

Narratives

Executive Summary

The NYC Civic Corps is the first and only municipal corps in the nation with a focus on instigating and building organizational capacity to manage sustainable volunteer programs that are strategically developed to impact community challenges. Through NYC Service, NYC Civic Corps demonstrates the real potential for volunteers to address the greatest needs in communities throughout the country, particularly in the aftermath of economic downturn or natural disaster. NYC Civic Corps members exemplify the AmeriCorps pledge of getting things done and actualize the goal of NYC Service to promote service as a core part of what it means to be a citizen of New York City.

Rationale and Approach

Overview

NYC Service proposes to continue the NYC Civic Corps, an innovative program that places AmeriCorps members at local nonprofits and government agencies to develop sustainable impact volunteer programs. NYC Civic Corps teams will continue building organizational capacity at these sites as well as developing and engaging in direct service activities for the period of the 3-year grant.

NYC Civic Corps members are dispatched to local organizations for one year where they develop and strengthen sustainable impact volunteer programs. By deploying this critical recourse, NYC Service is able to substantially increase volunteerism, engage more New Yorkers in efforts to help neighbors in need and to tackle the City's toughest challenges, and to promote active citizenship. Each NYC Civic Corps team is responsible for developing and implementing a sustainable volunteer program at the organization to which it is assigned. Since its inception, NYC Civic Corps has recruited 1,518,550 volunteers who have performed 2,184,282 service hours, provided services to over 800,000 clients, secured \$8,581,668 worth of in-kind donations, and developed over \$2,400,000 in cash resources.

By harnessing the collective power of New York City's 8.4 million residents, NYC Service makes a difference in the quality of life of every New Yorker, and NYC Civic Corps has been an effective way for NYC Service to develop and foster community members to extend the mission of nonprofit organizations and New York City agencies alike. NYC Civic Corps members are placed at host sites-selected organizations that have demonstrated a need and desire for increased volunteer engagement-for 10 months to build organizational capacity, develop and strengthen impact volunteering programs, as well as to create and participate in direct service opportunities. The City's supply of

Narratives

ready-to-serve citizens has previously surpassed the public and nonprofit sectors; ability to accommodate; through the efforts of the NYC Civic Corps, community members have been able to find meaningful and impactful volunteer opportunities. NYC Civic Corps members have engaged over 1.5 million New Yorkers in service, providing over 800,000 services to those in need.

Throughout the duration of the program, NYC Civic Corps members have undertaken a diverse range of service projects from planting trees, to training thousands of New Yorkers in CPR, to providing resources to underserved communities via food pantries, homeless shelters, and more. With the continued support of the New York State Commission on National & Community Service, the NYC Civic Corps will continue its mission to engage more New Yorkers in service, making tangible improvements in priority impact areas and champion the notion that civic engagement is a powerful and sustainable way to address New York City's greatest needs.

Community Need and Performance Measures

The NYC Civic Corps supports nonprofit organizations and New York City agencies that want to use more volunteers, but struggle to manage and support sustainable volunteer programs. NYC Service aims to drive volunteer resources to six impact areas: strengthening communities, helping neighbors in need, improving education, protecting the environment, increasing public health and enhancing emergency preparedness. As these impact areas closely mirror the focus areas of the Corporation for National and Community Service, NYC Service uses these impact areas to help select which potential host sites would most effectively utilize Civic Corps members.

Disaster Services

Through partnerships with the Fire Department of New York (FDNY), the Office of Emergency Management (OEM), World Cares Center, and New York Cares, NYC Civic Corps has effectively leveraged volunteers to be prepared to assist citizens in respiratory distress and informed community members about disaster preparedness. Corps members serving at the Office of Emergency Management (OEM) implement, expand, and strengthen disaster relief services.

Corps members recruited and trained new Citizen Emergency Response Teams (CERT). CERT trains community volunteers in disaster preparedness and emergency response, enabling them to support New York City's first responders and educate their communities about disaster preparedness. Having

Narratives

already engaged over 16,000 New Yorkers in vital disaster preparedness and response, it is still important to continue building the pool of trained and informed volunteers.

Economic Opportunity

Corps members placed at host sites striving to provide financial literacy assistance have effectively leveraged volunteers to provide services such as job readiness mentoring programs, tax prep, and financial literacy workshops. Through these programs, over 9,000 participants were taught how to make knowledgeable financial decisions and received referral services. Corps members also developed assessment tools (i.e. pre and post survey forms) to track gains in participants' financial literacy knowledge. As many New Yorkers continue to experience financial hardship, demands for financial literacy services will continue to grow, making these services critical to disadvantaged populations.

Education

NYC Service and NYC Civic Corps services are focused in communities that have high rates of poverty and low school performance. Corps members have effectively implemented and grown academic programs that have been able to impact the positive outcomes for students. NYC Civic Corps members have recruited, trained, and managed mentors and tutors and implemented and sustained various tutoring programs serving New York City's highest-need students.

Partners such as iMentor, Harlem Educational Activities Fund, The Boys Club, and Free Arts all engage students in AmeriCorps educational programs which cultivate improved academic performance. In the past three years, Civic Corps members have engaged 25,440 students. And by leveraging volunteers as mentors and tutors, more than 2,000 students saw improvement in their academic performance. doing college readiness, homework help and GED programs. Through these programs, NYC Civic Corps members have provided services to improve the academic performance of 2,000 public school students.

Veterans and Military Families

There are more than 207,000 veterans living within the five boroughs, representing diverse conflicts and having diverse needs and interests. To increase veteran engagement, NYC Service is partnering with the Mayor's Office of Veterans' Affairs (MOVA) and private corporations to assess how to connect them to services and leverage their experience to enrich their community. NYC Civic Corps

Narratives

members will engage 200 veterans in volunteer service projects; enable 300 veterans to receive services.

Healthy Futures

NYC Civic Corps engages youth and adults in health programs that not only address food preparation and access but also the importance of physical activity to reduce obesity. Adults and youth living in at-risk neighborhoods are the primary target of these services. Due to the efforts of NYC Civic Corps, more than 6,000 community members have demonstrated improved attitude towards healthy living.

Corps members serving at NYC Department of Parks & Recreation work to increase community participation in Shape Up NYC, a free fitness program offered at local community centers in high-need neighborhoods. With the help of NYC Civic Corps, Shape Up expanded to offer more than 180 free fitness classes every week at 35 locations across the five boroughs, including parks, recreation centers, housing and health facilities, schools and community centers. By further growing and organizing these programs, the Civic Corps members are bringing access to physical education activities and enthusiasm for healthy living into high need communities.

Environment

To address the growing environmental concerns of the City, NYC Civic Corps members have expanded existing volunteer programs at parks throughout the five boroughs and support the recruitment and development efforts of green workforce training programs through engaging community members in green space stewardship and compost programs- to date, 79,000 of them have been youth.

Corps members at MillionTreesNYC Stewardship Corps: community volunteers trained to care for trees and instruct others to do the same, via street tree stewardship, reforestation stewardship and tree planting- activities that decrease the carbon footprint of NYC- a service to residents valued at more than \$9 million dollars.

Corps members at GrowNYC engage and educate volunteers on recycling initiatives and coordinate volunteer events. They also recruit and manage volunteers to support school gardens, a service learning opportunity that teaches healthy food choice in public schools.

Narratives

At Gowanus Canal Conservancy, corps members engage local community members and volunteers to participate in environmental cleanup and stewardship activities. Corps Members also have an immense impact through engaging volunteers in horticulture and gardening.

Capacity Building

All NYC Civic Corps host sites report into the Capacity Building Performance Measure. All 150 Civic Corps members will be leveraged to increase the volume or efficiency of volunteer engagement. To date, NYC Civic Corps has leveraged 1.5 million volunteers in service to New York City.

On the host site application, organizations must delineate whether the corps members' position descriptions will focus on infrastructure building (i.e. developing new volunteer programs and measurement tools) or force multiplication (i.e. building existing programs to scale, training volunteers). Corps members have utilized both methods to engage community members, serve communities, and inform the sustainability of their programs.

Continuing to increase the capacity of nonprofit organizations to utilize volunteers is critical to insuring the continuation of the resources they provide.

Mobilizing Volunteers to Meet Critical Needs

In the upcoming grant cycle, NYC Service endeavors to place corps teams at approximately 60 host sites, selected to address critical needs aligned with AmeriCorps Performance Measures and scheduled within the host site application.

Beyond anticipated needs, corps members are effective at addressing needs during emergencies. During Hurricane Sandy, corps members engaged in response and recovery efforts. Corps members at the MillionTreesNYC used their skills to help with emergency storm recovery, collaborating with the Brooklyn Borough Forestry office to provide emergency inspections in response to hurricane-related tree damage. The team at NYC Office of Emergency Management wrote for OEM's daily newsletter with resources and information about insurance, disaster relief centers, shelters, and volunteering. The Civic Corps team at The NY Writers Coalition created writing workshops to allow those affected by the storm to share their experience in a supportive environments, some of which were in evacuation

Narratives

shelters. And corps members at Brooklyn Bureau of Community Service (BCS) led a team of volunteers and staff to aid residents in need.

Description of Member Activities and Roles

In alignment with NYC Service goals, NYC Civic Corps members serve to help more New Yorkers connect to service opportunities, target volunteer efforts to address the City's greatest needs and to promote service as a core of what it means to be a New Yorker. Additionally, corps members conduct assessments, provide direct service, develop tools and resources, and train and manage volunteers.

In order to affect high volunteer retention, corps members develop comprehensive volunteer recruitment and training programs or improve existing programs. Corps members develop volunteer descriptions and utilize social media and other resources to strategically engage their target audience. Corps members also develop and inform comprehensive screening procedures for prospective volunteers. Members manage volunteers and insure that they are properly recognized for their work. Lastly, members often serve alongside their volunteers.

To prepare members for their term of service, they attend a week-long orientation at the beginning of the corps member term, focused on AmeriCorps policies and procedures. Corps members are also exposed to direct service (i.e. project design and implementation), exposed to New York City's diverse communities, and offered opportunity to network. Finally, the orientation provides necessary skills to enable members to start their service- skills that are expanded throughout the service term.

NYC Civic Corps Project Plan and Member Responsibilities

- * Participate in community service projects
- * Learn mission and perform needs assessment of host organizations to identify challenges and opportunities for expanding the use of community volunteers to maximize organizational impact
- * Develop detailed volunteer engagement plans that define steps needed to implement effective volunteer programs for host organizations
- * Work with community volunteers in execution of projects in accordance with volunteer engagement plan, including direct service
- * Develop sustainable tools to support implementation of volunteer engagement plans for host organizations, including creation or update of volunteer databases and program manuals

Narratives

documenting database, recruitment strategy and communications templates

- * Recruit and train community volunteers for projects in accordance with the host site mission
- * Identify and train community volunteer leaders to take up role of NYC Civic Corps teams at host organizations for sustainability of volunteer engagement plan beyond the AmeriCorps member service year
- * Attend structured trainings developed by NYC Service to build skills and acquire critical knowledge aimed at improving performance and efficiency at host site
- * Assist with the collection of metrics, including development of collection tools, to assess progress towards goals.

Host Sites

In this new grant period, NYC Service endeavors to engage 150 NYC Civic Corps members who will be placed at approximately 60 host site partners. The current program operates with 105 corps members at 37 host sites; adding additional corps members and host site partners will enable NYC Civic Corps to have a larger impact in New York City's communities.

The host site selection is a rigorous process, designed to identify and select the most competent host sites. Considered applicants must have missions that align with both AmeriCorps performance measures and priority impact areas where New York City's needs are greatest. NYC Service requires applying organizations to submit project plans and position descriptions to ensure that all partners are aware of the commitment of hosting a Civic Corps team and that the corps members are engaged in appropriate service. The selection of the official NYC Civic Corps host site partners is made after careful reviewing of the application materials and the final selection is based on the organization's mission and its compelling vision for a volunteer program that is able to advance this mission at the same time it assists in tackling the City's greatest needs. The organizations' capacity to host Civic Corps members and ability to demonstrate need for the resource of corps members are also considered during the application process.

Accepted Civic Corps host site partner organizations must comply with all AmeriCorps rules and regulations, including ensuring that corps members do not engage in Prohibited Activities. Once accepted, host sites submit a signed Memorandum of Understanding ensuring they are aware of all procedures, rules and regulations. Host sites must designate a NYC Civic Corps supervisor within their

Narratives

organizations; this staff person must provide needed support to corps members, as well as attend trainings scheduled by NYC Service on necessary AmeriCorps information.

Below are examples of NYC Civic Corps host sites and impact of corps members at these organizations:

Community Service Society of New York seeks to identify the issues that underlie poverty in New York City and to advocate for the systemic changes required to resolve these problems. The NYC Civic Corps team placed there supports the sustainability of the Mentoring Children of Incarcerated Parents Program (MentorCHIP). MentorCHIP utilizes mentors to build the academic confidence and social skills of children, ages 6-16, whose parents are incarcerated. MentorCHIP has an impact on the educational and social activities for underserved children from early childhood in preparation for school success and works with the children to create asset portfolios that engage their talents and interests. Civic Corps members will have impact by recruiting more mentors, identifying more potential community partners and by designing new outcome-based evaluation tools.

The NYC Civic Corps team placed at Friends of Van Cortlandt Park during the service term 2011-2012 was tasked with increasing volunteer activity within the park and also increasing community awareness about the resources the park provides. To achieve these goals, Corps members created Trail and Garden Crews and engaged 1,557 volunteers that worked in the park weekly in their assigned areas. The Corps members also engaged 869 students by providing hands-on experience with brush removal, tree planting, and species identification.

The Mayor's Office of Veteran Affairs works on issues and initiatives impacting the veteran and military community. The current grant year of 2012-2013 is the first year that they have hosted corps members. The NYC Civic Corps team placed there next year will enhance the Mayor's Office of Veteran Affairs' ability to engage and serve its veteran population by engaging 200 veterans in volunteer service projects; enabling 400 veterans to receive services and assistance through case management and referrals via telephone, email, and/or in-person to an individual or group; and by facilitating 8 events to benefit veterans and their families. These volunteers will set the standard for veteran volunteers- with the goal of improving access to service for the veteran population, building a set of sustainable volunteer opportunities for NYC veterans.

Narratives

During the service term 2011-2012, the Civic Corps team at New York Cares provided economic opportunity assistance to New Yorkers. Specifically, the Adult Education Program Associate recruited volunteers for programs that trained clients in technology, financial literacy, and job search skills and included tax preparation services. During the 2012 tax season, more than 300 volunteers completed almost 12,400 returns and returned just over \$20 million in refunds to low income New Yorkers.

Cross Collaboration Amongst Host Sites

Since the inception of the Civic Corps, corps members have collaborated across host sites in commitment to service and in support of fellow corps member projects. This cross-site collaboration adds to the community of the NYC Civic Corps, developing a supportive environment that helps to improve member experience and informs the sustainability of projects.

In January, 2012 the corps member team at buildOn invited the FDNY to Mott Hall HS to teach a "CPR-to-Go" training session for 10 students. These 10 students then assisted FDNY instructors in facilitating training for other students at their February, 2012 school-wide service day. The FDNY corps members tabled at the service day and enlisted student to assist with the *My Heart Map Challenge*: a competition to locate the most AED units in their community.

Measureable Outputs and Outcomes

Through partnerships with a variety of nonprofit organizations and public agencies serving as host sites, the NYC Civic Corps will address six of the AmeriCorps focus areas: Disaster Preparedness, Education, Environmental Stewardship, Healthy Futures, Opportunity and Veterans and Military Families. The program will be using a combination of standard performance measures and customized performance measures.

NYC Service will select up to 60 community-based organizations to host teams of NYC Civic Corps members based on their demonstrated ability to achieve results in the Priority Areas identified by the Corporation for National and Community Service. NYC Service will track the progress of the NYC Civic Corps by soliciting monthly reports from each host site on selected national performance measures.

To ensure that all selected partner sites are able to report on the appropriate performance measures,

Narratives

NYC Service will outline the metrics in the Host Site Application. NYC Civic Corps Coordinators and the Operations Manager will work with all selected host sites to develop a strong understanding of key terms and to create or strengthen tools to collect data for both output and outcome metrics.

In addition to applicable performance measure metrics, the following measurable outputs will be tracked for each host site, for aggregate reporting and for comparison against the outputs of the previous program years of the NYC Civic Corps: number of new volunteers engaged, number of clients served, number of client-based services provided, number of non-client-based services provided, number of volunteers engaged in committed service projects, number of volunteers engaged in one-time service projects, number of service hours contributed by volunteers, dollar value of cash resources developed, and dollar value of in-kind donations secured.

Relationship to Other National Service Programs

NYC Service has been able to partner with other AmeriCorps members to help answer the AmeriCorps goal of solving problems and making communities stronger. During Hurricane Sandy, Civic Corps members joined City Year members as well as the Juvenile Justice Corps in order to assist those who were affected by Super Storm Sandy by staffing evacuation shelter and assisting with distributing food and water.

NYC Service utilizes the body of knowledge of AmeriCorps affiliates to improve programmatic elements of the NYC Civic Corps. Last year the New York Association of Volunteer Administrators (NYAVA) offered NYC Civic Corps members reduced-cost admission to NYAVA's Principals and Practice of Volunteer Management training. For the 2012-2013 NYC Civic Corps year, NYAVA facilitators are delivering 6 modules over 3 months at NYC Civic Corps training seminars. Additionally, NYC Service has partnered with the HandsOn Network and other recognized service consultants to implement a comprehensive orientation and training program for NYC Civic Corps members.

In 2011, NYC Service hosted a kickoff event for AmeriCorps Week in partnership with the Red Cross of Greater New York. This event brought together AmeriCorps members across the City to celebrate national service. AmeriCorps members participated on various service projects, including: tree steward workshop training, preparing meals at a soup kitchen, trail maintenance, and facilitating a

Narratives

community health and wellness fair. Aside from NYC Civic Corps, the program participants included: the American Red Cross of Greater New York, CUNY Hunter College, HealthCorps, Juvenile Justice Corps, New York Coalition Against Hunger, Restoration Project, Phoenix House, SEEDCO, Self-Advocacy Association of New York State, and Stony Brook University.

Potential for Replication

NYC Service and the NYC Civic Corps do not only address the pressing needs of New York City, but also President Obama's call to service and goal of spearheading a nationwide movement among municipalities eager to inaugurate a new era of civic engagement. Through innovative and effective programming, New York City has been a model for other cities across the country.

In 2009, the Cities of Service Coalition was formed by 17 mayors across the country. Today, the Cities of Service Coalition includes over 100 mayors, representing nearly 50 million Americans. Based on the example of the founding mayors, including New York City Mayor, Michael Bloomberg, 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. There are currently 151 cities involved in the Cities of Service Coalition, and 31 cities have elected their own Chief Service Officer (CSO), a senior city official dedicated to developing and implementing a citywide plan to increase and promote impact volunteering. Mayor Michael Bloomberg was the first to appoint a CSO.

Several Cities of Service have replicated initiatives that NYC Service administers and on which the NYC Civic Corps serves. In 2010, Philadelphia launched SERVE Philadelphia and developed Green Philly, the city's initiative to support Philadelphia Parks & Recreation's plan to plant 300,000 trees by 2015. NYC Civic Corps teams serving at NYC Department of Parks and Recreation-MillionTreesNYC have worked towards a similar mission to plant and care for one million new trees across the City's five boroughs over the next decade. Little Rock Serves launched their own Love Your Block initiative, mirroring NYC Service's own Love Your Block program on which Civic Corps members have served to help revitalize neighborhoods across the City. In addition to these specific initiatives, 12 cities have followed New York City's model and engage AmeriCorps State and National or VISTA members in their volunteerism efforts.

The NYC Civic Corps is fully replicable in other Cities of Service. Interested cities would be able to use

Narratives

the established program model and tailor the impact of their municipal service corps to the affect the cities identified priorities by selecting appropriate organizations and partners to act as service host sites. NYC Service has been diligent in determining and documenting all policies and procedures including protocols surrounding background checks, monthly metric reporting for sites, and site monitoring. NYC Service has been asked to share these tools and systems with other New York State AmeriCorps programs and would welcome providing similar procedural guidance to interested cities.

Over the program's lifespan, NYC Service has also developed a strong application process for both members and host sites that can be readily applied to any other city looking to create a similar program. Other components, such as knowledge and skill-building workshops for corps member trainings, technical support, and program staff structure are easily transferable resources that would be valuable to other cities looking to create a program similar to the NYC Civic Corps.

MEMBER OUTPUT AND OUTCOMES

Member Recruitment

Acceptance into the NYC Civic Corps is a competitive process; over the past three program years, the average acceptance rate is 21%. Given the immense interest in the program, NYC Service is able to select the most competitive applicants. The selection process always results in a diverse group of individuals from New York City, New York State, and around the country and the world, representing a broad range of communities. During the last three years, Civic Corps members' demographics have been truly varied. Ages of corps members have ranged from 20 to 72, with the average age being 26:

* 89% of corps members were born in the United States. The remaining 11% have hailed from Albania, Australia, Barbados, China, Dominican Republic, Ghana, Great Britain, Grenada, Guyana, Haiti, Hong Kong, Italy, India, Jamaica, Myanmar, Nigeria, Philippines, Puerto Rico, Russia, Saint Lucia, South Korea, Sri Lanka, Switzerland, United Kingdom and Trinidad and Tobago.

* 68% of Civic Corps members are from New York State. Other states of residency represented include California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Illinois, Iowa, Massachusetts, Michigan, Nebraska, Nevada, New Hampshire, New Jersey, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Virginia and Washington.

Narratives

* 47% of the current NYC Civic Corps is from New York City: 27% are from Brooklyn, 14% from the Bronx, 39% from Manhattan, 18% from Queens, and 2% are from Staten Island.

In the future grant period, NYC Service will undertake both local and national recruitment strategies. The City will advertise the program on its homepage, www.NYC.gov, visited on average by 1.8 million people per month. NYC Service will also use its own website, www.NYC.gov/service to advertise the program, which is visited by an average of 60,000 people per month. In addition, NYC Service will promote the program on its social media outlets, Facebook and Twitter, and in its newsletter, which is delivered to more than 40,000 inboxes each month. In addition, NYC Service will promote the opportunity on www.AmeriCorps.gov and www.Idealist.org.

NYC Service will target to four groups: graduating college students, recently unemployed professionals, participants in stipended community service, and people served by the City's nonprofit organizations. NYC Service will continue to recruit from every local college and university and by leveraging Civic Corps alumni (to connect to their alma maters). In addition, by holding monthly training seminars on City University of New York campuses, the NYC Civic Corps has increased its visibility citywide.

NYC Service will work with the City's Workforce One job centers and three public library systems, as well as large outplacement service providers to attract newly unemployed professionals. NYC Service will leverage relationships with the Peace Corps as well as with peer AmeriCorps programs that recruit similarly qualified applicants. NYC Service will also ask nonprofit leaders, local clergy, senior centers and local social service offices and volunteer clearing houses to share opportunities within their networks.

NYC Service will also encourage selected host sites to share the opportunity within their networks and to target individuals they feel would be strong members of the program.

Member Training and Supervision

Member Training

At the beginning of each program year, NYC Service engages Civic Corps members and Host Site supervisors in orientation seminars. During orientation, corps members are educated on AmeriCorps, NYC Service, and the program's relation to the Corporation for National and Community Service and the New York State Commission, as well as all policies, procedures and prohibited activities. After each

Narratives

orientation, NYC Service collects feedback from the corps members to measure the impact and relevance of the information provided.

NYC Service administers mandatory monthly seminars for all corps members. Each seminar consists of skill-building and knowledge-building workshops. Topics include community engagement, volunteer outreach, recruitment, training, effective communication, public speaking, social media strategies, and team building. NYC Service also invites City and nonprofit leaders to provide corps members information on careers in the public sector and information relevant to their community service. To offer more flexibility and choice in training, *opt-in* style workshops are occasionally offered to allow corps members to choose the topic most relevant to their service.

Member Supervision

Each corps team is assigned an on-site supervisor. This supervisor attends NYC Civic Corps Host Site Supervisor Orientation. Because supervisors are trained in AmeriCorps policies and member support, corps members have informed guidance while on site. Each Civic Corps team is also assigned an NYC Civic Corps Coordinator, a staff member at NYC Service that acts as the main liaison to the office. Coordinators schedule site visits every month to receive updates from the team and complete site monitoring tools; compliance checks are conducted to ensure that corps members fulfill their positions descriptions, submit timesheets regularly and meet other stated expectations. Outside of these visits, corps members have open access to their Coordinators and to the administrators of the NYC Civic Corps program.

NYC Service ensures that there is constant and clear communication between the Program Director, Operations Manager, Coordinators, corps members and supervisors. The Program Director is proactive in touching base with site supervisors at least once a month: Site Supervisors are informed about upcoming events, programmatic changes, and provided a summary of past events and items each month via email. Additionally, site supervisors attend two mandatory meetings each service term which include networking opportunities.

Organizational Capability

ORGANIZATIONAL CAPACITY

Ability to Provide Sound Fiscal and Programmatic Oversight

A key focus of NYC Service is to heighten accountability within the field and to set a new standard for

Narratives

measuring the impact of volunteerism and increasing citizenship. To do this, NYC Service focuses on being transparent, creating sustainability, and having efficient systems to manage its initiatives and keep them focused on addressing the City's greatest needs.

Fiscal Oversight

As part of the Mayor's Office of New York City, NYC Service and NYC Civic Corps funds are managed by the Mayor's Fund to Advance New York City. While NYC Service is responsible for all accounting and financial reporting functions, including developing budgets and submitting quarterly financial progress reports, the Director of the Civic Corps works with the Director of Administration at the Mayor's Fund, their accountant, and with the Special Assistant to the CSO to insure compliance with all financial and reporting requirements and to insure that the Civic Corps budget is beholden to the City of New York's spending practices.

The Mayor's Fund to Advance New York City also provides administrative and fiscal support for NYC Service and the NYC Civic Corps as both a proxy for receiving Federal funds and private funds for AmeriCorps, and as an advocate for leveraging additional private funds. The Mayor's Fund is a 501(c)(3) nonprofit organization designed to aid City programs and serves as an important vehicle for foundations, corporations and individuals to contribute to public programs that enhance the lives of New Yorkers. The Mayor's Fund facilitates innovative partnerships and currently devotes 100% of donations to programs, and does not retain an administrative overhead fee. The Mayor's Fund has a 4-star rating, based on organizational effectiveness and efficiency, from Charity Navigator, America's largest independent evaluator of charities.

Programmatic Oversight

NYC Service is led by a Chief Service Officer (CSO), which is a commissioner-level position. The CSO is appointed by the Mayor of New York City and serves as the agency-head for NYC Service, reporting directly to the First Deputy Mayor.

Expanding upon the work of the Mayor's Volunteer Center, which pre-dated NYC Service, the Chief Service Officer is responsible for partnering with agencies and organizations to implement and evaluate new approaches to increase impact volunteerism in New York City. The CSO also fosters and leverages relationships between the public and private sectors which not only helps to make initiatives more sustainable, but also allows NYC Service to diversify its funding streams, which are a mix of

Narratives

public and private commitments, with NYC Civic Corps being an example of this.

NYC Service reports on metrics and sets goals to increase volunteer participation, strengthen citywide capacity to engage and manage volunteers, and to improve specific impact metrics within each of its critical need areas: Strengthening Communities, Environment, Helping Neighbors in Need, Education, Health, and Emergency Preparedness. This impact metrics data is posted to the New York City government website for public viewing (www.nyc.gov).

The NYC Civic Corps Director reports directly to the CSO and also serves on the NYC Service Leadership Team. The Director's primary role is to manage the facilitation of the grant: building and fostering relationships with nonprofit organizations and City agencies, recruitment and selection of AmeriCorps members, management of impact volunteering goals and other associated performance goals, management of Civic Corps Coordinators (staff), and the management of general AmeriCorps grant compliance. The Director creates procedures and policies for each of the aforementioned items and insures that they work in concert to support the administration of the NYC Civic Corps.

The NYC Civic Corps Director's participation on the NYC Service Leadership Team is because NYC Civic Corps has had AmeriCorps members placed at nonprofit organizations and City agencies that impact several top-tier AmeriCorps Performance Measures that align with NYC Service impact areas (and Mayoral Priorities): Disaster Preparedness (Emergency Preparedness), Veterans, Education, Environment, Capacity Building (Strengthening Communities), Opportunity (Helping Neighbors in Need), and Health. The presence of the NYC Civic Corps Director has enabled NYC Civic Corps to remain focused on pressing needs and has enabled NYC Civic Corps to collaborate with other service organizations and AmeriCorps programs meeting (and interested in impacting) similar needs.

The Operations Manager reports directly to NYC Civic Corps Director and assists with AmeriCorps grant compliance and site monitoring. The Operations Manager oversees the NYC Civic Corps monthly site monitoring process: standardizing the visit agenda for each month, debriefing with all (9) Coordinators about each site visit, and reviewing each of the member-specific and supervisor-specific tools to suggest any required administrative response or need for technical assistance. The Operations Manager also oversees the collection of monthly impact metric data and also leads the Coordinator teams focused on Training and AmeriCorps Reporting.

NYC Civic Corps has nine Civic Corps Coordinators that manage a docket of host sites and associated

Narratives

AmeriCorps members. Civic Corps Coordinators are responsible for monitoring host sites, monitoring AmeriCorps members, monitoring the quality of the member experience, and also participating as a member of one of two assigned teams impacting member development (Training/Seminar Team) or grant compliance (Government Relations Team). Having Civic Corps Coordinators contribute to these elements of our program assures that member experience and community impact are kept as primary goals.

Since the first year of our AmeriCorps New York State Fixed Grant, the NYC Civic Corps has had 19 different Civic Corps Coordinators: nearly 70% are AmeriCorps alumni and more than half of that group are alumni of the NYC Civic Corps, and more than 60% of the Coordinators have been in their role for more than one service term.

Budget/Cost Effectiveness

NYC Service is proposing a Corporation Cost per Member Service Year (MSY) of \$13,000 per MSY for 150 MSY as a Fixed Amount Program.

The NYC Civic Corps will continue to leverage non-federal support from both the City and other cultivated private sources. The Laurie M. Tisch Illumination Fund and the Lizzie and Jonathan Tisch Foundation supported the NYC Civic Corps during its first year as a VISTA program, and during each of the three years that the program operated as a New York State funded program and have committed to continue their support at \$85,000 each year of our grant. Additionally, the Target Foundation committed \$110,000 during the 2012-2013 service term and has also committed support for the potential 2013-2014 service term.

If no further funds are identified to specifically support the remaining costs of the NYC Civic Corps, NYC Service does have unrestricted gifts that can be used to cover the costs of this program. To facilitate this, NYC Service added a Partnerships Manager to assist in raising the remaining funds for this and other NYC Service initiatives.

NYC Service projects to spend approximately \$1 million in addition to the requested Corporation funding to adequately administer the NYC Civic Corps. The estimated budget is below:

BUDGET ITEM	ANNUAL COST for 150 MSY
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Narratives

City Funds (salaries and fringe)	\$513,734
Federal Funds	\$1,965,000

ANNUAL ADMINISTRATIVE COSTS

Payroll and Timekeeping	\$21,000
Impact Measurement	\$10,000
Workers Compensation	\$15,000
Health Benefits	\$181,500
Disability	\$1,200
Transportation	\$15,000
SUBTOTAL	\$243,700

ANNUAL PROGRAM CONTENT COSTS

15% of NYC Service Employee Salary	\$16,720
Monthly Seminars	\$42,000
Orientation	\$23,000
Events	\$13,600
Supplies	\$10,000
Member Recruitment / Outreach	\$3,000
SUBTOTAL	\$108,320

GRAND TOTAL

Administrative & Program Content Costs	\$352,020
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Evaluation Summary or Plan

Plan for Self-Assessment and Continuous Improvement

Like all Mayoral Offices in New York City, NYC Service is held to a high standard of accountability and transparency. NYC Service reports the results of its initiatives in the Mayor's Management Report (MMR), the public report card on City services that is mandated by the New York City Charter. NYC Service also publishes its results on NYCStat, the online portal for data on City services. As the largest NYC Service initiative, the NYC Civic Corps is held to these same standards.

Narratives

Following are four goals of NYC Service and their associated performance indicators:

1. Help more New Yorkers connect to service opportunities more easily: Total number of volunteers who served through NYC Service initiatives; Total number of volunteer hours served; Number of unique website hits (www.nyc.gov/service); Number of volunteers registered on the website; Number of volunteer opportunities listed on the website; Number of organizations registered on the website.
2. Create or elevate volunteer opportunities that address the City's greatest needs: Number of city blocks participating in volunteer-led Block Beautification; Number of additional New Yorkers that receive financial information and referrals to counselors; Number of public schools engaged in mentorship programs ; Number of trees planted / Percent change from baseline (prior year); Number and square feet of roofs coated; Number of New Yorkers trained in CPR / Percent above baseline (prior year).
3. Promote service as a core part of what it means to be a citizen of New York City: Number of public schools participating in the Service in Schools initiative; Estimated number of participating students.
4. Support nonprofits and public agencies to use more volunteers, and do so more effectively and strategically: Percentage of NYC Civic Corps host sites reporting increased volunteer recruitment due to Civic Corps; Dollar value of cash/non-cash resources developed by Civic Corps members; Number of new clients served; Number of service hours performed by volunteers.

To meet high standards for results and accountability, NYC Service is committed to ongoing staff development. NYC Service staff has received management training from a variety of sources, including the NYC Mayor's Office of Operations, New York Cares, City Year New York, The GAP Foundation, Realize, and the NY State Commission on National and Community Service.

Plan for Effective Technical Assistance

As an initiative of the Office of the Mayor of New York City, NYC Service has access to the full resources of City Hall, including experienced teams in information technology, human resources, legal counsel and operations. Since April 2009, NYC Service has effectively leveraged City resources in a way that far exceeds the capacity of typical nonprofit organizations. Through the NYC Civic Corps,

Narratives

NYC Service helps community based nonprofits to leverage these same City resources.

The Mayor's Office of Contract Services (MOCS) is the City's compliance and oversight agency for procurement. MOCS reviews all partnerships and reserves the right to allow and deny organizations applying to be NYC Civic Corps host site if they do not meet City guidelines.

For accurate monitoring and tracking of corps member timesheets, NYC Civic Corps utilizes America Learns. This online system allows corps members to categorize their service (direct service, training, or fundraising), and allows supervisors and coordinators to manage compliance.

In 2010, NYC Service launched Go Pass, a reliable screening process for volunteers using the FBI's criminal database, inclusive of all 50 states and localities, as well as federal criminal data. Additionally, Go Pass offers ongoing screening for subsequent criminal activity that would render a participant ineligible to serve with vulnerable populations. As of 2011, all Civic Corps members will undergo Go Pass screening and receive Go Pass identification cards.

Sound Record of Accomplishment in Volunteer Generation and Support

NYC Service provides broad support to its partner organizations, including promotion, marketing, strategic planning, recognition event planning, and in some cases funding. Through nyc.gov/service- a site sustained through the RVC grant- nearly 1,641 nonprofits have registered to offer volunteer opportunities, offering 600 to 1,000 volunteer opportunities and facilitating the filling of 2.5 million volunteer opportunities. NYC Service also leverages its position to promote initiatives via press releases, press conferences, and mayoral appearances.

Leadership in New York City's Efforts Towards Social Change

Since its launch in 2009, NYC Service has been a vital resource in the mayoral effort to create social change and measurable outcomes across areas aligned with Disaster Preparedness, Education, Economic Opportunity, Environment, Healthy Futures, and Veterans.

As a division of the Mayor's Office, NYC Service is positioned at the forefront of emerging concerns of the City and is able to work in tandem with leaders to address these challenges. The access to this information is direct because the Chief Service Officer reports to the First Deputy Mayor (the second

Narratives

in command for New York City) and to the Mayor. Being a priority to a prominent City leader allows NYC Service to be considered a partner whenever a mayoral agency has an emerging initiative that may benefit from the added value of volunteers. Such collaboration has included: NYC Cool Roofs, a partnership with the Office of Long Term Planning and Sustainability and NYC Department of Buildings to promote and facilitate the coating of New York City's rooftops to decrease ambient temperatures within the City (Urban Heat Island Effect), and TimeBanksNYC, a partnership with the Department of the Aging to promote neighbors helping neighbors by sharing their skills and interests to support their neighbors. Both have had Civic Corps teams.

Through such collaborations, NYC Service's influence in affecting social change has grown to impact initiatives that fall within the scope of almost each Deputy Mayor. The investment of these Deputy Mayors in the work of NYC Service provides the benefit of a wide range of expertise, resources, and impact across several mayoral divisions. NYC Service has leveraged this position to engage new community based organizations, impact a greater number of citizens, and provide comprehensive services to those in need. This has enabled Deputy Mayors to join those stakeholders championing the work of NYC Service.

Success in Securing Community Support

Stakeholder support includes private institutions committed to providing fiscal support to the NYC Civic Corps program. Throughout the program's duration, financial support has grown to include influential philanthropies such as the Laurie M. Tisch Illumination Fund, the Lizzie and Jonathan Tisch Foundation, the Rockefeller Foundation, the Carnegie Foundation, and the Target Foundation. Various supporters contribute to specific aspects of the work of the NYC Civic Corps; the Target Foundation provides funds to support the service of corps members places at educational nonprofits striving to impact academic performance while the Laurie M. Tisch Illumination Fund and the Lizzie and Jonathan Tisch Foundation have supported the administration of the program including the cost of professional development training and seminars for corps members. Although funds may be allocated to specific components of the program, these respected foundations have recognized the NYC Civic Corps as an innovative way to address long-standing challenges in New York City. The unwavering commitment of these philanthropic partners has also provided opportunity for NYC Service to leverage increasing support for the program.

Narratives

NYC Civic Corps also leverages community support that tangibly impacts the corps members. In-kind donations have been received from Starbucks, Macy's, the Museum of Modern Art, Museum of Natural History, the Bronx Zoo, the Brooklyn Museum, and the New York Mets as appreciation for the corps members' service. Community partners have also donated space for monthly training (seminars), among them: Museo del Barrio, Brooklyn Public Library, ConEdison, KPMG, Brooklyn Borough Hall, the Fire Department of New York (FDNY), and the City University of New York (CUNY). And City Commissioners, Mayor's Office staff, and other influential people have volunteered to present at monthly seminars.

Wide Range of Community Stakeholders

During the three years of its Fixed Amount Grant, NYC Civic Corps has had 85 official host site partners, spanning all five boroughs. Below are the current partners:

2012-2013 NYC Civic Corps Host Sites: Animal Care and Control; Arab American Association of NY; The Boys' Club of New York; Brooklyn Bureau of Community Service; Brooklyn Community Foundation; buildOn; Citizens Committee of New York City; Common Cents; Community Service Society of New York; FECS; Free Arts NYC; generationOn; Girls Inc; GO Project; Gowanus Canal Conservancy; GrowNYC; Harlem RBI; Hour Children; iMentor; Jacob A. Riis Neighborhood Settlement House; Junior Achievement of New York; Kingsbridge Heights Community Center; Korean American Family Service Center; Leake & Watts Services; Literacy Inc.; New York Cares; New York City Housing Authority; New York Writers Coalition; NYC Department for the Aging; NYC Department of Parks & Recreation; NYC Mayor's Office of Immigrant Affairs; NYC Mayor's Office of Veteran's Affairs; NYC Office of Emergency Management; Riverdale Neighborhood House; Westchester Square Partnership; Year Up.

EVALUATION PLAN

The NYC Civic Corps will participate in any evaluation of the Fixed Amount Grant organized for the Corporation or the State Commission.

Amendment Justification

N/A

Narratives

Clarification Summary

N/A

Continuation Changes

N/A