



CITIES OF SERVICE
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January 13, 2012

Dear colleagues,

Each of us joined the Cities of Service coalition with a commitment to work together to engage citizens to address critical city needs. Being part of this coalition has enabled us to harness the power of volunteers to make progress against our cities' greatest challenges. We have done much of this with the support of Chief Service Officers – senior members of our mayoral teams who are responsible for developing and implementing a high-impact service plan that engages citizens to address the city's most pressing needs.

As mayors, this has allowed us to focus on impact volunteering – the use of volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress. This approach has helped us to address challenges such as flood recovery, high school graduation, neighborhood revitalization, and childhood obesity. Importantly, it has also helped to significantly build our city's volunteer capacity, rally nonprofits and faith-based organizations to common goals, and strategically engage an unprecedented number of citizens in service to their communities – increasing the collective impact of all involved.

Chief Service Officers elevate citizen service as a viable strategy for local government and the city at large. By leveraging the convening power and bully pulpit of the mayor's office, they build partnerships and leverage assets from across the community that focus citizen service on our top priorities. They have been instrumental in moving the needle on problems that cannot be solved absent effective public-private partnerships and robust citizen engagement. Chief Service Officers also have been incredibly effective in helping cash- and personnel-strapped city departments develop targeted volunteer strategies that enable them to more effectively achieve their goals.

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—we are working with Cities of Service to create a new chapter in America's longstanding history of service while making local government more effective.

The visible impact of this effort, particularly in cities with Chief Service Officers, speaks to the need for mayors to institutionalize this important senior position in their administrations. Each of us pledges our support for sustaining this critical position. Further, we strongly encourage our peers across the country to create or preserve their own Chief Service Officer position to direct their city's strategy for citizen service.

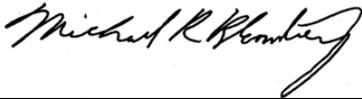
Sincerely,



Antonio R. Villaraigosa, Mayor
City of Los Angeles, California
President
United States Conference of Mayors



Michael A. Nutter, Mayor
City of Philadelphia, Pennsylvania
Vice-President
United States Conference of Mayors



Michael R. Bloomberg, Mayor
City of New York, New York



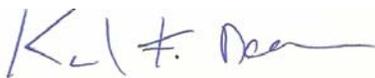
Dave Bing, Mayor
City of Detroit, Michigan



Cory Booker, Mayor
City of Newark, New Jersey



Cheryl Cox, Mayor
City of Chula Vista, California



Karl Dean, Mayor
City of Nashville-Davidson County,
Tennessee



Buddy Dyer, Mayor
City of Orlando, Florida



Rahm Emanuel, Mayor
City of Chicago, Illinois



Melvin "Kip" Holden, Mayor
City of Baton Rouge, Louisiana



Kevin Johnson, Mayor
City of Sacramento, California



Dwight Clinton Jones, Mayor
City of Richmond, Virginia



Mitch Landrieu, Mayor
City of New Orleans, Louisiana



Mike McGinn, Mayor
City of Seattle, Washington



Luke Ravenstahl, Mayor
City of Pittsburgh, Pennsylvania



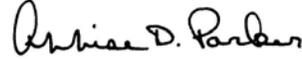
Kasim Reed, Mayor
City of Atlanta, Georgia



Jim Suttle, Mayor
City of Omaha, Nebraska



Lee Leffingwell, Mayor
City of Austin, Texas



Annise D. Parker, Mayor
City of Houston, Texas



Stephanie Rawlings-Blake, Mayor
City of Baltimore, Maryland



Mark Stodola, Mayor
City of Little Rock, Arkansas