after-school activities including tutoring, rap sessions, and sports for the children at the **Phyllis Wheatley Elementary School** in Roxbury.

"The corps members make these kids feel great by being like big brothers and sisters," says Bob Forbes, Director of Instruction at the Wheatley. "The bottom line is, when the kids feel better about themselves they are better able to learn."

Corps member Antonio McQueen, 20, of Dorchester believes the team has made a difference. "There's a kid from my neighborhood in my class who used to be a real troublemaker," explains McQueen. "The teacher says that he's

completely turned around since I started spending time with him, giving him extra help."

The team is excited about laying the foundation for future work. Forbes agrees: "If we ever missed out on having a City Year team, we would be in deep trouble. I hope this is a relationship which will continue for a long time to come."

Other service this year includes cleaning at the **Codman Sq. Apartments**, developing and presenting self-esteem workshops in area middle schools, and renovating at the **Berkeley St. Garden**.

This spring, the New England Telephone Team is delivering meals to people with AIDS through **Community Servings**, assisting AIDS educators at the **Dimock Community Health Center**, and running AIDS awareness workshops in schools around the city.

"We have so many requests from schools to do AIDS education that we could never fill them all," says Justo Rodriguez, the AIDS education coordinator for adolescents at the **Boston Department of Health and Hospitals**, "That's why this team is such a valuable resource for us.

We have trained them to be experts on the issue and they're the perfect teachers. There's no better group to teach kids about AIDS than other kids.

Team members agree. "Kids are more accepting of information that comes from older kids," says José Soares, 21, of Roxbury. "It's the way AIDS education should start."

This year the team has also expanded the **Leyland St. Community Garden**, run the after school program at **Nuestra Comunidad**, landscaped at the **Agassiz School**, and painted at the **Bayview Inn** homeless shelter in Quincy.

Training Young Leaders

Timberland Team

Last year, José Canuto, 13, was enrolled in City Year's Dudley Triangle after school program. When he and four other kids became too old to join this year (the program is for six to 12 year-olds), corps members and **Nuestra Comunidad**, the program's co-sponsor, came up with an idea: ask them to help run the program.

José and his friends now come twice a week to help the Timberland Team tutor kids and conduct exciting educational and recreational activities.

"It's all part of helping children realize how much they can teach each other," explains corps member Jodi Lasseter, 18, of Asheville, NC.

José agrees. "It's fun and it keeps me away

from the kids that always get in trouble," he says. "I want to do City Year when I'm older, so that I can always work with kids."

Reaction from area parents to the Timberland Team's work is enthusiastic.

Says Awilda Rodriguez, mother of two children, "I make announcements about the after school program every Sunday in church. Every parent and child should know about this opportunity."

The team also organized and ran a homelessness initiative in Cambridge with **Shelter Inc.** and **St. Paul's A.M.E.**, sheetrocked at **City Lights**, and prepared space for a playground at the **Tebroc St. Garden**.

Organizing Volunteers

Reebok Team



Reebok team members Brian Barton and Saskia Grinberg, and service leader Frank Campagna, stock a Chelsea food pantry.

Ed Hopfmann

continued from front page

the CCVC became a reality. It is currently operated by City Year corps members. Soon it will be run by Chelsea residents.

"The CCVC is a great way for Chelsea people to help Chelsea people," said Ed Marokovitz, of the Collaborative.

The CCVC is just one product of many strong partnerships

which City Year teams have formed with human service agencies in Chelsea—partnerships which have allowed corps members to organize as much service work as they perform.

"Our goal in Chelsea is to act as community service entrepreneurs—combining existing resources in new ways, helping Chelsea help itself," says City Year's service organizer in Chelsea, Frank Campagna.

Corps members are staffing an after school program, stocking two local food pantries, and renovating a community garden so residents can grow food. Through the CCVC, corps members are working with Chelsea's residents and the Receiver's Office to organize the 2nd annual "Neighbors in Action" town-wide clean-up day.

By placing corps members at agencies around the city, the team as a whole has become a more powerful resource. Each team member has his or her own knowledge and expertise from different non-profits which they can share with the rest of the team.

"The corps members I work with have become community experts—they know where all the resources are," says Robbyn Burkley, Community Service Worker at the **Salvation Army**. Other Chelsea organizations the Reebok Team is working with include: **Chelsea Neighborhood Housing Services**, **Mt. Bellingham Church**, and **Reaching Out to Chelsea Adolescents (ROCA)**.

"It's exciting to work with City Year because we both have the shared goal of empowering Chelsea youth," says ROCA's director Molly Baldwin. Eight Chelsea young people are currently enrolled in City Year including the Reebok Team's Jorge Colon, 18.

Other team projects have included working at the **Cedar St. Garden**, and serving as teacher's aides at the **Blackstone School**.

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City Year Recruits for the 1992-93 Corps

City Year is currently recruiting young people, ages 17 to 23, for next fall's corps. Recruitment director Jonathon Mayo reports that as of April, City Year has received 673 applications from Greater Boston, across the country, and as far as Malaysia and Guatemala. On March 20th, the entire corps conducted City Year's 3rd annual "Call to Service"—a one day, high-impact recruitment "blitz" of 20 Boston area high schools. Corps members gave personal testimonies and performed an original rap song and skits about their service experiences. The result: 280 corps member applications in just one day. To request an application, or to arrange for corps members to recruit in your school or organization,

please contact Jonathon Mayo at 617-451-0699.

Dr. Robert Coles Teaches City Year Seminar

Twelve City Year corps members participated in an 8-week seminar on community service and meeting the needs of children conducted by Harvard professor Dr. Robert Coles who received the Pulitzer Prize for his five-volume work Children of Crisis.



Spring vacation day camp:

Corps members organized a week of arts and crafts, games, workshops, and multicultural dances for over 400 Boston children.

Serve-A-Thon Draws 4000, Becomes National Model

City Year's annual Serve-a-thon, now in its fourth year, is growing rapidly—and beginning to be replicated nationwide.

Last fall, 4000 charged-up volunteers landscaped parks, built community gardens, painted schools, cleaned beaches, rebuilt porches for elderly homeowners, ran a kids fair—and more—at 127 locations across Greater Boston. From Lynn to Braintree, from Waltham to the Harbor Islands, volunteers contributed 25,000 hours of service and raised \$453,000 in just one day.

Participants crowded into South Station at 7:30 a.m. on October 26, 1991 for registration. After free coffee and muffins, donated by **The Coffee Connection** and **Au Bon Pain**, they streamed onto Atlantic Avenue for calisthenics led by City Year corps members and encouraging words from Boston Mayor Ray Flynn and **WBZ-TV 4 Sports Anchor Bob Lobel**. Grabbing rakes, hammers and paint brushes, the army of citizens then headed out for service.

Deployment: 4000 volunteers prepare to head out to 127 project sites and contribute 25,000 hours of service.

"The tasks were accomplished in blitz-work fashion, with a sense of efficiency, responsibility, caring, skill, and joy," said William Raeder, Executive Director of the **National Braille Press**, where volunteers created books that could be read by blind and sighted youth at the same time.

At the end of the day, volunteers returned to South Station to celebrate, trade stories, and dance—with food donated by **McDonald's**, **The Border Café**, **Perrier**, and other companies, and music from **KISS 108-FM**.

Contributions raised by Serve-a-thon volunteers help make it possible for City Year's corps members to dedicate a year to full-time community service. The event was co-sponsored by **WBZ-TV 4's "Time to Care"** campaign, **The Boston Herald**, and **The Boston Foundation**, which matched the first \$100,000 raised.

More than 100 companies fielded employee teams for the day, led by the **Bank of Boston's** 300 participants. "Our employees loved working side-by-side with our City Year team in a tangible partnership of community service," said Ira A. Jackson, Executive Vice President of the Bank of Boston.



Hunger Relief: Serve-a-thon volunteers prepare 12 tons of donated food at the Boston Food Bank for distribution city-wide.

Plans are well underway for the fourth annual City Year Serve-a-thon, scheduled for Saturday, October 24, 1992. The 1992 Goals: 7000 volunteers; 42,000 service hours; \$750,000 raised. Planning for the event will again be driven by volunteers, with more than 100 members on the '92 steering committee.

From 500 participants in 1989 to 4000 in 1991, the Serve-a-thon has grown rapidly. "It's an exciting new event for the '90's—it's hands on, it builds community spirit, and it funds youth service year-round," says Serve-a-thon director Eric Schwarz.

Enthusiasm for the Serve-a-thon concept is growing around the country. Groups from Atlanta, Denver, New York City, San Francisco, Vermont, among others, have contacted City Year about replicating the Serve-a-thon in their own communities.

"It is clear that San Francisco will benefit greatly from a Serve-a-thon," says Paul Namkung, Executive Director of the San Francisco Conservation Corps, which is planning a serve-a-thon for October 1992. "People want a chance to contribute. And based on the the experience in Boston, the Serve-a-thon can introduce people to service and pull thousands of people together as a real community."

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West Broadway Housing Task Force
Whittier St. Neighborhood Health Center
Women's Lunch Place

NATIONAL SERVICE INTERVIEW

Paul Namkung grew up in Korea and has devoted over thirty years to social work and community organizing since coming to this country. Currently the Executive Director of The San Francisco Conservation Corps, he has also designed innovative drug treatment programs, founded Rural Human Services to provide job training and emergency food and shelter, and directed a Native American center for education and development.

What first attracted you to national service?

National service offers the chance to provide meaningful services to society while strengthening the pride and self-esteem of young people so that they can go out and make their communities better places. It's leveraging in the finest form.

What drew you to the San Francisco Conservation Corps?

I think what drew me here is that the mission of the organization is something I have always believed in. I'm an old social worker who has talked a lot about the "community as doctor." This means that we should try to get the community to come together and heal itself. I believe strongly in creating opportunities for people to come together on behalf of the community.

What are some projects going on at the Conservation Corps now?

We are very excited about a partnership we have with San Francisco State University which will allow corps members who have earned their G.E.D. or high school diploma to go to college one day a week. We are also working to develop better ways to add to the training and experience we provide corps members by subcontracting out many of our gardening and nursery projects to our corps members and corps graduates so they will learn entrepreneurial business skills.



Paul Namkung.

What are some of your recent program innovations?

Many of our new innovations were inspired by City Year, which I had the opportunity to visit last fall. For example, we are organizing a serve-a-thon which has received tremendous community and corporate support. We are trying to create a more diverse population in our corps, following the City Year model. And, in an effort to show the city how hard-working our corps members are, we are now doing calisthenics right in front of City Hall, like City Year does in Boston.



City Year

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Alan Khazei, Co-Director

City Year Newsletter

Tyler Chapman, Managing Editor
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CITY YEAR

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Jim Harrison

Corps Member Spotlight

Ousath Chea, 18, was born in Cambodia and now lives in Hyde Park. Recently, his team began running City Year's after school program in Dudley Triangle, Roxbury (see the Timberland Team summary inside.)

"This year I have learned things from everyone on my team and everyone I work with. Even the kids at the after school program have helped me know how to deal with children—how to have fun with them and how to help them. The kids at the after school program look up to me. They chant my name when I come in each afternoon. They have helped me realize that I can be a real role model for younger kids."

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