

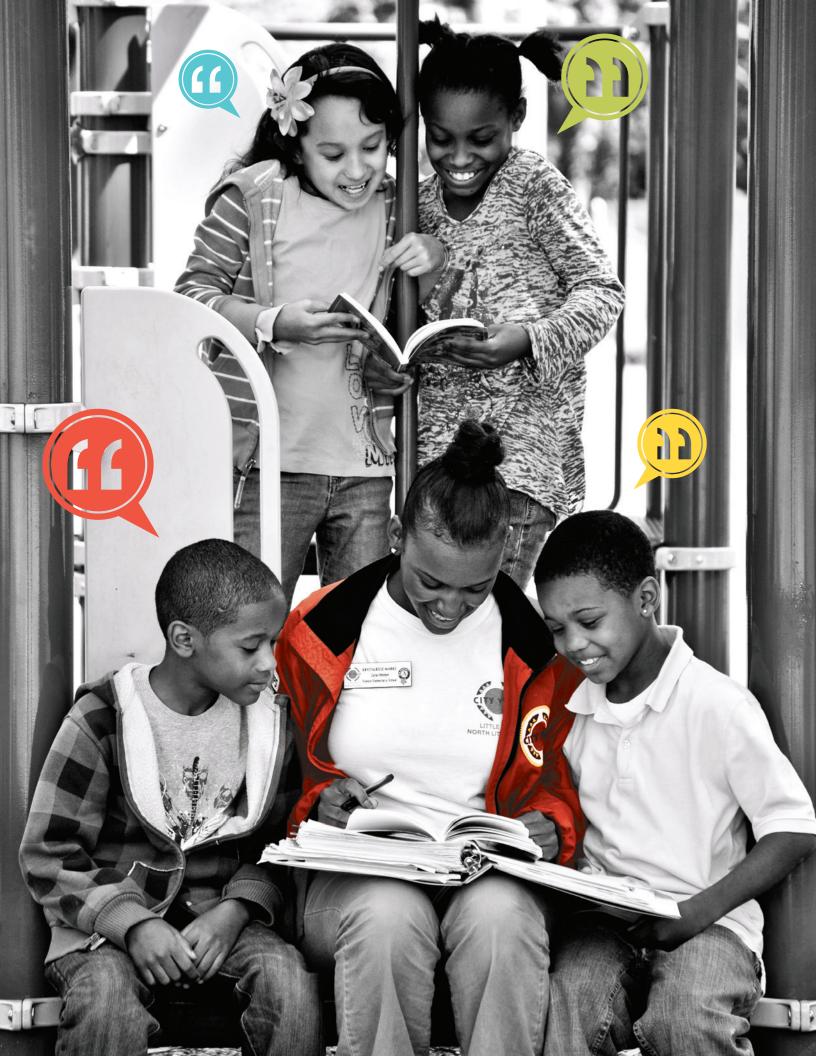




City Year is an education-focused, nonprofit organization that partners with public schools to keep students in school and on track to graduate. During the 2010-2011 school year, more than 1,750 City Year corps members worked full-time as tutors, mentors and role models in 157 of our nation's lowest-performing schools.

This work would not be possible without you—our donors, supporters and champions. This year, we are honored to feature a few of your stories: how a donor first learned about City Year; what the experience means to a corps member; how we've made a difference to a student, a school, an entire school district. These stories are an integral part of the City Year story.

We thank you.



#### DEAR FRIENDS,

Each day, across the country, in many of our nation's highest-need schools, City Year AmeriCorps members are the first faces students see when they arrive at school, and the last ones they see as they leave their after-school program.

Working together with teachers, administrators and other education professionals, corps members help turn around our nation's lowest performing schools, close the education achievement gap and help students succeed. Throughout the day, these dedicated, talented, and energetic young adults serve as performance coaches and nearpeer role models, helping students learn, develop and achieve.

Our corps members focus on improving students' attendance, behavior, and course performance, the "early-warning indicators" that research shows can predict which students are in greatest danger of dropping out. By providing the additional human capital that high-need schools require to implement evidence-based reforms, they are making a major difference in the lives of at-risk students nationwide.

The 2011 Annual Report and Donor Recognition Book is a testament to the many partnerships and philanthropic support that help make these results possible. It is also a celebration of the people of City Year – those individuals whose talents, dedication, and remarkable generosity have been critical to our ability to scale and achieve sustainable impact for the students we serve. You'll meet some of these people in the pages that follow.

In 2011, we welcomed the inaugural corps of City Year Milwaukee, our 21st national site. With the support of local public officials, private sector champions and community leaders, 60 corps members now serve in six of Milwaukee's highest-need schools.

We also welcomed City Year London, joining City Year South Africa as our second international affiliate. We are deeply grateful to the City Year London Founding Committee for their outstanding work. City Year London's inaugural corps of 57 idealistic members serving in six London schools proves, once again, that the transformative power of young adults in service knows no borders.

More than a million students drop out of high school each year in America. It's a crisis that needs to be addressed. Together, we can shape the future of our youngest generations, helping to ensure they are not limited by an education cut short, but instead filled with opportunity.

We unite and train idealistic young leaders who commit a year of their lives to full-time service. They serve where the need is greatest, and in the process, bend the trajectory of their own lives towards a lifetime of active citizenship and civic leadership.

With your support, it is working.

Sincerely,

Michael Brown CEO & Co-Founder City Year, Inc.

Stephen G. Woodsum Chair City Year, Inc. Board of Trustees

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Founder and Owner, Blanca Commercial Real Estate, Inc. City Year Miami Board Member

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Non-profit organizational specialist

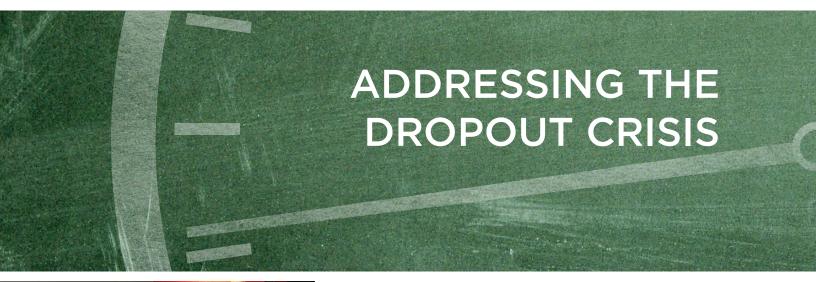
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#### **Evelyn Barnes**

Executive Vice President and Chief Financial and Administrative Officer City Year, Inc.

#### **OUR STORY**

More than one million students will give up on school this year. Half of these dropouts will come from just 12 percent of high schools. City Year partners with our nation's highest-need schools to keep students in school and on track to graduate. We deploy diverse teams of young adults – all AmeriCorps members – who give a year of full-time service in schools to work as tutors, mentors and role models.







You fill the gap, a unique need that no one else can meet...You are part of a grand experiment that I think is going to change education in this country forever.

U.S. Secretary of Education Arne Duncan City Year Headquarters October 15, 2010









# TRANSFORMING LOW PERFORMING SCHOOLS



Research shows that students who are at the highest risk of dropping out can be identified as early as elementary school by three early warning indicators – poor attendance, disruptive behavior, and course failure in math and English. Our model, *Whole School, Whole Child*, is based on that research. Corps members make daily calls home to promote good attendance, tutor students struggling in math and language arts, serve as an additional resource for teachers in classrooms, and lead afterschool programs and school-wide initiatives to improve school culture. Their presence changes the environment of a school by immediately increasing the proportion of responsible, caring adults.

Addressing the dropout crisis is not easy or simple, but it is possible. Reaching the right child, at the right time, with the right intervention, can be the difference in whether or not that child makes it to graduation. City Year is leveraging the energy and idealism of our corps members – and the power of national service – to help transform low-performing schools and dramatically increase the graduation pipeline in America.















## YEAR IN REVIEW

July 2010 - June 2011

Summer Academy

Corps members begin service in America's schools

Diplomas Now wins i3 Competition (Aug 2010)

**Basic Training** 

Jul



























Investment Community, Legal Community, Women's Leadership breakfasts

#### Opening Day

- \* Inaugural City Year Milwaukee Opening Day \* City Year London launches

Oct Nov

- 1, 2
  - London Mayor Boris Johnson with City Year London corps
  - the 3rd Annual Chicago White Sox Service Day with mascot South Paw outside US Cellular Field

  - Los Angeles Mayor Antonio Villaraigosa at Opening Day

  - Wendy Spencer, former CEO of Volunteer Florida and current leads the City Year pledge with corps members at a Martin

- NBA legend David Robinson with corps members at City Year San Antonio's annual dinner
- NVIDIA and City Year San José/Silicon Valley break after a day of service for NVIDIA's Project Inspire
- 12 City Denver's Start-Up Team during their red jacket ceremony

- Klaus Kleinfeld, Chairman & CEO of Alcoa, presents a check to MS 424 in the South Bronx
- Chicago Mayor Rahm Emanuel with members of the City Year Chicago Deloitte team at Orr Academy High School in West















#### **Annual Galas**

**Advanced Training** 

MLK Day of Service

Jan Feb Mar

- 17 U.S. Secretary of Education Arne Duncan participates in City Year Washington, DC's Martin Luther King Day of service
- 18 Senator Michael Bennet (CO) at City Year Headquarters with City Year Co-Founder and CEO Michael Brown and Dr. Carol Johnson, Superintendent of Boston Public Schools
- 19 City Year Trustee Michael J. Ward, President, Chairman and CEO of CSX, with corps members at the National Leadership Summit
- 20 Paul and Sandra Montrone receive a Lifetime of Service award at City Year New Hampshire's annual Starry, Starry Night dinner
- 21 City Year New Hampshire's Starry Starry Night Dinner
- 22 Marisa Daniels, a City Year Boston corps member, speaks on a panel at the National Leadership Summit

- 23 Actress and Oscar winner Octavia Spencer poses with City Year Los Angeles corps members
- 24 City Year Trustee Joshua Bekenstein and City Year Boston Board Member Anita Bekenstein and family
- 25 Secretary of Education Arne Duncan with City Year Cleveland
- 26 Idealist in Action award winner Carol Goss, the President and CEO of The Skillman Foundation, poses with key partners and staff of City Year Detroit
- 27 City Year Boston Board Member Diane Exter, Senior Director, Bain Capital, LLC/Sankaty Advisors, LLC speaks at City Year Boston's Investment Community Breakfast









#### Corps year ends

National Leadership Summit

Graduation

Apr May Jun













## CBS EVENING NEWS

Feature on City Year's Role in Addressing the Dropout Crisis November 30, 2010

## EDUCATION WEEK

"Study points to fewer 'dropout factory' schools" November 30, 2010

## The Miami Herald

"We know what works for kids – commitment"
October 30, 2010



## NYDailyNews.com DAILY DEVS

"City Year's mentors show up for truants at Bronx public schools" April 26, 2011

## THE WALL STREET JOURNAL.

"The experience working with children in a poor Chicago neighborhood instilled in her 'this urge to learn something that would have an impact on the world"

December 29, 2010

## The Boston Globe

"Volunteering spirit catches fire" February 1, 2011

## FAST @MPANY

"The Devil's in the Details With Federal Budget Cuts: Life Without City Year Would be a Real Devil" March 1, 2011



The State

"Stopping school dropouts"

January 21, 2011

Newsweek

### THE HUFFINGTON POST

"AmeriCorps cuts would endanger education reform" March 17, 2011

# The New York Times

"City Reduces Chronic Absenteeism in Public Schools"

June 16, 2011



City Year Washington, DC corps member







You could chat with Alex Richards for hours about any of his passions – Japanese culture, improv comedy, photography. But get him going on math (he scored a top grade of 5 on the AP calculus exam) and the Washington, D.C. middle school where he serves, his toothy smile stretches even wider.

The 23-year-old Indianapolis native has a slim runner's build and cropped brown hair – his voice is animated and full of confidence. Every weekday, like many City Year corps members, Alex rises early. The alarm goes off at 5:27am and he's out the door by 6:38 to catch the 6:48 bus, which gets him to Kramer Middle School by 7:30. Kramer is in Anacostia, one of D.C.'s most impoverished neighborhoods, and sits across the street from a block once known as Murder Row. During the day, Alex serves in a math classroom, tutoring and mentoring sixth, seventh and eighth grade students.

During his junior year at Howard University, where he attended on an academic scholarship. Alex tutored one of his peers in a class that blended calculus, statistics and economics. "I'm sort of a beast at all three," the business major said. He tutored his classmate to a passing grade, and in the process, discovered his love of teaching.

Alex had his pick of positions with companies and organizations when he graduated, but decided on City Year because it gave him the opportunity to pursue his passion to teach and stay in Washington, D.C. "A professor told me the more time you spend in a

classroom, supporting and co-teaching, the better and more effective you'll be when you get a classroom of your own." This year has been great preparation.

Many of Alex's students can't get to school on time because they're dropping off their younger siblings at the elementary school down the street (which doesn't open its doors until after the first bell rings at Kramer). And only 19 percent of students are proficient in literacy, while 29 percent are proficient in math. But as challenging as his service can be, Alex knows he's making a difference.

Imelda\*, a student he's worked with all year, was painfully shy when they first met. "She used to just sit in the classroom, quiet, not engaging," he explained. "Addition, subtraction, multiplication, division – it didn't exist in her world." Alex worked with Imelda to build up her confidence and hone her skills. "Now she's doing exponents, solving basic equations. It feels awesome just last week a teacher told me the work I've been doing with her is incredible, and that she understands things many of the other kids don't get yet."

Next year, Alex will return to City Year for a second year in the corps. Eventually, he plans to take advantage of City Year's "give-a-year" Partnership, a program with 50-plus colleges and universities that offers scholarships to City Year alumni. He'll apply to American University's secondary education program in mathematics. "I'm really doing something," he says. "Kids like Imelda, they make it all worth it."



## DR. GREGORY THORNTON

Superintendent, Milwaukee Public Schools Milwaukee

Less than two years into his tenure as the top education official in Milwaukee, Dr. Gregory Thornton is already one of City Year's closest allies and most vocal supporters. And there's good reason. As Chief Academic Officer in Philadelphia, Dr. Thornton worked closely with City Year as a key resource in the city's strategy to turn around low-performing schools.

Dr. Thornton says of his inspiration to enter the field of education: "My parents, along with great and caring teachers and community members, helped me become a first-generation college student. I wanted to help someone in the way others helped me."



## When people ask, "Why are you partnering with City Year," what do you say?

GT: Bottom line? We partner with City Year because of proven results. The emphasis corps members have on attendance is effective and the techniques they use are impressive. I saw that success first-hand in Philadelphia and when we had the chance to bring City Year to Milwaukee, the answer was an easy one.

## How do you think Milwaukee schools are different as a result of your work with City Year?

GT: Our schools are different – but more importantly, our kids are different. They have more committed, energetic adults in their lives who are encouraging them to further their education, encouraging them to excel and helping them where they struggle. The energy and enthusiasm of the members set the tone for a positive school climate. They help us make the most of the strong curriculum we

## What has the presence of corps members in Milwaukee enabled your district to accomplish?

GT: Corps members reach beyond school to our students' homes, extending themselves to capitalize on the district's college and career readiness initiative. Academic-focused afterschool programs, service learning projects, spoken word nights, cultural nights, math and literacy nights and data charts get our students' creative juices flowing and are unquestionably effective. Behavioral issues are minimized, attendance increases and student achievement increases.

City Year Milwaukee has also done an outstanding job of aligning the work of the corps members with our own efforts; from our comprehensive literacy plan, to our comprehensive math and science plan, to our Positive Behavioral Interventions and Supports. That ensures that corps members' work builds upon Milwaukee Public Schools' efforts to improve student achievement and the learning environment.



## Bottom line? We partner with City Year because of **proven results**.

have in place and they aid our support system to prepare students for college and careers. City Year creates a sense of hope and opportunities that can be obtained because corps members, who are not far removed from the experience of our children, can share their own success stories.

When I enter a school and see those red jackets, I know the cavalry has arrived. I know there are advocates who will make sure our students will not fail.

## How has City Year helped MPS address your students' biggest challenges?

GT: One of the biggest challenges many of our students face is having strong, positive adults who can relate to them and model the success they can achieve. They need to see the tangible benefits of improved achievement and college and career readiness. City Year Milwaukee addresses that challenge head on. The 'near-peer' corps members demonstrate the benefits that a strong education yields and in particular, enhance the often-difficult transition year from middle school to high school.

### **BOARD OF TRUSTEES**



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#### 11. Nancy Routh

Senior Vice President & Chief People Officer

#### 12. Gillian Smith

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#### 13. Stephanie Wu

Senior Vice President & Chief Program Design and Evaluation Officer

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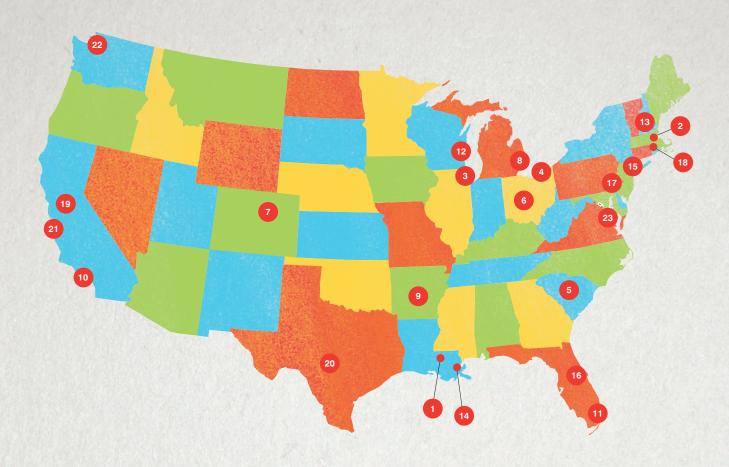


- Laura Hamm Baton Rouge
- 2. Sandra Lopez Burke
  Boston
- 3. Lisa Morrison Butler Chicago
- 4. Phillip Robinson Cleveland
- **5. Elliott Epps** Columbia
- Lourdes Barroso de Padilla\* Todd Tuney (2011-present) Columbus
- 7. Penny Bailer Detroit

- 8. Sarah Roberson Little Rock/North Little Rock
- 9. Allison Graff-Weisner Los Angeles
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- **13. Peggy Mendoza**New Orleans
- **14. Itai Dinour** New York

- **15. Wyneshia Foxworth Loree Jones**Greater Philadelphia
- **16. Jennie Johnson** Rhode Island
- **17. Paul Garro**San Antonio
- **18. Beach Pace**San José/Silicon Valley
- **19. Simon Amiel** Seattle/King County
- **20. Jeffrey Franco** Washington, DC

#### CITY YEAR LOCATIONS



- City Year Baton Rouge
- 2 City Year Boston
- 3 City Year Chicago
- 4 City Year Cleveland
- 5 City Year Columbia
- 6 City Year Columbus
- City Year Denver
- 8 City Year Detroit
- Oity Year Little Rock/North Little Rock
- Oity Year Los Angeles
- 11 City Year Miami
- 12 City Year Milwaukee
- 13 City Year New Hampshire

- 14 City Year New Orleans
- 15 City Year New York
- City Year Orlando founding year 2012
- 17 City Year Greater Philadelphia
- 18 City Year Rhode Island
- City Year Sacramento founding year 2012
- 20 City Year San Antonio
- 21 City Year San José/Silicon Valley
- 22 City Year Seattle/King County
- 23 City Year Washington, DC

City Year also has two international affiliates in London, England and Johannesburg, South Africa

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#### **FEATURE**

# STUDENT PROFILE

Rayshon, 6th grader Los Angeles

Rayshon, a sixth grader at Clinton Middle School in Los Angeles, is a budding renaissance man. He plays football, draws his own superheroes and dreams of going to college one day so he can help his mom expand her beauty salon. He has a habit of rolling his head from side-to-side when he thinks, like a major league slugger before stepping up to bat. His shy smile hides a goofy sense of humor that makes the two City Year corps members he works with, Sean Mulvihill and Griffin Gosnell, laugh every day.

But last year Rayshon struggled. His behavior in class was often disruptive, and he fell behind in math and English – he started sixth grade below grade level in both subjects. "From the beginning of the year he expressed interest in becoming a better student," Griffin explained. "He has been so receptive to my help."

Clinton Middle is in an industrial neighborhood in South Central Los Angeles – commercial warehouses surround its campus. One hundred percent of the school's 984 sixth to eighth grade students are considered economically disadvantaged and 80 percent speak a language other than English at home. But the school, in spite of its challenges, has a 97 percent attendance rate and has engaged several partners, including Diplomas Now, to help implement best practices to support the school's mission, "learning for all students."

Rayshon is one of about 60 students Sean and Griffin interact with each week. They work with him on reading fluency and comprehension, multiplication and staying





Rayshon and City Year Los Angeles corps member Griffin Gosnell

on task. "At the beginning of the year, he was really shy," Sean said. "But now he's more confident and is willing to read aloud in class." The two corps members ask Rayshon to write the words he reads – but doesn't understand – in a special notebook they use to look up definitions together. "Mr. Sean and Miss Griffin have helped me improve my grades a lot, so I get my A's and B's" Rayshon said. With a smile, he added, "in reading I went from far below basic, to basic and proficient."

Rayshon says his favorite part of school is the afterschool program. After completing his homework, he splits his time evenly between sports and art. One afternoon, students took a field trip to University of Southern California, which is within walking distance of Clinton. "I always wanted to go there, since I was like five," Rayshon said. "I wanted to look around and check out the libraries and stuff."

The tour guides talked about the college experience – sports and academics, dorm rooms and cafeteria food – and showed the kids a few Heisman trophies and old football uniforms. "Rayshon was definitely into it," Griffin said. "His mom is pushing him to do well; she knows how important it is for him to get his education." If Griffin and Rayshon have anything to do with it, he'll find his way back to USC one day.







#### PROFILE

## KWAND LANG

Principal, Anna H. Shaw Middle School Philadelphia



Principal Lang participates in a service day at Shaw Middle School.

Ask Kwand Lang, the principal of Anna H. Shaw Middle School, what City Year means to his school and he'll tell you it's an "invaluable program." He'll tell you corps members, because they are relatively close in age to his students, can engage kids on academic and social topics in a way that most faculty and staff cannot. "For me, it's a non-negotiable," Lang said. "Before I do anything with my budget, I find a way to make sure I have money for City Year."

Shaw Middle is in southwest Philadelphia, a neighborhood unfortunately better known for its crime statistics than academic achievement. Sixty percent of Shaw's 250 seventh and eighth grade students are below grade level in reading and math. A majority of students qualify for free-and-reduced lunch. And though attendance is steadily improving (between 92 and 94 percent of students make it to school each day), many struggle against poverty's effects. "Our motto here is, 'Shaw Middle: where every kid counts,'" Lang said. "We're really working to make sure we can meet all the needs of our kids. City Year helps us fill in some of the gaps, keep kids on track, engaged and learning."

"I'm a Philly guy all the way," Lang says. He grew up in the inner city, a couple of blocks from a public housing project, attended the public schools, graduated from Temple and completed his Masters degree at Cheyney University. During college, Lang worked at the Environmental Protection Agency, where he was staffed on an environmental justice project funded by AmeriCorps (which is how he first learned about City Year). Lang was studying to be an actuary, but

an academic advisor at Temple convinced him to try teaching. He taught math for four years, was an instructional coach for five (on special assignment with Talent Development, another City Year partner), and eventually became an administrator. This is his fourth year at Shaw.

Middle school can be a challenging time for many students, but it's Lang's favorite. "It's the age where you can still reach a kid, mold their way of thinking," he said. Each City Year corps member at Shaw is assigned to a group of students. "Corps members work with five to 15 students throughout the week, dedicating a certain number of hours of pull-out support, either one-on-one or in small groups with three to five students at a time," he explained. Corps members also participate in a schoolwide initiative called the "Achievement Team" – corps members and faculty, including Mr. Lang, tutor groups of students in math and reading. City Year also helps maintain Shaw's data room, where binders of data on every student are stored to monitor progress. "Everything we do goes back to improving the academic success of our students," he said.

He added, "Corps members create positive relationships with our students and staff in ways that we could never, ever afford on our own. We're limited in resources – and I'm so grateful to the sponsors who help offset the cost of City Year."

During the 2012-2013 school year, Anna H. Shaw Middle School will become a Diplomas Now school.

#### SCHOOL DISTRICT PARTNERS

School districts are essential strategic partners for City Year's work. Together we identify the schools where we can have the greatest impact and serve the most students. At the 2011 National Leadership Summit, a group of our nation's most innovative school district leaders participated in a panel on what it takes to achieve success, the role that City Year can play in helping to overcome challenges facing urban school districts, and how this fits into the larger scope of their work.

Pictured below are (from left to right):

Dr. Arlene C. Ackerman – Superintendent, The School District of Philadelphia

Tom Brady – Superintendent, Providence Public Schools

Dr. John Deasy - Superintendent, Los Angeles Unified School District

Dr. Carol Johnson – Superintendent, Boston Public Schools

Kaya Henderson – Chancellor, DC Public Schools

Dr. Thomas J. Brennan – Superintendent, Manchester School District

William G. Andrekopoulos (Moderator) - Former Superintendent, Milwaukee Public Schools



Academy of Urban School Leadership Alum Rock Union Elementary School District **Boston Public Schools** Chicago Public Schools Cleveland Metropolitan School District Columbus City Schools **Detroit Public Schools** District of Columbia Public Schools East Baton Rouge Parish Edgewood Independent School District KIPP/Charter Little Rock School District Los Angeles Unified School Distrcit Louisiana Recovery School District Manchester School District Mastery Charter Schools

Miami-Dade County Public Schools
Milwaukee Public Schools
Neighborhood House Charter School
New York City Department of Education
North East Independent School District
North Little Rock School District
Providence Public School District
ReNew Charter
Richland County School District One
San Antonio Independent School District
Seattle Public Schools
The School District of Philadelphia
Somerset Independent School District
Universal Companies Charter Schools

#### **SERVICE PARTNERS**

All City Year corps members are proud AmeriCorps members.







Massachusetts Service Alliance

Serve Illinois - Commission on Volunteerism and Community Service

Serve Ohio – The Ohio Commission on Service and Volunteerism

Corporation for National and Community Service

Michigan Community Service Commission

Volunteer Louisiana – Louisiana Serve Commission

Volunteer Florida – The Governor's Commission on Volunteerism and Community Service

New Yorkers Volunteer - New York State Commission on National and Community Service

New Torkets void lieer – New Tork State Commission on National and Community Service

PennSERVE: The Governor's Office of Citizen Service

Volunteer Florida – The Governor's Commission on Volunteerism and Community Service

OneStar Foundation

Serve DC – The Mayor's Office on Volunteerism

#### 2010-2011 IMPACT

85% of all students in grades 3-5 tutored by City Year improved literacy scores<sup>2</sup>

58%



58% of students coached by City Year who started the year struggling in attendance improved by the end of the year<sup>1</sup>

<sup>1</sup> n=866; Results only shown for students receiving at least one month of attendance coaching from City Year

<sup>2</sup> n=1,060; Results only shown for students receiving at least 15 hours of tutoring from City Year

85% of teachers agree<sup>4</sup> "My corps members have helped my students feel more motivated to learn."

95%



95% of principals/school liaisons agree/strongly agree<sup>3</sup> "I am satisfied with the overall experience of having City Year in the school."

<sup>3</sup> Based on FY11 end-of-year principal survey



Q+A

## **OUR EVALUATION TEAM**

Interview with Dr. Gretchen Biesecker Senior Director of Evaluation, City Year, inc.

Dr. Gretchen Biesecker, a developmental psychologist and program evaluator, is City Year's Senior Director of Evaluation. "I knew in high school I wanted to do research that would be helpful to practitioners who worked with kids," she said. "One side bonus of our commitment to evaluation? Our corps members are getting to be very savvy about data."

City Year collects quantitative and qualitative data multiple times each year via:

- Surveys of corps members, teachers, principals, school liaisons and students
- Databases to track our activities and interventions with students
- Structured observations in the schoolhouse
- School data on attendance, behavior, and course performance in English/ Language Arts and math

#### How does City Year use data?

GB: We use data in many ways – to inform our work in the classroom, measure our results and support organizational decisions. Let me give you one example. We use a research-based method called "Response to Intervention" (Rtl) to make sure we are providing the right interventions – academic and socio-emotional supports – to the right students, at the right time. For instance, we may see that a student could benefit from additional mentoring and a double dose of literacy tutoring by looking at that student's start-of-year data. Or, if we tutor a student in reading fluency, but don't see improvement after a certain amount of tutoring, we can share that information with school staff so they can bring in a specialist or identify other supports needed.

#### How do students, teachers and principals use the data we collect?

GB: Walk through many City Year schools and you'll see colorful displays of student data that our corps members work with teachers and principals to create. We're adding capacity to a school's ability to work with data – making it visible and getting kids and teachers excited about seeing their progress. About three-quarters of our teachers say they review student data with corps members as often as once a week, to every couple of weeks. As one teacher noted in a recent survey, "City Year is data-driven and goal-oriented, which aligns with our school vision and needs of our students." Let me share another example. The principal of one Washington, D.C. elementary school asked our corps members to help track homework completion and good behavior. Every week, the class with the best results wins a "cheer" from City Year corps members, which really boosts the students' motivation to succeed and helps the school see how different classes are performing in real-time.

#### What does the future hold for the use of data in City Year's work?

GB: During the past three years, student-level data has been a key focus – we've collected data points on thousands of students across multiple areas of performance, including English, attendance, etc. Today, we have a window into student progress one year at a time, but we know learning and growth often takes longer than one year. In the future, we'll be able to track students we work with year-over-year – in some cases all the way from third to ninth grade (especially as we work in more elementary and middle schools that feed into high schools with the lowest graduation rates). I want to know: What's it like for a student who sees the "red jacket" as a normal part of their school experience? How does City Year help a school implement school-wide reforms to benefit all students?





#### **DIPLOMAS NOW**

Diplomas Now is an innovative school turnaround model that unites three nonprofit organizations – City Year, Communities In Schools and Talent Development Secondary – to work with the nation's most challenged middle and high schools.

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

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

During the 2010-2011 school year, Diplomas Now was being implemented in 10 cities:



- 1 Chicago
- Columbia, SC
- Detroit
- 4 Los Angeles
- Miami

- New Orleans
- Philadelphia
- San Antonio
- Seattle
- Washington, DC.



Diplomas Now cut attendance and behavior problems by

50%

Diplomas Now decreased course failure by up to





# Investing in Innovation (i3) Grant

In August 2010, the U.S. Department of Education awarded Diplomas Now a \$30 million Investing in Innovation (i3) Validation Grant, the largest secondary school turnaround grant awarded in the competition. The i3 grant will help Diplomas Now to expand to up to 60 more schools in 12 districts over the next four years. The PepsiCo Foundation, the founding investor of Diplomas Now, generously provided the \$6 million in matching funds required by the Department of Education for the i3 grant to be formally awarded.

FOUNDING INVESTOR









#### NATIONAL LEADERSHIP SPONSORS

The National Leadership Sponsor (NLS) program is our premier corporate partnership platform. Our NLS companies are our most strategic partners and have a shared commitment to City Year's mission and success.



As City Year's Official Apparel Partner, ARAMARK provides uniform apparel to our corps members serving in schools, as well as uniform components dedicated exclusively for physical service. The City Year and ARAMARK partnership leverages their shared dedication to improve communities through ARAMARK's signature community involvement program—ARAMARK Building Community. ARAMARK promotes City Year's mission and recruitment initiatives on college campuses across the country.

#### **Bank of America**



As City Year's National Student Leadership Development Sponsor, Bank of America supports programs focused on middle school students nationwide. Bank of America has supported City Year and young people who make positive change in their schools and communities for more than 20 years. In 1988, predecessor institution Bank of Boston became a founding sponsor of City Year, Inc. and was the first company in the nation to sponsor a City Year team. Bank of America has served as Presenting Sponsor of City Year's annual convention and its 15th anniversary, and played a pivotal role in the purchase and development of City Year's national headquarters by supporting tax-exempt bond financing and bridge financing for the project.

CISCO ...

Cisco first partnered with City Year in 1993, and has been an instrumental supporter of City Year's Whole School, Whole Child model for school-based service and after-school programs. This partnership is an example of what a leading technology company and national non-profit organization can accomplish together. The partnership has allowed City Year to further its mission of keeping students in school and on track to graduation by using Cisco's technologies to facilitate collaborative training and communication nationwide.



Comcast is City Year's Leadership Development and Training Partner. Comcast supports City Year's leadership development programs and recognizes the accomplishments of City Year alumni who have continued their dedication to community service through the conferring of the annual Comcast Leadership Awards. Comcast is also the National Opening Day Sponsor, Presenting Sponsor of our National Leadership Summit and Presenting Sponsor of City Year's annual training academy, as well as a multi-site team sponsor. Comcast donates significant communication and broadcasting resources to help City Year raise awareness about its mission and focus areas by reaching more young people across the country through cable and internet. The Comcast Foundation's investment in City Year makes it possible for thousands of corps members to help improve the lives of students while creating sustainable solutions for social change.



As City Year's largest team sponsor, CSX demonstrates a shared commitment to service and the positive role it plays in transforming neighborhoods and communities. CSX partners with City Year's Care Force® team to engage employees, customers and community members in service days throughout the year. To support Care Force® service days across the country, CSX donated two tractor-trailers to transport tools and materials to service events across the country. CSX is also a co-sponsor of City Year's National Leadership Summit, and as City Year's Lead Safety Partner, CSX provides first aid and CPR training for all corps and staff members.

## **Deloitte.**

Deloitte invests financial resources along with the intellectual capital of its professionals to strengthen City Year's capacity and reach nationwide. Deloitte's intellectual capital played a critical role in supporting the design and delivery of City Year service in high schools through pro bono services, mentoring for corps members and capacity-building volunteer projects for City Year's staff members. Together, Deloitte and City Year are building the nation's graduation pipeline to help create the business and civic leaders of tomorrow.



Pepsi and City Year share a deep commitment to youth empowerment and diversity. The collaboration began in 2001 with community service projects that engaged PepsiCo employees in transforming communities across the country. Since then, Pepsi had dedicated resources toward increasing awareness of City Year among young adults of all backgrounds. In 2008, the PepsiCo Foundation provided the initial seed funding to support Diplomas Now, a collaborative school turnaround model. The Foundation has increased its funding and strategic partnership to catalyze Diplomas Now into a national network of over 30 schools in 10 cities, and matched the funding that helped secure the competitive and prestigious U.S. Department of Education's Investing in Innovation (i3) grant.

# T··Mobile

T-Mobile USA is City Year's National Lead After-School Partner and is dedicated to providing safe and reliable after-school options for children in urban communities. As City Year's Official Wireless Communications Partner, Care Force partner and team sponsor, T-Mobile partners with City Year to deliver programs that help students, families and schools succeed.



Over the past two decades, The Timberland Company and City Year have sought to define what a company and a nonprofit organization can accomplish together. As City Year's Official Outerwear and Footwear Provider, a team sponsor, and Official Green Partner, Timberland works with City Year to enhance the ethic of service as a global resource for positive change.

# Walmart > '<

The Walmart Foundation supports a comprehensive national training program for City Year's corps members, including an intensive summer training academy and expert in-service trainings during the school year to improve student performance – especially in literacy, in high-poverty middle schools across the country. Through its philanthropic programs and partnerships, Walmart and the Walmart Foundation fund initiatives focus on creating opportunities in education, workforce development, economic opportunity, environmental sustainability, and health and wellness.







### **PROFILE**

# CHARISSE R. LILLIE

President, Comcast Foundation VP, Community Investment, Comcast Corporation Philadelphia

Charisse R. Lillie attended Turner Elementary School, a segregated public school in Houston, Texas in the 1960's. She has experienced the injustices that led to the Civil Rights Movement. As a result of integration, she also was among the first African American students to enter the Catholic school system in Houston.

These early experiences infused her with a passion for diversity and education, and thanks to her parents' and her school's strong emphasis on community service, a desire to give back. She spent the majority of her career practicing law, early in her career as a government lawyer in the Civil Rights Division of the U.S. Department of Justice, and later at a private law firm where she specialized in labor and employment law.

Now, as the president of the Comcast Foundation, she leads Comcast's efforts to increase digital literacy, foster youth leadership development and inspire community service. Based on those goals, it's no wonder that City Year quickly emerged as a priority partner for Comcast. "We partner with organizations that align with our overall focus," said Charisse. "City Year fits the bill on all levels, from their work in schools to leadership development of its corps members, to community service projects nationwide."

The partnership provides Comcast the opportunity to involve employees in giving

back to the communities where they live and work. For example, Comcast hosts career days during which employees mentor corps members, while corps members learn about the telecommunications industry. Additionally, service days in local markets allow corps members and employees to engage in community service together. "We give a lot to City Year, but we get a lot," said Charisse. "It's a two-way street."

Comcast cares deeply about investing in and developing an educated workforce that is civically engaged and aspires to do better for all the communities it serves. Comcast is one of City Year's National Leadership Sponsors, and David L. Cohen, the Executive Vice President of the Comcast Corporation, is a member of City Year's Board of Trustees and Chair of the Governance Committee.

Charisse knows City Year's impact first-hand – she's a City Year mom. "I watched how serving as a City Year corps member can transform a young adult with my own daughter," she says. "Alison served for two years in Philadelphia and has become a responsible, more confident and service-minded young adult because of her experience. She is dedicated to giving back to our community, as well as investing in her own career."

Charisse adds, "If we don't have educated citizens, we will die on the vine."

#### NATIONAL IN-KIND SPONSORS

#### Kaseya

Kaseya is a leading provider of IT automation software for IT service providers and public and private sector IT organizations. The Kaseya IT automation platform allows IT professionals to proactively monitor, manage and maintain distributed IT infrastructures remotely, easily and efficiently with one integrated web-based platform. Kaseya has generously supplied City Year with technology services to provide better network support for its entire fleet of workstations, servers and mobile systems, easing remote training and management across the nation. With Kaseya's IT management solutions, City Year's networks operate more efficiently, allowing staff and corps to better serve our schools and communities.

#### **KPMG**

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

#### Microsoft

The Microsoft Corporation is committed to serving communities and working responsibly. Through partnerships, Microsoft technology innovations, people and resources help solve societal challenges and create economic opportunities on both a global and a local scale. Microsoft has been a critical partner of City Year since 1999. Their software and technology helps connect the national City Year network through standardized communications tools and interconnected Web-based information systems. Additionally, Microsoft employees volunteer with City Year and provide leadership development and technical trainings to corps members across the country. Thanks to Microsoft's investment, City Year corps members have the technical resources they need to help students learn.

#### WilmerHale

WilmerHale offers unparalleled legal representation across a comprehensive range of practice areas that are critical to the success of their clients. Community service and pro bono representation have been long traditions at the heart of WilmerHale and City Year is grateful to be one of their pro bono clients. The firm generously donates its time and expertise, providing critical legal

services to City Year on an ongoing basis. In 2006, WilmerHale was officially named City Year's "National Legal Counsel" and in 2010, WilmerHale received a "20th Anniversary Leadership Award" for its extraordinary, long-standing partnership with City Year.

In addition to their generous investments as National Leadership Sponsors, these companies provide City Year with in-kind donations:

#### **ARAMARK**

ARAMARK works with its college partners across the country to help increase awareness of City Year through on-campus recruitment marketing campaigns.

#### Cisco

Cisco generously donated essential equipment to build computer networks across the country to better equip our sites' staff and corps members.

#### Comcast

Comcast donates significant broadcast airtime for City Year's Public Service announcements across the country. Its employees also work with corps members to provide professional development opportunities at Comcast Career Days in multiple cities.

#### CSX

CSX donated Care Force® One and Care Force® Two, co-branded containers that transport City Year's Care Force® equipment to service events across the country.

#### **Deloitte**

Deloitte's intellectual capital plays a critical role in supporting the design and delivery of City Year's service in high schools through pro bono services, mentoring for corps members and capacity-building volunteer projects for City Year's staff members.

#### **Timberland**

As City Year's Official Footwear Provider, Timberland provides boots to all of our staff and corps members.

#### **T-Mobile**

T-Mobile kept the entire City Year network connected by donating devices and service to all of our staff and corps members.



#### **TEAM SPONSOR PROGRAM**

The Team Sponsor Program is a unique opportunity for our partners to engage with City Year corps members. Through their generous support, Team Sponsors partner with a team of eight to 12 corps members for an entire school year and make a difference in their community by investing time, resources and talent. Team Sponsors further the critical work of City Year corps members to keep students in school and on track to graduate.

Throughout the service year, Team Sponsors join their team of diverse young men and women, who proudly wear their sponsor's logo on their uniform, to participate in high-impact service projects, transform schools and contribute to the individual leadership and professional development of the corps members they sponsor.

#### **Multi-Team Sponsor**

Alcoa Foundation (2)
Bain & Company (2)
Bank of America Charitable Foundation (3)
Comcast (8)
CSX (13)

#### Single Team Sponsor

Anonymous APC by Schneid

APC by Schneider Electric Applied Materials, Inc.

**ARAMARK** 

Bain Capital Children's Charity

**Bayview Foundation** 

Brewers Community Foundation CareFirst BlueCross BlueShield

Casey Family Programs Chicago Transit Authority Chicago White Sox

Cisco

City of Cleveland City of Little Rock City of North Little Rock

**CPS Energy** 

Credit Suisse Americas Foundation

CVS Caremark
Drinker Biddle & Reath

**Duane Morris** 

Eagles Youth Partnership

Entergy Charitable Foundation Louisiana

Firstrust Bank

Foundation to be Named Later

Goldring Foundation

Hasbro

Houghton Mifflin Johnson & Johnson

Lincoln Financial Foundation

Lindback Foundation

MFS Investment Management®

Deloitte (5)

JP Morgan Chase (5) National Grid (3) SAP America (2) T-Mobile USA (2)

Neighborhood House Charter School

Northern Trust

Patrick F. Taylor Foundation Pennington Foundation

PNC Bank

PTC

Rapier Foundation
Rockwell Automation

Royal Caribbean Cruises LTD San Francisco 49ers Foundation Silicon Valley Community Foundation

Sony Corporation

Southwest Independent School District

Summit Partners

Susquehanna International Group Tenenbaum Family Foundation

Teva

The Acacia Group The Alter Group

The Timberland Company

United Way for Southeastern Michigan

United Way of the Midlands

**USA Funds** 

The Walmart Foundation

Wells Fargo

Westfield Capital Management

**Wexford Equities** 



**SPOTLIGHT** 

# **TEAM SPONSOR: CSX**

**Jacksonville** 



(())

We believe in the power and impact these young leaders are having with students and in their communities every day. In each city in which CSX and City Year share a common footprint, CSX sponsors a team of City Year corps members.

Michael J. Ward, President, Chairman and CEO CSX Corporation

With over 21,000 miles of continuous rail in 23 states, CSX operates in hundreds of communities across the country. Tori Kaplan, Assistant Vice President of Corporate Social Responsibility, leads CSX's "Beyond Our Rails" corporate citizenship effort that supports safety, community, environmental and wellness programs across the entire company. The initiative unites the power and passion of 30,000 CSX employees, local leaders and organizations, and the company's resources to support programs designed to make the world a better place.

CSX's corporate citizenship goal is to expand and deepen CSX's strong ethic of hard work and giving back to local communities. With programs like "Dollars for Doers," CSX is supporting communities by encouraging employees to donate to the organization of their choice with corporate contributions earned through their volunteer projects. CSX has also launched a multi-year initiative called "Trees for Tracks" which has a goal of planting one tree for each of the 21,000 miles of track that CSX owns. In the spirit of partnership and collaboration, CSX has brought together City Year Care Force®, ACTrees and local community partners to engage a broad spectrum of the CSX family in planting each and every tree.

"City Year helps to transform the communities where CSX families live and work in a remarkable way," said Kaplan. "Whether it's the impact of the team of corps members we are sponsoring in the local school, or the work we do with Care Force to create an inspiring and welcoming community for the students and their families, we can see the positive change that is happening at the local level."

#### CSX sponsors teams in:

Boston

Chicago

Cleveland Columbia

Columbus

Detroit

Miami

**New Orleans** 

New York

Philadelphia

Washington DC (2 teams)

Team Care Force

#### DONOR RECOGNITION

## Individuals and Family Foundations

Gifts from July 1, 2010 through June 30, 2011. To see City Year's full list of supporters, visit cityyear.org.

#### Million Dollar Circle

#### \$1,000,000+

Einhorn Family Charitable Trust Jeannie and Jonathan Lavine Rapier Family Foundation

#### **Founders Circle**

#### \$500,000 - \$999,999

The Hauptman Family Foundation The Lovett-Woodsum Foundation

#### \$250,000 - \$499,999

David and Julia Uihlein Charitable Foundation Ben and Claire Goldhirsh Sherry and Alan Leventhal Family Foundation

The Walton Family Foundation

#### \$100.000 - \$249.999

Ellen and Michael Alter
Anonymous
Anita and Joshua Bekenstein
Lori Bertman
Sandy and Paul Edgerley
Carolyn and Jeffrey Leonard
Diana and Thomas Lewis
Cori Flam Meltzer and Brad Meltzer
David and Marion Mussafer
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The Anschutz Foundation
The Lynde and Harry Bradley Foundation
The Michael and Kim Ward Foundation

#### **Champions Circle**

#### \$50.000 - \$99.999

J.J. Abrams and Katie McGrath Erin Brennock Julie and Kevin Callaghan Crown Family Philanthropies Jennifer Eplett Reilly and Sean Reilly Diane and Neil Exter Jenny and Ken Grouf

Carl and Leslee Guardino Anne Herrmann and John A. Herrmann, Jr. Shawna Holmes Jill and Ken Iscol The John W. Henry Family Foundation The Kaplen Foundation Leonard and Hilda Kaplan Charitable Foundation Holly McGrath and David Bruce The Najim Family Foundation The Poses Family Foundation Roy and Christine Sturgis Charitable and **Educational Trust** The Seinfeld Family Foundation Stamps Family Charitable Foundation Tenenbaum Family Foundation The TriMix Foundation

#### \$25,000 - \$49,999

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Leo M. Shortino Family Foundation

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Louis and Anne Abrons Foundation, Inc.

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#### \$10,000 - \$24,999

Daniel Abraham Robyn and Todd Achilles Andreeff Foundation Anonymous Kristen and James Atwood Andrew and Melora Balson Holly and Marco Bario Deborah and Steven Barnes Andi and Tom Bernstein Christine Birch Arthur and Janice Block Marlo and Robert Brevetti Charles Bronfman Christopher Bulger and Sylvia Maxfield Catherine and Paul Buttenwieser Phyllis and Bill Campbell Barbara and David Caplan Robert and Kathleen Carniaux William Carr and Lynn Miller Carr Phillip and Christine Carter John and Geraldine Cerullo Andrew Chin and Emily Griset Gary and Judy Clare Cogswell Benevolent Trust Evan and Tammy Cohen Barbara and Bertram Cohn



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Robert and Theresa Wadsworth
Matthew and Susan Weatherbie
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Wiener Family Future Foundation
The Roberta Lund Advised Fund
Karie Willyerd
Mariann and Andrew Youniss



# JONATHAN LAVINE

Managing Partner, Sankaty Advisors, LLC
City Year, Inc. Trustee
Chair, Development Committee, City Year Board of Trustees
Boston

Jonathan and Jeannie Lavine have been involved with City Year for more than 20 years. The two were introduced to City Year, before they were married, by Bill McClements, a mutual friend at Harvard Business School – in fact, the first check Jonathan ever wrote to City Year was for \$18 in 1991 (he still has a copy of it) to support Bill's fundraising efforts. Now, as a national trustee, he wears his red jacket regularly and keeps a bright red City Year tie in the closet at his office. "I see myself as an ambassador – I want to be stopped on the street and I want people to ask me what the red jacket stands for."

The Lavines' commitment has been essential to City Year's growth and evolution over the past two decades. From their first gift of \$18 to their most recent multimillion dollar commitment, each gift has been given with purpose and compassion, and at critical junctures in City Year's impact and growth. We are proud that hundreds of community groups use the Lavine Civic Forum annually in our national headquarters building in Boston

and that the Lavines' generosity helps to scale City Year across the country.

Jonathan is the Managing Partner of Sankaty Advisors, Bain Capital's credit and fixed income affiliate, and proudly spends much of his spare time working for philanthropic causes. He and Jeannie believe public education is the biggest and most important challenge facing society today. Jonathan sees similarities between City Year's work – and the broader efforts of education reformers to transform schools - and President Kennedy's ambitious goal to put a man on the moon. "There were a lot of people who thought it was important to put a man on the moon, and they were awfully supportive of activities in the public and private sectors to make it happen," he explained. "We do not yet have that consciousness around public education in America, how it's funded, how it works, the whole system. We need to go back to first principles - education is the most important thing at the root of prosperity for our country."



Jonathan met Jeannie on their third day of business school 22 years ago – City Year was the first philanthropic cause they embraced as a couple. They have also made it a priority to expose their two daughters, Allie and Emily, to the world – its joy and suffering in equal parts. The girls have participated in several City Year service events, and have even organized a few of their own. "We have been incredibly fortunate, I dare say lucky," Jonathan said. "I was able to go to a good public school, and have the chance to go to a great college and on from there. If you forget how fortunate you are, on some level you lose who you are."

There is also a deep connection between the Lavines' philanthropy and their Jewish faith. Over the years, they have worked to bring City Year to the attention of Boston's Jewish philanthropic community. "I've always joked that City Year is a double mitzvah," he said (mitzvah means "good deed" in Hebrew). "This is one of the few organizations where the money you donate helps

students in high poverty public schools succeed and, at the same time, the corps members who are providing that service are being developed as the leaders of tomorrow."

As Chair of the Development Committee of City Year's Board of Trustees, Jonathan leads the Board's overall commitment to resource the organization.

"City Year is doing serious, focused work on transforming schools," he added. "It is doing that by engaging a set of young people to serve. Hopefully they will carry that forward well beyond the work they're doing in the school system. City Year sparks a lifetime of commitment."

#### DONOR RECOGNITION

# Corporations

Gifts from July 1, 2010 through June 30, 2011. To see City Year's full list of supporters visit cityyear.org.

#### \$1,000,000+

Bank of America Charitable Foundation Comcast CSX Corporation PepsiCo Foundation T-Mobile USA The Walmart Foundation

#### \$500,000 - \$999,999

ARAMARK Cisco Learning Institute Fidelity Investments JPMorgan Chase & Co.

#### \$250,000 - \$499,999

Alcoa Foundation
MetLife Foundation
MFS Investment Management®
National Grid Group US Headquarters

\$100,000 - \$249,999 The Alter Group Anonymous Applied Materials, Inc. Bain & Company Barclays Capital The Baupost Group, L.L.C. Capital One CareFirst BlueCross BlueShield Chicago White Sox Cisco Systems, Inc. Corporate Executive Board Credit Suisse Americas Foundation David's Bridal Deloitte LLP Entergy Charitable Foundation Louisiana Goldman Sachs Henry Ford Health System Microsoft National Basketball Association **NBC** Universal Northern Trust Charitable Trust **NVIDIA** Corporation

Rockwell Automation
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The Starbucks Foundation

The Acacia Foundation

SAP America, Inc.

Wells Fargo Westfield Capital Management Wexford Equities, LLC \$50,000 - \$99,999 AAR Corporation Albemarle Foundation American Express - South Florida American Express Foundation The Amgen Foundation Bain Capital Children's Charity Ballard Spahr LLP Bayview Financial BMO Harris Bank Brewers Community Foundation Chevron Corporate Headquarters Citi Foundation **CPS Energy** Drinker Biddle & Reath LLP Firstrust Bank Florida Power & Light Company Harvard Pilgrim Health Care, Inc. Hasbro Children's Fund Hewlett-Packard Company Houghton Mifflin Company Johnson & Johnson Liberty Mutual Group Lincoln Financial Foundation Morgan, Lewis & Bockius PTC Rackspace Foundation RPM International Inc. San Francisco Forty Niners Foundation Schneider Electric Sony Pictures Entertainment Sun Life Financial The Sunoco Foundation Suntrust Bank Susquehanna Foundation Synopsys, Inc. The Walt Disney Company

The Timberland Company

Univision Management Company

\$25,000 - \$49,999 **AEG** Alberto Culver AT&T Inc. Banco Sabadell Beats Electronic, LLC Bernstein, Litowitz, Berger, & Grossmann Blue Cross Blue Shield of South Carolina **BMO BNY Mellon** Catholic Medical Center Clifford Chance US LLP Courthouse Tower, LLC Credit Bureau of Baton Rouge Foundation Dartmouth Hitchcock Medical Center Davis Polk & Wardwell Deloitte & Touche LLP Deloitte Services LP Deloitte **DLA Piper** DreamWorks Studios DTE Energy Foundation Duane Morris E! Entertainment Eagles Youth Partnership Financial Investments Corporation Fuel TV, Inc. Grey Worldwide Heinemann HSBC - North America Kasowitz Benson Torres & Friedman LLP Keystone Mercy Health Loomis Sayles & Company, LP M&I Foundation, Inc. NBA Properties, Inc. Nestle Waters North America Northwestern Mutual Foundation People Magazine Pepsi Bottling Group PricewaterhouseCoopers LLP Real D Safeco Insurance Foundation

San Jose Sharks Foundation

Sony Corporation of America

Staples Foundation for Learning

Sony Electronics, Inc.

Skadden, Arps, Slate, Meagher & Flom LLP

**TEVA** 

State Street Corporation

TD Bank

The Glenmede Trust Company The TJX Companies, Inc.

Time Warner, Inc.

United Way of New York City

US Cellular

Valero Energy Corporation Warner Bros. Studios Weil, Gotshal & Manges LLP

#### \$10,000 - \$24,999

Adage Capital Management The Alice I. Sullivan Charitable Trust

Ameritas Investment Corp. & Acacia Life

Insurance Company

Andell Inc.

Anthem Blue Cross Blue Shield

Arnold & Porter Assurant, Inc.

Atlantic Media Company Banner & Witcoff, Ltd Baptist Health System Blank Rome LLP

Bloomberg

Blue Cross Blue Shield of Florida Blue Cross Blue Shield of Illinois

Blue Cross Blue Shield of Massachusetts

**BNSF** Foundation The Boeing Company Brady Sullivan Properties Brown Brothers Harriman & Co. **Bulger Capital Partners CBS** Television Network

Centrix Bank

Charter Manufacturing Company

Foundation Charter One Bank Charter One

Citizens Bank Foundation

Clark Construction Group, LLC **CNA** Foundation Coach Foundation

The Coca-Cola Foundation Comerica Bank - California Comerica Charitable Foundation

Con Edison

Corn Products International The Cozen O'Connor Foundation Inc.

Creative Artists Agency Crowell & Moring LLP

CVS Caremark Corporation

Deutsche Bank Dimension Data

Dynamic Network Services Encana Oil & Gas USA

Ernst & Young LLP

Exelon

The Fred Meyer Foundation The Garden City Group, Inc

The Gas Company

Global Inc.

The Grainger Foundation

Gravestar, Inc.

Green Courte Partners, LLC Grosvenor Capital Management, L.P. Guthy-Renker

The Harley-Davidson Foundation, Inc.

Hasbro, Inc.

Henry Crown and Company Horning Brothers Corporation

HTC America. Inc. **Huntington National Bank** IBEW Local Union 98

ICAP North America Inc.

ING Financial Services Corporation

J Brand, Inc.

Jack Morton Worldwide

Jones Day

Keker & Van Nest LLP

Kessler Topaz Meltzer & Check, LLP

KeyBank Foundation

KPMG LLP

Lamar Advertising Company Limited Brands Foundation Macy's Corporate Services. Inc. Madison Dearborn Partners McDonalds Corporation USA McGlinchey Stafford PLLC

Merrill Lynch Miami Dolphins Ltd NBC 6 & Telemundo 51

The New York Times Company Foundation

**News Corporation Foundation** 

Nordstrom

Norfolk Southern Railway

Nortek, Inc. North American Northeast Delta Dental Northrop Grumman OPI Products Inc. Packer Cafe Inc. Participant Productions

Paul, Weiss, Rifkind, Wharton & Garrison

Pearlmark Real Estate Partners

Pepper Hamilton LLP Philadelphia Eagles

**PNC Bank** 

Public Service of New Hampshire

Publix Super Markets, Inc.

R.J. Finlay & Co Raising Cane's RealNetworks, Inc. Reebok International LTD RiverStone Resources LLC Samsung Telecom

SanDisk Shaw Group

Simpson Thacher & Bartlett LLP SMG, Verizon Wireless Arena Sodexo School Services

State Farm Insurance Companies

Sutherland

The Telx Group, Inc Textron Charitable Trust

TIAA-CREF

Toyota Manufacturing, Texas

Transwestern Truist

Wachovia Wells Fargo Foundation Wesley K. Clark & Associates

Wiley Rein LLP

Wilkinson Barker Knauer, LLP Willkie Farr & Gallagher LLP

Windhaven Investment Management Inc.

Wintrust Financial Corporation

Woodcock Washburn

Xcel Energy



Q+A

# ANDREW AND ELLEN HAUPTMAN

Co-Chairs of Andell, Inc. & The Hauptman Family Foundation Member, City Year Los Angeles Board (Ellen) Chair, City Year Los Angeles Board and Trustee, City Year Board of Trustees (Andrew) Los Angeles

Andrew and Ellen Hauptman met during their freshman year at Yale. They lived in London for a decade before settling in Los Angeles, the city they now call home. The couple will tell you, in their easy-going, unassuming tones, that they like to do ordinary things – play with their kids, hike, bike, travel – but their philanthropy and commitment to service is anything but ordinary. Here are excerpts from an interview about their passion for giving back, interest in education reform and role as co-founders of City Year Los Angeles.



## Why do you care about these issues? Why education reform and the dropout crisis?

EH: It's unfathomable that in a country with this much wealth and opportunity, nearly 50 percent of kids in the LA Unified School District drop out of high school. We have two kids, and when we first moved to Los Angeles we were fortunate to be able to find a school that meets our needs, but we recognize that many families do not have that same advantage. By supporting City Year, we know we are enhancing educational opportunities for some of our city's most at-risk kids.

AH: And the program's impact is multi-layered: on the students, keeping them in school and on track to graduate; on the schools, principals and teachers; on the corps members serving, which is lifelong and life changing; and on the culture of the city. I like to say that we have this program - or killer application - where the impact is vast, undeniable and quantifiable on so many levels, and given that, don't we have a moral obligation to scale it, to grow it, to expand that powerful impact?

#### What keeps you involved with us?

AH: City Year is a way we stay connected to the broader Los Angeles community and make a difference in the city we have adopted as our home. As our kids have gotten older, the whole family has gotten involved in City Year.

EH: It's important to teach our kids about giving back, and they regularly participate in service days and have attended Graduation, Opening Day and City Year LA's Spring Break fundraiser. They have witnessed first-hand the City Year "magic" – the infectious, positive energy and spirit of its corps members – and we have seen the impression it has on them. Having experienced this ourselves, it always reminds us of the incredible, powerful force that comes from corps members who work with students every day for a full year.

## What do you think makes City Year powerful? What inspires you about this work?

EH: You have the tangible, hard-hitting, long-lasting results of an extraordinary program but combined with an impact that is personal, emotional and that recognizes that we are dealing with kids here, with individuals.

AH: I agree. What makes City Year so unique is its contagious and 'can-do' approach in combination with those statistically-significant results on so many levels. On an individual level, a corps member can influence the life of a student. As a group, corps members can transform the culture in an entire school, which then positively impacts that community and in turn strengthens our nation as a whole. The corps members themselves grow and learn from their experiences and use these skills to become leaders in their own neighborhoods. It is this positive chain reaction, this ripple effect that is so critical, and so integral to City Year and its mission.

Andrew and Ellen Hauptman manage Andell, Inc. a private, family-controlled investment firm.

#### DONOR RECOGNITION

## **Foundations and Non-profits**

Gifts from July 1, 2010 through June 30, 2011. To see City Year's full list of supporters, visit cityyear.org.



#### \$500,000 - \$999,999

Foundations

The Ford Foundation

#### \$250,000 - \$499,999

Foundations

Anonymous Daniels Fund The Eli and Edythe Broad Foundation The Starr Foundation

Non-profit

United Way for Southeastern Michigan

#### \$100,000 - \$249,999

#### Foundations

The Boston Foundation, Inc. Combined Jewish Philanthropies The Community Foundation for the National Capital Region The Charles Hayden Foundation Irene W. and C.B. Pennington Foundation Jane Bradley Pettit Foundation John S. and James L. Knight Foundation McCormick Foundation Patrick F. Taylor Foundation The Rhode Island Foundation The Case Foundation The Eisner Foundation The Kresge Foundation The Lund Foundation The Skillman Foundation W.M. Keck Foundation Weingart Foundation

#### Non-Profit

Metro TeenAIDS Philadelphia Education Fund United Way of Greater Cleveland United Way of Southeastern Pennsylvania

#### \$50,000 - \$99,999

#### Foundations

Anonymous Baton Rouge Area Foundation Cavaliers Youth Fund The Ellison Foundation Highland Street Foundation Huey and Angelina Wilson Foundation Morris and Gwendolyn Cafritz Foundation Rose Hills Foundation Silicon Valley Community Foundation The Philadelphia Foundation The Philip L. Graham Fund The Richard & Ethel Herzfeld Foundation

#### Non-Profit

Casey Family Programs Northwest Education Loan Association United Way of Central Ohio United Ways of New England **USA Funds** 

#### \$25,000 - \$49,999

#### Foundations

City Bridge Foundation DC Children and Youth Investment Trust Corporation Greater Milwaukee Foundation Kelben Foundation Knox Nelson Literacy Fund The Miami Foundation Novce Foundation The Raikes Foundation The Seattle Foundation The Abington Foundation The George Gund Foundation

#### Non-profit

CVS Caremark Charity Classic, Inc. Providence After School Alliance United Way of Greater Milwaukee United Way of The Midlands

#### \$10,000 - \$24,999

#### Foundations

Arkansas Community Foundation Bill & Melinda Gates Foundation Brooklyn Community Foundation Eva L. & Joseph M. Bruening Foundation California Community Foundation The Chicago Community Trust Clark Charitable Foundation Dolfinger-McMahon Foundation Elizabeth Elser Doolittle Charitable Trusts Fanny and Svante Knistrom Foundation Fred Darragh Foundation Gordon and Betty Moore Foundation Martha Holden Jennings Foundation National Philanthropic Trust New Hampshire Charitable Foundation Rosenberry Charitable Term Trust The Schrafft Charitable Trust The Christian R. and Mary F. Lindback Foundation The Community Foundation in Jacksonville The Greater New Orleans Foundation The Herb Block Foundation The Norcliffe Foundation

#### Non-Profit

The Osa Foundation

Rockefeller Brothers Fund

Aesculapians - WSU School of Medicine Be the Change Building Owners and Managers of Boston Food Industry Crusade Against Hunger Gleaners Community Food Bank Granite United Way National Center for Learning Disabilities National Student Clearinghouse New York Restoration Project United Way of Greater Los Angeles United Way of King County

William G. McGowan Charitable Fund, Inc.



#### Chief Executor, Rapier Family Foundation San Antonio

Kym Rapier has always had a Texas-sized heart. While most five year olds were playing house, Kym was going door-to-door in her neighborhood, raising money to find a cure for muscular dystrophy – \$2,500, one donation at a time.

Fast forward to 2011. Kym and her husband Dr. George Rapier, the founder and chairman of WellMed Medical Management, gave away more than \$30 million to organizations in San Antonio, including a \$1 million gift to City Year. In her no-nonsense, down-to-earth way, she said simply, "I've just helped as many people as I can, always."

The Rapiers' love and concern for the well-being of young people translates into a top priority for their family foundation. In San Antonio, where the high school graduation rate is 52 percent (below the Texas average of 67 percent), it means supporting organizations that help educate the community and keep kids in school. During 2011, their most generous year to date, the foundation researched scores of education-focused organizations, targeting their resources to the nonprofits able to demonstrate they were achieving good outcomes for kids.

They saw an opportunity not only to contribute to groups they cared about, but to transform them, with gifts large enough to help them grow to meet their objectives. City Year San Antonio is honored to be among the organizations included in their giving portfolio.

"We believe in supporting charities that help people help themselves," Kym said. "There's a lot of poverty in San Antonio; too many kids drop out of school. City Year is having a great impact on our kids, helping them stay in school and showing them that they have options – showing them they can graduate."

Kym is the proud mother of five "furry children," two schnauzers, two poodles and a black Labrador. After attending the University of Texas at San Antonio on



a volleyball scholarship, Kym worked for years as a personal trainer, before founding her own gym. In 2008, she converted that gym to a now nationally-recognized wellness center for seniors. In addition to serving as chief executor of the Rapier Family Foundation, she also founded her own nonprofit organization, Kym's Kids which is a scholarship program for San Antonio youth tied to community service. George, a medical doctor by training, founded WellMed in 1990. Today the healthcare company serves more than 80,000 Medicare eligible patients in the greater San Antonio area and thousands more across Texas and Florida. With all their success, comes a deep commitment to giving back, something they find great joy in doing.

Kym has been known to increase the amount of gifts on-the-spot – crossing out the amount on a check, replacing it with a number twice as large – smile beaming the whole time. The couple is always looking for ways to make a difference in San Antonio, and encouraging others to do the same. Their stalwart belief in the power of service is one reason the Rapiers feel so connected to corps members.

Kym said, "City Year corps members give such a tremendous amount of themselves, it's incredible what they do. They really are helping to improve the education for every child in our city."





## PROFILE

# TERE BLANCA

Founder and Owner, Blanca Commercial Real Estate, Inc. City Year Miami Board Member Miami

Tere Blanca was born in Cuba and raised in Puerto Rico; she immigrated to the United States in 1979. As newcomers to this country, her parents instilled in her the importance of education. Now, as the CEO and president of Blanca Commercial Real Estate, one of Miami's largest commercial real estate firms, she believes that we must have an educated citizenry in order to compete in today's global economy. "Education should not be a privilege," she said. "It should be a right for every child in America."

Tere first learned about City Year from Saif Ishoof, City Year Miami's Executive Director. "He waited for me after a speech I had given to mark the end of my term on the Beacon Council, Miami-Dade's official economic development agency," she explained. "He said 'Ms. Blanca you don't know me, but I know what your next civic role is going to be...'" Ishoof went on to explain City Year's mission and its service in nearly a dozen Miami schools to keep students in school and on track to gradation. "I told him to call me in six months – and he did," Tere said.

Since joining City Year Miami's board two years ago, Tere hasn't looked back. "The energy, passion and commitment of City Year's leadership, staff and corps members to help transform the lives of at risk students are remarkable," she said. She's seen for herself how corps members, through the service they perform and training they receive, inspire students to achieve success at school, and become stronger leaders themselves.

"Achieving fantastic and measurable results through the highly efficient use of financial resources sets City Year apart from other organizations," said Tere. The presence of City Year corps members in Miami's schools can be felt across the district. Miami Jackson Senior High School (where City Year is serving with our partners in Diplomas Now, an innovative school turnaround model) reported the greatest attendance increases of any school in the district during the 2010-2011 school year. In addition, all elementary schools where City Year Miami served improved in literacy and math scores, while administrators and teachers surveyed agreed overwhelmingly that City Year has made a difference.

Tere added, "Education equals economic progress – a highly skilled workforce fuels innovation and opportunity for all residents in Miami that will last for generations to come."



Non-profit organizational specialist Chicago

Liz Thompson knows City Year: she was the founding Executive Director of City Year Chicago in 1994. She spent the first three months launching the site working out of her old office at Ameritech Corporation, her former employer, where she held several positions in the network operations side of the telecommunications business. "The path that led me to City Year was an interesting journey," she said.

"When presented with the opportunity to join the organization, I visited the Boston headquarters and was thoroughly impressed with the executive team and its mission. At the time, I wasn't sure if I was ready to make a career change. However, after much consideration, my heart told me to say yes."

Liz served as the executive director of City Year Chicago for 18 months, until her husband's job moved them to Denver, Colorado. There, she went on to build and lead the Family Star Montessori School— one of the only Early Head Start Montessori programs in the nation. Once her family returned to Chicago, she reconnected with City Year. "I'm so proud of City Year Chicago's accomplishments since its founding. It's a fabulous mission for Chicago public schools and schools across the nation," said Liz. "However, even more impressive to me is the sound fiscal management and the growing donor support of the organization led by the current team."

Growing up in the Cabrini Green Housing Development, one of the most challenged in the country at the time, Liz witnessed the struggles of many families who shared a common desire to do better for their children. "We just didn't have the same access to opportunities and high quality, public education," she explained. "When I think about the education crisis, I think about my own experiences. It's like holding up a mirror and realizing, but by the grace of God there go I, times a million



kids across the city of Chicago and I just can't let that happen."

Liz Thompson and her husband, Don Thompson, who was recently named CEO of McDonald's Corporation, believe in City Year because it gives urban kids equal access to opportunity, despite their zip codes. The focus on education, leadership development and the ability to tap into the idealism of youth to make a positive impact in their communities is unmatched.

"My husband and I have virtually identical backgrounds in terms of what we saw every day growing up, even though we didn't meet until college at Purdue University. Despite the success my husband and I have achieved, we live by the notion, '... to whom much is given, much is required.' And, quite frankly, that is how we have lived our lives for the past 31 years together and why we support organizations like City Year."



# **EVELYN BARNES**

Executive Vice President and Chief Financial and Administrative Officer City Year, Inc.







Evelyn Barnes, City Year's Chief Financial and Administrative Officer, has seen the organization double in size in her seven years on the job. During that time, Evelyn says the organization has shown tremendous discipline and purpose, and remains laser-focused on the mission. She says City Year's "idealism grounded in absolute pragmatism" keeps her centered in her very challenging role.

## Describe your role as Chief Financial Officer beyond how we traditionally understand it?

A controller mainly deals in a historical view when dealing with the accuracy and timeliness of financial records. A CFO takes that information and goes beyond the present, taking it into the future. I help interpret what that information means to a variety of constituents, including our Board of Trustees and our senior leaders. Together, we chart the future.

## How do City Year's operational goals impact the budget process?

We want to carefully balance our anticipated growth with sustainability. Growing in a sustainable way doesn't necessarily mean growing slowly, and doesn't necessarily mean growing quickly. It is more about growing in as risk-free an environment as possible. It means growing with recurring revenue streams. It also means that we're raising a small cushion in order to sustain ourselves during a so-called "rainy day."

#### Why is that reserve important?

It's just as one would do in a business or in one's personal life – it ensures an ability to sustain oneself in the event of the unexpected. We often hear in the nonprofit world this idea of 'no margin, no mission.' We would be doing the students we serve a great disservice if we were not able to come back next year due to our own lack of planning.

# How does City Year ensure the highest standards of ethics and accountability?

That's critical. We have a great governance structure here through our Board of Trustees. We have a number of policies, including a conflict of interest policy, a whistleblower policy, and many others that are required of us and others that aren't, and our Board takes this responsibility very seriously. City Year puts the goal of transparency and proper governance very high on its list of priorities.

#### City Year was recently recognized by Charity Navigator as among the top 1% of all nonprofits it evaluates for fiscal management and accountability. What does that mean for City Year?

It's an interesting ranking because half of the score is based on financial performance, and half of it is based on standards of accountability. Do we have a governance structure? Do we have a conflict of interest policy? Do we make our financial statements available to the public? Half of our score is based upon those sorts of things. Because we take it so seriously – both sides of that ranking – being recognized in this way reinforces the goals we believe in so strongly.

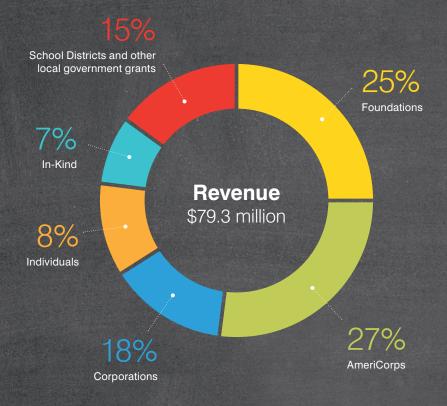
#### What's next on the horizon?

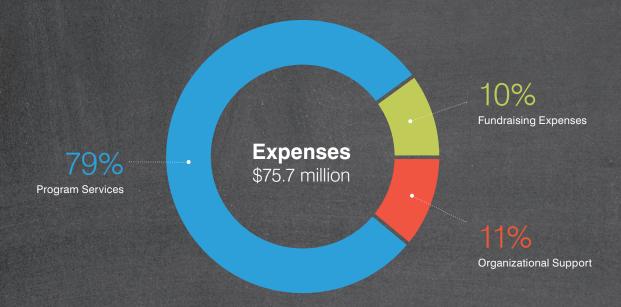
There are so many exciting things on the horizon, particularly as we scale City Year. We define success when we are at a place in which we are able to grow. It makes me very happy to look towards the future with measured growth, positive five-year trends – all of which indicate sustainability. In order to achieve our aggressive impact and scale goals, there are a number of capacities that we either don't currently have or that need to be more robust. We need to prioritize, of course, since there's only so much change an organization can absorb. But I think it's important not to approach these things through a lens of scarcity, but rather by putting our mission first – guided by our goals – and then determine what resources are needed to get there. Our resources may not always match our goals, but we at least know what to do by approaching it through the lens of the mission first. That's how we achieve scale.

## **2011 FINANCIAL SUMMARY**

Statement of Financial Position	Year ended	Year ended June 30, 2011	
Assets			
Cash and equivalents	\$	22,075,032	
Government grants receivable, net		4,998,738	
Contributions receivable, net		7,238,270	
Other assets		639,153	
Investments, at fair value		8,936,956	
Property and equipment, net		18,462,301	
Total Assets	\$	62,350,450	
Liabilities and Net Assets			
Liabilities:			
Accounts payable and accrued expenses	\$	2,705,720	
Accrued payroll and related expenses		2,329,487	
Interest rate swaps		1,190,653	
Bonds payable		8,425,000	
Total liabilities		14,650,860	
Net Assets:			
Unrestricted		25,255,020	
Temporarily restricted		17,262,917	
Permanently restricted		5,181,653	
Total net assets		47,699,590	
Total liabilities and net assets	\$	62,350,450	

Statement of Activities	Year ended June 30, 2011		
Operating Revenue and Other Support			
Contributions and private grants	\$	45,166,486	
Federal grants – Corporation for National and Community Service		21,529,808	
School districts and other local government grants		12,174,259	
Investment return utilized for operations		284,316	
Other income		143,744	
Total operating revenues and other support	\$	79,298,613	
Operating Expenses			
Program services	\$	59,459,301	
Support services:			
Organizational support		8,347,631	
Fundraising		7,878,545	
Total operating expenses	\$	75,685,477	
Increase in Net Assets			
Unrestricted net assets from operations	\$	3,613,136	
Unrestricted net assets from nonoperating transactions		558,456	
Temporarily restricted net assets		6,597,300	
Permanently restricted net assets		250,000	
Net assets		11,018,892	
Net assets, beginning of year		36,680,698	
Net assets, end of year	\$	47,699,590	





#### **Charity Navigator Highest Rating**



Charity Navigator is America's premier charity evaluator. Since 2003, City Year has earned Charity Navigator's highest rating, certifying our commitment to accountability, transparency and responsible fiscal management. Only 1% of rated organizations have received this distinction for eight consecutive years, placing City Year among the most trustworthy nonprofits in America.





#### CITY YEAR LOCATIONS

Baton Rouge New Orleans

Boston New York

Chicago Orlando

Greater Philadelphia Cleveland

Columbia Rhode Island Columbus Sacramento

Denver San Antonio

Detroit San José/Silicon Valley

Little Rock/North Little Rock Seattle/King County

Los Angeles Washington, DC

Miami **International Affiliates** 

Johannesburg, South Africa

New Hampshire London, England

#### cityyear.org

Milwaukee

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















