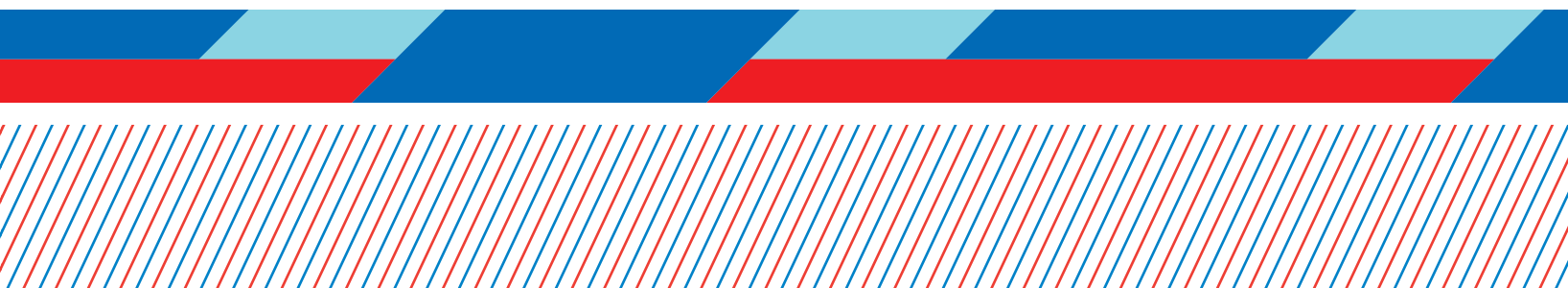


Impact

Volunteering and Local Government

Cities of Service in its Second Year

Spring 2011



About Cities of Service

Cities of Service® is a bipartisan coalition of more than 100 mayors from across the nation who have committed to work together to engage citizens to address critical city needs through impact volunteerism. The coalition aims to create a vibrant and growing network of municipal governments effectively leveraging citizen service as a reliable, viable tool to achieve measurable impact on pressing local challenges. By accelerating the service movement at the most local level—connecting local needs to the supply of willing volunteers in innovative and impactful new ways—Cities of Service aspires to create a new chapter in America’s longstanding history of service while making local government more effective.

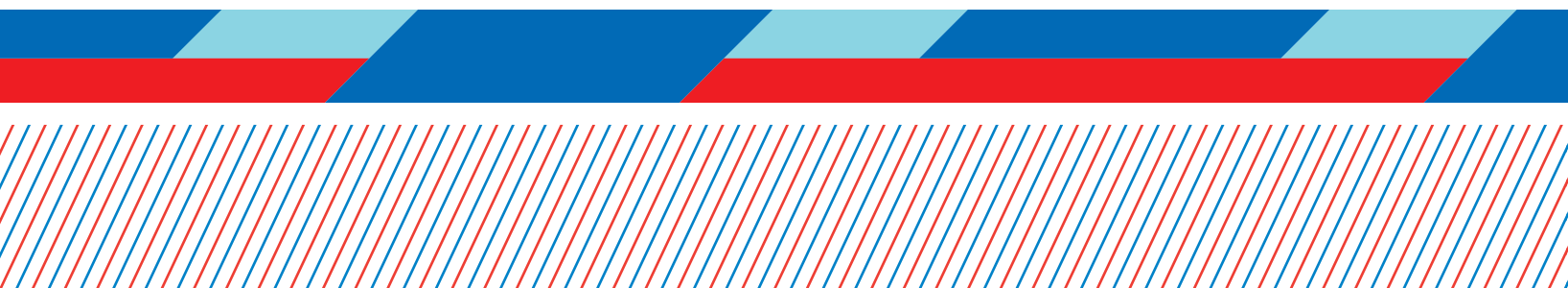


Table of Contents

Letter from Mayor Bloomberg.....	2
1. Introduction	3
2. The Model	5
3. Programs and Partnerships.....	6
4. Impact and Other Progress To-Date	10
5. Lessons Learned.....	12
6. Conclusion.....	16
Appendix I. Highlights of Impact Initiatives from <i>Cities of Service Leadership Grant</i> Recipients	17
Appendix II. Mayors and Chief Service Officers of Cities Referenced in Report	20

Letter from Mayor Bloomberg



New York City Mayor Bloomberg and others participate in “NYC Cool Roofs,” reducing carbon emissions by painting rooftops white.

When local governments look at residents as partners in solving problems, exceptional opportunities can emerge. That has certainly been our experience in New York City.

In April 2009, we launched NYC Service to help us tackle our most pressing challenges, and we appointed the nation’s first municipal Chief Service Officer, Diahann Billings-Burford, to lead our efforts. Since that time, we’ve recruited thousands of volunteers and made measurable progress toward our goals. We have, for example, enhanced our emergency preparedness by training more than 87,000 New Yorkers in CPR. We’ve improved public health by offering more than 200 free weekly “Shape-Up” classes led by volunteer instructors—enabling nearly 8,000 New Yorkers to participate each week. And we’ve reduced our carbon footprint by painting more than one million square feet of our city’s roofs with a reflective coating that lowers a building’s energy consumption.

In September 2009, I had the pleasure of joining 16 mayors from around the country to launch Cities of Service. In less than two years since, 20 major American cities have created and launched service plans designed to have a large impact on key issues. Municipal Chief Service Officers—most funded through a partnership between the Rockefeller Foundation and Bloomberg Philanthropies—are developing innovative strategies to solve pressing local challenges, strengthening coordination within the local volunteer sector in the process. From Austin to Atlanta and Omaha to Orlando, the Cities of Service concept of “impact volunteering” is making sense—and a measurable difference.

Mayors everywhere are dealing with diminished budgets and heightened need. In Cities of Service, we’re working to optimize one of the resources still in great supply—the willingness of people to help each other. If local governments everywhere routinely engaged their citizens in solving problems, America would be so much stronger for it. That’s the goal that all of us in the Cities of Service coalition share, and we look forward to continuing our progress.

Michael R. Bloomberg
Mayor
City of New York

1 Introduction

Although service has long been a hallmark of the American spirit, municipal government has not always tapped it as a serious strategy to solve important problems. When Cities of Service began, few efforts were made to consider—routinely, proactively, strategically, and as part of program design—the ways in which citizens could participate in solving city problems.

Founded in New York City on September 10, 2009 by 17 mayors from across the nation, the bipartisan Cities of Service coalition and its member cities are responding to the Edward M. Kennedy Serve America Act's historic call to action by finding new and innovative ways to harness the power of volunteers. The coalition aims to create a vibrant and growing network of municipal governments effectively leveraging citizen service as a reliable, viable tool to achieve measurable impact on pressing local challenges. By accelerating the service movement at the most local level—connecting local

needs to the supply of willing volunteers in innovative and impactful new ways—Cities of Service aspires to create a new chapter in America's longstanding history of service while making local government more effective.

The coalition builds on the work of New York City Mayor Michael R. Bloomberg, who created the nation's first high-impact service plan in April 2009 and appointed the nation's first municipal Chief Service Officer, Diahann Billings-Burford, to lead the effort. She and her team, together with local partners, set out to implement New York's ambitious plan.

Cities of Service provides a flexible framework that allows mayors to direct resident volunteers to city challenges that most need attention—and to adjust priorities as conditions change. It is a framework that brings mayors directly into the volunteer service world, giving them new tools to respond to the challenges their cities face.

As of May 2011, over 100 mayors, representing nearly 50 million Americans, have joined the Cities of Service coalition. Like the founding mayors, each coalition member has made a commitment to work with other mayors around the country and advance service strategies in their own city by crafting a high-impact service plan.



New York City Mayor Bloomberg at the Times Square launch of Cities of Service.



Philadelphia Mayor Nutter and volunteers prepare meals for homebound seniors.

Philadelphia has a long history of volunteer service, beginning with the nation's first volunteer fire department and extending to today's robust network of over 6,000 neighborhood block captains. Yet in 2008, when Mayor Michael A. Nutter took office, the potential of service as a strategy to solve the city's pressing challenges had yet to be fully realized.

Faced with a weakening economy and recognizing the power of ordinary citizens, Mayor Nutter became an early member of the Cities of Service coalition. After receiving a *Cities of Service Leadership Grant*, the Mayor's office began an extensive fact-finding process and discovered that while many city departments used volunteers, there was little consistency or coordination. And although many nonprofits engaged volunteers, they were eager for the city to articulate a clear vision and goals for service, and help them work together to increase their collective impact.

Armed with this information, newly appointed Chief Service Officer Catherine Wolfgang, in partnership with city departments, developed a high-impact service plan for Philadelphia. For example, to help strengthen neighborhoods, city agencies would engage volunteers to carry out projects identified by the community. To promote sustainability, volunteers would plant and care for trees across the city. And most ambitious, to help

raise the graduation rate from 60 percent to 80 percent, the city and its partners would recruit an army of "Graduation Coaches" to help young people complete high school and plan for successful futures.

Now a year into the implementation of the plan, over 1,000 Graduation Coaches are working with young people, college student volunteers are helping high school students apply for college, and hundreds of volunteers have completed a dozen "Philly Rising" neighborhood projects. Other initiatives are soon to be launched. In addition, the Mayor's office has created a website that has helped thousands of residents find volunteer opportunities, partnered with the United Way to form a corporate volunteer council, and worked to recognize the good work of Philadelphia volunteers.

2 The Model

Good intentions don't guarantee great outcomes. For this reason, Cities of Service efforts focus on “impact volunteering”—volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

Impact volunteering forms the base of the Cities of Service model when combined with these other core components:

- Strategic use of the mayor's bully pulpit and convening power to create energy around a city's high-impact initiatives;
- Specific leadership and accountability within the mayor's office for the planning and delivery of service initiatives;
- Effective outreach and collaboration with nonprofits, universities, corporations, and other community groups to work together to address pressing city challenges through citizen service; and
- Rigorous implementation and performance management.

The City of Austin offers a good example of impact volunteering in action. After receiving a *Cities of Service Leadership Grant*, Austin Mayor Lee Leffingwell hired Andy Mormon to be Austin's Chief Service Officer. One of the first things they did was conduct a comprehensive landscape analysis to identify needs that could be met with volunteer assistance. Like many American cities, Austin was seeing significant numbers of veterans returning from Iraq and Afghanistan. And while veterans' organizations offered many services, the Mayor's landscape analysis uncovered a significant unmet need: reintegration assistance for returning female soldiers, who face the same challenges as male veterans, but with additional burdens such as the higher likelihood of being a single parent or becoming homeless.

To address this challenge, Serve Austin, in partnership with Central Texas Red Cross and the Military Armed Forces of Texas, is launching Operation Outreach—a community-wide program that helps female veterans proactively serve other female veterans, to ease their transition from military to civilian life. Operation Outreach aims to enlist 100 (reintegrated) female veteran volunteers to meet each of the 250 female veterans returning home each year at “Yellow Ribbon” events, and then build relationships with each one so that the new veterans understand and take advantage of available resources. Ultimately, the goal of the initiative

Cities of Service efforts focus on “impact volunteering”—volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

is to enable returning female veterans to maintain successful and self-sufficient lives. While this long-term outcome takes time to materialize and measure, Austin gauges progress in the interim by tracking the number of contacts between volunteer mentors and veterans, the number of peer mentoring relationships that develop, the number of referrals for services made, and the satisfaction of the mentors and returning veterans at the end of a year.

3 Programs and Partnerships

Cities of Service provides a range of support to coalition members to foster the development and implementation of high-impact service plans.

The Cities of Service Playbook is available online to support cities as they embark on their planning processes; it shares a step-by-step process with sample tools to help cities develop their own high-impact service plans. Cities of Service also provides members with technical assistance and customizable websites that enable cities to post and prioritize volunteer opportunities and connect interested residents to opportunities where they're most needed.

Cities of Service Leadership Grants

The *Cities of Service Leadership Grants* program provides recipient cities with \$200,000 over a two-year period to hire a Chief Service Officer, a senior city official dedicated to developing and implementing a high-impact service plan to increase volunteering and target volunteers to address their city's greatest needs. These grants are accompanied by various forms of support for each Chief Service Officer, including service expertise and project management support, customizable websites, and a powerful learning network of Chief Service Officers across the nation who learn, plan, brainstorm, and share best practices together.

Fifty cities applied for the first round of grants, which were funded by the Rockefeller Foundation, and ten winners were announced in January 2010. In each recipient city, mayors quickly moved to hire Chief Service Officers and undertake community landscape

analyses and planning processes. All ten cities launched their high-impact service plans in September 2010.

The second round of *Cities of Service Leadership Grant* recipients were announced in June 2010, funded jointly by Bloomberg Philanthropies and the Rockefeller Foundation, and launched their high-impact service plans in March 2011. Twenty-one American cities now address city needs through impact volunteering under the management of a municipal Chief Service Officer.

Other Programs and Partnerships

To build on the *Cities of Service Leadership Grants* program, Cities of Service has teamed up with AARP to help small cities identify highly-skilled volunteers to serve as Chief Service Officers for one year. This partnership will explore a new model for helping cities place leaders—who are accountable for the planning and delivery of service initiatives—within the mayor's office, enabling them to address key city challenges through high-impact service plans that engage citizens across the city. In another new partnership, ServiceNation is leading the Service as a Strategy initiative to equip mayors with high-impact service strategies that address pressing local challenges and are supported by funders such as the Home Depot Foundation.



Left: Sacramento Mayor Johnson greets AmeriCorps volunteers at the launch of Volunteer Sacramento, the city's high-impact service plan. *Middle:* At the launch of Serve Austin, student volunteers prepare care packages for troops serving abroad. *Right:* Houstonians participate in "Everyone Can Be a Lifesaver," a bystander CPR initiative.

Throughout its work, Cities of Service has benefited from partnerships with numerous organizations across the service field. For example:

- The Corporation for National and Community Service has been a key partner in providing support to cities across the country. Many cities have received support in the form of full-time AmeriCorps*VISTAs who are playing critical roles in the implementation of high-impact service plans.
- State Service Commissions have also been important partners. For example, both California and Texas hosted training sessions for Cities of Service coalition members in their states and provided grant funding and/or dedicated national service resources.
- Local universities and colleges have supported Chief Service Officers as they develop and implement service plans. For example, Orlando has worked closely with the University of Central Florida to develop a robust measurement plan that rigorously assesses initiative progress towards specific impact goals.
- HandsOn Network, United Way, and their affiliates are providing valuable supports such as volunteer infrastructure and volunteer management expertise.

In addition to partners providing support that relates to their specific area of operation or expertise, the above groups and others also have served as thought and strategic partners in local communities, helping cities develop and implement their high-impact service plans on the ground.

- Apr 2009** → Launch of NYC Service by Mayor Michael R. Bloomberg
- Jun 2009** → Nation's first municipal Chief Service Officer appointed in New York City
- Sep 2009** → Launch of Cities of Service by 17 founding mayors
- Jan 2010** → First ten cities awarded *Cities of Service Leadership Grants* to hire Chief Service Officers and develop high-impact service plans
- Jun 2010** → Ten more cities awarded *Cities of Service Leadership Grants*
- Sep 2010** → Chicago, Detroit, Los Angeles, Nashville, Newark, Omaha, Philadelphia, Sacramento, Savannah, and Seattle launch high-impact service plans
- Mar 2011** → Launch of Team London, making London the first international city to launch a high-impact service plan based on the Cities of Service model

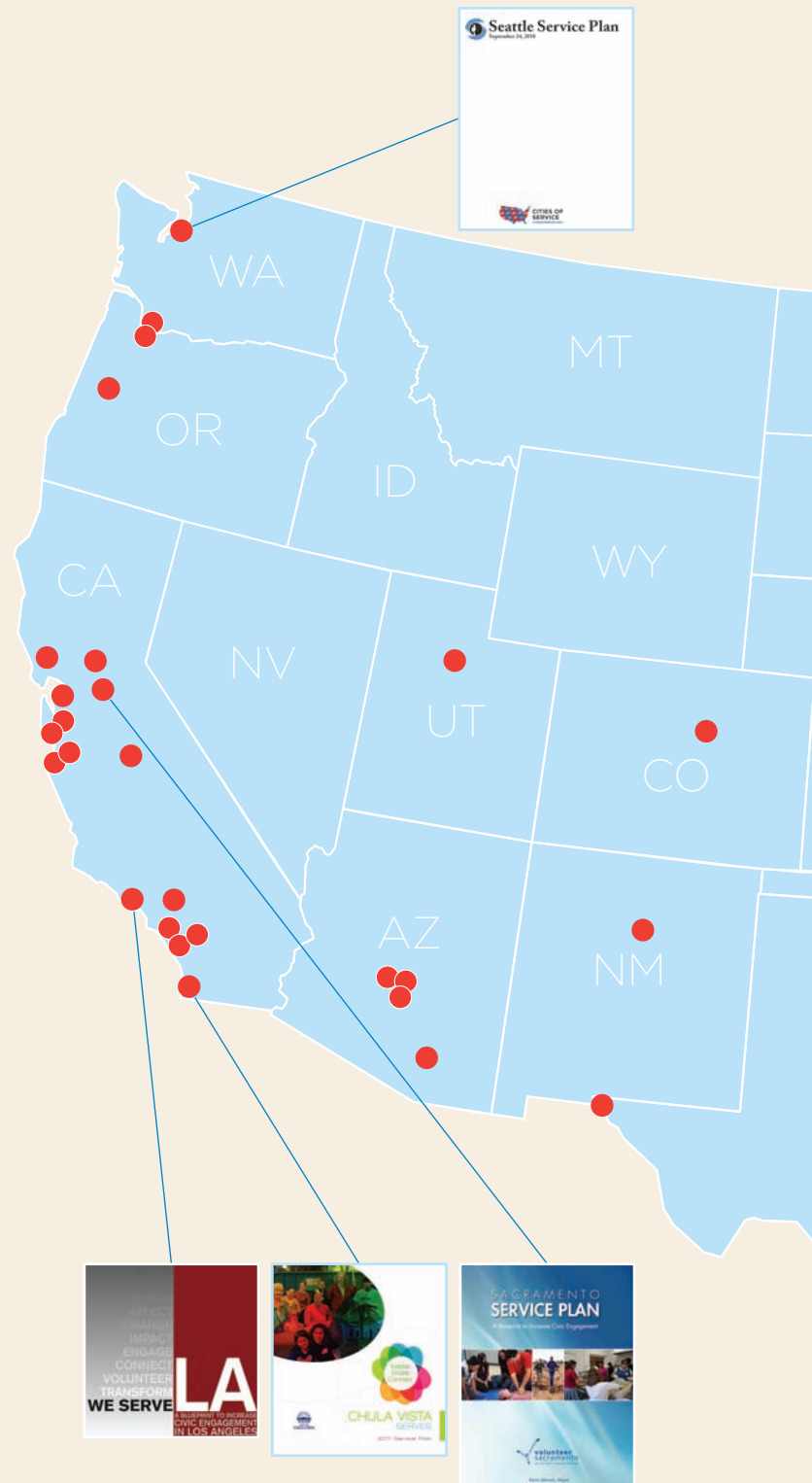
Atlanta, Austin, Baltimore, Baton Rouge, Chula Vista, Houston, Little Rock, Orlando, Pittsburgh, and Richmond launch high-impact service plans
- May 2011** → New Orleans hires a Chief Service Officer and becomes the second city in the nation to do so with local public funds
- Jun 2011** → Volunteers are identified to serve as Chief Service Officers in smaller cities through a partnership with AARP

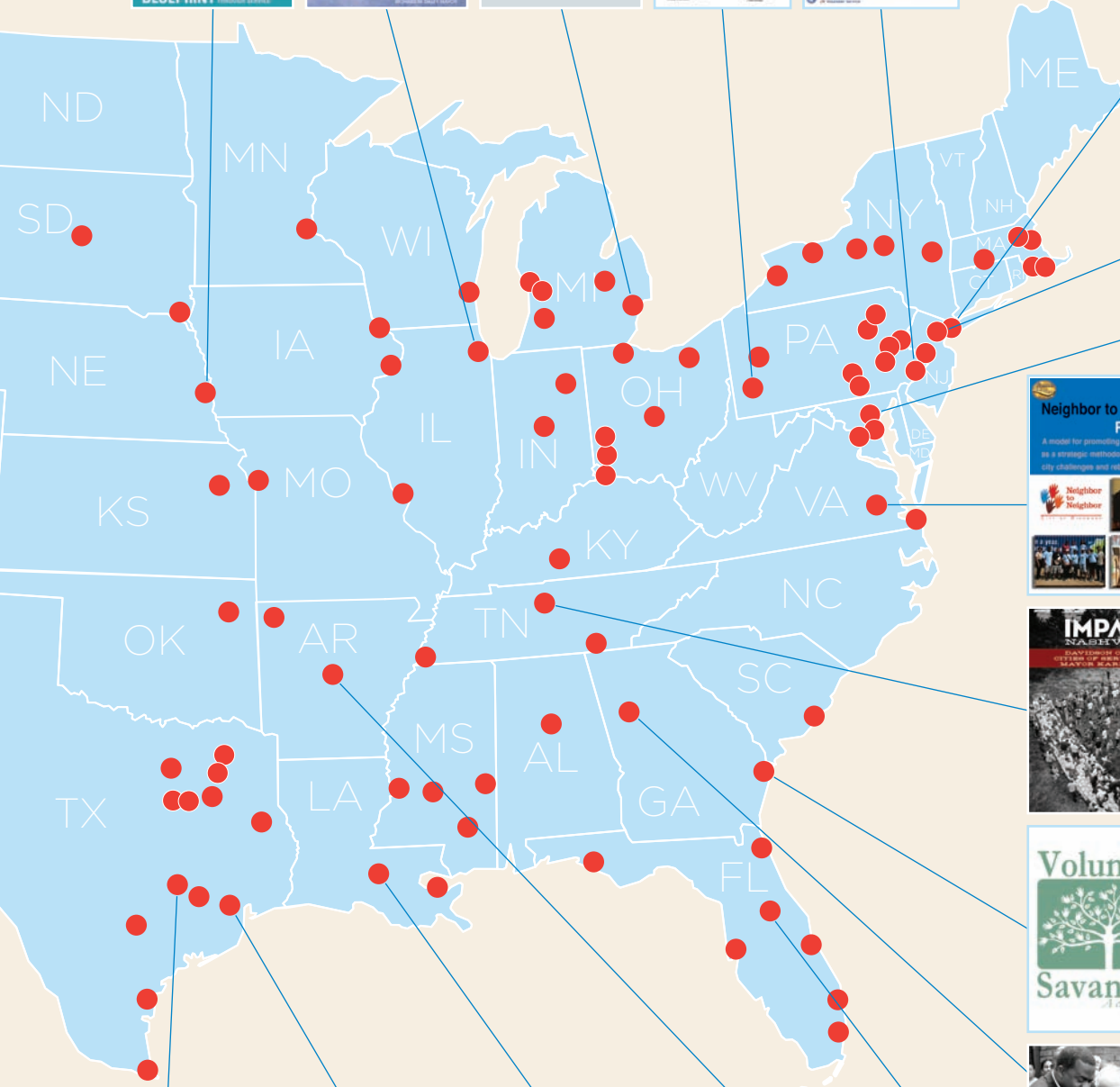
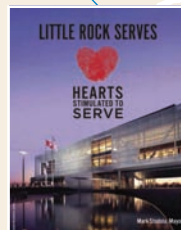
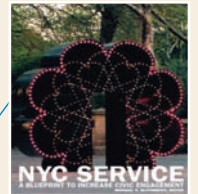
High-Impact Service Plans at the Local Level

Cities of Service Coalition

Akron, OH	Hamilton, OH	Portland, OR
Albany, NY	Harrisburg, PA	Reading, PA
Allentown, PA	Hattiesburg, MS	Richmond, VA
Annapolis, MD	Houston, TX	Riverside, CA
Arlington, TX	Indianapolis, IN	Rochester, NY
Atlanta, GA	Irvine, CA	Sacramento, CA
Austin, TX	Jackson, MS	Salinas, CA
Baltimore, MD	Jacksonville, FL	Salt Lake City, UT
Baton Rouge, LA	Kalamazoo, MI	San Antonio, TX
Birmingham, AL	Kansas City, MO	San Jose, CA
Boston, MA	Lancaster, CA	Santa Cruz, CA
Bowling Green, KY	Little Rock, AR	Santa Fe, NM
Brownsville, TX	Los Angeles, CA	Santa Rosa, CA
Buffalo, NY	McKinney, TX	Savannah, GA
Catoosa, OK	Memphis, TN	Scranton, PA
Chandler, AZ	Meridian, MS	Seattle, WA
Charleston, SC	Mesa, AZ	Smithville, TX
Chattanooga, TN	Miami, FL	Somerville, MA
Chicago, IL	Milwaukee, WI	Springfield, MA
Chula Vista, CA	Monterey, CA	St. Louis, MO
Cincinnati, OH	Muskegon, MI	St. Paul, MN
Corpus Christi, TX	Nacogdoches, TX	St. Petersburg, FL
Dallas, TX	Nashville and Davidson County, TN	Stockton, CA
Davenport, IA	New Bedford, MA	Syracuse, NY
Detroit, MI	New Orleans, LA	Toledo, OH
Dublin, OH	New York, NY	Topeka, KS
Dubuque, IA	Newark, NJ	Trenton, NJ
Easton, PA	Oakland, CA	Trophy Club, TX
El Paso, TX	Omaha, NE	Tucson, AZ
Elsmere, KY	Orlando, FL	Utica, NY
Englewood, CO	Palm Bay, FL	Vancouver, WA
Eugene, OR	Panama City, FL	Ventura, CA
Fall River, MA	Parker, PA	Vermillion, SD
Fayetteville, AR	Philadelphia, PA	Vicksburg, MS
Flint, MI	Phoenix, AZ	Virginia Beach, VA
Fort Wayne, IN	Pierre, SD	Washington, DC
Fresno, CA	Pittsburgh, PA	West Palm Beach, FL
Grand Prairie, TX	Plano, TX	Wilkes-Barre, PA
Grand Rapids, MI		York, PA

Cities in **bold** indicate cities with high-impact service plans.
Information is accurate as of May 2011.





4 Impact and Other Progress To-Date

Cities are pursuing impact volunteering across a wide range of initiatives, which achieve the desired outcomes in a variety of ways.

Some cities have crafted ambitious efforts that tackle issues affecting a broad population, such as Philadelphia's Graduation Coaches initiative. Others have targeted a more narrow population with a focus on depth of impact—for example, serving 100% of the returning female veterans in Austin. Still others have developed innovations that are launched as pilots, such as Baltimore's Recovery Corps program discussed below, which will be evaluated and expanded to reach a wider population if the pilot proves successful. Across all initiatives, Cities of Service helps cities take their impact to scale and codify best practices that can be important innovations in public problem solving.

Impact To-Date

Cities are already beginning to see the impact of their initiatives. New York City, which launched its service plan in April 2009, is furthest along. In its first two years, the NYC Service team launched dozens of initiatives—each crafted to harness citizen service to drive measurable progress in priority need areas. As a result of the program's successes, when new issues emerge at City Hall, it is increasingly common for officials to consider how and where citizen service strategies can be a core component of the response.

Cities of Service Leadership Grant recipients who launched their high-impact service plans in September 2010 are also starting to see promising impact. In

Nashville, the historic May 2010 floods sent trash and other debris into 19 waterways throughout the area and city officials feared that if left unattended, dams would be created and more flooding would occur. In January 2011, Mayor Karl Dean launched the Nashville Waterways Recovery Project as part of his Impact Nashville service plan. To date, 75 miles of waterways have been assessed, 10 miles of waterways have been cleaned, and 35 tons of debris and trash have been removed. Further, 745 trees and more than 90 rain gardens have been strategically planted to prevent future flooding, all of which help the city recover from the flood and prepare for the future. In Sacramento,

Highlights of impact as of May 2011 from NYC Service include:

- More than 87,000 New Yorkers have been trained in CPR to help improve cardiac arrest survival rates.
- More than \$8.1 million in tax rebates have been returned to New Yorkers thanks to volunteer tax preparers.
- More than 1 million square feet of rooftops have been coated with reflective paint to make buildings more energy efficient.
- Volunteer fitness instructors can now train close to 8,000 New Yorkers each week, a 93% increase in the number of residents that can benefit from free fitness classes.
- Through the NYC Civic Corps, over 150 full-time AmeriCorps volunteers have expanded the capacity and infrastructure of local nonprofits by helping these groups manage more than 54,000 new volunteers who serve more than 711,000 New Yorkers.



Above: Atlanta Mayor Reed celebrates a new basketball court at one of the city's Center of Hope facilities, where volunteers provide programming to support youth development. Right: At the launch of Impact Nashville, Mayor Dean and elementary school students plant rain gardens to help prevent future flooding.



Mayor Kevin Johnson plans to train 10,000 additional Community Emergency Response Team (CERT) members through his Sacramento Ready initiative to ensure that his city is prepared for emergencies. As of May 2011, more than 6,000 new CERT members have already been trained.

While the second round of *Cities of Service Leadership Grant* recipients just launched their high-impact service plans in March 2011, their initiatives have the potential to achieve significant impact. For example:

- In Baltimore, approximately 60,000 residents suffer from substance abuse and addiction. A major obstacle to sustaining recovery is a lack of access to training and work that supports the recovery process. Through the Recovery Corps initiative, Mayor Stephanie Rawlings-Blake hopes to overcome that obstacle with a new program that recruits, trains, and places 100 volunteers who have sustained recovery into treatment centers as “peer recovery advocates.” These advocates will then help 1,000 other people going through recovery adhere to their recovery plans and follow up with important supports in their community. If the first-year pilot proves successful, the city and its partners are committed to expanding the program to reach as many recovering addicts as possible.
- In Atlanta, Mayor Kasim Reed recently reopened 33 recreation centers across the city, providing important community space for at-risk youth and fulfilling a key campaign promise. The Centers of Hope initiative will provide engaging and productive out-of-school programming for youth at these recreation centers. Community volunteers will mentor, tutor, provide education on fitness and healthy lifestyles, and

coach recreation activities—the Centers’ core programs for youth development. Volunteers also will have the opportunity to complete physical improvement projects that support core programming. Within a month of launch, the city had received over \$1.4 million in private funding to support this initiative.

Measuring Impact

Traditionally, efforts to track the impact of volunteering have focused on inputs—the number of volunteers involved, or the number of hours contributed. Cities of Service seeks to take that work to the next level by focusing on the impact, or outcome, of specific volunteer activities, such as the increase in attendance of a student with a mentor or the reduction in energy usage following a retrofit. For each impact initiative, the mayor’s office, together with its implementing partners, establishes an impact goal against which it will measure progress. In instances where outcomes are long-term in nature, cities focus on the outputs of a specific volunteer intervention that show progress toward, or are correlated with, the desired long-term outcome. For example, in Orlando, Mayor Buddy Dyer is tackling childhood literacy through a variety of initiatives, one of which—Preschool Ambassadors—uses volunteers to increase pre-kindergarten enrollment and engage families in early literacy activities. Given that pre-K children are years away from learning to read, Orlando tracks indicators linked to the desired literacy outcome: the number of children enrolled in the pre-K program, the number of children who pass the Kindergarten Readiness Test (an early indicator of later education success), and the number of hours that families spend reading together outside of the program.

5

Lessons Learned

The experience of Cities of Service and its impact to-date indicate that the Cities of Service model—and impact volunteering—work.

Municipal governments are meeting pressing city needs and solving local problems by strategically using volunteers. As its model has developed and spread, Cities of Service has produced some valuable lessons that are useful for other cities looking to create and implement high-impact service initiatives, as well as the larger service field.



Chula Vista Mayor Cox answers questions about service from elementary school students.

#1: Cities of Service provides a venue for cities to share best practices and service strategies that address common needs.

Many mayors are leveraging the power of citizen service to address similar challenges, whether it's urban blight, high school dropout rates, or childhood obesity, to name just a few. As cities implement a diverse set of strategies to respond to these issues, new solutions are emerging that can be replicated elsewhere. For example, New York City's CPR initiative is being replicated in Austin and Houston, and Philadelphia's Graduation Coaches initiative is being replicated in Chula Vista. While local customization is key, there has been significant interest amongst *Cities of Service Leadership Grant* recipient cities and others to borrow good ideas proven elsewhere. The Cities of Service network fosters and supports this work so that more cities benefit, and so that the efforts of the volunteer groups that implement these types of initiatives can be leveraged.

#2: Leadership matters. Actively engaged mayors bring visibility, resources, and coordination to the local volunteer sector.

A key premise behind Cities of Service is that citizen service solutions help mayors and municipal



Left: Pittsburgh Mayor Ravenstahl and volunteers serve lunch to those in need. *Above:* Detroit Mayor Bing launches “Catch the Spirit,” a volunteer-driven beautification and revitalization initiative.

governments address pressing local challenges. It is also clear that actively engaged mayors and municipal governments generate significant value for the local volunteer sector. For example, visibility is increased through use of the mayor’s bully pulpit calling citizens to serve, highlighting service initiatives and organizations, and elevating the concept of impact volunteering throughout the community. New resources for the field often come via provision of city agency support for service initiatives. Mayors and their staff are also partnering with local nonprofits and corporations to raise funds for initiatives; many are collaborating to bring AmeriCorps and AmeriCorps*VISTA resources to the city as well.

A mayor’s office also helps improve coordination with and between community organizations, creating a deeper and more sustainable impact. This often includes encouraging and supporting local leaders to work together. For example, as part of Mayor Dwight C. Jones’ service plan, Richmond’s Chief Service Officer regularly convenes the six “High Impact Partnering Agencies” involved in the city’s impact initiatives to make their collective efforts greater than the sum of the parts. In Little Rock, as part of Mayor Mark Stodola’s service plan, the Chief Service Officer convenes monthly meetings to maximize efforts of volunteer service organizations, funders, and service delivery groups addressing the city’s priority need areas. Stakeholders across the city have commented on how this has resulted in unprecedented cooperation between institutional, non-profit and educational organizations focused on addressing Little Rock’s most pressing issues. This type of collaboration enables organizations to do more with less and fosters improved effectiveness and additional opportunities for innovation.

#3: Chief Service Officers who think broadly about the assets and resources within their cities and city governments are producing strong results.

While numerous profiles are successful in the Chief Service Officer role, experience shows that the most important characteristics are the ability to develop partnerships, lead diverse groups of stakeholders, and manage constituency priorities—all pursued with an entrepreneurial spirit that forges new paths. As part of this work, many Chief Service Officers are experts at engaging the mayor or his or her top deputies, effectively managing upward and establishing routine opportunities for the mayor to engage in the effort and amplify its impact. This proximity to the mayor expands the Chief Service Officer’s influence and corresponding ability to bring resources and partners, from within and outside government, to the table.



Above: A mother signs her daughter up for “Lemonade Days,” an Omaha Serves initiative that taps volunteers to teach business basics to children. Right top: Los Angeles Mayor Villaraigosa launches We Serve LA, the city’s high-impact service plan. Right bottom: As part of One Good Deed Chicago, volunteers participate in MLK Day of Service activities.



#4: The landscape analysis targets needs and fosters community ownership, proving valuable in shaping a city’s approach to its service plan.

All *Cities of Service Leadership Grant* recipients conducted a landscape analysis as the first part of their planning process. This process, which is outlined in the *Cities of Service Playbook*, helps cities identify specific challenges within the city’s priority areas that can be addressed with service, and understand the existing resources and potential opportunities in the community.

Chief Service Officers have stated that the landscape analysis provides critically useful direction to their efforts to leverage citizen service to address pressing city issues. For example, in Little Rock, the process unveiled a huge gap—that young people wanted to serve but didn’t because they lacked structured service opportunities. This insight led to the creation of LR ROCKS Service Clubs in high schools and middle schools.

The process additionally provides cities the opportunity to talk with potential partners in focus groups and survey stakeholders and the public, helping to create buy-in for the plan. Many cities use the process to develop an advisory group—often drawn from the community and city agencies—that guides their planning and implementation. These bodies can serve as supportive ambassadors for the plan, as well as potential partners or future funders.

#5: Committed and flexible partners that provide resources and creative thinking are essential.

Partners are, unsurprisingly, critical to the success of high-impact service plans. But according to Chief Service Officers, it is partners with a certain set of characteristics that have become indispensable.

Organizations that offer expertise, resources, or services complementary to those offered by municipal government provide significant value as initiative partners. For example, the Mid City Redevelopment Alliance in Baton Rouge is the lead partner in Mayor Kip Holden’s Love Your Block initiative, and works closely with the city’s agencies to help residents revitalize their neighborhoods by leveraging the nonprofit’s infrastructure and organizing capacities in target neighborhoods. In Pittsburgh, under the leadership of Mayor Luke Ravenstahl, the United Way of Allegheny County is providing its tested volunteer training program as well as extensive programming support for the Mayor’s Mentoring Initiative. In New York City, successful partnerships with New York Cares, Citizens Committee for New York City and the NYC Fire Department have fueled some of NYC Service’s greatest results.



Above: Community volunteers celebrate the launch of Richmond Mayor Jones' high-impact service plan, Neighbor to Neighbor. Right: Baton Rouge Mayor-President Holden and volunteers launch Baton Rouge Proud, the city's high-impact service plan.



Further, those partners that are able and willing to help the mayor's office think creatively about what's needed—not only in developing initiatives but in identifying solutions when challenges arise—have proven invaluable. For example, Austin's Operation Outreach initiative might not have happened without the investments being made by the Central Texas Red Cross, a lead partner, which created a full-time position to manage the initiative when it became clear this resource was needed. In Omaha the YMCA, while not an original partner in Mayor Jim Suttle's Lemonade Days initiative, stepped up to expand what was a one-day youth development event into a summer-long program with multiple sites across the city, to help the city achieve the larger impact that was needed.

These partnerships will continue to play key roles throughout cities' implementation of their high-impact service plans and will remain crucial for success. Particularly as cities meet and then move beyond their short-term goals for impact, they will need to increase momentum, scale operations, and measure the long-term impact of volunteer efforts. Having skilled and able partners to help with this—for example, to troubleshoot as challenges arise, execute disciplined tracking, or clearly communicate impact—will be essential to ensure that the case for impact volunteering, run through the mayor's office, is understood and supported.



Baltimore Mayor Rawlings-Blake joins volunteers at a service event.

6 Conclusion

Just two years ago, it was the rare city government that turned to service as a strategy to solve its most pressing problems. While volunteers might have been part of annual clean up days organized by parks departments or turned out for a city-sponsored health fair—valuable things, to be sure—citizen service was not a standard, serious, or widespread part of public problem solving.

This is starting to change.



New Orleans Mayor Landrieu and volunteers “Fight the Blight” in the Upper Ninth Ward.

Cities of Service mayors across the country are embracing impact volunteering to address their cities’ biggest problems. There has been considerable innovation in areas ranging from how Chief Service Officers approach their jobs, the interventions that are being devised, and the wide range of partnerships that are fueling these efforts. Results to-date show that the model is working, and learnings and best practices are being captured to be shared broadly with other cities and the volunteer sector.

Evidence suggests the model will continue to spread. Just recently, London Mayor Boris Johnson adopted the Cities of Service model and created Team London, a high-impact service plan. Closer to home, New Orleans Mayor Mitch Landrieu hired a Chief Service Officer in May 2011 using local public funding—a statement of confidence in the power of impact volunteering, especially at a time of significant budgetary constraints.

Cities of Service will continue to nurture these developments. Going forward, the twenty *Cities of Service Leadership Grant* recipient cities will continue to implement their high-impact service plans. At the same time, initiatives that explore opportunities for others to follow suit—such as the AARP partnership to place volunteer Chief Service Officers in smaller cities across the nation and ServiceNation’s emerging Service as a Strategy campaign—will further fuel these efforts. As these partnerships grow, the potential for municipal government to solidify its role as the nexus for city agencies and community groups to work together to drive change across the city has never been stronger.

Appendix I.

Highlights of Impact Initiatives from *Cities of Service Leadership Grant* Recipients

Diverse in many ways, *Cities of Service Leadership Grant* recipient cities are bonded together by their commitment to using service as a strategy to address local challenges. Below are highlights of impact initiatives in each of those cities, the dates when they were launched (or will launch), and the metrics used to measure their progress. Each initiative falls into one of seven priority need areas: economic recovery, education & youth, health, neighborhood revitalization, preparedness & safety, sustainability, and veterans.

City	Focus Area	Initiative Name & Description	Launch Date	Key Metrics
Atlanta	Education & Youth	Centers of Hope Providing safe, engaging, and educational environments for youth by providing robust out-of-school time programming	Summer 2011	<ul style="list-style-type: none"> • Number of youth with a mentor • Number of youth exposed to career-related fields • Increase in reading levels of participating youth • Number of youth with a positive change in their physical fitness
Austin	Veterans	Operation Outreach Helping returning female veterans reintegrate into society and access basic services by proactively offering peer mentoring support	Fall 2011	<ul style="list-style-type: none"> • Number of female veterans contacted by volunteers • Number of initial contacts that turn into ongoing contact • Number of referrals for services • Satisfaction surveys of volunteers and those served
Baltimore	Health	Recovery Corps Helping former substance abusers sustain recovery by supporting them to maintain treatment with the help of peer recovery advocates	Summer 2011	<ul style="list-style-type: none"> • Number of individuals in recovery who are trained as peer recovery advocates (Recovery Corps members) • Number of Corps members who become employed • Improvement in self-reported quality of life of Corps members • Number of individuals assisted by the Corps • Number of connections made to recovery resources for the individuals being assisted
Baton Rouge	Neighborhood Revitalization	Love Your Block Reducing urban blight through neighborhood clean up and revitalization efforts	March 2011	<ul style="list-style-type: none"> • Number of blocks transformed • Number of trees planted • Number of newly formed civic associations

Appendix I.

Highlights of Impact Initiatives from Cities of Service Leadership Grant Recipients (Continued)

City	Focus Area	Initiative Name & Description	Launch Date	Key Metrics
Chicago	Economic Recovery	Money Smarts Engaging residents in sound financial practices through financial education programs	December 2010	<ul style="list-style-type: none"> • Number of people that receive tax assistance • Number of people that open savings accounts • Number of people that have found jobs
Chula Vista	Education & Youth	Mentoring Opportunities Reducing at-risk behaviors of youth and increasing the number of high school graduates by pairing youth with caring adults	April 2011	<ul style="list-style-type: none"> • Number of new mentors recruited • Percent reduction in mentee waiting lists • Percent increase in number of students with mentors who have a graduation plan • Graduation rates
Detroit	Neighborhood Revitalization	Catch the Spirit Reducing urban blight by mobilizing block clubs and neighborhood associations to adopt public spaces and increase neighborhood greenery	April 2011	<ul style="list-style-type: none"> • Number of urban green spaces (parks, lots) adopted • Number of trees planted • Number of community gardens created • Number of new bus shelters adopted
Houston	Preparedness & Safety	Everyone Can Be a Lifesaver Increasing the number of people trained in CPR	Summer 2011	<ul style="list-style-type: none"> • Number of volunteer trainers trained directly in Hands Only CPR • Number of citizens trained by volunteer trainers
Little Rock	Health	Love Your School Decreasing childhood obesity by improving access to healthy food options and structured exercise opportunities	March 2011	<ul style="list-style-type: none"> • Body Mass Index assessments • Number of children participating in walking program, sustained over time • Number of miles walked • Nutrition knowledge and vegetable/fruit preferences • Amount of produce grown and consumed by students
Los Angeles	Sustainability	Community and School Gardens Creating a greener and more environmentally friendly Los Angeles by adding and/or renovating community gardens	January 2011	<ul style="list-style-type: none"> • Number of new and renovated community gardens in public venues and schools • Number of new and renovated gardens where volunteers take responsibility for long-term maintenance
Nashville	Sustainability	Waterway Clean-up Mitigating the potential for future flooding by mobilizing residents to identify and clear waterway blockages	October 2010	<ul style="list-style-type: none"> • Number of miles of waterway assessed • Number of miles of waterway cleaned • Number of tons of debris removed
Newark	Sustainability	Home Weatherization Helping residents improve energy efficiency and reduce their carbon footprint by weatherizing homes	Summer 2011	<ul style="list-style-type: none"> • Percent reduction in energy consumption • Percent reduction in greenhouse gas emissions

City	Focus Area	Initiative Name & Description	Launch Date	Key Metrics
Omaha	Education & Youth	Lemonade Days Providing job and life-skills training to elementary school students by teaching structured, age-appropriate, business plan development and implementation	April 2011	<ul style="list-style-type: none"> • Number of youth participants • Number of dollars earned, saved, or donated by the participating youth
Orlando	Education & Youth	Mayor Buddy's Book Club Increasing youth literacy by mobilizing volunteers to help middle school students improve their reading skills	March 2011	<ul style="list-style-type: none"> • Attendance of Mayor Buddy's Book Club meetings • Number of books read by Book Club participants
Philadelphia	Education & Youth	Graduation Coaches Providing caring adults with access to the information and resources necessary to help young people successfully graduate from high school and achieve post-secondary success	September 2010	<ul style="list-style-type: none"> • Number of adults who are Graduation Coaches • Number of youth being coached • Feedback on youth progress, as shared by Coaches
Pittsburgh	Education & Youth	Mayor's Mentoring Initiative Increasing student engagement in school by pairing middle school students with mentors	March 2011	<ul style="list-style-type: none"> • Increase in number of 6th grade students with a mentor • Number of students identifying mentors as trusted resources • Number of students with increased engagement in school
Richmond	Education & Youth	Higher Achievement Raising the number of middle school youth who transition to high school on time by providing academic mentoring	Summer 2011	<ul style="list-style-type: none"> • Number of students paired with mentors • Increase in student attendance • Improvement in student achievement as measured by grades and standardized test scores
Sacramento	Preparedness & Safety	Sacramento Ready Increasing the number of residents prepared to respond in case of an emergency through public education programs	October 2010	<ul style="list-style-type: none"> • Number of citizens educated in emergency preparedness • Number of new CERT volunteers
Savannah	Education & Youth	Fit for Reading Increasing literacy and achievement of 2nd grade students by pairing them with tutors and mentors	October 2010	<ul style="list-style-type: none"> • Number of students meeting or exceeding standards on the State reading exam • Number of students reading at or above grade level
Seattle	Education & Youth	Early Literacy Increasing the number of 3rd grade students reading at grade level by pairing them with tutors	Fall 2010	<ul style="list-style-type: none"> • Number of students tutored • Number of 3rd graders reading at grade level

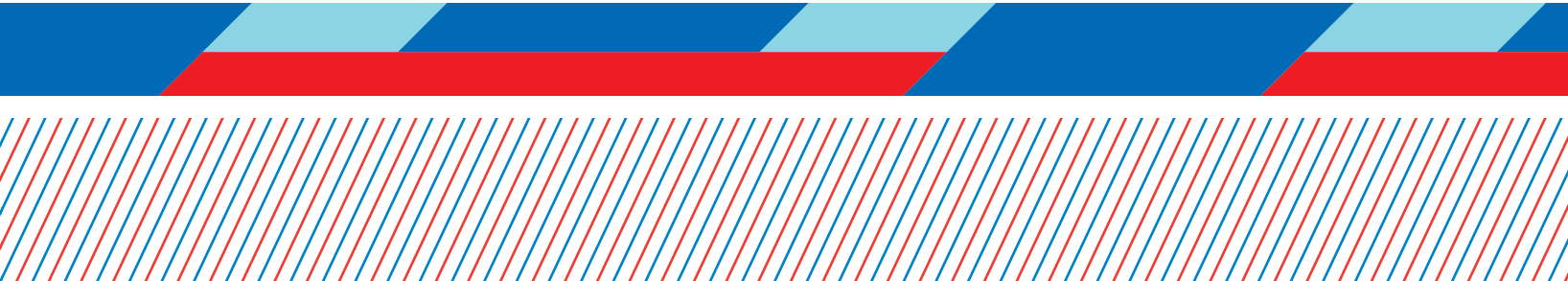
Appendix II.

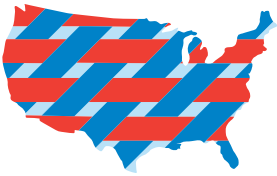
Mayors and Chief Service Officers of Cities Referenced in Report

City	Mayor	Chief Service Officer
Atlanta, GA	Kasim Reed	Amy Phuong
Austin, TX	Lee Leffingwell	Andy Mormon
Baltimore, MD	Stephanie Rawlings-Blake	Vu Dang
Baton Rouge, LA	Melvin Holden	Blythe Daigle
Chicago, IL	Rahm Emanuel	Jenné Myers
Chula Vista, CA	Cheryl Cox	Wanda Bailey
Detroit, MI	Dave Bing	Annie Ellington
Houston, TX	Annise Parker	Cameron Waldner
Little Rock, AR	Mark Stodola	Michael Drake
Los Angeles, CA	Antonio Villaraigosa	Rafael Gonzalez
Nashville and Davidson County, TN	Karl Dean	Laurel Creech
New Orleans, LA	Mitch Landrieu	Mary Jo Webster
New York, NY	Michael R. Bloomberg	Diahann Billings-Burford
Newark, NJ	Cory A. Booker	Nichelle Holder
Omaha, NE	Jim Suttle	Kirsten Case
Orlando, FL	Buddy Dyer	Marcia Hope Goodwin
Philadelphia, PA	Michael A. Nutter	Catie Wolfgang
Pittsburgh, PA	Luke Ravenstahl	Rebecca Kottler-Wein
Richmond, VA	Dwight C. Jones	Paul Manning
Sacramento, CA	Kevin Johnson	Keith Hart
Savannah, GA	Otis S. Johnson	Connie Cooper
Seattle, WA	Mike McGinn	Candace Inagi

Information is accurate as of May 2011.

For more information about Cities of Service,
please contact info@citiesofservice.org or
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