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Executive Summary

NYC Service's mission is to promote volunteerism, engage New Yorkers in service, build volunteer capacity and mobilize the power of volunteers and service year members to impact New York City's (NYC) greatest needs.

NYC Service proposes to have 135 AmeriCorps members who will engage in high-impact programs that address key Mayoral and City agency priorities in New York City. At the end of the first program year, the AmeriCorps members will be responsible for providing service learning-based community service within a range of newly-created Program Corps at City agencies.

At the end of the first program year, the AmeriCorps members will have provided assistance to a variety of comprehensive programmatic initiatives across City agency sectors designed to address the pervasive economic and educational inequities within underserved communities in NYC.

The program will operate in the CNCS focus areas of Education and Economic Opportunity. The CNCS investment of \$773,550 in Segal Education Awards for 135 service year members will be leveraged with an investment of \$1.9 million by participating City agencies, as well as a total of \$800,000 in fiscal support that has been secured from private corporate and foundation sources, and/or is underway with 20 target donors.

Rationale and Approach/Program Design

In 2015, NYC Service and its partner the UWNYS --along with national, state, and local partners-- will launch Expanding NYC Service Years, a cross-sector initiative that aims to dramatically expand the number of service year opportunities citywide for young New Yorkers. The initiative will address the pervasive issue of unemployment and lack of equitable educational opportunities amongst underserved young adults by developing a workforce of highly skilled young people, improving the communities in which they work, and creating a new generation of leaders who prioritize civic engagement. During the launch year, the initiative will focus on working with agencies to design and implement community-focused programs. Service year members will be placed into specific Program Corps during 2015, each of which concentrates on a particular focus area within the broader fields of Education and Economic Empowerment, chosen by a City agency to match an area of need in community and human capital, wherein they will produce significant and unique contributions to the

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areas of need. City agencies will serve as program partners, providing strategic direction to NYC Service and the service year members.

The severity of the problem is prevalent in the communities the initiative intends to support. Communities served will be largely low-income populations from each of the 5 boroughs. Every partner agency will ensure that services are provided where they are needed most. Data show that 23% of New Yorkers were in poverty in 2012, meaning they lacked money to cover their basic food, medical and housing needs; 37% were affected by severe material hardship; and 23% were in poor health. A recent survey by the Robin Hood Foundation suggests that more than half of NYC residents struggled across one of these dimensions at some point during 2012 (1). This disconnect is made glaringly apparent in the academic achievement gap between white and minority students -- NYC's 2014 high school graduation rate is 68.4%, while the rates among black and Hispanic students are 58.8% and 56.6%, respectively (2). Furthermore, the percentage of young adults in NYC between the ages 16 to 24 participating in the labor market is 29% - a 16% decline since 2000. Unemployment for this group has increased significantly in 15 years, from 13% to 20%. An estimated 172,000 young adults that fall within this age bracket are neither working nor in school. To better highlight the sense of urgency, NYC has the largest number of disconnected -- out of school and chronically unemployed -- young adults in the United States (3).

Theory of Change

Theory of Change: NYC Service Years will incorporate a model of Service Years to engage young New Yorkers between the ages of 18 and 28 in meaningful community-based opportunities. The initiative will develop a workforce of highly skilled young adults, improve the communities in which they work, and create a new generation of leaders who prioritize civic engagement. Members will be engaged in the below Program Corps and respective City agencies, and will assume the following responsibilities and roles:

- * Administration for Children's Services (Community Service Ambassadors Corps): 5 service year members will work alongside group home justice-involved young adults to plan and execute community service projects.
- * Department for the Aging/Human Resources Administration (Senior Services Corps): 6 service year members will conduct outreach to seniors to increase knowledge and access to benefits and healthy lifestyles.

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- * Department of Education (School Technology Corps): 9 service year members will provide capacity to bolster technology and learning outcomes in NYC's public school system.
- * Department of Health and Mental Hygiene (Public Health Corps): 5 service year members will conduct outreach and engage communities in public family and child health issues.
- * Department of Probation (Young Adult Success Corps): 50 young adults on probation will engage in community service projects and receive job readiness, educational and financial literacy training.
- * Mayor's Office of Sustainability (Sustainability Corps): 2 service year members will provide capacity for an energy and water-efficiency initiative.
- * Department of Sanitation (Organics Corps): 14 service year members will conduct outreach and track program efficacy of NYC's Organics diversion opportunities.
- * Mayor's Office of Immigrant Affairs (Immigrant Services Corps): 2 service year members will conduct outreach to immigrant populations on the IDNYC initiative, as well as on available access to public assistance
- * Young Men's Initiative: 42 (18 for Mentor Corps and 24 for Read More Corps) service year members will mentor middle and high school students, and expand volunteer mentors in target neighborhoods; will tutor and build capacity to increase literacy in children in kindergarten through second grade.

Total: 135 service year members

The proposed intervention aims to address the above-detailed critical challenges in education and economic empowerment by tapping into the skills and dedication of service year members. NYC Service will lead the initiative and is partnering with City agencies to engage members in meaningful and impactful service. For the purpose of the initiative's launch, City agencies will serve as both member sponsors (sponsors of members) and program host sites (sites in which members will work). NYC Service will work directly with these agencies to ensure effective programming, implementation and monitoring. UWNYP serves as support in community and corporate outreach. The Franklin Project serves as the inspiration for the initiative, and also provides their technical assistance with the concept of Service Year. The Expanding NYC Service Years initiative is a model that will effectively manage the experience of members across a multitude of different agencies and will leverage existing agency resources to deliver high-quality, impactful community service projects.

Expanding NYC Service Years will lead to the outcomes identified in the Theory of Change because of

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the overall initiative's three critical objectives: (A) Provide opportunity youth and other young adults with workforce skills and pathways to quality careers with advancement opportunities, (B) Address pressing local social issues in Education and Economic Empowerment areas, and (C) Build civic engagement and leaders. Service year members will gain crucial workforce development skills while engaging in service that directly impacts the livelihoods of NYC's most vulnerable populations.

Service year members will produce significant and unique contributions to existing efforts by providing their varied personal and professional experiences to address key Mayoral and City agency priorities. Current service year CBOs as well as City agencies and new CBOs have expressed strong interest in expanding service year opportunities, but have extremely limited capacity to finance and support more positions on their own. Service year programs offer the City a cost-effective and quality way to increase capacity.

Evidence Base:

Service learning is an evidence-based approach that underscores the entire initiative, and, as the evidence below will show, will lead to the outcomes identified in the Theory of Change. This Evidence Base can be categorized under the "strong evidence" tier as it uses multiple legitimate studies/evaluations to show that service learning as an overarching approach is effective for the aim of Expanding NYC Service Years.

Service learning is a method of active participation in thoughtfully organized service that is conducted in the community and addresses its needs; is coordinated with and integrated into the educational program of a school or community service program; and provides structured time for reflection. The City University of New York (CUNY) professional development pre-service training, the ongoing learning and monthly trainings, and the Expanding NYC Service Years motivating approach meet this definition.

Research shows that young adults who participate in community service projects that draw from the service learning approach experience:

- * Improved academic achievement and interest in furthering their education.
- * Enhanced civic responsibility, engagement, citizenship, and community involvement.
- * Enhanced personal and social skills.

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* Enhanced skills for professional success, such as problem-solving, working in teams, and communications (4).

Three studies with young adults found that students in high-quality service-learning programs showed an increase in the degree to which they felt aware of community needs, believed that they could make a difference, and were committed to service now and later in life (5). Young adults who participated in service learning were also found more likely to be engaged in community organization and to vote (6). Young adults who engage in service learning also see themselves as being able to "make a difference" (7) and over 80% of participants in high quality service-learning programs felt that they had made a positive contribution to the community (8). Furthermore, a study by San Francisco State University examining the impact of community service learning on community partners found that service learning increased the capacity of organizations to serve their clients, enabled them to attract additional volunteers, increased their organizational resources, and helped leverage additional funding, and thus was key to organizational sustainability (9).

Moreover, in a June 2013 analysis of volunteering as a pathway to employment, CNCS establishes an empirical association between volunteering and employment in the United State (10).

On top of that, some of the participating City agencies will be implementing iterations of evidence-based practices. Here are some examples:

The Department for the Aging and the Human Resources Administration will implement the Senior Services Corps, which aims to provide seniors with better information on and access to benefits and healthy lifestyles, while also working to eradicate the stigma of public assistance.

* A 2014 examination of state-level broad-based categorical eligibility data and SNAP participation found a positive link between knowledge of food security benefits via comprehensive outreach efforts and the rate of individuals applying for food security benefits. On that same token, the article also addressed decreased rates of SNAP participation as being directly correlated with pervasive negative stigmas associated with government assistance, which coordinated outreach efforts can help to eradicate (15).

The Department of Health and Mental Hygiene will implement the Public Health Corps, which aims to provide better access to health services to vulnerable children and families.

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* A 2006 self-assessment by Contra Costa Health Services (CCH) found that engaging communities has had positive results. Though the methodology undertaken is not clear, it is asserted that CCH's outreach approach has increased the community's understanding and appreciation of public health, generated mutual legitimacy between the health department and the residents, meaningfully engaged communities that have historically been uninvolved with health department activities, and helped create a broad constituency that can advocate on behalf of local community health concerns (11).

* A 2011 article centered on community-based approaches to engaging communities for policy change reviewed the Alabama REACH 2010 Breast and Cervical Cancer Coalition (ABCCC), which created a community action plan to address the barriers that prevent African American women over 40 from receiving breast and cervical cancer screenings. A case study methodology found that within 2 years after instituting the plan, 14% more women participating in the intervention reported having a mammogram. A patient navigation system was implemented to confront the mammography screening gap between black and white women. The gap has now been eradicated or reduced by 76% (12).

The Department of Probation will implement the Young Adult Success Corps, which aims to provide low-income and justice-involved young adults with life skills, work habits and civic engagement.

* A 2010 study by Katie Rhode of Texas Tech University was undertaken with the express purpose of identifying improvement in career development amongst juvenile offenders who completed a 12-week career counseling intervention program. Using self-reporting survey measures, a significant positive relationship was found between juvenile offenders' exposure to a 12-week career counseling intervention and reported levels of career self-efficacy and career maturity when compared to a group who did not receive the same intervention. The study thusly shows that job readiness interventions greatly improve aspects of workforce development in young adults on probation (13).

* Home Builders Institute in North Dakota, Tennessee, and Maryland started The Community Restitution and Apprenticeship Focused Training program, or Project CRAFT, with a focus on addressing recidivism and lack of job readiness amongst justice-involved young adults. Using self-reporting and post-baseline follow-up survey measures, it was found that the cumulative recidivism rate for students participating in Project CRAFT was 26%, significantly lower than the national rate of 70%. The program also has a 93% completion rate and 86% were employed, returned to school, joined Job Corps or enrolled in military service after completing the program (14).

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The Young Men's Initiative will implement Mentor Corps, which aims to pair young students of color with mentors so that they may reach their potential.

* A 2010 analysis in the Nonpartisan Education Review of mentoring programs for at-risk young adults profiled LISTEN (Linking Individual Students to Educational Needs), which paired at-risk middle school students with adults to serve as mentors so as to address academic achievement, interpersonal relationships, conflict resolution, and behavior. Using data collection methods, it was found that the students' post-intervention GPAs were significantly higher than their previous year's GPAs; discipline referrals for the post-intervention period were significantly lower than the pre-intervention period; and attendance rates for the post-intervention period were significantly higher than pre-intervention (16).

* A 2010 study in the International Journal of Evidence-based Coaching and Mentoring analyzed the outcomes of a well-established program called DREAM: Directing through Recreation, Education, Adventure, and Mentoring. Its mission is to provide underprivileged children with the opportunity to develop new perspectives and take positive risks. Using a questionnaire and data collection method, positive changes were found in terms of self-esteem, self-efficacy, and educational expectations. The most profound patterns for positive change were found with educational attainment/academic achievement (17).

The Young Men's Initiative will also implement Read More Corps, which aims to provide early-intervention literacy tutoring to students in K-2.

* A 2011 assessment of the results of an America Reads program on struggling readers' motivation and achievement found volunteer literacy programs to be effective in improving literacy levels of primary level students. Quantitative and qualitative measures assessing students' pre-and post-program reading levels and motivation, respectively, found significantly positive gains in literacy levels , with statistically significant increases for students in Grades 1 and 3 (18).

* A 2010 study of the New York Experience Corps Program, an intervention implemented by community volunteers, the authors used a pre--post-test two group design with random assignment and found statistically significant reading improvements associated with the program with effect sizes ranging from .20- .49 (19). A meta-analysis conducted by Ritter, Barnett, Denny, & Albin (2009) reviewed 21 studies. Overall, the authors found that volunteer tutoring has a positive effect on student academic achievement.

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Member Training:

Members will receive high-quality professional development training from CUNY to provide effective service. A 12 hour pre-service orientation will be held over 2 concurrent days, followed by monthly, 6-hour in-person trainings, which will take place over 8 months. Members will also receive program-specific training by the City agencies to which they are assigned. Pre-service CUNY training topics will include workplace readiness, professional communication, diversity, teamwork and cooperation, civic engagement and leadership, and an overview of the Program Corps theme areas.

Members will also be aware of, and will adhere to, rules and prohibited activities through the professional development training, which will contain specifics on AmeriCorp rules and regulations as they relate to service year members. Pre-service will also provide teambuilding opportunities, and practice in key workplace skills such as communication, working under pressure, decision making, and maintaining a positive attitude. The ongoing professional development trainings expand on these concepts through experiential learning activities, the topics of which will include workplace culture, professional communication, giving and getting feedback, initiative, critical thinking and problem solving, as well as further topics of interest in the relevant Program Corps areas.

Member Supervision:

The model for supervision ensures that members will receive high-quality guidance and support throughout their service year. City agencies have designated a staff member to serve as supervisor to members and key point of contact to NYC Service.

Supervisors will be adequately trained/prepared to follow AmeriCorps and program regulations and expectations as they will receive pre-service specialized training by NYC Service, which has years of experience providing supervisor training as part of Civic Corps and VISTA. Topics of NYC Service training for supervisors include compliance, accountability, performance measures and tracking, and reporting.

Supervisors will provide members with excellent guidance and support through their service by performing routine check-ins with members to ensure that deliverables are being met, as well as manage the member's job process and provide coaching as needed. Supervisors will report results to NYC Service and will receive coaching and assistance, as needed.

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Member Experience:

Members will gain valuable skills and expertise across a variety of different subject areas pertaining to the different City agencies and CBOs that are involved in this multi-faceted initiative. These highly marketable workforce skills coupled with the varied sectors in which members will work will be valued by future employers after members' service terms are completed. Subject areas include service delivery, research, community outreach, data collection and analysis, monitoring and evaluation, public speaking, customer/client relations, communications and marketing, mediation and dispute resolution, technology, finance, academic mentoring and tutoring, and cultivating and sustaining cross functional partnerships.

The unique nature of the initiative, and the robust nature of the involvement of City agencies across different sectors, will provide members with access to meaningful "hands-on" service experiences that will directly impact and improve the lives and wellbeing of individuals, families and children. This initiative is underscored by a service learning approach, which enables members to be involved in understanding the needs they are addressing and being a part of the solution. By playing a critical and more involved role in fixing pressing challenges in the community, members will be empowered to reflect on the value of their work, and will be more engaged.

All of the members participating in this initiative will have opportunities to establish connections with other members as part of the Service Corps conference at the culmination of the CUNY pre-service training, which will give members time to meet with others in their placement area (health, education, economic development, sustainability) and to celebrate successful completion of their training.

It is the overarching goal of the initiative to develop an ethic of and skills for active and productive citizenship, and that the members will be encouraged to continue to engage in public and community service after their service term. To build citizenship, the initiative is providing members with authentic opportunities to make a measurable impact in their communities, and instill in them a desire to want to continue on that path of social and economic change after their service term.

Members will be recruited from the communities in which the Program Corps operate by using City

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agencies and their locations/sites in said communities to help with recruitment efforts. Tailored advertising will also be utilized and targeted to these communities. Service year members will be recruited and screened through a common application process beginning in the summer of 2015.

Commitment to AmeriCorps Identification:

Members, staff and the community at large will identify Expanding NYC Service Years as a program of AmeriCorps -- and participating members as AmeriCorps members -- reflected on the t-shirts that all members will receive and wear, when appropriate, during their service year, as well as in all printed materials. As part of the CUNY training, all members will receive comprehensive training on policies and expectations per AmeriCorps' mandate, as well as on the program history, scope and significance of becoming part of the AmeriCorps network.

*NOTE: A Logic Model is included in this application.

*NOTE: Sources could not fit here so please find them in 'Clarification Summary' section.

Organizational Capability

NYC Service has the experience, staffing and management structure necessary to plan and implement the Expanding NYC Service Years initiative. NYC Service is led by Paula Gavin as the Chief Service Officer, a commissioner-level position appointed by the Mayor and reporting directly to the Mayor's Chief of Staff. Ms. Gavin has a 40-year career in service, volunteerism and program development. Ms. Gavin is supported by a highly experienced and dedicated staff that provides the infrastructure for the successful implementation and monitoring of multiple initiatives in partnership with City agencies and CBOs across the city. Her team includes a Chief of Staff, Service Years Director, Private/Public Partnerships Director, Member and Host Site Services Director, Operations and Program Director, a soon-to-be-appointed Service Years Manager, and others providing planning, oversight, coordination and administrative functions. As an organization of the Office of the Mayor of NYC, NYC Service has access to the full resources of City Hall. Roger Wong is Service Years Director at NYC Service. Prior to his current position, he has served as Global Philanthropy Manager, Social Innovation, at eBay Inc.; Manager, Schwab Community Services at Charles Schwab & Co. Inc. in San Francisco, California; Associated Grant Makers Diversity Fellow at The Boston Foundation; and a Senior AmeriCorps Promise Fellow at Boston Cares (an affiliate of Hands on Network). He is a graduate of Boston University. Mr. Wong will serve as the main point of contact for all participating City agencies and will ensure that agencies are fully aware of AmeriCorps procedures, systems and mandates. UWN NYC

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is led by Sheena Wright, who was named President and CEO of UWNYP in October 2012, the first woman to lead the organization in its 75 year history. As mentioned previously, UWNYP will provide support in community and corporate outreach, and the Franklin Project will provide their technical assistance with the concept of Service Year.

NYC Service has been successfully administering AmeriCorps grants since 2009. In that time, NYC Service has operated AmeriCorps program, NYC Civic Corps, which has supported more than 700 members over six years in full-time service with nonprofit organizations and City agencies to increase capacity, engage volunteers and build sustainable volunteer programs, and engage in direct service. Continuation and renewal grants reflect support of our volunteer capacity building results, which average 50,000 volunteers per year as well as direct service outcomes. Member retention and satisfaction as well as host site satisfaction results annually meet an 80%-90% benchmark. In addition, NYC Service was recently awarded an AmeriCorps VISTA grant to support a 10-member team in anti-poverty service as well as another grant to support 64 members as Community School Training Team members. In addition, NYC received the Operation AmeriCorps award for Community Schools. As a result, we have expanded our staff structure (with five individual leadership roles assigned to Service Years, plus eight Service Fellows and one Urban Fellow) to support multiple programs, as well as expanded our technology support.

NYC Service has engaged the partnering City agencies in the planning and implementation of each Program Corps by obtaining the support of each agency's commissioner. The commissioners have approved their respective agency's program design, financial commitment to the initiative, and performance measures and tracking. Each agency has identified a Service Years Program Manager, who will serve as a point of contact to NYC Service on all initiative-related matters.

Compliance and Accountability:

NYC Service is an organization of the Office of the Mayor of NYC providing access to comprehensive resources in information technology, human resources, legal counsel and operations. For accurate monitoring and tracking of member timesheets, NYC Service utilizes AmericaLearns. This online system allows members to categorize their service (e.g. direct service, training), and allows supervisors and coordinators to manage compliance. These safeguards, in addition to the strong monitoring and training provided by partnering City agencies, will ensure compliance with AmeriCorps rules and

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regulations, including those related to prohibited and unallowable activities. Monitoring by City agencies will include monthly site visits with supervisors and service year members to check-in on the activities of members and their progress on metrics and goals, as well as discuss challenges and help resolve any issues. The City agencies will submit monthly reports to NYC Service. These visits will be documented. For example, aside from the monthly CUNY monthly professional development workshops with all members to remind and educate them about rules and regulations, there will be other scheduled interactions as a result of assessed risk that include technical assistance on adjusting position descriptions if noncompliant activity is predicted to be an issue, re-training of supervisors if they require additional clarity, mandatory (weekly/bi-monthly) meetings for site supervisors and/or members, or removal of members from sites that show poor supervision and management. Additionally, there will be opportunity for best practice sharing regarding management and service impact through the creation of a physical and virtual forum for supervisors to interact with each other. NYC Service ensures that there is constant and clear communication with the City agency managers who are performing the supervisory role for members. The NYC Service Years Manager will be proactive in touching base with program supervisors at least once a month. Agency supervisors and City agency managers will be informed about upcoming events, programmatic changes, and provided a summary of past events and items each month via email. Additionally, supervisors attend two mandatory meetings each service term which include networking opportunities. NYC Service will review all member and performance measure results monthly with agency leadership, and identify strengths and weak spots for action. A monthly internal assessment will be completed by NYC Service.

Budget/Cost Effectiveness

The budget for the proposed Expanding NYC Service Years initiative is sufficient to carry out the program effectively. NYC Service fully understands the scope of costs involved in running the program as it has implemented and successfully secured CNCS funding for NYC Civic Corps. Furthermore, the leveraged funds (detailed below) are sufficient to carry out the program effectively and align with the Expanding NYC Service Years design.

The first Expanding NYC Service Years programs are expected to launch by November 2015 with 135 members. The cost per member for a 10-month service year is \$20,000 (a total of \$2.7 million):

- * \$15,000 Member Expenses
- o \$12,530 Living Allowance

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- o \$1,000 Payroll Taxes
- o \$1470 Healthcare
- * \$1,000 Metro Card
- * \$2,000 Training/Professional Development
- o City University of New York Professional Development Training \$1500
- o City Agency Training \$500
- * \$2,000 Administration, including Recruiting, Member Services, Payroll, Fiscal Agent, Program Oversight, Background Checks, and Tracking and Evaluation.

The proposed blended funding revenue model is an effective plan to raise all necessary funds needed to support the first 140 Expanding NYC Service Years members:

- * 1/3 City: \$900,000 million from City agencies and the City Budget.
- * 1/3 Private: \$900,000 from Corporations and Foundations.
- * 1/3 Host Sites: \$900,000 from City agency and CBO Host Sites.

In order to launch the Expanding Service Years initiative, we will select and start 135 service years members by November 2015, which will require the funding of \$2.7 million in cross-sectoral fiscal support.

Currently, we have a cumulative total of \$1.8 million in pledged support from the previously-mentioned citywide agencies, who will also serve as programmatic partners and host sites.

Additionally, a total of \$900,000 in fiscal support has been secured from private corporate and foundation sources, and/or is underway with 20 target donors.

Examples include:

- * Citi Foundation - \$250,000
- * Laurie M. Tisch Illumination Fund - \$100,000
- * United Jewish Appeal Federation - \$30,000

Over the past five years, NYC Service has secured over \$1 million in funding for AmeriCorp program, Civic Corps, from:

- * Target

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- * Walt Disney Company
- * Laurie M. Tisch Illumination Fund
- * The Lizzie and John Tish Foundation

In addition, NYC Service, United Way, and Franklin Project are contributing in-kind staff support to support Expanding NYC Service Years initiative.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

Programmatic Clarification Items 8/12/2015

1. Executive Summary has been revised.

2. Service year members will design and execute community service projects alongside group home members and will include restoration and beautification, food pantries, teaching sports to children, planting a community garden. Service year members will connect opportunity youth to community service opportunities so that they can make meaningful contributions in visible and lasting ways.

Service projects serve a dual purpose: First, they will make an important contribution to the communities where the group homes are located -- enhancing the physical environment, enlivening public spaces and supporting children and families in need. Second, engaging placed youth in community service helps the newly opened non-secure placement group homes embed in the social fabric of their communities and build partnerships that will make it easier for youth in the homes to thrive.

All participating members will receive pre and ongoing professional development training through City University of New York that will include AmeriCorps regulations and provisions, thus ensuring that they do not engage in prohibited or unallowable activities.

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3. The Senior Services Corps at DFTA/HRA will comprise six service members whose primary functions will be outreach and education for the Integrated Benefit Project. Members will focus on:

- Increasing the number of individuals aged 55+ who are aware of available benefits
- Providing pre-screening assistance to seniors to determine eligibility in various programs
- Establishing enrollment partners/hubs in the assigned borough(s) in which the member will regularly work

The Public Health Corps at DOHMH will comprise five service members to work on three initiatives that target vulnerable and hard to reach populations.

In the Division of Family and Child Health, members will work with community engagement and program staff at District Public Health Offices to enhance healthy development of children through the following activities:

- Conducting a literature review of relevant programs
- Developing a comprehensive data profile on Latino children and families in NYC to inform the development and implementation of the new initiative including identifying those communities with the greatest disparities
- Conducting asset mapping for organizations that serve the Latino community with a specific focus on those organizations that serve children and parents
- Participating in the development of a community engagement plan to ensure the development of an effective program design and implementation
- Conducting community outreach establishing relationships with organizations that serve Latino children and families

In the Sexual and Reproductive Health Unit, members will assist with community and provider engagement activities, including:

- Identifying and attending community events
- Engaging CBOs to assess community utilization of DOHMH/Sexual and Reproductive Health Unit materials
- Assisting with coordination of learning sessions for maternity hospitals engaged in the Quality Improvement Network for Contraceptive Access initiative (QINCA)
- Conducting outreach to community-based health care providers to complete the Clinical Assessment

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Survey to promote best practices in sexual and reproductive health care

In the Office of School Health Unit, members will engage in activities that include:

- Gathering data on the communities served assisting physicians working with vulnerable populations in gathering data on the communities they are serving
- Assisting in the planning, implementation and evaluation of community partnerships
- Participating in on the ground research including administration of surveys, focus groups and one-on-one interviews.

The division will provide ongoing training and other joint activities that will support the members' work and provide opportunities for them to work together as a team.

The Immigrant Services Corps at MOIA will comprise two service members whose primary function will be to engage CBOs in targeted, low-income immigrant communities so as to educate immigrants on benefits that are available to them, including the IDNYC program, and what documents are needed to apply for said benefits. Members will focus on:

- Outreach to CBOs/relevant city agencies
- Giving direct presentations on the IDNYC program
- Helping with event coordination and partnerships
- Leveraging CBO partners to identify new potential partnerships

4. The School Tech Corps at DOE will comprise 5 service members who will work closely with Field Support Teams to analyze and identify trends that will then be used for the development of training aids, process enhancements, and proactive actions to better serve schools and more effectively integrate technology in classroom instruction. Members will focus on:

- Conducting reviews of school tickets to identify trends and areas for improvement
- Working with school personnel by sharing findings and identifying areas in need of training
- Making recommendations for improvements to processes and support tools
- Conducting database reviews of urgency, priority and web feedback reports sharing findings with school support technical staff

Service Year members' roles will not duplicate or displace staff roles at the schools or at technology

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companies as the Department of Information Technology division with the DOE already provides ongoing IT support to public schools. Furthermore, technology companies are in no way involved in this Program Corps.

5. Service oriented projects may include rehabilitating churches, planting in parks, beautifying and rebuilding a community garden or preparing care packages for the homeless or those most in need.

Not only do communities need the services that will be provided by the service projects in which members will engage, but participating justice-involved members are in need of workplace skills and educational/economic counseling. The vast majority of youth and young adults aged 17-25 on probation are young men of color. Over half of 17 year olds under supervision have earned 10 or fewer credits towards a high school diploma. This means that many are currently disconnected from school, and are likely to have few job-related skills, making their employment prospects slim and their opportunities to achieve economic stability practically non-existent. Accordingly, these young people are at a significantly greater and disproportionate risk of being rearrested while under probation supervision than are other clients.

All participating members will receive pre and ongoing professional development training through City University of New York that will include AmeriCorps regulations and provisions, thus ensuring that they do not engage in prohibited or unallowable activities.

6. Please explain how the service to be provided by members serving at the Department of Small Business Services does not violate the prohibition on AmeriCorps members providing a direct benefit to a business organized for profit (45 CFR § 2520.65).

Please see *NOTE* at bottom of page.

7. Small and mid-size multifamily buildings will be selected through the program's targeted outreach. Existing data will be used to identify high-opportunity buildings. In the absence of existing data, CBOs and other trusted local sources will be leveraged to identify and reach out to high-opportunity buildings.

Members serving at the MOS will offer service through the Community-Based Retrofit Accelerator

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program, which targets only small- and mid-sized multifamily buildings, not commercial properties, so direct benefits go to local families, not for-profit businesses.

8. The Organics Corps at DSNY will comprise 14 members, who will work on creating systems and structures to divert residential organic waste from landfill disposal, thereby creating a usable commodity, compost, for local greening efforts, as well as work on bringing all 334 NYCHA developments into compliance with NYC's recycling legislation. The robust and comprehensive nature of the program justifies the number of allocated service year members; 31 neighborhoods, representing 19 council districts, will be serviced by members in this Program Corps. Activities will include:

- Disseminating information about DSNY's Organics Collection Program in areas receiving curbside service
- Educating area residents to increase participation, lower contamination rates and better curbside set out
- Building relationships with civic groups and community organizations in the catchment area so as to increase public awareness and participation in the program
- Tracking necessary programmatic information and submitting with the NYC Compost Project Monthly Report
- Staffing NYC Compost Project food waste drop off sites
- Helping to process organics at local compost sites
- Educating residents to increase participation, lower contamination rates and better set out
- Building relationships with the leaders at NYCHA developments to - increase public awareness and participation in the program

9. Read More Corps tutors will have at least a High School diploma or its equivalent, and will successfully complete high quality and research-based pre- and in-service specialized training. Training will be designed in collaboration with the Department of Education, utilizing its regular curriculum for literacy intervention. The duration of the specialized training is currently being determined.

Read More Corps will articulate the appropriate criteria for selecting and qualifying tutors, and certify that selected tutors meet the educational and training requirements above. Read More Corps will

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include appropriate member supervision by individuals with expertise in tutoring.

For Read More Corps, tutors will meet with students in Kindergarten through second grade at least twice per week. The intensity of the tutoring will be differentiated depending on the needs of the students. Tutoring will be provided over the 10-month service term including summer intervention. Read More Corps aims to serve 240 students in Kindergarten through second grade.

For Mentor Corps, mentors will conduct in-person sessions with students (either individual or group session) at least once per week, with the potential for other interactions. Each mentor will work directly with approximately 20 students. The intensity of the mentorship will be determined by the neighborhood and needs of the student population. Mentorship will be provided over the 10-month service term, including summer intervention. Mentor Corps aims to serve 700 students in middle school and high school.

10. NYC Service affirms that AmeriCorps members will wear service gear - including t-shirts and other apparel - daily or when appropriate that will display the AmeriCorps logo. There will be no ambiguity as to who these members are and to what group they belong.

11. City agencies, with support from NYC Service Service Years Director and Service Years Manager, will conduct monthly documented site visits with supervisors and service year members at their respective host sites. City agencies will then provide monthly reports based on their ongoing visitation efforts. The purpose of this is to check-in on the activities of members and their progress on metrics and goals, as well as discuss challenges and help resolve any issues.

NYC Service has operated AmeriCorps program, NYC Civic Corps, which has supported more than 700 members over six years in full-time service with nonprofit organizations and City agencies, so the staff possesses the knowledge and experience necessary to undertake effective monitoring and compliance measures.

12. The allocated Administration Fee will include the cost of criminal history checks for all relevant program staff and members. NYC Service will use Go Pass, a simple, thorough and reliable screening process for volunteers/staff who work with vulnerable populations. NYC Service currently uses Go

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Pass for its volunteering initiatives, including Civic Corps.

In response to #13 under Programmatic Clarification Items, we have included figures for "number of episodic volunteers generated by AmeriCorps members," and for "number of ongoing volunteers generated by AmeriCorps members." These figures are our best estimate for the few Program Corps that will be distinctly recruiting volunteers.

*Please note that we have removed the previously-included Small Business Skills Corps because we cannot ensure that members will not be engaged in providing a direct benefit to for-profit businesses. All aspects of the application that related to the Small Business Skills program corps has been removed; the quoted number of members has been changed to '135' throughout the proposal; and all aspects of funding, source of funds, and demographics have been revised to reflect 135 requested Education Awards.

Performance Measures Clarification Items 8/18/2015

3) Please note that these target numbers are provided by the Mayor's Office of Sustainability (MOS), which does not define households as "residents of housing units," but, rather, as housing units. As such, this is the rationale for moving forward with an outcome target that is larger than the output target. By following the MOS's definition, the current target numbers are valid.

*Please also note that the output and outcome target numbers for the Organics Corps (via DSNY) have been changed. The original target output of 1,000 was an underestimation of the number of households that will be engaged by the Organics Corps, so it has been amended. Furthermore, the original target outcome number of 70,000 included multiple drop-offs per household. The number has been revised to represent single household drop-offs.

Programmatic Clarification Items 8/18/2015

1) ACS's Community Service Ambassadors Corps will only execute service projects that have been historically successful in the past and that have led to their intended outcomes. These projects will be pre-approved by the program and will also be monitored by program staff to make sure that activities stay within the bounds of allowable service.

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2) According to the key points of contact at the Department of Health and Mental Hygiene, "this is not an issue. Members on this project will not be providing abortion services or referrals for abortion services." Members, thusly, will most definitely NOT recruit, train, or manage others for this purpose. All members and member supervisors within participating City Agencies will receive pre and ongoing training that will include a comprehensive look at prohibited and allowable activities per AmeriCorps regulations.

3) Members at DSNY will serve as additional support to any ongoing staff or volunteers. Members' participating in food waste drop-off sites will not result in the reduction of hours, wages, or employment benefits of existing employees, and will not displace existing volunteers.

4) The dosage of tutoring will be modeled after Reading Rescue, a partner CBO to YMI: intensive one-on-one tutoring, five days per week during school hours. Each tutor will be assigned 10 students. We anticipate that each tutor will be able to work with six to seven students per day across the usual eight academic period days over the course of 10 months. The high-intensity dosage, as exemplified by Reading Rescue, is the reason for the expected number of beneficiaries. In nearly every first grade, for example, there are students who have the ability to develop fluent reading, but who will not succeed in a small group; such children require skilled, one-on-one teaching. Despite the presence of such students, only a minority of public schools provides skilled tutoring during the regular school day. Read More Corps' intensive tutoring model will fill that gap providing quality intervention to a target number of students that it can successfully manage.

5) State agencies will have the necessary background and training to assume responsibility of member activities to ensure allowable service. City Agencies have designated a staff member to serve as supervisor to members and key point of contact to NYC Service. These supervisors will be adequately trained/prepared to follow AmeriCorps and program regulations and expectations as they will receive pre-service and ongoing specialized training by NYC Service, which has years of experience providing supervisor training as part of Civic Corps and VISTA. Topics of NYC Service training for supervisors will include a deep dive into allowable activities per AmeriCorps regulations.

6) This is to confirm that all members will wear the AmeriCorps logo every day.

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7) Members in the Young Adult Success Corps via the DOP will perform service according to the needs of the community, determined through the stakeholder group at the Neighborhood Opportunity Networks. Since the need in the target community is so great, members in the current request will provide service to local food pantries in targeted NeONs, adding capacity to overstretched and under-resourced food pantries and the community at large by staffing and managing pantries and providing information to neighborhood residents on how to prepare affordable and nutritious meals for themselves and their families. Similarly, member service will also include engaging in beautification projects in local parks and surrounding communities, such as designing and planting flower beds, planting flowers, pruning trees, replanting parks, repair of playground equipment, graffiti removal and assisting in various neighborhood clean-up and beautification projects. Accordingly, some expected outcomes related to community benefits include: community members will have greater intention of utilizing local parks; community-based food pantries are able to more successfully achieve their mission; community members understand the importance of nutrition and healthy eating habits; community members have increased knowledge and skill in creating healthy meals.

NYC Service submitted a proposal in May 2015 for the Youth Opportunity AmeriCorps Program in partnership with the DOP. This program would engage 10 Mentors (former probation clients) and 30 Emerging Leaders (current probation clients). The Partnership Challenge proposal shares common community and member outcomes, and a common evidence base. There are 7,000 young adult probation clients and the needs they can potentially be leveraged to address are well documented in the NYC community.

Disconnected youth members will receive the necessary level of support and guidance throughout their service by member supervisors within the Department of Probation. The unique training provided to and expectations of supervisors makes them extremely well prepared to provide excellent guidance to members throughout their service.

Budget Clarification 9/10/2015

Budget has been revised to 135.

Performance Measures Clarification Items 9/10/2015

Measures for the following Program Corps have been deleted:

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Mentor Corps (Young Men's Initiative)

School Tech Corps (Department of Education)

Sustainability Corps (Mayor's Office of Sustainability)

Please note that we would like to designate the Department of Probation measure as our primary measure.

#2, #4 and #6 have been revised in the Performance Measure section, per the clarification request.

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Continuation Changes

N/A

Grant Characteristics