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CITIZENS

COMMITTEE FOR NEW YORK CITY, INC.

file
NY

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July 30, 1993

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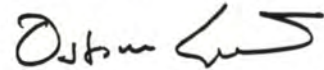
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Gloria Johnson
Special Assistant to the President
and Director of Public Liaison
Office of National Service
Room 145
OEOB
Washington D.C. 20500

Dear Gloria:

I thought you might find this of interest. Best regards, and keep up the good work.

Sincerely,



Osborn Elliott

Executive Director
Michael E. Clark

CITIZENS REPORT

THE NEWSLETTER OF THE CITIZENS COMMITTEE FOR NEW YORK CITY

Dear Mr. President:

At a time when your Administration seeks to create a new wave of volunteer service on a national basis, we invite you to become acquainted with over 10,000 volunteer neighborhood organizations in New York City. Working through these block, neighborhood, tenant, youth, church and civic associations are over one million neighborhood volunteers.

These citizens and their groups can be the building blocks of urban revitalization programs. Their efforts translate not only into neighborhood strength, but into social progress and national development as well. They tutor and provide job training for young people to fill tomorrow's jobs and mentor them to help overcome barriers and find productive futures.

They are in the vanguard of the urban environmental movement, screening out lead paint hazards, testing water quality, planting trees, recycling and collecting litter. (Half-a-million people, by conservative estimate, will volunteer in programs to clean streets and sidewalks this year in New York City.)

An Open Letter to President Clinton

Neighborhood volunteers provide the "community" in community policing, working with cops and prosecutors to find workable solutions to crime problems thought only a few years ago to be hopeless disasters. Realizing that much of our crime stems from drug abuse, thousands of these neighborhood residents have launched volunteer education and prevention projects, set up local networks to refer drug abusers to treatment, and created new alternatives for young people in the hardest-hit neighborhoods. As government and nonprofit service providers have been overmatched by fast-spreading urban ills, thousands of new volunteer groups have sprung to the defense of the homeless, the hungry and those stricken with HIV/AIDS.

Come to New York, Mr. President. We can show you models of neighborhood cooperation that the world as a whole could use. As a nation of immigrants, America's economic and human development are threatened when race, religion, ethnic background, language or national identity tear us apart. Since more than one out of three New Yorkers were born overseas, we deal with these differences every

(please turn to next page)

- 1) put on mailing list
- 2) write a letter thanking him for his letter + the info ~~at~~ describing the ~~press~~ prison project.
include fact sheet on bill & tell him we've put him on mailing list
- 3) file: NY, higher ed

We need these citizen
problem-solvers to help
government target
delivery of services,
to help shape the content
of these services, and to
hold service providers
accountable.

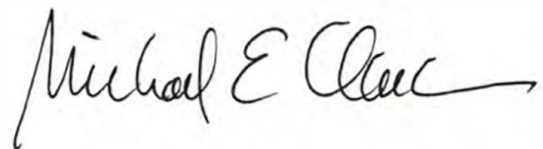
day. Although some of our failures to resolve tensions are well known, you will be surprised to find how often projects like neighborhood gardens, block clean-ups, soup kitchens, and youth leadership projects throughout our city are bringing New Yorkers of amazingly diverse backgrounds together. We'll show you neighborhood festivals and block parties that unite New Yorkers of African, Latino, Pakistani, Russian and Vietnamese heritage. We'll show you anti-crime patrol councils in which Orthodox Jews, African-Americans, Muslims and Koreans work together, sharing experiences and pooling resources.

Don't get me wrong: hundreds of thousands of neighborhood volunteers can't replace vital government services. In fact, most work regularly with government agencies – local, state and federal. These people became active because they care about their neighborhoods and their city and because they thought they could find better ways of doing things. They are willing to fight City Hall if necessary, and many look at government operations with practiced, critical eyes. But they would rather work in partnership with government than against it. Government needs, and should utilize, their knowledge and abilities.

Mr. President, we think you will be encouraged to find that person-to-person democracy is alive and well in New York. At every level – the block, the building and the neighborhood shopping area – people

meet on a regular basis to discuss the problems that touch on their daily lives and work together on practical solutions. This is just the kind of invaluable experience we need to inform the workings of government at all levels. We need these citizen problem-solvers to help government target delivery of services, to help shape the content of these services, and to hold service providers accountable.

So when you say, "It's time for millions of us to change our country block by block, neighborhood by neighborhood," New York's neighborhood leaders couldn't agree more. We've already begun, and we look forward to working with you.



Michael E. Clark
Executive Director

On the following pages are examples of New York City's neighborhood groups in action.

Model Projects

A little bit of understanding of cultural differences can go a long way toward easing racial tensions.

Members of the **131st Street Neighborhood Block Association** in Harlem, for instance, didn't like getting the runaround from Korean store managers when they asked for donations.

"I had to explain that usually the managers are women and their husbands are the owners," says Kevin Harden, a member of the block association's executive committee. "The women weren't handing us a line — they actually didn't have authorization to spend money. We made appointments to speak to the owners, and things worked out fine. We ran into a similar misunderstanding when our leaders, mostly African-American women, went to speak to Middle Eastern men who run shops. I happened to know that in their culture, men generally don't speak about business to women."

Harden picked up an appreciation for international cultures during a stint with

If an urban problem emerges, a neighborhood group will find a way to deal with it.

Here are some reports from the front lines.

Dorothy Cooper, president of the 131st Street Neighborhood Block Association, with Hosik Yang, owner of Lenox Beauty Supply, in front of Mr. Yang's Lenox Avenue shop. In the back row are Felix Kumi (left) and Alex Pipim, store employees who are from West Africa. (Photo: Tim Wall)

the Merchant Marine. His knowledge again came in handy when tenants became suspicious of an African family because of strange smells coming from their apartment. "I recognized it as a special kind of West African dish," he recalls, "which I think is very tasty. After I explained this, everyone relaxed."

The 131st Street Neighborhood Block Association, located between Lenox and Fifth, is a good example of New York's multi-purpose block associations. Their organization began in 1989, working with an ambitious CPOP officer from the 32nd Precinct to clear drug-dealing from the block. After safety improved, residents came out for massive street clean-ups and now there is an annual block party that draws hundreds of young people. "We don't have any fights, any drinking, any confusion," says association president Dorothy Cooper. A computer training program for students is in the planning stage.

Block association members pay dues, and the hard-working, all-volunteer executive committee meets as often as three nights a week.

The group is serious about following through on its Good Neighbor Policy. At its next block party, storekeepers and residents of Korean, Japanese, Chinese, Middle Eastern, West Indian, African and Latino descent are invited to set up tables displaying their own cultures and cuisines. As Dorothy Cooper might put it, as far as cultural differences are concerned, there won't be any more confusion.

The 131st Street Neighborhood Association received a cash grant as a winner of the Citizens Committee for New York City's 1992-1993 Building Blocks Awards.



“Non-profit and volunteer groups are tremendous untapped resources.
Now is the time for the government to utilize them.”

When they're not helping plant trees in the rainforest or campaigning for the koala, the **Student Activist Volunteers for the Environment (SAVE)** cleans up its own front yard: the Staten Island waterfront. A recent effort by this group of Staten Island Technical High School students, “The First Annual Island-Wide Earth Day Cleanup at South and Midland Beaches,” took place on April 17, 1993.

Volunteers aided the Center for Marine Conservation in its lobbying by reporting on data cards the type of materials collected. Says Jen McCave, spokesperson for SAVE: “The event promoted a spirit of cooperation and self-satisfaction in the community, and made people aware of just how harmful littering can be, especially at the beach.”

SAVE won a 1992-1993 Building Blocks Award cash grant.

“A few years ago, we didn't know anything about nothing,” laughs Hector Santana, president of **Community Watch**. He and other West Side residents, however, knew that they didn't like the drug and crime activity in their neighborhood.

“We joked about going out and getting armed, but then a lot of good ideas started coming up.” Learning by trial and error, the group formed the Manhattan North Anti-Crime Patrol/Neighborhood Watch.

Today, people might say they know plenty. Community Watch has about 800 member supporters, most of them high school and college students. In addition to their patrol, they promote environmental action and tenants rights. “We want to do things that have never been done before – try things that have never been tried before,” comments Santana.



Volunteers of Staten Island's Midland Beach have it all wrapped up on SAVE's "First Annual Island-wide Earth Day Cleanup." (Photo: Rick Miller)



Hector Santana (left) and Juan Griffith of Community Watch are making a stand on Broadway, in the Lincoln Center area their group patrols. (Photo: Tim Woll)

Santana co-directs the anti-crime patrol with Juan Griffith and Nelson Valle and heads the Community Watch board of 13 members. The youngest member of Community Board 7, he is quoted like clockwork in local newspapers.

The patrol negotiated with the City for authorization to monitor the area from Central Park West to Riverside Drive, between 65th and 72nd Streets. They put well trained foot patrol members on the streets three days a week, working closely with 20th Precinct CPOP officers. Last year, co-director Griffith implemented a new type of safety patrol – on bicycles – to expand coverage. Now they're raising funds to put their own car patrol on the streets.

The anti-crime patrol is so effective that demand for their watchful presence is increasing. The group is discussing expansion of the patrol with the Broadway Mall Association, a neighborhood organization encompassing the large commercial avenue.

“Non-profit and volunteer groups are tremendous untapped resources,” Santana says. “The government should take advantage of these groups to make the city better. This is the time to utilize them.”

Community Watch was a cash grant recipient as a winner of a 1992 Drug Prevention Award from the Citizens Committee for New York City.

You cannot walk around the corner in Manhattan's East Village-Loisaida area without passing two or three community gardens, each with a brightly colored wall mural. At the center of all this urban greening activity is the **Lower East Side Ecology Center**, which operates a recycling station and a compost service for neighborhood gardens (see article page 10). Early this

“I always thought old people didn’t know anything.
But you can learn a lot from them.”



John Ameroso (center), urban horticulture specialist of the Cornell Cooperative Extension, teaches tree care to Lower East Side Ecology Center volunteers. (Photo: Tim Wall)

spring, before the weather had turned warm, volunteers turned out for the center’s newest project – tending and pruning the neighborhood’s street trees.

The Lower East Side Ecology Center (formerly Outstanding Renewal Enterprises) received Neighborhood Environmental Action Award cash grants in 1987, 1991 and 1992.

“I always thought old people didn’t know anything,” says Aileen Batista, a 14-year-old resident of the Lower East Side. “And that they were, you know, old-fashioned. But you can learn a lot from them.”

Aileen regularly visits Secondino Amadeo, 76, and his 66-year-old wife Zoila at their Sutton Street apartment. She runs errands down the street that are hard for the couple to do for themselves, but mostly they talk. The conversation often turns to what it’s like in the Amadeos’ native country of Ecuador, as well as what changes are occurring over the years on the Lower East Side.

Aileen is one of eight teens who participate in the **Helping Hand Program**, an intergenerational chore service run by the youth group of Church of the Nativity. A small cash grant was supposed to pay modest stipends to the participants. But Sister Eileen Burns and Maribel Torres, 20, the volunteer director of the youth group, report that the young people voted to use the money for a retreat at which they will evaluate their program.

The program provides a low-cost, high-impact way of meeting the needs of older people and keeping them in touch with the neighborhood. Secondino Amadeo, for instance, says he looks forward to talking with someone “who’s younger than Pancho Villa.” But the young people are just as enthusiastic.

“She’s traveled a lot,” says Benito Santiago, 25, about Dolores Ramos, a talkative 95-year old. “She knows songs and stories. I thought my job was to cheer her up, but what amazes me is that she’s the one who makes me feel full of life.”

The Helping Hands Program received a 1992 Project One City cash grant from the Citizens Committee for New York City.

The Helping Hand Program’s Aileen Batista (center) visiting with Secondino and Zoila Amadeo. (Photo: Frank Capri)



The Erasmus Neighborhood Federation is a non-profit serving its corner of East Flatbush, Brooklyn, with tenant advocacy, tenant organizing and aid to homeowners. Their latest project is a network of civilian safety patrols organized among the tenants of eight apartment buildings and linked to the 67th Precinct by two-way radio. The “vertical patrols” have stabilized building security and brought tenants together for projects like street cleanups. Volunteers are happy to share the credit with Patrolman Kirk

“I had an idea for a grassroots volunteer group. I consulted with teachers and Citizens Committee tipsheets and based the program on that model.”

Herrera, their dedicated CPOP officer, and Esther Anderson, who handles radio calls from their patrols and 70 others within the precinct.

The Erasmus Neighborhood Federation, with the help of a 1981 Citizens Committee SNAP grant, was able to attract more funding and become a staffed organization. In 1993, the group received a Drug Prevention Award.

“We were a group of college students who saw the need to roll up our sleeves in the Latino community and make a difference,” says Ruben Sosa, executive director of the **Latino Youth League**. Since 1989 the League has involved the Latino youth of Sunset Park, Williamsburg, Greenpoint and Bushwick in cultural, educational, and recreational activities. Their latest effort, started in January, is a tutoring program for the children of P.S. 1.

“I had an idea for a grassroots volunteer group,” explains Lorraine Liriano, coordinator of the tutoring program. “I consulted



Yves Vilus, executive director of the Erasmus Neighborhood Federation, on patrol at the 270 Lenox Road apartment building. (Photo: Tim Wall)

Lorraine Liriano and students at the Latino Youth League's weekend tutoring sessions. (Photo: Lindell Sapp)



with teachers and also found the Citizens Committee tipsheets helpful, and based the program on that model.”

The free Latino Youth League tutoring sessions are held on Saturday mornings in Spanish and English. “We won’t turn anyone away,” Sosa promises. Each of the regular pupils, ranging from 9 to 12 years old, gets the attention of a volunteer tutor trained by the New York City School Volunteer Program.

Although she hopes to draw more children, Liriano is encouraged. “I feel we’ve been successful in helping these kids with their homework and test scores and developing strong friendships and mentorships between the volunteers and the students. Everyone looks forward to Saturdays now.”

The Latino Youth League has received a 1990 Drug Prevention Award, 1990 and 1992 Project One City Awards, and a 1993 Neighborhood Environmental Action Award.

Although it might look like a rubble-strewn lot, the West Bronx-based **Taqwa Neighborhood Community Association** sees a recreation area for their kids and a way to cut their grocery bills in half by growing their own vegetables.

The future “Taqwa Community Garden” is already cleared of much of the debris and is the site of gardening lessons for area schoolchildren. Organizers expect that food grown on the extensive lot will reduce the need for food purchases by local families and improve the environment at the same time.

Less than a year old, the Association has already thrown a block party, secured the vacant lot, published a bi-monthly newsletter, and conducted an educational

“I kept telling them, ‘Y’all going to get killed.’
I kept talking to them.”



Abu Talib, assistant chairman of the Taqwa Neighborhood Community Association, and members Kabrina Harden and Stanley Harden work at transforming an empty lot into the Taqwa Community Gardens.

(Photo: Rick Miller)

The pair walked in the door in dramatic fashion at the second rehearsal. Now, according to Juanita, they’re staying away from drugs and working at jobs she helped them find. “They’re not making the money they used to make, but I keep talking to them,” she says. They also do art work and handle sound equipment for the tenants association. Juanita’s skit has developed into a play to be staged for the school system and other housing projects. And her two young friends are in it – they play hard-core gang members called “Pecos” and “Pittsburgh Joe”; but after the one who plays Joe is killed, he comes back on stage in a new role as an angel-returned-to-earth called “Brother Malcolm.”

The Fiorentino Plaza Tenants Association received a 1991 Drug Prevention Award and a Citizens Committee Communities Can Stop AIDS grant for an AIDS-awareness program in 1992.

Fiorentino Plaza Tenants Association volunteers run arts-and-crafts days for children in the Fiorentino Plaza apartments. (Photo: Lindell Sapp)

**Compiled and written by:
Olga Herrera Moya and Tim Wall**



campaign and regular clean-ups to vanquish the area foe: rats.

The Taqwa Neighborhood Community Association received a cash grant as a winner of the 1992-1993 Building Blocks Awards.

Juanita Fisher knew how to take care of two young toughs dealing drugs outside the building where she lives. She gave them parts in her play.

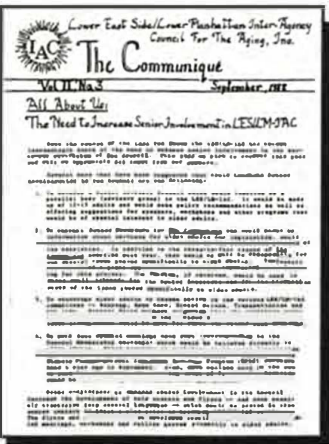
Juanita is president of the **Fiorentino Plaza Tenants Association**, organized in a housing project in Brooklyn’s East New York. The group has been working with the police since 1982 against a rising tide of crack cocaine and crime. They consider work with the neighborhood youth to be as important as quality arrests in solving the crime problem. “What we’re really doing is gathering young people,” Juanita says.

A skit written by Juanita called “East NY Revisited” became one of the group’s activities. There were parts for people of all ages, but she especially wanted to recruit two young dealers who grew up locally.

“They were dealing hard core,” she says with a North Carolina accent. “One of the boys had been shot up. They were the two most hated guys in the neighborhood. I kept telling them, ‘Y’all going to get killed out here.’ I kept talking to them.”

The Power of a Newsletter

Pick up a copy of your neighborhood newsletter and you might find gardening tips, a hotline to call or a "Name That Landmark" contest. More than just a bulletin board, neighborhood newsletters bring communities together by providing useful information, ways to get



Community newsletters fill the gap left by newspapers with local issues, updates and anecdotes.

Written by: Olga Herrera Moya

needed resources and an outlet for different neighborhood voices.

"Within the pages of your neighborhood publication are the molecules of grassroots activity. Even if you never take action beyond reading the news, you are a participating member of that community because you are informed," writes Kathy Vadnais in her upcoming book, *The Neighborhood Press*.

"The neighborhood press is the critical link that can be counted on to give news of issues around your home, tell you which neighbors are involved, keep you current about your areas of interest, and give you phone numbers to call," according to Vadnais.

Tony Giordano also sees it that way. The Sunset Park Restoration newsletter he edits reaches about 1,000 residents and organizations. "Through our newsletter, our readers become a culture. We begin speaking the same language because we know the same facts. It's the glue that binds us together, giving us a oneness of purpose."

A newsletter should represent all members of a group, not just those who are writing it. If you don't think that your area publications are meeting your needs, give the editor a call. Feedback is an important step toward making sure that the entire community benefits from a newsletter.

"It's great when we hear from our readers," says Renée Giordano, also of Sunset Park Restoration. "They communicate what they'd like to see in our paper. They also

submit their own articles and reach each other that way."

If your neighborhood doesn't have a newsletter, you can start by calling the Citizens Committee Public Information Department at 212-989-0909 for a free tip sheet on newsletter publishing.

Here's how some newsletters transform ordinary pieces of paper into action:

- Taking its name from a small native Puerto Rican bird who fights back when attacked, *El Pitirre* publishes in English and Spanish. Its essays stir up responses to the political, social and cultural issues important to the Sunset Park Latino community.

- *The Communiqué*, published by the Lower East Side/Lower Manhattan Inter-Agency Council for the Aging, is written for seniors by seniors. Three senior reporters receive a stipend in exchange for articles on local events, commentary, original poetry and drawings.

- The bilingual *El Mensajero* inspires all members of a culturally diverse community to learn the language more foreign to them – English or Spanish. The newsletter is an extension of the Our Lady of Good Counsel Outreach Program in East Harlem, which offers English as a Second Language (ESL) classes and, in turn, teaches Spanish to English-speakers.

- Published by the Excellence & Accountability Community-Based Organizations Team, *The Ocean School Handbook* informs the P.S. 197 community of services for children and parents available from independent agencies, including job training and student counseling.

- *The Kew/Forest Child Care Bulletin* matches Queens parents with baby-sitters or childcare providers. It also gives helpful child care advice.

■ **The Cornell Reporter**, published by the Cornell Bronx Chapter No. 4737, is an advocate for housing legislation for seniors and a source of health information. The organization is the only chapter of the American Association of Retired Persons in the East Bronx.

■ **Sloop Sounds**, published by the Staten Island Friends of Clearwater, reports on endangered marine species and waterfront and waterway pollution and opposes plans to build on Staten Island marshes.

■ **Renacer-Rebirth** is a bilingual monthly about mental health targeted to Latinos citywide. It gives readers information and referrals concerning the prevention of mental illness, rehabilitation and reintegration.

■ **The Echo**, distributed door-to-door by the members of Wynwoode Gardens Homeowners Association in Woodside, Queens, publishes original poetry in addition to news about upcoming meetings and neighborhood events.

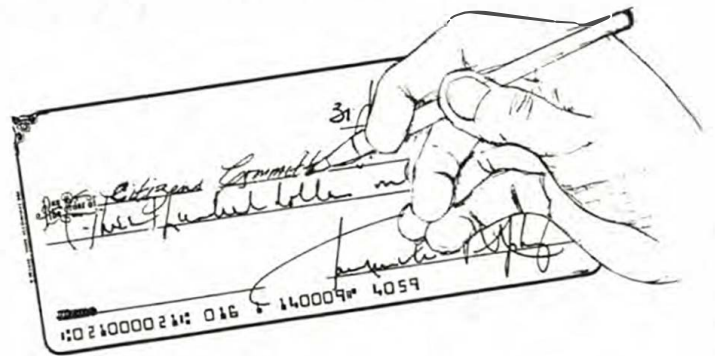
The Citizens Committee can help pay for the costs of publishing a neighborhood newsletter. Communication awards, ranging from \$100 to \$300, are available through the Citizens Committee's Building Blocks program to neighborhood groups with proposed or successful information projects, including newsletters. For more information, call Neighborhood Resources at (212) 989-0909.



One of the little voices that has a big impact on its community.

If you'd like to support the Citizens Committee's Work...

- Yes, I want to help. Enclosed is my contribution of:
- \$100 \$75 \$50 \$25
- \$10 Other (\$ _____)



Name _____

Organization/Business _____

Address _____

City _____

State _____

Zip _____

Day Phone _____

The Citizens Committee is a private, nonprofit organization. Contributions are tax-deductible to the full extent of the law. Please make checks payable to the Citizens Committee for New York City, Inc., and mail to **Neighborhoods, Citizens Committee for New York City, 305 Seventh Avenue, New York, NY 10001**

Community-based Recycling in New York: The Next Generation

Last year, the City's curbside recycling program finally got started in the Bronx and Manhattan. More good news is on the way, as Brooklyn is gearing up to recycle in June and Queens will receive complete recycling services on every street this fall.



Christina Datz of the Lower East Side Ecology Center in the cab of the Center's recycling truck.
(Photo: Tim Wall)

With every borough recycling, we can hope to prolong the life of the last remaining landfill on Staten Island. The challenge ahead of us is to make recycling a success story and to eliminate the need for the planned Brooklyn Navy Yard Incinerator, scheduled for construction in 1997.

The materials currently collected under the curbside program are: newspaper, catalogues and magazines, brown cardboard and telephone books, glass bottles and jars, metal cans and aluminum foil, and plastic bottles and jugs.

But this is not where recycling stops, at least not for community-based recycling groups. There are a lot of things citizens groups can do to (1) make curbside recycling work, and (2) extend the range of materials being recycled beyond what is now handled at curbside.

Just to name a few examples I'd like to mention the following:

West Harlem Environmental Action (WHEACT), in association with the **Center for Biology of Natural Systems**, is beginning a campaign to make curbside recycling in West Harlem as effective as possible. One committee of volunteer residents is looking into using videos, public service announcements and posters to motivate people to recycle hard; another is made up of tenants who design campaigns tailored to their own apartment buildings; a third works with merchants to run street

cleanups and recycle the materials collected. (WHEACT's Shelley Shepard advises block, tenant and merchants associations that organized collections of bottles and cans are not hard to do and can raise hundreds of dollars. The key, she says, is to establish good relations with one or more supermarket managers, so you know in advance your collected bottles and cans will be redeemed for cash.)

The **Upper West Side Recycling Center** is collecting and recycling white office paper and computer paper from nonprofit organizations in their area.

Downtown, the **Lower East Side Ecology Center** is proud of its composting program, which began two years ago. Banana peels, egg shells, coffee grounds and leftover cooked grains and vegetables are dropped off by local residents at a recycling center occupying a formerly vacant lot on 7th Street. After it is composted, the material is distributed among community gardens or used to mulch street trees.

Last fall, the Ecology Center added batteries, high-grade office paper and scrap metal to its recycling list. The next item targeted is textiles. The purchase of a full-size truck, with the assistance of our local credit union, allows us to transport materials to recycling processors quickly and cheaply.

The focus of community based recycling programs might have changed with the event of a city-run recycling program, but their role as heralds of recycling and tools to bring the message home to the community will never change.

Written by: Christina Datz, Assistant Director of the Lower East Side Ecology Center

New Study Shows that Recycling Pays

Excerpt from *The Economic Benefits of Recycling*, by Brenda Platt and David Morris, Institute for Local Self-Reliance

A flurry of articles criticizing recycling as a high-cost way of handling our solid waste has been sweeping the country since mid-1991. This adverse publicity, coming at a time when an economic recession is forcing cities to reduce their spending, encourages local policy makers to view "high-cost" recycling programs as attractive candidates for cutbacks.

In fact, recycling and composting are often cheaper than conventional garbage collection and disposal. Where they are expensive, the reason has more to do with startup costs, low levels of materials recovered in a program's initial phases, system design, or temporarily low costs of landfills than with the inherent costs of recycling.

For many communities, expanding recycling and composting programs can reduce municipal budgets and cut business and household operating expenses. A city of one million whose landfill costs equal the

national average of \$26 a ton can save its government, businesses, and households \$7 million a year by aggressively expanding its materials recovery and re-use efforts. Where landfill costs are high, such a city can save as much as \$30 million a year.

Yet the benefits of recycling go beyond reducing waste management costs. Recycling, on a per-ton or per-dollar invested basis, creates more jobs than incineration or landfilling. And, if the community is large enough, it can recover sufficient discarded materials to attract new scrap-based manufacturing enterprises.

Thus, recycling wins three ways: it lowers operating costs, employs more people, and offers the potential for high-wage manufacturing employment.

To order complete study, call (202) 232-4108 or write to:

The Institute for Local Self-Reliance
Attn: Publications
2425 18th Street N.W.
Washington D.C., 20009-2096

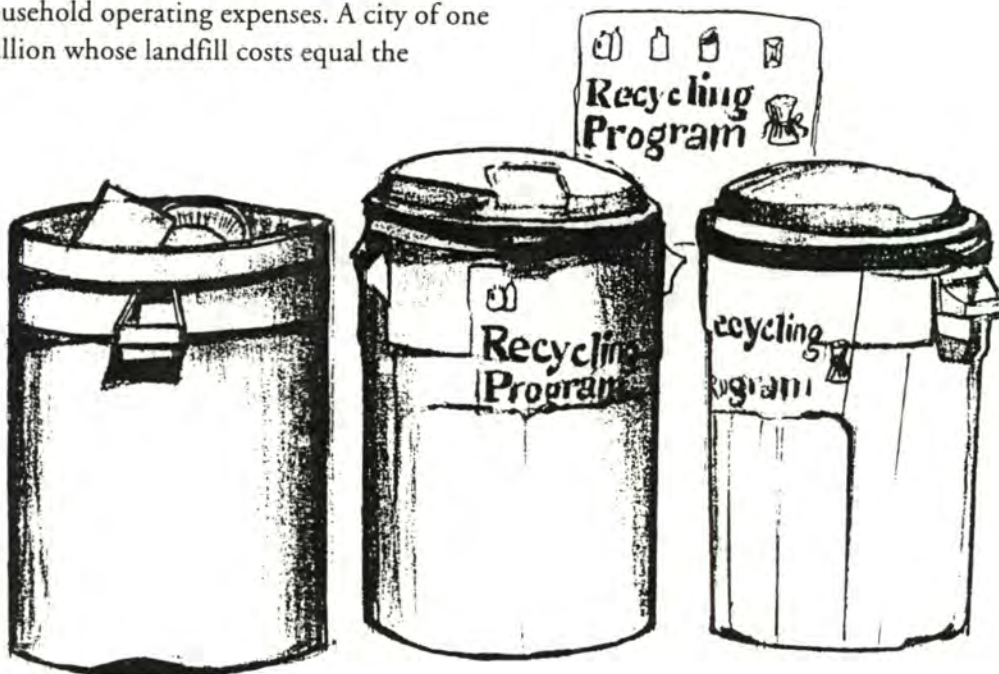
What To Recycle:

- **PLASTIC BOTTLES & JUGS**
(detergent, soda, juice, milk, water, etc.)
- **GLASS BOTTLES**
(juice, wine, milk, etc.)
- **GLASS JARS**
(mayonnaise, jam, jelly, etc.)
- **METAL CANS**
(tuna, soup, pet food, etc.)
- **ALUMINUM FOIL TRAYS**
(pie pans, take-out tins)

All bottles, glass, jars & cans must be rinsed clean.

- **NEWSPAPERS**
- **MAGAZINES**
- **CATALOGS**
- **TELEPHONE BOOKS**
- **CORRUGATED CARDBOARD**
(flattened boxes)

The above items must be placed in the "recycling" container next to the other garbage.



Resources

Grants For Programs Helping The Elderly

Community-based groups with advocacy or intergenerational projects benefiting the elderly can apply for grants from the New York Foundation. Proposals are reviewed three times yearly, and must be received by July 1st, November 1st, or March 1st. To apply, submit a simple letter outlining your project, your budget needs and the amount you are requesting. Send to **Madeline Lee, Executive Director, The New York Foundation, 350 Fifth Avenue, #2901, New York, NY 10118**. For more information, call (212) 594-8009.

Help For Youth Hotline

Youth, parents, teachers and service providers, take note! The toll-free NYC YOUTH LINE, created by New York City's Department of Youth Services, provides crisis intervention services and information. Trained high school and college students, under continuous supervision by experienced professionals, are available 24 hours a day, seven days a week. Call (800) 246-4646.

NYC Department For The Aging Gets New Number

Older New Yorkers can find out about benefits and entitlements, as well as program and services of the NYC Department for the Aging, by calling (212) 442-1000; or DFTA's new Spanish-language helpline at (212) 442-3010. For a complete listing of Department for the Aging programs and numbers, send a self-addressed, stamped envelope to **Public Affairs Office, NYC Department for the Aging, 2 Lafayette Street, 7th Floor, New York, NY 10007**.

Alzheimer's Resource Guide Available

Alzheimer's Disease: Where to Go for Help in New York City, a 75-page resource directory for family caregivers and professionals in the field, is now available from the NYC Department for the Aging Alzheimer's Resource Center. It also provides information on diagnosis, legal and financial considerations and family support groups. Send a check for \$3.50 and your name and address to the **Public Affairs Office, NYC Department for the Aging, 2 Lafayette Street, New York, NY 10007**.

Protect Your Kids From Lead

The New York City Department of Environmental Protection offers a free pamphlet *Protecting Your Kids from Lead in Drinking Water*, that contains helpful information about lead in building plumbing systems and simple rules for avoiding lead at the tap. The brochure is available in English, Spanish, Creole, Chinese, Russian and Korean. For your copy, send your name, address, telephone number and language preference to the **Department of Environmental Protection, Office of Education and Information Programs, 59-17 Junction Blvd., Corona, NY 11368**.

Cash Flow Loans For Nonprofits

Has your organization received a government contract or grant, but needed to pay expenses while you waited for the money to come through? The Fund for the City of New York makes low-cost cash flow loans of up to \$50,000 against approved government contracts, and occasionally foundation or corporate grants. If approved, the loan will usually be made available five working days from the time the official request is received. All 501(c)(3) nonprofit organizations in New York City are eligible. For more information, call Gloria Vaz or Asa Bright at the Fund at (212) 925-6675.

Fight PCP!

One of the major killers of HIV-positive people is a kind of pneumonia called PCP. Gay Men's Health Crisis (GMHC), a nonprofit AIDS service organization, is launching a new citywide public health campaign to let people know 1) that free or low-cost medicines to prevent PCP are available, and 2) where to get them. You can help spread the word in your neighborhood by putting up posters and distributing easy-to-read fact sheets about PCP and the preventive medicines. To receive free copies of the poster or fact sheets, call Myrtle Graham of GMHC at (212) 337-1950. Materials are available in both Spanish and English.

Need Some Managerial Know-How?

When "We Can," an organization that helps New York's homeless and poor cash in redeemable cans and bottles, ran into management and financial problems, the National Executive Service Corps was asked to help. When the Community League of West 159th Street needed long-range planning, the NESC developed a strategy



taking into account organizational structure, fundraising, public relations and board development. The NESC provides low-cost consulting to New York City nonprofits through volunteers who are retirees from business and the professions. For more information, call or write to Arthur McCully, President, NESC, 257 Park Avenue South, New York, NY 10010; (212) 529-6660.

NESC Consultant Gerald Smith (left) with Guy Polhemus of We Can. (Photo courtesy of NESC)

CITIZENS

COMMITTEE FOR NEW YORK CITY, INC.
305 Seventh Avenue, New York, NY 10001

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Citizens Committee for New York City, Inc.

Office of Public Information

305 Seventh Avenue

New York, New York 10001

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Citizens Committee Briefs

(continued from previous page)

group for the Citizens Committee's Project One City, which aids neighborhood groups combating poverty and bias and helping those with AIDS. More than 800 young New Yorkers attended the dance party, and most of the food and materials were donated by a battery of supportive corporations. The event raised \$33,000 for Project One City and is considered a highlight of the spring social season.

■ **AWARDS:** Citizens Committee chairman Osborn Elliott received the prestigious Frederick Douglass Award "for outstanding contributions toward the cause of equal opportunity" from the New York Urban League on May 6; sharing the honors were New York City Health and Hospitals Corporation chair James Dumpson and Judith Jamison, artistic director of the Alvin Ailey American Dance Theater.

Kim McGillicuddy and Youth Force were cited on April 19 for volunteer service by the Mayor's Voluntary Action Center.

Executive Director Michael Clark was honored by the Caribbean-American Sports and Youth Movement, Inc., at the organization's Tenth Anniversary Gala Awards Dinner, held on June 5.

■ PUBLIC SERVANTS TAKE A BOW:

This February, the Citizens Committee's Neighborhood Anti-Crime Center again handed out Drug Prevention Awards to outstanding volunteer neighborhood groups fighting drug abuse and crime. Also presented were citations for law and service agency professionals who have made extraordinary contributions to neighborhood volunteer efforts – a completely new category.

Among the award presenters at the ceremony held in the offices of The Chase Manhattan Bank were New York State Lieutenant



Osborn Elliott, chairman of the Citizens Committee, honored by the New York Urban League. (Photo: Claire Holt)

Citizens Committee Briefs

■ **NEIGHBORHOOD LEADERSHIP INSTITUTE OPENS DOORS IN SEPTEMBER:** Training workshops run by the Citizens Committee for years will graduate this fall into a full-fledged Neighborhood Leadership Institute. This long-term goal of the Citizens Committee is being realized thanks to grants from the Joyce Mertz Gilmore Foundation, the Environmental Protection Agency, and related support from the Mary Flagler Cary Charitable Trust and Brooklyn Union Gas. The pilot site for the Institute will be based at New York Technical College of CUNY, located in downtown Brooklyn, and classes will be offered through the Continuing Education Department. Students will receive certificates of completion. A local resource center for participants will also be developed in collaboration with a Brooklyn community organization. According to Neighborhood Resources director Steve Frillmann, better than two hundred students are expected to enroll in evening and Saturday courses in Basic Organizing, Advanced Organizing and Environmental Issues. "As the Institute

develops," Frillmann says, "we will expand the curriculum and open sites in other boroughs." There is no charge for taking classes. To obtain a course schedule, call the Citizens Committee's Neighborhood Resources Department at (212) 989-0909.

■ **"KNOWLEDGE FOR THE NINETIES":** Young people all over New York who were involved in the planning of this year's Youth Force citywide youth conference were pretty much all of one mind as far as a major theme for the conference was concerned. They wanted to talk about what kind of education young people will need to survive and move forward in the 1990s. Manhattan Borough President Ruth Messinger, educators and City officials participated in a discussion of what students think a model school should have and what it should do. Held — where else? — in a high school on the Lower East Side on Saturday, January 16, the day-long event drew over 1,600 young people to plan for "school like it oughta be" and to participate in 39 other workshops on diverse topics. "Knowledge for the Nineties — School or the Streets?" is the fifth annual citywide conference run by youth for youth organized by the Citizens Committee's Youth Force. Funding came from the New York City Department of Youth Services, the New York State Office of Alcohol and Substance Abuse Services (OASAS), the New Land Foundation, the Aaron Diamond Foundation, AT&T and the Starr Foundation.

■ **FUNDRAISING FOR THE HUNGRY AND HOMELESS:** An organization of young corporate leaders who want upward mobility for all New Yorkers held a fundraising party on the night of April 30 at the Puck Building, in the heart of Manhattan's downtown scene. "Friends of Project One City" is a support

Friends of Project One City members at April 30th fundraising event.
(Photo: Frank Capri)



Citizens Committee Briefs

(continued from
previous page)

Governor Stan Lundine and New York City Police Chief of Department David Scott.

Those recognized were **Sergeant Chris Bargellini**, Field Training Officer, 67th Precinct; **Sally Canty**, Community Affairs Unit of Manhattan DA Robert Morgenthau's office; **Patrol Officer Sophie Charles**, Instructor, Community Policing Unit, Police Academy of the NYC Police Department; **Kathleen Coughlin**, Deputy Director for Substance Abuse Prevention, NYS Office of Alcoholism and Substance Abuse Services; **Lieutenant Michael DiTrani**, Operations Coordinator, Chief of Detectives Office, NYC Police Department; **Donna G. Ellaby**, Director, Good Old Lower East Side (GOLES); **Detective Pete Mulroy**, 9th Precinct Community Policing Unit, NYC Police Department; **Susan Powers**, Deputy DA for Programs and Planning in Brooklyn; **Calvin Solomon**, Community Affairs Unit of

Manhattan DA Robert Morgenthau's office; **Mary Spink**, Regional Director, Substance Abuse Ministry, Archdiocese of New York; and **Sergeant Frank Vélez**, Coordination & Review Section, Chief of Patrols Office, NYC Police Department.

■ WE'VE MOVED!

The Citizens Committee for New York City moved its office in March.

The new address is 305 Seventh Avenue, 15th floor, New York, NY 10001. The new phone number is (212) 989-0909 and the fax is (212) 989-0983. Make a note of these changes – and keep in touch!

■ As this issue goes to press, we receive the sad news of the June 17 death of Elizabeth Steinway Chapin, civic and cultural leader and a founding board member of the Citizens Committee. We will miss her.

CITIZENS

COMMITTEE FOR NEW YORK CITY, INC.
305 Seventh Avenue, New York, NY 10001

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ST. LAWRENCE
UNIVERSITY
Canton, New York 13617

2 March 1993

President Bill Clinton
The White House
Pennsylvania Avenue
Washington D.C.

Dear Mr. President:

I strongly support your National Service program (which is one reason I campaigned for you), and I hope that St. Lawrence University can play a part in this national adventure. We are a small liberal arts college in rural upstate New York with a long tradition of community service. Our students are mostly white and middle-class, yet our county is the poorest in rural New York, with a high rate of illiteracy. Our students work as volunteer tutors in local schools, and on the nearby Native American reservation, to reduce the county's high rate of literacy. They also work with hundreds of temporary residents of St. Lawrence county who are here against their will.

Within a half hour's drive from our lovely campus there are three medium security prisons, populated largely by socially deprived blacks and Latinos from New York City. The high rate of recidivism among these inmates is at the heart of our urban social crisis, since many of them have left behind women on welfare and young children growing up without adequate guidance.

I enclose a description of our prison program, which centers around a history course called "Society, Crime, and Justice". So far as we can determine, the course is unique, at least in New York State, in its premise that inmates have something to teach our students as well as to learn from them. Inmates and students are roughly the same age; they have been divided by huge disparities of fortune, and by mutual suspicions based on race, class, and culture. We believe that by tutoring, counselling, and simply listening to these inmates students can help them re-enter society as productive citizens and responsible parents. At the same time our students acquire a more mature and humane understanding of the problems that ravage our inner cities.

We are now working to co-ordinate and expand our community service activities, somewhat on the model of the Rutgers Civic Education program which you praised on March 1. It would be enormously helpful to us in this effort to have one or more of our students participate in the Summer of Service Program. (Any of the sixty students from our prison course would bring a valuable and fairly unusual perspective to the Service Summit.) At the same time, we could easily place and supervise several volunteers this summer in either our prison or literacy programs.

I look forward to hearing from you how St. Lawrence University can contribute to the success of National Service.

With best wishes,

Yours sincerely,



William A. Hunt
Chair, Department of History

[enclosed: "Sending College Kids to Jail"]

SENDING COLLEGE KIDS TO JAIL:
THE ST. LAWRENCE UNIVERSITY FREEDOM PROJECT

(Canton, New York, 10 January 1993.)

Up here on the Canadian border, students from St. Lawrence University are taking a history course in the hope of reducing crime in New York City. The course enables the students (mostly white and middle class) to earn credit while tutoring and learning from the inmates (mostly minorities from the City) of three nearby correctional facilities.

We can't yet claim dramatic, or even measurable, results. But every little bit will count: helping one released inmate to stay out of jail for a single year would save society \$30,000 in legal and prison costs alone, not to mention the boon to potential victims. And whatever its impact on the crime rate, our program costs the state nothing. Above all, it has enabled students and inmates to learn something about each other's world, usually for the first time.

The course, the centerpiece of the St. Lawrence University Freedom Project, is entitled "Society, Crime, and Justice in Modern America." Students combine traditional academic study-- books, lectures, essays and exams on the recent history of the "underclass"-- with practical volunteer work behind bars.

Students and inmates together discuss the causes of poverty, crime, and drug addiction. They explore possible social and political solutions; they elaborate individual strategies for self-development. As a final project, students assist the inmates in composing personal narratives and preparing job resumes. Students receive academic credit; inmates receive a

letter from the Chair of the History Department testifying to their voluntary participation and perseverance in the program.

The course is still evolving, but it has already proven popular with inmates as well as students. Inmates commonly remark that our white students are the first white people they have ever learned to trust, and that our Black and Latino students have given them their first truly positive role models. Most of our students describe the course as a high point of their college education.

Americans do not agree about the root causes of this country's appalling crime rate. Some would blame racism and de-industrialization; others, the Great Society and Original Sin. As for fundamental solutions-- assuming any exist-- the only consensus is that they would be frighteningly expensive.

Yet there is ample evidence that many inmates already long to be free of drugs and violence, to acquire meaningful skills, and to live honest and productive lives. Certainly the demand for education, drug treatment, and occupational counseling far exceeds the present capabilities of most prison staffs.

Here is where the colleges and universities of this country could make a real contribution. As individual teachers and students we can do little, directly, to eliminate the root causes of crime. But by exercising our various skills as corrections volunteers, we can do much to encourage and empower those inmates who have already shown some serious commitment to self-reformation. And each inmate who turns his life around sets a heartening example for those who would follow.

An alliance between colleges and correctional facilities could tap a vast reservoir of youthful energy, and thereby generate-- at a low financial cost and with a high educational dividend-- powerful new resources in the struggle against despair and violence.

--William Hunt
Chairman, Department of History
St. Lawrence University
Canton, New York 13617
tel. (315) 386-3812
fax. (315) 379-5803

home: 55 East Main St.
Canton, New York 13617

MAKING HISTORY

(A Message from the Department of Same)

Public response will be crucial to the success or failure of President Clinton's economic proposals. Your action (or inaction) will therefore have profound consequence for America's future. To play your part:

1. Inform yourself about the issues.
2. Discuss them with your friends.
3. Make up your mind.
4. Make your voice heard by telephoning and/or writing the President, your Senators, Congressperson, and other key power-brokers. (There are plenty of other, more engrossing forms of political activism, but this is something everyone can do, and it does matter.)

SOME RELEVANT ADDRESSES

President Clinton: The White House, 1600 Pennsylvania Avenue,
Washington, DC 20500
White House Citizen Comment Line: (202) 456-1111

Senate: The U.S. Senate, Washington, DC 20510
(202) 224-3121 (for all Senators)

Our Senators: Daniel Patrick Moynihan
Alfonse D'Amato

Other Important Senators: George Mitchell (Majority Leader)
Robert Dole (Minority Leader)

House of Representatives: U.S. House of Representatives
Washington, DC 20515
(202) 225-3121
(for all Representatives)

Our Representative: John McHugh

Other Important Representatives: Tom Foley (Speaker of the House)
Richard Gephardt (Majority Leader)
Robert Michel (Minority Leader)
Dan Rostenkowski (Chair, House
Ways and Means Subcommittee.

Your future's at stake: GET BUSY!

For further information, contact the Department of History, 114 Piskor Hall, 379-5222.

Hunt

**ST. LAWRENCE
UNIVERSITY**

Department of History
Canton, New York 13617

FIRST CLASS



President Bill Clinton
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500

Re: National Service



ST. LAWRENCE
UNIVERSITY
Canton, New York 13617

2 March 1993

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1600 Pennsylvania Avenue
Washington D.C. 20500

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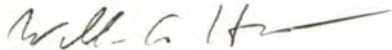
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Hunt

**ST. LAWRENCE
UNIVERSITY**

*Department of History
Canton, New York 13617*

Re: National Service



President Bill Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

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New York Cares®

Innovations in
Community
Service

April 14, 1993

Mr. Eli Segal
The Office of National Service
The White House
Washington, DC 20500-0001

Rick —
please make
recommendations
Thx
K

Dear Mr. Segal,

Each year, New York Cares develops new ways for civic-minded companies to help our city. In 1989, we introduced the *New York Cares Coat Drive*. In 1990, our *Corporate Volunteer Program* brought hands-on volunteer activities directly to the workplace. We launched *New York Shares* in 1991 to provide companies with a way to donate goods to needy organizations. And 1992's *New York Cares Day* united over 30 companies in a unique marathon of volunteer service.

This year, New York Cares is proud to announce the **Hands On New York Awards** -- to honor companies with exemplary volunteer programs that involve their employees in hands-on community service. The awards will recognize the volunteer work being carried out by New York's leading "corporate citizens."

We would be honored if you would **serve on our Panel of Judges** for the awards. Please select six of the nominated companies on the enclosed ballot. A description of each volunteer program is attached. To thank you for your participation, we will list your name on our event program as one of our Judges.

The awards will be presented at a gala banquet on **Thursday, May 13th at The Holiday Inn/Crowne Plaza**. Kenneth I. Chenault, President of American Express Consumer Card Group will serve as Honorary Chair. Proceeds from this event will enable us to expand our hands-on volunteer programs in 1993. Some of the companies who have already reserved corporate tables for the dinner include:

- | | | |
|--------------------------|--------------------|-------------------------------|
| AMBAC Indemnity Corp. | IBM Corporation | Pfizer Inc. |
| Brooklyn Union Gas | J. Walter Thompson | Shearson Lehman Brothers |
| Capital Cities/ABC, Inc. | Lehman Brothers | SIG |
| Chase Manhattan Bank | McKinsey & Company | Sumitomo Bank Capital Markets |
| Goldman, Sachs & Co. | NBC | |

Please support New York Cares by participating as a Judge for our first annual **Hands On New York Awards**. If you have any questions, please contact Mary Kuechler at 212-228-5000. Thank you for assisting us.

Sincerely,

Kenneth Adams
Kenneth Adams
Executive Director

I hope you can lend a hand with this by helping us select New York's leading corporate volunteer citizens. Thanks KA

*Not an appearance - us selection - please ask Susan to select (as Eli's proxy) & send in ASAP
RA
5-3*



New York Cares®

*Innovations in
Community
Service*

*New York Cares has asked the following individuals
to serve on the*

**HANDS ON NEW YORK AWARDS
JUDGING PANEL**

(List in formation)

Mr. Mark Aaron	Tiffany & Company
Mr. Norman Atkins	The Robin Hood Foundation
Ms. Pamela Bayless	Crain's New York Business
Mr. Martin Barreto	WCBS Newsradio 88
Mr. Larry Bortoluzzi	Mayor's Office of Partnership Programs
Ms. Winnie Brown	Mayor's Voluntary Action Center
Brother William Casey	Rice High School
Mr. Alan Chambers	City Cares of America
Ms. Christine Chambers	MCJ Foundation
Mr. Kenneth I. Chenault	American Express Consumer Card Group
Ms. Hillary Rodham Clinton	The White House
Mr. Joe Cruickshank	The Clark Foundation
Mayor David Dinkins	New York City
Ms. Rozella Floranz	New York One News
Mr. John Gardner	Stanford University
Mr. Rul Hanley	Rosie & Harry's Place
Ms. Westina Matthews	Merrill Lynch
Mr. Luis Miranda	Hispanic Federation of New York City
Mr. Dick Munro	Time Warner Inc.
Ms. Julie Post	The Fresh Air Fund
Mr. Al Roker	WNBC/Channel 4
Mr. Lew Rudin	Association For a Better New York
Mr. Eli Segal	The Office of National Service
Mr. Dick Shubert	Points of Light Foundation
Ms. Kim Strother-Pryor	The Equitable
Mr. Barry Sullivan	NYC Commission on Finance and Economic Development
Ms. Elsie Vance	New York City Partnership, Inc.
Ms. Fran Weisenfeld	Society for an Ethical Culture/PS 133
Mr. John Wyatt	United Neighbors of East Midtown

Thank you for your consideration.

116 East 16th Street
New York, NY 10003
Tel: (212) 228-5000
Fax: (212) 228-6414



CRAIN'S NEW YORK BUSINESS

OCTOBER 19-25, 1992

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VOL. VIII, NO. 42

Business tapping volunteer impulse Low-cost way to fulfill obligations

BY PAMELA BAYLESS
CRAIN'S NEW YORK BUSINESS

Seemingly overnight, volunteerism in New York has become a sophisticated growth industry. And the new suppliers are local businesses.

In the mid-1980s to late 1980s, executives, dismayed by New York's desperate social ills, were hard pressed to find ways to volunteer available time and skills. Rarely did this vast, untapped reservoir find opportunities, let alone encouragement, in the workplace.

Welcome to the recessionary 1990s. Companies—including some of New York's most prominent names—are now clamoring to back employee volunteer efforts. It's a low-cost contribution to the community in

tough economic times—a way to look good for less. It's also a cost-effective means to improve esprit de corps even as cutbacks, layoffs and shrunken monetary rewards have left many employees demoralized.

"A great deal is being laid at the doorstep of the business world," observes Winifred Brown, executive director of the Mayor's Voluntary Action Center. A volunteer program, she notes, "is a way of meeting a citizen obligation" without solely giving money.

Growth is evident in the city's most prominent umbrella groups that facilitate volunteerism:

- In December the 25-year-old Mayor's Voluntary Action Center will unveil a new consulting arm for companies wishing to set up volunteer programs. The Corporate Community Initiative, as it's called, charges scaled fees up to \$10,000 for the service. CCT's first customer: Chase Manhattan Bank.

At the same time, the center will launch a (Continued on Page 55)



SHERIE NICKOL

Business taps volunteers

From Page 3

year-long campaign, chaired by Salomon Brothers Inc. Chief Executive Deryck C. Maughan, to promote volunteerism in local businesses. Up to 80 blue-chip companies—a veritable who's who in the city—will affiliate with the effort.

- New York Cares, spun off from the New York City Partnership Inc., started in 1987 with 10 team projects that volunteers could join. Now it places 1,000 young professionals each month in projects with 200 community groups. Participation has doubled each year, as has New York Cares' budget, to \$1.4 million. Since 1990, the nonprofit has designed 62 programs for businesses with as few as eight employees.

- Membership in Corporate Volunteers of New York, a 20-year-old group of the city's largest corporations, now totals more than 50, up from 35 in 1989. The increase has come equally from Japanese and U.S. businesses.

Some companies have been inspired primarily by compliance needs: Japanese banks with the Community Reinvestment Act and law firms with *pro bono* requirements. Also, some programs that leverage employee resources to sidestep cash grants may be more cosmetic than committed.

"Only two or three companies have formal, thriving volunteer programs," says Alexander Rossides, founder and director of CCI. "They may have a marquee program, such as adopt-a-school, where out of 5,000 employees, 200 are in the program."

Meeting Mr. Rossides' exacting criteria are Chase, Metropolitan Life Co. and International Business Machines Corp. At IBM, up to 50% of employees volunteer.

More typically, employers may encourage workers to give of their time while providing little in-house support.

Weighing requirements

That's why New York Cares' team formula has worked well for many companies. The nonprofit weighs a business' requirements, locates appropriate community groups and handles scheduling of employee volunteers.

"We're breaking down obstacles to doing good," says Kenneth Adams, executive director of New York Cares.

The team approach lets coworkers pitch in together on projects that jibe well with work schedules. Top management is now more inclined to allow volunteering on company time and premises, such as popular tutoring or mentoring programs that bring students to the workplace.

On Saturday, Oct. 24, New York Cares will stage a first-ever volunteer marathon. At least 2,500 New Yorkers will devote the day to painting schools, rehabbing low-income housing, helping the elderly and planting gardens in 175 projects.

Service days are "a big hit" at local companies, says Tysha H. Scott, director of corporate programs for New York Cares. "When they could be making money, they can show a commit-

want the connection," says Kerry Yeager, volunteer coordinator at Chase. "It's one of the best win-win-win situations I can imagine."

Training super volunteers

CCI screens organizations, trains and places volunteers. As well, it will train "meta-volunteers" for consulting with companies in developing and running a volunteer program.

"We're building on changing patterns of affiliation of individuals," notes Carl Rush, director of corporate programs at CCI. "There used to be a greater attachment to neighborhood or religious-based groups. A lot more now is workplace-based."

CCI itself was started by a frustrated volunteer. As a senior account executive in a small marketing and advertising company, Mr. Rossides had looked for an opportunity to teach adults to

Alexander Rossides of CCI says few firms have thriving volunteer programs

ment to the community."

J. Walter Thompson New York sparked the trend of full-day volunteering in 1990. The advertising agency closed shop for an entire day in December so that employees could staff volunteer projects. Various other local companies have followed suit.

"With the economy not great, we felt that Christmas parties were not appropriate anymore," says Marty Rose, director of administration in JWT's New York office. "Community service is the way of the Nineties."

Other organizations are focusing on untapped employee resources. Chase Manhattan has custom-tailored a new program to its retired employees, with CCI screening and selecting appropriate nonprofits. Several hundred Chase retirees, some as young as 50, have indicated interest. Some of the younger ones view volunteering as a second career.

"They have time, skills and

read, but struck out with three or four programs.

"I couldn't believe it was that hard to volunteer," he recalls. As Mr. Rossides discovered, there was no effective pipeline to funnel volunteers to agencies.

To change that, he volunteered for a year with the Mayor's Voluntary Action Center, developing the hands-on support mechanism to help companies market volunteer opportunities internally. His first-year goal for CCI is to start 10 to 20 full-fledged company programs.

As for the future? "We want to increase employee volunteering by 50% of those not already volunteering, in four to five years," says Mr. Rossides.

Indeed, the city's volunteer gurus see unlimited horizons. "If 60 companies are looking for an outlet in the community, it tells me there are 6,000 more we haven't found yet," says an ebullient Mr. Adams. ■

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Thank you for helping us to select the six winners of the first annual *Hands On New York Awards*. Please vote by placing a check in the box next to your six selections.

- | | |
|---|--|
| <p><input type="checkbox"/> AMBAC INDEMNITY CORPORATION
<i>Employee Volunteer Program</i>
Project Coordinator: Elizabeth Tower
This program has nearly doubled in employee participation each month since its creation in December 1992. Employees participate in a wide range of activities from leading children from local homeless shelters on recreational and educational outings, to sprucing up parks and gardens, and more.</p> | <p><input type="checkbox"/> CAPITAL CITIES/ABC, INC.
<i>Volunteer Initiatives Program (VIP)</i>
Project Coordinator: Paul Dolan
This innovative program, created by Cap Cities to empower their employees in making community service choices, has been modeled by many corporations. Staff from each company division serve on a volunteer steering committee and represent specific volunteer options for maximum employee participation.</p> |
| <p><input type="checkbox"/> AMERICAN LAWYER MEDIA, L.P.
<i>Volunteer Program Partnership (VPP)</i>
Project Coordinator: Kerry Dubler
In addition to weekly in-house tutoring for students from Manhattan's Junior High School 131, employees assist in the production of a National Dance Institute-sponsored performance by 1,000 homeless and disadvantaged youth.</p> | <p><input checked="" type="checkbox"/> CHASE MANHATTAN BANK, N.A.
<i>Employee Volunteer Program</i>
Project Coordinator: Kerry Yeager
This comprehensive program utilizes a computerized database to involve Chase employees in a wide variety of volunteer opportunities. In addition to 30-40 annual team projects, over 100 employees participate in Junior Achievement, while 200 retirees also serve in volunteer positions.</p> |
| <p><input type="checkbox"/> BANK OF AMERICA
(Security Pacific Bank)
<i>Team America</i>
Project Coordinator: Anthony Caggiano
In 1992, Security Pacific employees volunteered in programs serving seniors at several Manhattan nursing homes. Activities included organizing a "Dance Night" and other socials at the Jewish Home & Hospital for the Aged.</p> | <p><input type="checkbox"/> CHEMICAL BANK
<i>Join-a-School Program</i>
Project Coordinator: Martha Graham
Chemical has adopted 3 public schools, in which 55 employees tutor bi-weekly. The volunteers also facilitate a tutoring program with 47 teenage Outward Bound students from George Washington High School, who have been trained to tutor elementary school children at PS 189.</p> |
| <p><input type="checkbox"/> BANK OF TOKYO
<i>Employee Volunteer Program</i>
Project Coordinator: Beth Gilroy
Over 100 employees are involved annually, with over one-half assisting in the company's in-house career shadowing program, which exposes 6th-8th graders to the financial world and helps them prepare resumes. In addition, their annual holiday toy drive collects hundreds of toys for homeless children.</p> | <p><input type="checkbox"/> EMPIRE BLUE CROSS / BLUE SHIELD
<i>Read-to-Me Public School Partnership</i>
Project Coordinator: Anna Doyno
For the past two years, more than 30 employees have dedicated their lunch hour once a week to reading one on one with 4th graders at PS 116.</p> |

- ESTÉE LAUDER/ORIGINS**
Employee Volunteer Program
Project Coordinator: Sue Grundfest
These volunteers are committed to working with children living in shelters for homeless families. Their programs have included an environmental program, projects exposing children to the arts, and recreational outings like trips to the circus and more.
- THE FUJI BANK AND TRUST COMPANY**
Employee Volunteer Program
Project Coordinators: Akiko Mitsui and Duval Slingluff
Fuji volunteers have dedicated their time to renovating low income housing. These "homesteading" projects have assisted Habitat for Humanity and Catholic Charities on the Lower East Side.
- GOLDMAN SACHS & CO.**
Community Services Group
Project Coordinator: Janice Moore
Goldman Sachs is committed to providing employee-volunteers in NYC and ten other US regional offices with a central resource to make getting involved easy. By maintaining a database of over 100 nonprofits to match employees' interests and time with volunteer opportunities, over 700 employees actively participated in community service programs in 1992, a 315% increase in one year.
- J. WALTER THOMPSON**
Jr. High School Tutoring Program
Project Coordinator: Janine Smith Prestegaard
Employees tutor up to twenty-eight 7th & 8th graders from the Hudson River Middle School in English and Math for one hour each week at Thompson's headquarters, improving grades and academic performance, and exposing the students to careers in advertising.
- J. WALTER THOMPSON**
Annual Volunteer Day (JWT Cares Day)
Project Coordinator: Marty Rose
Since 1990, during the holiday season, the JWT staff of nearly 300 devotes one entire work day to community service, hosting 20 projects including holiday parties for children with AIDS, working in soup kitchens, renovating day care centers, delivering and packing care packages.
- LIZ CLAIBORNE, INC.**
Volunteer Support for MVAC Clothing Bank
Project Coordinator: Rob Bernard
In addition to a monthly corporate donation of over 2,000 pieces of clothing to the bank, employees have volunteered their own time to assess and improve the bank's internal systems, and helped in redesigning the facilities.
- McKINSEY & COMPANY**
"World of Work" Tutoring Program (Boy's Choir of Harlem)
Project Coordinator: Karen Barth
For the third year, fifty volunteers and fifty 4th-8th graders team up weekly to learn about various professions. Follow-up field trips are organized to meet successful African-Americans in diverse industries, from health care to law, and more.
- MTV NETWORKS INC.**
Employee Volunteer Program
Project Coordinator: Michele Vonfeld
While participating in a variety of community service programs, MTV volunteers have placed a great focus on assisting people with AIDS. They provide companionship to adults during brunch programs, and also organize recreational activities for children at Bellevue Hospital, Harlem Hospital and the Children's Hope Foundation.
- PFIZER INC.**
Employee/Volunteer Resources
Project Coordinator: Valerie Vetere
By her own motivation, Valerie has become the focal point and volunteer recruiter/coordinator for Pfizer's long-term programs including: National Council on Corporate Volunteerism, Corporate Volunteers of New York, Corporate Outreach, and Habitat for Humanity.
- POLYGRAM HOLDING CO., INC.**
Minority Foundation Committee
Project Coordinator: Gloria Feliciano
Started in 1992 by a team of minority senior executives, this year-round job training program recruits needy high school and college students. 50 interns are trained in multiple departments, and are supported by mentoring "Business Teachers." Five scholarships will also be offered in 1993.

JOSEPH E. SEAGRAM & SONS, INC.
The Seagram / P.S. 198 Partnership
Project Coordinators: Nancy Morgan and Susan Pollack
Seagram's employees volunteered over 4,300 hours of company time to provide tutoring, career shadowing, and to help with recreational programs at PS 198. Volunteers also offer a lecture series, career day and help with practice interviews. They also helped develop an art studio and computer lab, donating nearly 40 computers and course time.

SHEARSON LEHMAN BROTHERS
Educate Our Youth Program
Project Coordinator: Heidi Walker
As New York Cares' largest corporate tutoring effort, this program involves 120 employee volunteers who rotate weekly to tutor and provide career awareness programs at the company offices to students from Junior High School 131.

SHEARSON LEHMAN BROTHERS
Employee Volunteer Program
Project Coordinator: Edward Breitenbach
This team is building a new terrace for the patients at the Terance Cardinal Cooke Health Care Center, a nonprofit hospital serving the poor. The volunteers raised the money for materials themselves, and are now doing the construction work on weekends.

SUMITOMO BANK CAPITAL MARKETS
Volunteer Projects For Children
Project Coordinator: Joyce Frost
Volunteers have coordinated and hosted holiday parties at Metropolitan Hospital and Children's Art Carnival. They also organized the Convent Family Living Center "Back-to-School" party, outfitting sixty children with complete school supplies.

TIGER MANAGEMENT
Volunteers for Children
Project Coordinators: John Griffin and Barbara Guiffre
Tiger coordinates and underwrites this monthly recreational and cultural program for foster children at St. Agatha's Home. Typical projects include day trips to museums, parks and other outdoor oriented activities.

Please fax your ballot to New York Cares, c/o *Hands On New York Awards* at 212-228-6414 or return in the enclosed envelope by Friday April 23, 1993 at 5:00 pm. Thank you again for helping us to select the winners.



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Innovations in Community Service



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February 11, 1993

Ms. Susan Stroud
Consultant
White House Office of National Service
The White House
Washington, D.C. 20500

Dear Ms. Stroud:

Congratulations on your new position as a Consultant for the White House Office of National Service. Because of President Clinton's commitment to national service, we are sending you a City Volunteer Corps (CVC) T-shirt.

As you know, CVC is New York City's national service corps, and the largest urban corps in the United States. CVC was the pioneer in involving youth in human service work, and the model for younger corps that have followed, such as Boston's City Year.

We hope that you will wear this CVC T-shirt as we enter a new era of excellence in government and as a sign of the extraordinary energy that youth are giving to their country through national service.

Sincerely,

Toni Schmiegelow
Executive Director

NH:WP/STROUDTS.HRT

PRATT COMMUNITY ECONOMIC DEVELOPMENT INTERNSHIP

Program Description

January 1993

For further information contact:

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Rudy Bryant, Associate Director for Training
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Pratt Institute Center for Community
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(718) 636-3486**

BACKGROUND

The Pratt Institute Center for Community and Environmental Development (PICCED) is the oldest university-based community development planning, training and technical assistance organization in the country. Founded in 1963 with a grant from the Rockefeller Brothers Fund, PICCED's original goal was to create a partnership between Pratt's planning department and local organizations struggling to address issues of urban deterioration and poverty. Working closely with community-based organizations and their constituencies, PICCED offers an array of education, training and technical assistance services. These programs emphasize coalition building and the empowerment of residents through ownership of the community development process -- from planning and decision-making to development and eventual management of completed projects.

The Pratt Community Economic Development Internship grew out of PICCED's concern in the early 1980s about the ability of nonprofit community-based organizations (CBOs) to survive and grow in an era of rapidly changing federal policies and sources of funding. With the onslaught of "New Federalism," the main responsibility for social and economic problems was being passed from the federal government to local governments and nonprofit organizations without a commensurate shift in funds. Many of our client groups were facing a great challenge to their survival because they were being forced to take on new roles in dealing with the complex problems of urban, low-income neighborhoods. Their roots were in advocacy around such issues as neighborhood displacement and the need for open space, education, housing and health care, and they had built their skills in tenant organizing, community planning, and lobbying their elected representatives on issues and programs affecting tenants, homeowners and merchants. In New York City, many CBOs were gaining ground in their well organized efforts to pressure the City to respond to the growing number of abandoned buildings that were being held in public ownership. Yet, as the housing and economic crisis deepened, those involved in community development efforts came to see that something beyond the traditional advocate/service deliverer role was required if community organizations were to have a real impact, not just on housing, but on the overall economic and social well-being of their neighborhoods.

In this context, the director of the Center and several other community development experts were brought together by Public/Private Ventures to determine what skills and expertise CBOs needed to undertake development and function more effectively in the current economic climate. This planning effort led to the formation of the National Community Economic Development Internship Program, which is run by the Development Training Institute in Baltimore, Maryland.

In designing the National Internship, it was determined that there were some regions of the country where the need for this human resource initiative was large enough to support an intensive training program serving twenty to twenty-five participants in any given year. New York City, because of its rich history of community development activity and the presence of the Pratt Center, then a twenty-year-old technical assistance provider, seemed the logical place to test this notion. With initial three-year funding support from the Charles H. Revson Foundation and the Rockefeller Brothers Fund, the Pratt Community Economic Development Internship was launched.

Over 170 community development practitioners have participated in the program in the seven training cycles that have been completed since the program first began. The organizations that have sent their staff through the program have demonstrated remarkable success in their housing and economic development initiatives. Through the strengthened technical skills and management capacities of their senior staff, these local community development organizations have undertaken an impressive array of efforts to produce low-income and special needs housing and to create locally-based economic development enterprises.

PROGRAM METHODOLOGY

Since the program's inception, we have placed a special emphasis on the recruitment of minority and women participants who have had a wide range of prior experience in working for community-based organizations and related public agencies. This focus is based on the belief that the success of community economic development initiatives hinges on the leadership of individuals who have a base in the low-income neighborhoods they serve. While many participants have great proficiency in organizing and service delivery, they may not have much experience in formal training and education. The following are the key assumptions that underlie the design of the program:

- Training and technical assistance activities must be flexible enough to respond to the varied strengths and weaknesses inherent in the participants (both on the part of organizations and individuals with differing skills and educational backgrounds).
- Many participants in training and technical assistance programs are working adults who may be reluctant to engage in these types of activities unless tangible benefits are readily apparent to them and their organizations.
- Training and resource development programs must be sensitive to the fact that some participants may have been out of school for many years, and may have fears about immersing themselves in a formal learning environment.

In response to these parameters, PICCED bases its training and technical assistance activities on the following educational philosophies:

- Training and human resource development is most effective when it is grounded in hands-on experience. Therefore we link training activities to the actual ongoing work of the program participants. As much as possible, "classroom" work is followed with "practicum" assignments that help to elucidate and amplify the training and further the participant's work in a practical way.
- Learning is synergistic. That is, in a dynamic learning environment, program participants learn best from each other. Therefore, whenever possible, training is designed for and delivered in small groups that allow people to benefit from each other's career experiences and areas of expertise.
- The learning community itself can become the basis for professional referrals, linkages and networks among practitioners and community development organizations that broaden and strengthen their long-term organizational capacity. Therefore our programs are designed to maximize opportunities for participants to build working relationships.

PROGRAM FORMAT AND CONTENT

The Internship is conducted by PICCED through five residential retreat sessions held in upstate New York. This unique format helps to strengthen the cohesiveness of the group and enables Interns to benefit from each other's experiences and particular strengths. The agenda during these sessions includes immersion in coursework material, small group tasks and problems, and discussions among participants about their personal, professional and organizational backgrounds and pursuits. Each workshop combines skill building exercises with hands-on technical assistance on both project and organizational issues. By making extensive use of case studies, simulation exercises and "practicum" assignments, the program strengthens the participant's management, financial packaging and negotiating skills. Over the nine-month period, interns design and package a housing or commercial development initiative for their sponsoring organizations, enabling them to apply what they have learned in the classroom to actual projects.

The instructional material delivered during the workshop sessions is divided into the following five core components:

- **Accounting:** covers the principles and practices of accounting and financial analysis for business ventures and nonprofit sponsors. Interns learn the skills needed to interpret financial statements, prepare for audits and manage financial accounting matters.
- **Commercial and Business Development:** focuses on the concepts and techniques of selecting a business development strategy and identifying, packaging and managing business development ventures. Interns are equipped with the tools to identify and screen venture opportunities, structure private sector financial participation, package projects for investment and establish and manage business development ventures.
- **Real Estate Development:** provides interns with a comprehensive overview of the real estate development process for housing and commercial properties. This component covers financial analysis, financing techniques, analysis of the legal, tax, economic and market constraints on various types of development, the preparation of development packages, and the formation and management of the development team.

- **Organizational Effectiveness:** builds the capacity of participants to diagnose management issues and utilize appropriate intervention strategies within their organizations. Each intern completes a management assessment which helps them to evaluate their organization's community development strategies in the context of their management needs.

- **The Integrative Workshop:** is designed to encourage participants to put what they learn in their "hard" courses -- business development, housing and real estate development -- into a physical, social, political and organizational context. It places a special emphasis on ways that diverse community development strategies can address issues of poverty and bring about qualitative changes in the lives of residents of low-income communities. A historical and policy perspective on community economic development and the current state of the field is followed by an intensive focus on the practical skills of planning, designing and implementing an economic development strategy. As an open forum, it fosters networking and information sharing about the practical application of various community development strategies to the current environment of the intern's neighborhood.

In addition to the five workshop sessions held in upstate New York, the Internship includes a Mid-Year Seminar which takes place on Pratt Institute's Brooklyn campus. During this seminar, past graduates and other experts in the field are invited to make formal presentations and engage in small group discussions with program participants. Topics have included: worker-owned cooperatives, ownership transfer programs, housing cooperatives, and strategic financial planning.

During the interval between workshops, interns work on "practicum" assignments that require them to go through a step-by-step process in which they design and plan an actual project for their sponsoring organization. Readings, written assignments, technical assistance and study groups help to reinforce the intensive material presented in the workshops.

Throughout the year, interns are assisted by faculty and staff to achieve clearly stated goals and objectives. During the first workshop, interns create their own learning plans, which are reviewed at each subsequent workshop to enable them to assess their accomplishments in the context of their individual goals.

In the fourth workshop, interns specialize in one of two advanced courses of their choosing:

- **Housing Development**
- **Commercial and Industrial Development**

These courses culminate with the Simulation Exercise, which is a three-day case study in which interns structure a housing or commercial deal by negotiating with key players in the development process. These players are acted by actual bankers, representatives from public agencies, community development practitioners and social service providers who come to the workshop site for the exercise. This segment serves as the capstone of the program, requiring the interns to use the skills developed in all their coursework in a true-to-life situation.

PROGRAM STAFF

The administration of the program is carried out through the strong leadership of Rudy Bryant, PICCED's associate director for training. Rudy's 25 years of experience at PICCED, coupled with his study of real estate development as a Revson Fellow at Columbia University, has been particularly useful in developing the program and providing support to the interns. In addition to his extensive experience in community economic development, Rudy has had wide exposure to organizational development issues through his technical assistance and volunteer experience on various nonprofit boards of directors. This on-the-ground experience has been complemented by his study at Columbia's Institute for Not-for-Profit Management. Rudy provides overall direction for the academic and administrative aspects of the program, develops and teaches parts of the Integrative Workshop, and provides technical assistance and support to interns and their organizations.

Since 1989, Rudy has been assisted by Leslie Hewlett who serves as the manager of training. Leslie is a 1991 graduate of the Development Training Institute's National Internship Program and has prior experience in coordinating training programs in the private sector. Her participation in the national program has enhanced her capacity to provide tutorial support to participants in the program.

FACULTY

PICCED has a strong track record in attracting and retaining skilled and dedicated faculty for the Internship. Several of the core courses have been taught by long-term faculty members. Bill Hoffman, of ETC Network, has taught the Organizational Effectiveness component of the program since 1983. He has also developed, refined and run the negotiation and simulation exercises. Charles Rial of Shorebank Advisory Services, a subsidiary of South Shore Bank in Chicago, has been teaching business development in the program over the past several years. Greg Ptucha, also of Shorebank, teaches a portion of the Business and Commercial Development component of the program. Robert Ream, a program manager at the Low Income Housing Fund with extensive experience in the housing development field, teaches the Real Estate and Housing course. Joe McNeely of the Development Training Institute teaches the Nonprofit Law and Tax curriculum. Joan Byron, director of the Pratt Planning and Architectural Collaborative, teaches a segment on managing the development process. Ron Shiffman, director of PICCED, has taught the History and Philosophy of Community Economic Development over the entire course of the program.

In addition to these full-time faculty members, two assistants provide additional academic support to the interns. These staff members are available for telephone consultation and one-on-one tutorial sessions. Dean Zias, associate planner at PICCED, instructs interns on how to solve real estate equations on the calculator and serves as a teaching assistant for basic math skills, business development and accounting. Joe Weisbord, a housing planner at PICCED and a graduate of the 1990 Internship class, serves as a teaching assistant in the Housing and Real Estate course.

PARTICIPANT PROFILE

Through our active recruiting efforts, we have maintained a high level of diversity -- geographically, racially and in gender -- among the Internship participants. The total number of participants who have either completed or are currently enrolled in the Internship program is 194. Of this number, 129 are from New York City, 35 from other areas in New York State, 7 are from New Jersey and 16 are from Connecticut. A few others have been from other parts of the country and abroad.

Over the long-run, our efforts to recruit women, African-Americans, Latinos and other minorities have been very successful. To date, 65% of the participants have been minorities and 53% have been women. The diversity that has characterized the Internship is one of the great strengths of the program. Individuals with strong racial, ethnic, religious and community identities not only work together as an integrated group, but develop personal friendships and professional associations which extend well beyond the limits of the program itself.

In recent years we have begun to include participants from abroad. Through its South African Career Development Fellowship Program, the Institute for International Education has provided full scholarships for four South Africans to participate in the Internship. Other international students from South Africa, India, and Senegal have been able to participate with the support of various private sources. This broadening of the geographic diversity of the participants is linked to PICCED's efforts to promote the mutual exchange of information and ideas among community economic development practitioners working at the grassroots level throughout the world. We believe that this exchange is beneficial not only to practitioners from abroad, but enriches the learning experience of participants from the local New York region.

PRACTITIONER NETWORKS

One of the primary benefits of the Internship to the community development field is the formation of practitioner networks that have a life beyond the Internship itself. A formal network of alumni from the Pratt Internship -- the Association for Community Empowerment (ACE) -- has been functioning for close to four years. Another formal network -- the Development Leadership Network (DLN), a national organization -- is composed of graduates of Pratt's Internship and the Development Training Institute's National Internship in Community Economic Development. Both networks have helped to facilitate peer-to-peer consultation and support. They have helped many interns to overcome the problems of isolation, and have encouraged them to participate in policy and program development within their organizations and on a local, regional and national level.

In the fall of 1993, ACE and the DLN will be co-sponsoring a national conference in New York City that will focus on the state of community development and its future direction. It will be held in a retreat setting so that participants have the opportunity to meet informally and share information. A variety of formats, including panel discussions, policy roundtables, case studies, practitioner interchanges, peer-to-peer counseling, regional forums and continuing education workshops are being planned. The conference will coincide with the celebration of PICCED's thirtieth year of operation.

OPPORTUNITY FOR GRADUATE LEVEL STUDY

Unlike many other technical assistance providers and intermediaries, the Center is affiliated with an institution of higher education and is therefore able to award credit and grant degrees to community-based practitioners. Through its close working relationship with the Pratt Institute's Graduate Center for Planning and the Environment (GCPE), PICCED is able to provide these practitioners with a matrix of educational opportunities. In 1991, a major new opportunity for graduates of the Internship to obtain their master's degrees was created through the Pratt Graduate Fellowship. This program, which is conducted jointly with the GCPE, is open to graduates of either Pratt's or DTI's Internship programs. Those who choose to continue with their studies are awarded up to thirty credits of advanced standing, depending on the prior academic preparation and achievement of the candidates.

The Fellowship is run in a special intensive trimester format, in which each semester consists of a week at Pratt Institute's Brooklyn campus, followed by four to five weekends over a four month period. This format is especially helpful in enabling participants from outside of New York City to complete their course work for the master's degree within a year after completing the Internship, while continuing to work for community-based organizations and other related entities. To date, thirty graduates from the first seven classes of the Internship are currently enrolled in Pratt's Graduate Fellowship Program. An additional twelve former interns have successfully completed the graduate program.

One major objective of this initiative has been to enable students without bachelor's degrees to pursue credit equivalency and to earn their graduate and bachelor's degrees simultaneously. The program greatly expands opportunities for community advocates and practitioners in low-income communities to build their professional careers in community development and planning. It has also had a beneficial impact on the community-based organizations for whom they work by providing them with a highly trained cadre of practitioners with roots and contacts in the field and in the local community.