



NYC SERVICE

A BLUEPRINT TO INCREASE CIVIC ENGAGEMENT

MICHAEL R. BLOOMBERG, MAYOR

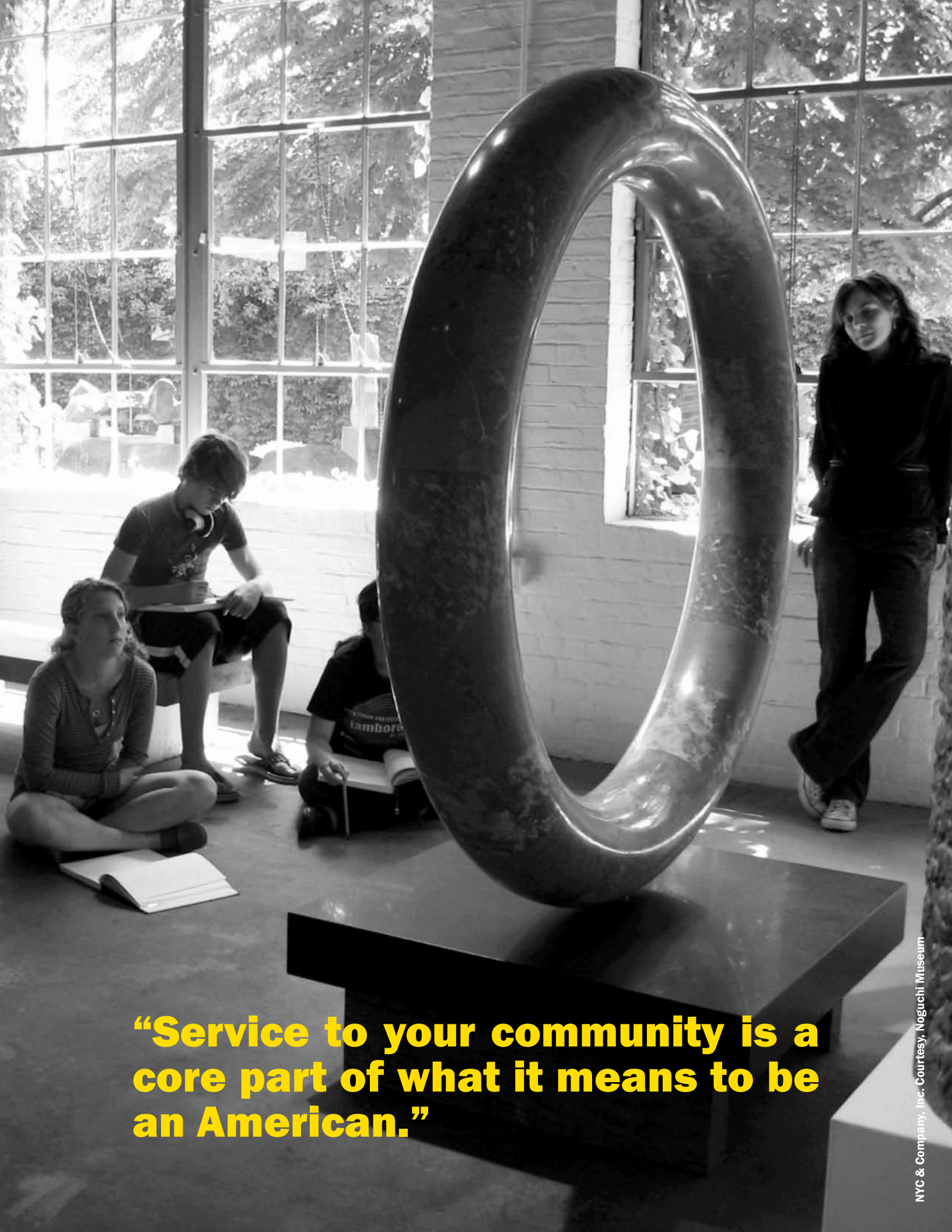


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“Service to your community is a core part of what it means to be an American.”

As a young boy growing up outside of Boston, I learned the value of giving back from my parents. My father, a book keeper at a local dairy, didn't have a lot of extra money, but he often wrote small checks to charity. I once asked him why he was writing a check to the NAACP. He told me that he believed discrimination against anyone was intolerable and should always be rejected. And as an Eagle Scout, I learned first hand how service to your community is a core part of what it means to be an American.

Those lessons stuck with me as I grew older and moved to New York City, first for a career on Wall Street and then as I started my own company. Give back. Share with others. Be involved in your community. These values are also what brought me to my third career: public service, which has been the most rewarding of all. Working to make our communities stronger and our children's futures brighter is one of the greatest joys of my life –and it's what NYC Service is all about.

NYC Service is a new effort to promote service and volunteerism in New York City. It includes an innovative set of initiatives that aim to achieve two overarching goals: making our city the easiest place in the world to volunteer, and setting a new standard for how cities can tap the power of their people to tackle our most pressing challenges.

The launch of NYC Service comes at a difficult time for our economy, a time when many New Yorkers are feeling the effects of the national recession and are worried about their futures. But it also comes at a time when our new President has inspired a revived national interest in service and committed new federal resources to it. New York City has historically been a pioneer in all areas of public policy, and it has a long tradition of public service. In fact, New York City was the proud host of the September 2008 Service Nation Summit, where leaders from every sector of American life laid out plans for a new era of service in America. It is my hope that NYC Service furthers these efforts in new and innovative ways by leveraging the greatest asset we have: our people.





EXECUTIVE SUMMARY

NYC Service

A Blueprint to Increase Civic Engagement

In his January 2009 State of the City Address, Mayor Michael R. Bloomberg pledged that New York City would lead the way in answering President Barack Obama’s call for the nation to embrace a new era of service. He asked First Deputy Mayor Patricia E. Harris to bring together leaders in the public, non-profit, philanthropic, and private sectors to develop “a bold and ambitious plan to maximize our greatest asset: The love that all of us have for this city, and our willingness to put it to work.”

NYC Service is that plan.

NYC Service aims to make New York City the easiest city in the nation in which to serve. It will unleash the spirit of service throughout the five boroughs by encouraging and empowering New Yorkers of every age to contribute to the health and well-being of their neighbors, and their neighborhoods. NYC Service will set a new standard for community involvement in tackling the city’s toughest problems, and it will promote service as a core part of what it means to be a citizen of the greatest city in the world. Its nearly 40 initiatives build on the long tradition of volunteerism in New York City established by settlement houses, faith organizations and a wide range of other non-profit organizations that contribute so much to the life and health of our City. NYC Service also introduces the concept of “Impact Volunteering” –volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

NYC Service initiatives fall into five categories:

1. Help more New Yorkers connect to service opportunities more easily

NYC Service will make New York City the easiest place in the nation to engage in a service opportunity. A new website, the popular 311 citizen service line, a public engagement campaign, media partnerships, and collaborations with local universities, businesses, and community groups will encourage more New Yorkers to give their time, or to increase the amount of time they are already giving.

2. Create or elevate volunteer opportunities that address the City's most urgent needs

A key component of the Mayor's approach is to drive volunteer activity to those issues and places where the City's needs are greatest. Specifically, volunteers will be asked to help strengthen neighborhoods and help neighbors in need, which is particularly important given the current economic downturn. New service projects will also target emerging or existing needs in education, health, emergency preparedness, and the environment. The impact of these initiatives, most of which will be implemented through partnerships with nonprofit organizations and City agencies, will be closely monitored to assess how a sustained, focused call for New Yorkers to help the City tackle its most pressing challenges can produce results.

3. Support nonprofits and public agencies to use more volunteers, and do so more effectively and strategically

In focus groups, leaders from organizations that use volunteers spoke powerfully about the need to engage more volunteers, but they also described significant financial and management challenges associated with doing so. Addressing this capacity gap at the local level is critical to achieving the President's call for a new era of service. NYC Service includes a proposal to establish the NYC Civic Corps – teams of AmeriCorps VISTA Volunteers who would be dispatched into public and nonprofit agencies to help build sustainable, high-impact volunteer programs – something that no city has ever done before. NYC Service will also form partnerships to increase service on nonprofit boards of directors and help nonprofit groups more effi-

ciently and cost-effectively screen volunteers.

4. Promote service as a core part of what it means to be a citizen of the greatest city in the world

A citizenry that participates in public life is necessary for a healthy democracy – and for healthy, strong neighborhoods. For this reason, the Mayor will ask all school principals to establish an annual plan to promote service in their schools. The goal is to ensure that every New York City student learns the value of service and has an opportunity to serve. A series of innovative partnerships with nonprofit organizations and national service programs will support these efforts. In addition, a new initiative will promote service among young people participating in city summer youth job programs and all City government interns will be engaged in service.

5. Measure progress against clear goals; create accountability for results

Efforts to track the impact of volunteerism, at home and nationwide, are relatively inconsistent. A key focus of NYC Service is to heighten accountability within the field and to set a new standard for measuring the impact of volunteerism in addition to participation. To ensure accountability in the implementation of these initiatives, the Mayor will appoint the City's first-ever Chief Service Officer.

NYC Service establishes a comprehensive local approach to supporting service and citizen engagement and it builds on the Bloomberg Administration's strong track record of promoting volunteerism and public-private partnerships. As part of this effort, the Office of the Mayor will work with organizations using volunteers, and partners at the State and Federal levels, to assess progress, identify best practices, and share insights with other municipalities – promoting the critical role of cities in the national movement to increase service.

NYC SERVICE BLUEPRINT

What we discovered– CHALLENGES	What we want to accomplish– GOALS AND STRATEGY	What we’ll measure– IMPACT
<p>It is not as easy as it should be for New Yorkers to find meaningful service opportunities</p> <p>Technology could be better used to connect more people with volunteer opportunities</p>	<p>1. Help more New Yorkers connect to service opportunities more easily</p>	<p>Participation</p>
<p>The City can do a better job of communicating its needs and priorities, enabling organizations to channel more volunteers to these areas</p>	<p>2. Create or elevate volunteer opportunities that address the City’s most urgent needs</p>	<p>Impact on City need areas</p>
<p>Nonprofits struggle to find ways to expand their capacity and extend service opportunities to more people</p> <p>There is little technical support available for volunteer programs</p>	<p>3. Support nonprofits and public agencies to use more volunteers, and do so more effectively and strategically</p>	<p>Capacity of NYC organizations to engage and manage volunteers</p>
<p>Service is flourishing in many school communities and interest is high among youth – but not every young person is given a chance to serve</p>	<p>4. Promote service as a core part of what it means to be a citizen of the greatest city in the world</p>	<p>Number of young New Yorkers engaged in service</p>
<p>While service is highly valued by participants and organizations, its impact is not always measured</p>	<p>5. Measure progress against clear goals; create accountability for results</p>	<p>Full range of NYC Service metrics – participation, impact and capacity</p>

FULL SET OF NYC SERVICE INITIATIVES AT A GLANCE

1. Initiatives to help more New Yorkers connect to service opportunities more easily

- New Website and Volunteer 311
- College Challenge
- Technology in Service
- Promoting Self-Directed Service

2. Volunteer opportunities that help meet the most urgent needs in the city

Strengthening Neighborhoods

- Block Beautification
- Police Auxiliary Unit
- Block Watch
- It's My Park Day
- Show and Tell

Helping Neighbors in Need

- Financial Empowerment
- Legal Services
- Adopt a Community Food Program
- Time Banking
- Telephone Reassurance
- Language Services
- Support Our Troops

Education

- Middle School Mentors
- Serve Our Schools

Environment

- MillionTreesNYC
- Rooftop Cooling Program
- RelightNY
- Carbon Footprint Reduction Online Toolkit

Health

- Shape Up
- Walking School Bus
- Flu Fighters
- Blood Drive

Emergency Preparedness

- Ready New Yorker Online Toolkit
- Ready Schools Campaign
- CPR Training
- American Red Cross Reserve Program

3. Initiatives that support nonprofits and public agencies to use more volunteers, and to do so more effectively and strategically

- NYC Civic Corps
- Nonprofit Board Service
- Go Pass Volunteer Screening
- Professional Services Volunteers

4. Initiatives that promote service as a core part of what it means to be a citizen of the greatest city in the world

- Service in City Internships
- Service in Schools
- Summer of Service

5. Initiatives to measure progress against clear goals; create accountability for results

- Chief Service Officer
- Recognition Program



1. INTRODUCTION

Introduction

As this report goes to press, historic legislation to dramatically expand federal support for service awaits President Obama's signature. Through this legislation, tens of thousands of additional Americans will have the opportunity to spend a year serving communities through national service programs. International service opportunities will be improved and expanded. Around the nation, all volunteers will be encouraged to roll up their sleeves and address their community's most pressing challenges. The goal is substantial: to engage more than 100 million people in service by the year 2020.

Mayor Michael R. Bloomberg pledged in his State of the City speech in January 2009 that New York City would do its part to help the country achieve these goals through the development of a comprehensive local action plan to increase civic engagement. This plan builds upon the energy and experience of New York City organizations that use volunteers, as well as the Bloomberg Administration's successful efforts to engage the public in service activities, such as improving parks and planting trees, helping unsheltered homeless people, and delivering critical assistance to households affected by the economic downturn.

This report is the product of a 60-day assessment and consultation process that engaged hundreds of service experts, nonprofit organizations, schools, colleges, private-sector partners, and public agencies. It examines the current service landscape and its challenges, and offers a multi-pronged strategy, with nearly 40 new initiatives, to strengthen service in the City. Progress and implementation reports will be released on an annual basis and made available to the public at:

nyc.gov/service

A. What is Service?

Service describes a wide range of activities performed by an individual, or a group of individuals, for the public good. Service broadly refers to the work done by those who pursue a career in government or at nonprofit organizations, or who dedicate a year of their lives to a national service program. Volunteering is also service and refers to a variety of activities performed freely in support of local organizations and individuals. Military service is often considered the highest expression of public self-sacrifice, as individuals put their lives on the line to protect the freedoms and interests of their fellow Americans.

Service-learning, according to the National Service-Learning Clearinghouse, is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. In the past several years, service-learning has become more popular in both K-12 institutions and at colleges and universities. It teaches the next generation of Americans the importance of participating in civic life.

While most volunteering occurs through an organization, it can also be less formal. This “self-directed service” is instigated by an individual outside of an event or program managed by a nonprofit organization or public agency. These are the good deeds people do in their every day lives, from helping an elderly neighbor bring home a bag of groceries to shoveling snow from a neighbor’s sidewalk.

WE SERVE TODAY IN MANY WAYS...

	DESCRIPTION	EXAMPLES
VOLUNTEER SERVICE INCLUDING:	Service completed by those who give their time freely to benefit another person, organization, or cause	Mentoring Answering a crisis hotline
● Employer-based volunteering	Service organized by or through an employer for employees, often to contribute to the community in which the employer is based	Adopting a street Painting a school
● School-based service learning	In-school service programs that teach students to volunteer and value civic participation	Collecting lightly used books and toys for a family homeless shelter
● Faith-based volunteering	Service organized by a church, synagogue, or mosque	Running an overnight shelter Coordinating a coat drive
● Self directed volunteering	Service initiated by an individual or a group of individuals outside of an event or program managed by a nonprofit organization or public agency	Cooking dinner for an elderly neighbor Coordinating a group to beautify a street Picking up litter
● Nonprofit based volunteering	Service organized by a nonprofit organization that provides structured opportunities for individuals and groups to contribute to the community	Tutoring Serving food at a soup kitchen
PUBLIC SERVICE	Service completed by government employees at the local, state, or federal levels and by nonprofit employees to promote the safety and well being of citizens	Police officers and teachers Legislators Diplomats Community health care providers
MILITARY SERVICE	Service completed by individuals through the armed forces to protect the freedoms and interests of the American people	Marines National Guard members
NATIONAL SERVICE	Service completed by individuals who receive stipends and, in some cases, educational awards for volunteering to spend a year or more working in a community context	AmeriCorps Peace Corps Teaching Fellows

B. A Tradition of Service

Throughout our country’s history, Americans have fostered and maintained an ethic of service and volunteerism, assisting each other in myriad ways: tutoring students, aiding the elderly, helping the homeless, supporting places of worship, and beautifying our neighborhoods. The Federal government has been a powerful organizing force for service, inspiring individuals to volunteer and to serve their country. The government has also initiated several national service programs – AmeriCorps, AmeriCorps VISTA, Senior Corps, and Learn and Serve America – recognizing the benefit to both communities and individual volunteers.

New York is a generous city, with many residents dedicating themselves both personally and professionally to service. Many New Yorkers pursue careers in public service, both in government and in local nonprofit organizations. New York also boasts millions of volunteers and, during its history, has produced exceptional organizations to improve health, aid families in crisis, and enrich communities. Some of the nation’s most generous philanthropic organizations, foundations, and individuals are

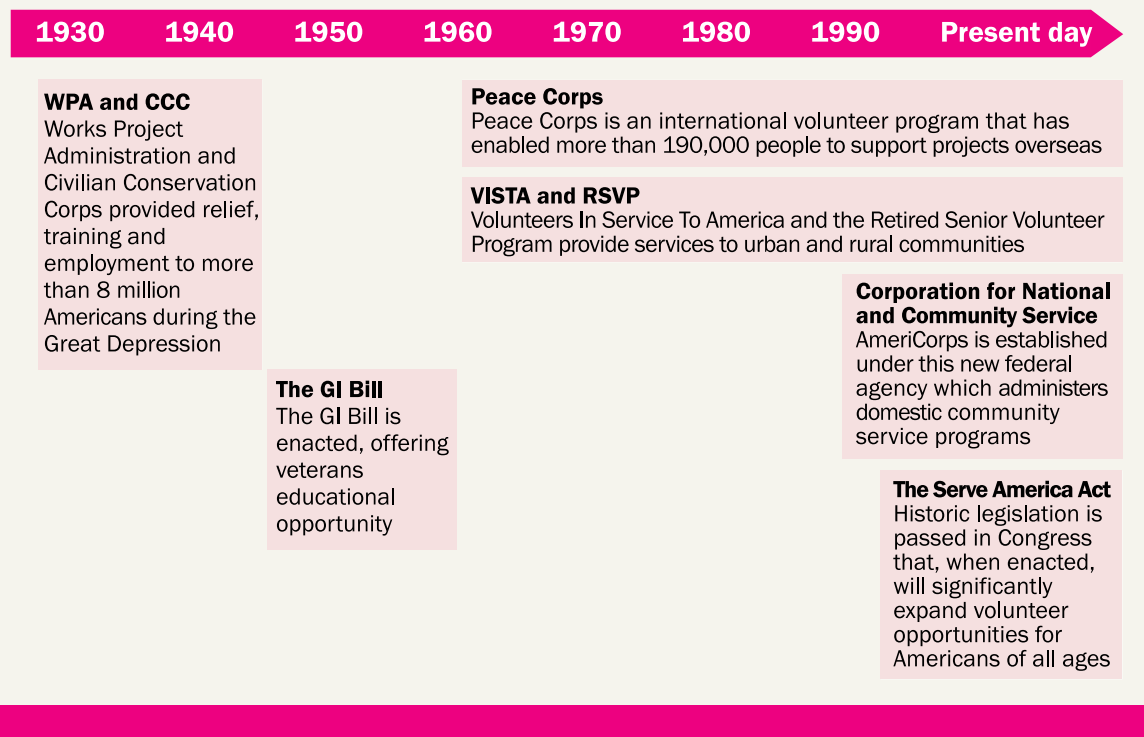
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New York’s devotion to service is as old as the city itself. New York City has established leading public health campaigns and pioneering social welfare organizations. Settlement houses and relief organizations have provided immediate assistance to New York’s neediest families and immigrants for many decades. The city is home to thousands of nonprofit organizations, including hundreds of museums and cultural institutions.

In 1967, New York City became the first city to create its own city-funded volunteer center. The Mayor’s Volunteer Center (MVC) of New York City (formerly known as the Mayor’s Voluntary Action Center) was created in order to provide leadership and assistance in mobilizing individuals and corporations to participate in volunteer activities throughout the city through one-on-one volunteer placement interviews. Under the leadership of Mayor Bloomberg, MVC expanded its services to allow all New Yorkers access to volunteer opportunities via an online database, 311, and partnerships with NYC’s diverse nonprofit and business communities.

FEDERAL PROGRAMS HAVE HISTORICALLY PLAYED AN IMPORTANT ROLE IN VOLUNTEERISM

The following programs highlight some of the largest federal investments



C. The Additional Values of Service

Research shows that service matters in some unexpected ways. Volunteering is associated with stronger communities, measurable health benefits, individual academic achievement, community participation and civic engagement, and opportunities for professional development.¹ Moreover, by supporting their neighborhoods, volunteers are estimated to contribute anywhere from \$150 to \$300 billion in services and time to the national economy.²

● Health Rewards

Volunteering is associated with better health outcomes. Much of the research focuses on the power of volunteering for seniors³, but the experience has benefits across the age spectrum. In recent years, research has shown that volunteers are 30% less likely to report poor health.⁴ Studies have also shown that volunteers have a 44% lower mortality rate than those who do not volunteer.⁵ This may be because volunteers are healthier in the first place, or perhaps that the social networks created through volunteerism have positive effects on emotional and physical well being.

● Youth Achievement

Youth involved in service programs develop stronger social and personal skills, and do better and are more engaged in school than children and teenagers who do not serve.⁶ Participation in service-learning also leads to a reduction in risky behaviors. A nationwide study of service-learning programs at 25 sites found that risk of course failure, school suspension, or teen pregnancy was 40% lower than the control group.⁷ Surveys of youth also find that participation in service-learning has

a positive relationship to an interest in politics, current events, and community.⁸ The National Research Council reports that service-learning appears to be one of the most effective strategies for improving academic learning and youth engagement.

● Civic Engagement

Service experience prepares youth and adults to become active citizens. Through volunteer experience, people learn more about the challenges that their communities face and become more likely to take leadership roles in finding solutions.⁹ Another study found individuals who had participated in service programs in high school were more likely to be engaged in community organizations as adults.¹⁰

● Professional Development

Volunteering and service also provide unique professional opportunities for working-age adults. In one survey, more than four out of five respondents found that volunteering enhanced problem-solving and decision-making skills.¹¹ In another survey, nearly 25% of volunteers reported that they volunteered to make new professional contacts.¹² Volunteering also provides opportunities to gain leadership experience and can be a creative outlet to relieve stress.¹³ Community service can also help individuals explore new career opportunities. Employers recognize these benefits, and often rely on service initiatives to improve teamwork and morale.

D. Responding to Local Needs

Despite the many personal benefits of volunteerism, most New Yorkers say that they volunteer to make a difference.¹⁴ A key strategy of the Bloomberg Administration’s approach is to make sure service efforts target our city’s greatest needs. Given the national recession and its impact here in New York City, two key focus areas for the service agenda are: strengthening neighborhoods, and helping neighbors in need, including those impacted by the economic downturn. NYC Service will create a clear pathway for concerned New Yorkers to make a difference.

In addition, the program will bring sustained focus to the high-need areas of at-risk youth in schools, certain public health challenges, local efforts to reduce energy use, and emergency preparedness. While there are many additional areas in which volunteerism is needed and can be of tremendous value to the city, the areas listed above will receive particular focus and attention, even as we make it easier for New Yorkers to connect to just about any service opportunity available.

By harnessing energy for service and expanding opportunities for volunteers at every stage of life, the city can better protect its most valuable resource: its people.

Impact Volunteering

New York City’s service strategy will be active, deliberate, and focused on outcomes. The strategy will be characterized by a commitment to “impact volunteering.” Impact volunteer strategies are those that:

1. Identify priorities and use volunteers to target a community’s critical needs,
2. Use best practices to maximize results and program sustainability, and
3. Set clear outcomes and measures to gauge progress.

NYC Service will be consistent with the Bloomberg Administration’s principles of customer service and accountability, engaging citizens in new and innovative ways that will have a real and measurable impact on City needs.



2. SERVICE IN NYC

Service in NYC

In order to develop a series of meaningful, relevant initiatives to increase service in New York City, the Bloomberg Administration surveyed organizations that use volunteers, experts in the service arena, and New Yorkers themselves. These efforts reveal a tremendous commitment to service in New York City today. In addition, a set of seven key challenges and opportunities for expanding service in New York City emerged routinely across many of these conversations. The Goals and Strategies outlined in the next chapter aim to build on the strengths already present and address these challenges in order to increase the amount and impact of service in New York City.

A. Methodology

The outreach and assessment process, which began immediately after Mayor Bloomberg's January 15, 2009 State of the City speech, included:

1. Focus groups with representatives from service organizations and organizations that use volunteers and expert interviews with local and national leaders;
2. Data collection from nonprofit organizations that use volunteers, schools and colleges, and city agencies; and
3. A representative survey of 1,500 New Yorkers on volunteer participation and motivation.

It is important to note that there is no clear path for collecting information about the numerous ways many organizations – individual churches, small community-based organizations, and private or parochial schools, for example – utilize volunteers. Nor do the organizations that measure inputs,

outputs, and outcomes measure the same things. To the degree that data is collected, it is not usually reported, centrally gathered, and analyzed. For the tens of thousands of nonprofit organizations that exist in New York City, no convening body asks for or collects information consistently about volunteer use or impact. Even within the public school system, data on the number of volunteers in individual schools and the amount of youth service coming from individual schools has not been collected centrally. Our process for consultation and assessment, as a result, relies on our relationships with subsets of these organizations and a willingness on the part of those organizations to share their information. Despite this challenge, we believe it is the most comprehensive snapshot of service organizations and service levels ever taken in New York City.

1. Focus Groups and Expert Interviews

The focus groups were conducted over a period of three weeks in February 2009. These facilitated discussions took place at City Hall and involved a total of 180 participants. Nearly 100 expert interviews took

place in person or over the telephone during January, February, and March. These involved national leaders from the Service Nation coalition and the national service movement, foundations that support service, and private sector and nonprofit leaders who advance volunteerism here in New York City.

NYC SERVICE FOCUS GROUPS

To learn more about service and volunteerism, focus groups were held with more than 180 individuals representing the following groups:

- Arts & Cultural Organizations
- Businesses & Corporations
- College & University Administrators and Students
- Organizations that Serve Students and Schools
- Environmental Organizations
- Faith-Based Community
- Legal Community
- Preparedness & Public Safety Organizations
- School Principals
- Organizations Serving Senior Citizens
- Organizations that Provide Job Training and Employment Services
- Organizations that Serve Youth & Families

2. Data Collection

Data was collected from organizations that utilize volunteers in order to gauge their volunteer utilization levels, capacity to use more volunteers, and volunteer recruitment and retention practices. More than 700 organizations that use volunteers, 27 colleges and universities, and 1,500 public schools, including independent and religious school associations, were invited to participate.

Data were received from:

- Organizations using volunteers, nonprofits and city agencies (234 responses)
- Colleges & universities (18 responses)
- New York City public schools (199 responses)

3. Representative Survey of New Yorkers

The Mayor's Fund to Advance New York City conducted a survey to better understand individual volunteer participation and moti-

vation in New York City. This survey captured information on individual volunteer attitudes and habits across all five boroughs: participation levels, annual commitment, and a number of more specific details around frequency, benefits, and how individuals find opportunities. Self-directed volunteerism was also probed (volunteerism occurring outside of organizations), creating a unique dataset that reveals a wealth of information about New Yorkers' service activities.

To complement these efforts, an extensive literature review was conducted. Research on volunteering and best practices for organizations, as well as studies of the value and benefits of service, inform this report.

B. The Service System

Organizations that Use or Manage Volunteers

Organizations ranging from nonprofits to public schools to City agencies to places of worship use volunteers for a variety of functions. Volunteers are used by some of these organizations to strengthen operations and administration – whether that is through preparing a fundraising mailing or service on a board of directors. Many others use volunteers for service delivery. Citymeals-on-Wheels and Publiccolor, for example, are organizations that rely extensively on volunteers as a key strategy to serve their constituents and achieve their missions. Eighty-five percent of the volunteer-using organizations that provided data to the City said they require an ongoing commitment from their volunteers, as opposed to one-time volunteer opportunities. Most of the volunteer opportunities provided by these groups are marketed toward adult and senior participants. And more than half of these groups report they already turn volunteers away as a result of capacity constraints.

New York City also benefits from a number of service intermediaries. Groups such as New York Cares, which is part of the national Hands On Network, work to recruit and train volunteers and then bring those volun-

teers to organizations in need. Organizations such as Learning Leaders do similar work in schools. These service intermediaries aim to deliver a quality customer service experience to the volunteer and relieve the beneficiary organization of the need to recruit and train volunteers on its own. Other national and local organizations do similar work, with some filling the critical position of delivering highly skilled professionals to nonprofits for longer-term *pro bono* services.

City agencies rely on volunteers to do their work in varying degrees, and the use of volunteers by City agencies has been a priority since Mayor Bloomberg took office. More than half of New York City agencies work with volunteers directly, and volunteers are critical to the success

poration and the Department of Homeless Services.

Schools, Colleges and Universities

Volunteer service to K–12 schools is thriving in New York City, and service within these school communities — vis-à-vis service-learning programs in particular — appears to be gaining momentum. Of the one in seven public schools that submitted data on volunteerism, nearly all respondent schools help identify volunteer opportunities for their students, and roughly a third consider service and volunteerism a part of their curriculum. Principals that participated in a focus group discussion affirmed that these programs advance their teachers' larger curricular goals and are popular among students and faculty alike.

PARTNERSHIPS FOR PARKS

Partnerships for Parks helps over 50,000 New York volunteers work together to make neighborhood parks thrive.

During the semi-annual It's My Park Day, thousands of these volunteers work at more than 150 sites in all five boroughs, helping to:

- Clean up litter in parks, along shorelines and green streets;
- Rake, mulch, plant bulbs and care for trees;
- Paint benches, fencing, park houses, and comfort stations throughout playgrounds and parks; and
- Plan fun events including free tennis lessons, face painting, historic house tours, nature walks, and more.

of initiatives such as the annual count of street homeless individuals and Million-TreesNYC. The Parks Department appears to be the largest agency user of volunteers — benefitting from approximately 50,000 volunteers who help each year to care for local parks, offer sports instruction, and provide programs for New Yorkers of all ages. Other agencies that use significant numbers of volunteers are the Health and Hospitals Cor-

Afternoon hours are a prime opportunity for volunteer activities for students, as well. A range of after-school service programs such as the Police Department's Police Athletic League and the City's Department of Youth and Community Development Teen ACTION program reach more than 3,000 youth each year at 60 sites across the city.

At colleges and universities across the

city, roughly two-thirds of those surveyed have formal partnerships with nonprofit organizations to create and manage volunteer opportunities for their students. An even greater number, upwards of 80%, hold campus-wide volunteer days. Within this survey sample, the three most popular focus areas for volunteer programs for college students were education and youth (32%), poverty (26%), and arts and culture (17%). Both current college students and recent graduates noted that student leadership opportunities, connection to the college community, and service to the local community play a powerful role in motivating students to serve. College and university volunteer organizers also said that much of the volunteerism students engage in is done outside of the formal opportunities

provided by the institutions themselves.

National and Stipended Service Organizations

Many national service initiatives have a strong presence in New York City – and they are key partners with the City in addressing some of its greatest challenges, especially with regard to education. Organizations ranging from City Year to The After School Corporation utilize AmeriCorps fellows to help mentor and work with some of the neediest students in the city. Additional stipended service programs include the NYC Teaching Fellows, Teach for America, ReServe, and the New York City Urban Fellows program – all of which provide essential support to government programs and valuable new learning experiences for participants.

TEEN ACTION (Achieving Change Together In Our Neighborhood)

Part of the Mayor’s Center for Economic Opportunity, the New York City Department of Youth and Community Development’s Teen ACTION initiative provides service learning programs for middle and high school students. With help from a curriculum developed by leaders in the service-learning field, participants identify issues in their community and implement projects that address the issues. Past projects have focused on the environment, health, civic participation, and more. Below are some examples of Teen ACTION initiatives:

- Visiting with elderly residents at a local senior center
- Documenting community strengths through photography
- Developing a public awareness campaign around human trafficking
- Exploring healthy relationships and conflict resolution through theater and art workshops
- Examining issues related to race, immigration, and violence through theater
- Surveying healthy food options near a local school
- Raising money to donate dairy goats to a village in Africa
- Collecting 370 pounds of food
- Painting a mural reflecting a community’s history and culture

C. How New Yorkers Serve

New Yorkers like to volunteer, and they volunteer significant amounts of time. The Mayor's Fund to Advance New York City conducted a survey on volunteerism the week of March 23, 2009. It revealed that just over half of New Yorkers ages 15 and above engaged in formal volunteering over the past year, for an average of 35 hours. Just over half participated in self-directed volunteering over the past year, too, for an average of 21 hours. According to the survey, 39% of New Yorkers volunteered more in the past 12 months than in the year prior, 35% volunteered the same amount, and 24% volunteered less. Two percent of New Yorkers reported volunteering for the first time last year.

When volunteers serve through nonprofit or other organizations, the three most popular areas of focus in New York City, according to the survey, are currently helping students and schools (31%), assisting those suffering from poverty and financial problems (19%), and responding to public health problems (12%). With respect to self-directed volunteer efforts, helping students and schools is still the most popular (30%), helping the environment comes next (18%), and assisting those in poverty or with financial problems comes in third (15%).

According to the survey, New York volunteers are motivated by a number of factors. They most often cite that it makes them feel good (47%), that it creates a sense of community (23%), and that it expands their experiences (16%). Those New Yorkers who did not volunteer in the last 12 months most often cite barriers such as limited time (58%), not knowing where to find opportunities (17%), or not being interested in available opportunities (11%).

Volunteers currently learn about volunteer opportunities through several different channels. The most common channels were families and friends (52%), nonprofits or other organizations (35%), school (19%), online

FACTS ON NEW YORK VOLUNTEERS:

- Consistent with other research, more women (60% of all women) than men (42% of all men) volunteer formally in New York City
- 25% of New Yorkers volunteering formally do so once a week
- 18% of New Yorkers volunteering formally only do so during specific times of the year or through special events
- 54% of volunteers utilize their professional or personal skills while volunteering

(18%), and through their employers (15%).

The highest rates of volunteerism among New Yorkers were found among the youngest in the survey. Fifteen to seventeen year olds had the highest rates of self-directed volunteerism (70%) and together with young adults ages 18–24 had the highest rates of formal volunteering at approximately 70%. Participation rates for New Yorkers ages 25 and up hovered between 46% and 55% for formal and self-directed volunteerism.

D. Challenges and Opportunities

While the focus groups, expert interviews, data collection from organizations, and survey of New Yorkers all showed significant organizational and individual commitments to volunteerism in New York City, the Mayor's Office focused the discussion on how to move the City to the next level: *How can New York become a model Service City that sets a new standard for bringing its residents together to solve pressing challenges?* A series of seven challenges and opportunities consistently emerged in these discussions. (see page 28)

BENEFITS FROM VOLUNTEERING

What is the biggest benefit you receive from volunteering?

PERCENT OF VOLUNTEERS



BARRIERS TO VOLUNTEERING

What is the main reason why you have not volunteered in the past 12 months?

PERCENT OF PEOPLE NOT VOLUNTEERING



Challenges and opportunities

1. It is not as easy as it should be for New Yorkers to find meaningful service opportunities.

First heard in focus group discussions, this idea was confirmed by the Mayor's Fund to Advance New York City survey, which found that nearly one in five New Yorkers (17%) do not know where to go to volunteer.

2. Technology could be better used to connect more people with volunteer opportunities.

Focus group participants repeatedly mentioned the citizen hotline, 311, as an underutilized resource to guide New Yorkers to service opportunities. Discussions with those who work with college age and high school students urged the City to explore social networking and other technologies to encourage self-directed volunteerism.

3. The Mayor's Office can do more to identify opportunities for high impact volunteering, call attention to community challenges and help nonprofits direct volunteers to these issues and community projects.

Numerous experts urged the City to consider the ways in which volunteers could help the City meet its most pressing needs, and to engage organizations that use volunteers with that goal in mind. This is consistent with President Obama's vision for service, which envisions individual Americans working together to address the greatest challenges facing our nation.

4. Nonprofits struggle to find ways to expand their capacity and extend service opportunities to more people.

More than half of the organizations that provided data to the city, or 54%, are turning volunteers away due to capacity constraints. On average, they are turning one in every three potential volunteers away.

5. There is little technical support available for volunteer programs.

Related to the prior point, focus group participants and service experts noted that managing volunteers is neither free nor easy. If we want organizations to rise to the challenge of helping more New Yorkers serve their communities, there needs to be technical assistance available so that groups can do this work more effectively and achieve greater impact.

6. Service is flourishing in many school communities and interest is high among youth –but not every young person is given a chance to serve.

Volunteer rates for those ages 15–17 and 18–24 are among the highest in the city and many public schools are invested in providing service-learning programs to students. Many advocates urged the City to find innovative strategies to increase programming in schools, arguing that teaching students the value of civic engagement ought to be a high priority and a consistent focus.

7. While service is highly valued by participants and organizations, its impact is not always measured.

In order for service to be taken as a serious strategy, its impact must be more seriously measured. Numerous individual organizations have made strides in this area and the Corporation for National and Community Service has initiated efforts as well. Experts urged the City to think strategically about measurement, with a clear focus on outcomes and results.

The Goals and Strategies presented in the following chapter offer a comprehensive vision for building on the tremendous strengths that already exist, while also addressing the challenges noted above. NYC Service aims to remove barriers and engage significantly more New Yorkers in service to their neighbors and neighborhoods.



3. GOALS AND STRATEGIES

Goals and Strategies

Building on the city's long tradition of volunteerism and social entrepreneurship, NYC Service aims to unleash the spirit of service within all five boroughs by encouraging and empowering New Yorkers of every age to contribute to the health and well-being of their neighbors, and their neighborhoods. NYC Service will set a new standard for community involvement in tackling the toughest problems, and it will promote service as a core part of what it means to be a citizen of the greatest city in the world.

The NYC Service action plan is divided into five components, which are outlined on the following pages. They are responsive both to the President's call for increased service in America and the challenges identified during the 60-day assessment of the local service landscape.

A. Help more New Yorkers connect to service opportunities more easily

NYC should be the easiest city in America in which to volunteer. The initiatives outlined below are designed to encourage more New Yorkers to participate in service opportunities, and to make it easier for them to do so. While every indicator suggests that interest in volunteerism appears to be higher than in the past, these initiatives aim to create interest that is sustained over time. In addition, the City will use various technologies to highlight opportunities and connect volunteers.

New Website and Volunteer 311

The new website – nyc.gov/service – was developed by the Mayor’s Office to serve as a one-stop shop for volunteers to locate and access one-time or routine volunteer opportunities. It will include enhanced search and matching capabilities, promote opportunities that address our greatest needs, and encourage individuals and community groups to engage in self-directed service efforts. In addition to the new website, volunteers

will now be able to obtain information about special volunteer opportunities through 311, and to get referrals to organizations looking for volunteers. These actions build on and expand the successful work of the Mayor’s Volunteer Center.

College Challenge

The 600,000 college and university students in New York City are a critical asset in the drive to expand service citywide, especially because the tradition to serve is long-established on many local campuses. The City will partner with area campuses to expand organized and self-directed student volunteerism, particularly in response to emerging citywide needs. As one example, college students represent a potentially powerful force in NYC Service’s effort to dramatically increase mentorships for at-risk middle school students (described in greater detail in Section 2 below).

Technology in Service

Technology can bring meaningful volunteer opportunities to more people and allow people to engage more easily. While some social networking and crowd sourcing capabilities have been incorporated into nyc.gov/service and the broader NYC Service action plan, NYC Service will look for additional partnerships that utilize technologies to enable New Yorkers to more easily engage and contribute their time and talent where the City needs them most.

Promoting Self-Directed Service

Self-directed service — service that occurs outside of structured programs run by public agencies or nonprofit organizations — is commonplace, critical, and often goes unnoticed. It is also an important way to expand volunteer capacity in New York City without increasing costs for organizations that use volunteers. NYC Service will implement strategies that encourage self-directed service and that recognize the many ways it can benefit neighbors, quality of life, or struggling organizations. An interactive feature on nyc.gov/service will highlight interesting examples of self-directed service, and New Yorkers will be encouraged to share their own experiences online.

While NYC Service will be an ongoing, year-round effort, it will also work to coordinate volunteerism around special occasions. For example, the U.S. Census Bureau will conduct the 2010 national census this year. NYC Service will help drive volunteers toward the effort to ensure the most comprehensive and accurate count ever. In addition, the Serve America Act designates September 11 as a National Day of Service and Remembrance. As September 11 holds particular significance for New Yorkers, NYC Service will work with partners, including the National September 11 Memorial Museum, to harness the inspiring spirit of service and sacrifice that so many displayed that day, and in the weeks and months after the attacks.

B. Create or elevate volunteer opportunities that address the most urgent needs in the city

While NYC Service will celebrate all volunteerism and the many ways New Yorkers give back, a key component of the Mayor's approach is to drive volunteer activity to those issues or places where the City's needs are greatest. Specifically, volunteers will be asked to participate in volunteer activities that help strengthen neighborhoods and support neighbors in need — two criti-

cal challenges given the national recession and its impact on New Yorkers. Additional efforts will target emerging or existing needs in education, health, preparedness, and the environment. Impact Service Projects are the initiatives that will be elevated by the NYC Service campaign to deliver the energy, talent, and time of willing New Yorkers to the causes that need them the most.

1. Strengthening Communities: Keeping our streets safe, our parks green, and our arts and cultural institutions strong

Block Beautification

The Office of the Mayor, in partnership with Citizens Committee for New York City, is conducting a pilot program to engage volunteer-led neighborhood groups in transforming their local public spaces. Twelve groups from across the five boroughs have been selected to receive small grants and to work together with relevant City agencies to transform their blocks and build ongoing stewardship in their communities. Based on the results of the pilot, NYC Service may seek to expand this program to additional blocks in the future.

Police Auxiliary Unit

Auxiliary Police provide extra "eyes and ears" for the Police Department by performing uniformed foot, vehicle, and bicycle patrols. They are trained to observe and report conditions requiring the services of the regular police. Whenever possible, they assist in non-enforcement and non-hazardous duties. Because the Auxiliary Police is one of the best vehicles available for involving the citizenry and community in promoting public safety through their personal participation, NYPD will seek to increase the number of civic-minded male and female volunteers applying to this unit.

Block Watch

Individuals can play a key role in looking out for their neighbors and their communities — enhancing the local community spirit and helping to keep quality of life high. To encourage this involvement, the NYPD will reinvigorate its Block Watch program, a neighborhood-based program that trains volunteers to identify and report safety-related issues in their neighborhoods.

It's My Park Day

The Parks Department and Partnerships for Parks host the annual "It's My Park Day" in May — along with other events throughout the year. Because keeping park quality high is key to preserving community quality of life, NYC Service will drive additional volunteers to these critical events.

Show and Tell

Arts organizations provide critical resources to communities of every income level — and they also create jobs. These cultural institutions also make New York an attractive city in which to live, work, and play. Providing access to arts and culture for young New Yorkers who wouldn't otherwise be able to attend events will help ensure support for institutions and create the next generation of audiences. The Department of Cultural Affairs, through its partners, will seek volunteers from various fields to escort interested youth and their families to events.

2. Helping Neighbors in Need: Assisting those impacted by the economic downturn and other New Yorkers in need

Financial Empowerment

Access to financial counseling is a significant help to households that are struggling to make ends meet or that have been dislocated as a result of the national recession. The Department of Consumer Affairs and its Office of Financial Empowerment will engage skilled volunteers to increase the capacity of neighborhood financial empowerment centers and assist financial counselors to serve more New Yorkers in need.

Legal Services

The economic downturn has impacted New Yorkers in numerous ways that have resulted in legal problems. People require legal assistance in the areas of foreclosure, eviction, consumer credit and immigration, among others. NYC Service will collaborate with a range of partners to connect volunteer lawyers with current programs that offer pro bono legal assistance in an effort to dramatically increase the number of New Yorkers who are able to access these services.

Adopt a Community Food Program

Food pantries and soup kitchens located throughout the five boroughs rely on volunteers — and many are currently reporting increased demand for their services. Although emergency food services are needed year round, volunteers tend to offer assistance mostly during the holiday season. NYC Service will work with the Food Bank For New York City to launch a Food Bank Adoption program matching local businesses, schools, faith groups, and other community organizations with community food programs to ensure year round commitment to keeping the shelves stocked.

Time Banking

Seniors have unique needs as well as unique skills and experience to share. To tap this valuable resource, the NYC Department for the Aging will create a network of “Time Banks” in local communities. Time Bank programs allow participants to offer and receive services in a managed exchange based on hours contributed. The range of services for exchange is unlimited, including music lessons, grocery shopping, or simply reading aloud. Importantly, time banks promote independence for seniors, while also encouraging seniors to identify the ways in which they can help others.

Telephone Reassurance

Some seniors can feel isolated in their homes and appreciate regular contact with members of their community. One of the simplest ways to create greater security and connection for seniors is through regular telephone calls and check-ins. Various organizations throughout New York City engage volunteers to act as points of contact for seniors by committing to weekly telephone calls. NYC Service and the Department for the Aging will work to increase the

number of seniors reached by these programs.

Language Services

New York City's diverse and multilingual population requires that City agencies be able to provide support for customers with limited proficiency in English. NYC Service aims to encourage qualified and trained multilingual New Yorkers to volunteer with City agencies to provide language services. This initiative will enable City agencies to provide higher quality interpretation and language services by tapping into New Yorkers' multilingual abilities.

Support Our Troops

Few people risk more to serve their country and community than those who serve in the armed forces. NYC Service, in partnership with the Mayor's Office of Veterans Affairs, will identify opportunities for New Yorkers to show appreciation to active duty members of the armed forces and veterans. One initiative will be to encourage volunteers to open their homes and host active service members for a meal or simple fellowship on specific days each year, such as Armed Forces Day and Veterans Day. Volunteers may also be encouraged to create and mail care packages to service members overseas, among other efforts.

3. Education: Helping youth in public schools

Middle School Mentors

The middle school years are a critical time for youth — and mentors are a proven intervention to help these students remain connected to the classroom. The Department of Education will establish a mentoring program for at-risk students in 51 of the City's highest-need middle schools. Given that the greatest benefits from mentoring are seen in relationships that offer frequent and consistent support to mentees, volunteers will be recruited to work with students in these schools for a minimum commitment of one school year. The recruitment of mentors will be done on a citywide basis and all those who are interested, including mothers, fathers, grandparents, community leaders, and concerned citizens, will be encouraged to take part in the initiative. Specific efforts will target the City's college and university students, the business community, and faith-based organizations. The Department of Education will partner with a broad range of mentorship organizations, including Big Brothers Big Sisters of New York City, Mentoring USA, America's Promise, and the "I Have A Dream" Foundation.

Serve our Schools program

Broadly expanding volunteer efforts in schools can have a tremendous impact on student development and achievement. A number of nonprofit organizations use volunteers to provide critical services to students in schools. NYC Service will direct more volunteers to these organizations, with a particular focus on multilingual volunteers to assist English Language Learners. The Department of Education in partnership with service organizations such as Learning Leaders, New York Cares, PENCIL, Publicolor, and

others, will drive education service opportunities and help to coordinate and increase the total number of volunteers working with City schools.

4. Environment: Reducing energy utilization and shrinking the city's carbon footprint

MillionTreesNYC

Through MillionTreesNYC, 175,000 new trees have already been planted throughout the five boroughs. In partnership with the Parks Department and the New York Restoration Project, NYC Service aims to drive even greater volunteer participation to MillionTreesNYC to help meet the ultimate goal of one million new trees by 2017.

Rooftop Cooling Program

Homes and buildings are responsible for roughly 70% of New York City's carbon footprint. One simple act — painting a dark roof white or silver — reduces energy consumption in that building up to 10%¹⁵ and helps reduce energy bills for residents during the hot summer months. NYC Service will work with building owners and other partners to plan and coordinate efforts for volunteer roof painting.

RelightNY

One significant action New Yorkers can take to reduce their carbon footprint is shifting to compact fluorescent light bulbs (CFLs), which reduce carbon emissions and energy costs. NYC Service will encourage greater use of CFLs by directing more volunteers to RelightNY. Volunteers will work with RelightNY to distribute light bulbs and educate tenants and homeowners on the benefits of CFLs.

Carbon Footprint Reduction Online Toolkit

New Yorkers are encouraged to make small daily changes that will help the City reach its goal of reducing greenhouse gases by 30 % by 2030. NYC Service will work with the Mayor's Office of Long-Term Planning and Sustainability to develop an online toolkit — available on nyc.gov/service — to help New Yorkers understand their green options and implement everyday changes. The toolkit will promote opportunities for individuals and existing groups to work locally to advance the City's greenhouse gas reduction goals.

5. Health: Confronting major health challenges

Shape Up

With more than 50% of adult New Yorkers estimated to be overweight or obese¹⁶, expanding opportunities for physical activity is critical. The Health Department and the Parks Department will use volunteers to expand the number and type of free Shape Up classes offered in parks, community centers, and other locations across the city. NYC Service will look to partner with gyms and similar institutions for volunteer instructors to run these classes. In addition, the Parks Department will seek volunteers to help revitalize recreation centers citywide.

Walking School Bus

Forty-three percent of elementary school children in New York are estimated to be overweight or obese.¹⁷ The Walking School Bus seeks to highlight the benefits of exercise by encouraging school children to walk to school where it is safe and feasible. The Health Department will seek partnerships with interested public school principals and school communities to pilot a program in which groups of interested children would walk to school with parent volunteers.

Flu Fighters

In New York City, influenza and pneumonia combined were the third leading cause of death in 2006.¹⁸ Immunization can decrease the chances of getting influenza by 70–90% in healthy adults.¹⁹ In 2007, just over half of New Yorkers ages 65 and over got their flu shot. If more New Yorkers received their recommended flu shot, we could save lives. To increase the number of New Yorkers ages 65 and over who receive a flu shot, the Health Department will recruit community members to educate their neighbors, dispel myths, provide referrals, and build support for getting the flu vaccine. Licensed medical professionals will also be recruited as volunteers to administer immunizations. Special emphasis will be placed on reducing disparities in vaccination coverage.

Blood Drive

Lives are saved every day through the timely delivery of donated blood and other blood products. Increasing the number of volunteers that donate blood is a constant and critical challenge. NYC Service will work with the New York Blood Center to drive more volunteers in this area — ensuring that the need for life-saving blood products in the city's hospitals can be met every day.

6. Emergency Preparedness: Preparing for and responding to emergencies

Ready New Yorker Online Toolkit

The Office of Emergency Management considers 9% of New Yorkers ready for a citywide emergency. Ensuring that New Yorkers are aware and prepared will greatly assist the City in dealing with large scale emergencies. The Office of Emergency Management will launch a downloadable toolkit — available at nyc.gov/service — that will enable volunteers to help their friends, neighbors and colleagues become Ready New Yorkers.

Ready Schools Campaign

School children can play a real role in educating their families about emergency preparedness. The Office of Emergency Management will seek volunteers to help spread the message of readiness to students and explain what steps they can take with their families to become 'Ready.' Participating schools will conduct assemblies for their students and provide additional material to share with their families.

CPR Training

CPR saves lives, and increasing the number of New Yorkers trained in CPR can positively impact survival rates for victims of sudden cardiac arrest.

The Fire Department seeks to significantly expand the FDNY CPR training program by increasing the number of volunteer CPR trainers. These volunteer trainers will together train hundreds of New Yorkers in CPR, each of whom will go on to train friends and family members. The FDNY program will ask those participating in the training program to pledge that they will train at least five other New Yorkers.

American Red Cross Reserve Program

The American Red Cross in Greater New York works along side City agencies in responding to emergencies that affect every neighborhood in the City's five boroughs. Ensuring a reserve of New Yorkers trained to assist their fellow residents during a crisis is invaluable to the City's ability to deal effectively with any emergency. The American Red Cross is looking for 10,000 volunteers to become a part of its reserve program. These volunteers will be trained by the Red Cross to staff shelters and provide assistance in the event of an emergency. NYC Service aims to assist the Red Cross in identifying all the volunteers its needs and will publicize this program through nyc.gov/service and through additional campaigns.

C. Support nonprofits and public agencies to use more volunteers, and do so more effectively and strategically

Organizations that use volunteers also struggle to absorb more volunteers due to the costs of training, administration, and other capacity-related issues. Without focusing on improving the capacity of existing organizations to absorb more volunteers it will not be feasible to achieve the goals of NYC Service. In addition, funding cuts may affect the ability of some nonprofits to retain their staff, further exacerbating this problem. Through the initiatives outlined below, NYC Service will help organizations improve their capacity to take on and manage more volunteers, more effectively.

NYC Civic Corps

NYC Service will launch the NYC Civic Corps to support nonprofit organizations that want to use more volunteers, but are struggling to manage and support sustainable volunteer programs. Civic Corps members will be dispatched into nonprofit organizations and public agencies where they will work over the course of a year to develop high-impact volunteer programs that engage more New Yorkers in efforts to help our neediest neighbors and tackle our toughest challenges. Made possible through a strong partnership with the Corporation for National and Community Service and its AmeriCorps VISTA program, the program will inaugurate its first class of participants this summer.

Nonprofit Board Service

Small nonprofits in New York City, particularly those located outside of Manhattan, often find it difficult to attract qualified board members. NYC Service, in partnership with United Way of New York City, will work to encourage more individuals to consider board service, increase the supply of trained board candidates,

and help them connect to board service opportunities at more nonprofits.

Go Pass Volunteer screening

Background checks and additional screening measures are critical when organizations use volunteers to work with children and other vulnerable populations. Nonprofits use a variety of services to screen their volunteers and in some cases duplicate the efforts of another organization that has already paid to screen the same volunteer. To increase the capacity of nonprofits and to reduce their costs, NYC Service will work with a nonprofit partner to develop the “Go Pass” program. The “Go Pass” program will offer nonprofits a simple, consistent and easy screening process for volunteers, and may distribute cards that volunteers can use at all participating organizations.

Professional Services Volunteers

Nonprofits can benefit greatly from professional-services assistance, and many volunteers can offer nonprofits assistance in meeting a variety of needs, including finance and budget, accounting, marketing, IT, legal, and a host of other business functions. NYC Service plans to develop a program to help match professional services volunteers to nonprofit organizations that are addressing the City’s most pressing needs. NYC Service will seek partners to help run and manage the program and qualified volunteers who can provide much needed services to the nonprofit community. This work builds on Greater NY, a strategic partnership program recently announced by Mayor Bloomberg that pairs business executives with nonprofit executive directors in an effort to build stronger and more effective nonprofits.

D. Promote service as a core part of what it means to be a citizen of the greatest city of the world

A sustained culture of service can be created by developing programs that will encourage young New Yorkers to think about volunteering as a core part of their lives. Building on the great programs already in place in schools, the initiatives detailed below are designed to create a culture of service and to make sure that

in New York City, all children are taught the value of service.

Service in City Internships

Leading by example, this summer all interns working in New York City government will participate in service activities. Interns at

each City agency will work together to choose from the full range of NYC Service initiatives or design a project of their own, providing an important service to the city and broadening their internship experience. This builds on previous efforts by the Bloomberg Administration to engage interns in service days.

Service in Schools

The Department of Education will implement a groundbreaking citywide initiative that will make service part of every child's experience in New York City schools. Beginning this fall, every school principal will incorporate service or service-learning curricula into their educational plans. Through a partnership with Children for Children, up to 100 AmeriCorps fellows will be deployed to provide training, technical assistance, data collection, and sup-

port to New York City educators to introduce or increase service in their schools. Other partners will include City Year, Common Cents, The League, and Global Kids, Inc.

Summer of Service

The Summer of Service initiative is designed to encourage a culture of service among young New Yorkers that participate in the Department of Youth and Community Development's Summer Youth Employment Program (SYEP). SYEP participants will engage in large-scale service projects over the course of the seven-week program that will have a measurable impact on the City's most pressing needs.

E. Measure progress against clear goals; create accountability for results

The success of NYC Service requires that the impact of the different initiatives outlined in this blueprint are carefully managed and tracked. All the initiatives outlined above have specific metrics that will be monitored over the next year to measure the impact of each initiative. NYC Service is committed to sustaining increased levels of service through a strong management structure and suitable recognition programs.

Chief Service Officer

NYC Service will be led by a Chief Service Officer. Two states, California and New York, have appointed State Secretaries of Service. New York City will be the first locality in the nation to have a service chief.

Expanding upon the work of the Mayor's Volunteer Center, the Chief Service Officer will be responsible for partnering with agencies and organizations to implement and evaluate new approaches to increasing impact volunteerism in New York City. The Office will be accountable for NYC Service metrics, including increased volunteer participation, greater citywide capacity to engage and manage volunteers, and specific impact metrics within each of the six critical need areas. NYC Service initiatives will be funded by both public and private commitments.

Recognition Program

In celebration of volunteer efforts throughout the city, NYC Service will launch a Recognition program to promote service and recognize exceptional contributions of all parties involved with the City's service initiative. Recognition programs are an essential tool for promoting sustained and increased participation over time. The Mayor's Office will develop a program that includes a wide range of valuable rewards and special recognition opportunities to recognize participation and exceptional service contributions from individuals, community-based groups, businesses, and schools.



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APPENDICES

Appendix A

INITIATIVE OVERVIEW

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 1: HELP MORE NEW YORKERS CONNECT TO SERVICE OPPORTUNITIES MORE EASILY					
New Website and Volunteer 311	Launch a new and improved nyc.gov/service website with increased functionality and search capabilities to promote volunteer opportunities. In addition, 311 operators will direct callers to information on volunteer opportunities throughout NYC	Chief Service Officer	United Way of New York City	Number of unique visitors to nyc.gov/service Volunteer toolkits downloaded and shared	First phase redesign complete April 2009. Second phase redesign complete September 2009
College Challenge	Issue a call to action to increase volunteerism among college students with a special focus on mentorship	Chief Service Officer	Local colleges and universities	Participation metrics –increase in volunteerism among college students	September 2009
Technology in Service	Develop partnerships that utilize technologies to enable New Yorkers to more easily engage and contribute their time and talent	Chief Service Officer	Currently seeking partners	Number of tech-enabled volunteer opportunities offered through nyc.gov/service	2009 / 2010
Promoting Self-Directed service	Encourage New Yorkers to engage in self-directed acts of service outside of structured programs run by public agencies or nonprofit organizations	Chief Service Officer	TBD	Increase in self-directed volunteering	2009

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 2: CREATE OR ELEVATE VOLUNTEER OPPORTUNITIES THAT ADDRESS THE CITY'S MOST URGENT NEEDS - IMPACT SERVICE PROJECTS (ISPs)					
> Strengthening Communities ISPs					
Block Beautification	Provide resources to encourage New Yorkers to transform their blocks and neighborhoods	Office of the Mayor	Citizens Committee for New York City Block Associations	Number of blocks transformed	Pilot underway
Police Auxiliary Unit	Expand existing program to train volunteers as Auxiliary Police Officers	NYPD	None	Number of new Auxiliary Police Officers	2009
Block Watch	Reinvigorate existing program and encourage more New Yorkers to join	NYPD	None	Number of block watchers	2010
It's My Park Day	Recruit volunteers to participate in citywide clean up of waterfront parks	NYC Department of Parks	Partnerships for Parks	Number of It's My Park Day participants	May 16, 2009
Show and Tell	Encourage interest and establish new audiences in various cultural fields by encouraging professional in those fields to escort youth and families to arts and cultural organizations and events	NYC Department of Cultural Affairs	Currently seeking partners	Number of students and their families participating in program	2009
> Helping Neighbors in Need ISPs					
Financial Empowerment	Train volunteers to assist full time counselors at the City's Financial Empowerment Centers	NYC Department of Consumer Affairs' Office of Financial Empowerment	Currently seeking partners	Number of additional New Yorkers that receive financial information and referrals to counselors	2009
Legal Services	Engage lawyers in volunteer opportunities to provide New Yorkers with pro-bono legal services across a range of issues	NYC Corporation Counsel	Office of Court Administration, Bar Associations, Law Schools, and others	Number of New Yorkers that receive legal counseling	2009
Adopt a Community Food Program	Launch a food bank adoption program matching local businesses, schools, faith groups, and other community organizations with local food banks	Chief Service Officer	Food Bank For New York City	Number of organizations that adopt food banks	2009

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 2: CREATE OR ELEVATE VOLUNTEER OPPORTUNITIES THAT ADDRESS THE CITY'S MOST URGENT NEEDS – IMPACT SERVICE PROJECTS (ISPs)					
> Helping Neighbors in Need SSPs					
Time Banking	Create a network of "Time Banks" that allow the exchange of volunteer services	NYC Department for the Aging	TBD	Number of Time Banking hubs created Number of Time Banking hours exchanged	2009 / 2010
Telephone Reassurance	Increase the number of volunteers engaged in programs that provide reassurance to seniors through regular phone calls	NYC Department for the Aging	Providers that already engage in telephone reassurance	Number of New York seniors receiving regular telephone check-ins	2009
Language Services	Encourage multilingual New Yorkers to volunteer with City agencies and assist them in providing interpretation and language services	Mayor's Office of Operations	Currently seeking partners	Number of language services volunteers	2010
Support Our Troops	Identify opportunities for New Yorkers to support our troops and veterans	Mayor's Office of Veterans Affairs	TBD	TBD	May 16, 2009
> Education ISPs					
Middle School Mentors	Identify new mentors to pair with at-risk middle school students, with an emphasis on mentor recruitment from colleges and universities to fill mentor ranks	NYC Department of Education	Broad range of mentorship programs in NYC	Number of at-risk sixth to eighth graders with a mentor	Fall 2009
Serve our Schools	Expand various education-related volunteer programs through partnerships with local nonprofit organizations	NYC Department of Education	Learning Leaders, PENCIL, NYCares, Publicolor, and other partners	Number of volunteers engaged in education-related volunteer programs	Fall 2009
> Environment ISPs					
Million Trees NYC	Drive greater volunteer participation in MillionTreesNYC to help meet goal of one million new trees in NYC by 2017	Chief Service Officer	NYC Parks Department New York Restoration Project	Number of trees planted	Ongoing

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 2: SIGNATURE SERVICE PROJECTS					
> Environment SSPs					
Rooftop Cooling Program	Launch program to engage volunteers in lowering energy bills and decreasing New York's carbon footprint	Mayor's Office of Long-term Planning and Sustainability	Currently seeking partners	Number of roofs painted	2010
RelightNY	Drive greater volunteer participation in distributing compact fluorescent light bulbs and educating tenants and homeowners about their benefits	RelightNY	None	Number of buildings that meet RelightNY specifications	2009
Carbon Footprint Reduction Online Toolkit	Develop an online toolkit to help New Yorkers understand the impact of green choices and implement everyday changes	Mayor's Office of Long-term Planning and Sustainability	None	TBD	April 2009
> Health ISPs					
Shape Up	Use volunteer instructors to expand the number of Shape Up classes providing free exercise programs at public locations	NYC Department of Health and Mental Hygiene NYC Department of Parks	Currently seeking partners	Number of people attending Shape Up classes	2009
Walking School Bus	Engage parent volunteers to walk with students to and from school to encourage physical activity	NYC Department of Health and Mental Hygiene	NYC Department of Education	TBD	Fall 2009
Flu Fighters	Recruit and train volunteers to encourage and educate their friends and neighbors (especially seniors) to get flu shots, with a special focus on reducing disparities. Also recruit licensed medical professionals to administer immunizations.	NYC Department of Health and Mental Hygiene	TBD	Number of volunteer educators Number of volunteer inoculators Number of seniors receiving flu shots	2009
Blood Drive	Encourage volunteers to donate blood to ensure that hospital needs for life saving blood products can be met	NY Blood Center	TBD	Number of volunteers donating blood	2009

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 2: SIGNATURE SERVICE PROJECTS					
> Emergency Preparedness ISPs					
Ready New Yorker Online Toolkit	Develop an online toolkit to assist volunteers in helping neighbors and colleagues prepare for a city wide emergency	NYC Office of Emergency Management	None	Number of "Ready" New Yorkers trained through volunteers using toolkit	April 2009
Ready Schools Campaign	Train volunteers to teach students how to ensure they and their families are prepared for emergencies	NYC Office of Emergency Management	NYC Department of Education	Number of students trained	Pilot currently underway
CPR Training	Expand existing CPR training programs through volunteer CPR trainers to reach larger number of New Yorkers	FDNY	TBD	Number of new New Yorkers trained in CPR	2009
American Red Cross Reserve Program	Direct volunteers to the American Red Cross Reserve Volunteer Program, increasing the number of New Yorkers trained to staff shelters in an emergency	American Red Cross	None	Number of American Red Cross Reserve volunteers	2009
CATEGORY 3: SUPPORT NONPROFITS AND PUBLIC AGENCIES TO USE MORE VOLUNTEERS, AND DO SO MORE EFFECTIVELY AND STRATEGICALLY					
NYC Civic Corps	Create first of its kind AmeriCorps VISTA program — training Americorps VISTA volunteers to create and manage impact volunteer programs for nonprofits and public agencies throughout the city	Chief Service Officer	Corporation for National and Community Service	Number of new volunteer opportunities created by NYC Civic Corps volunteers	August 2009
Nonprofit Board Service	Train and place new board members in city nonprofits, with an emphasis on small organizations outside Manhattan	United Way of New York City	None	Number of new board members placed	2009
Go Pass Volunteer Screening	Offer nonprofits and city agencies a one-stop low-cost service for screening volunteers	Chief Service Officer	TBD	Number of New Yorkers with a Go Pass Number of participating nonprofit organizations	2010
Professional Services Volunteers	Develop a program to place professional service volunteers with the city's nonprofits	Currently seeking partnerships	Currently seeking partners	Number of new professional service volunteers	2009

INITIATIVE	DESCRIPTION	OWNER	PARTNER(S)	METRICS	TIMING
CATEGORY 4: PROMOTE SERVICE AS A CORE PART OF WHAT IT MEANS TO BE A CITIZEN OF THE GREATEST CITY IN THE WORLD					
Service in City Internships	Encourage NYC government interns to volunteer with a wide range of volunteer organizations	Chief Service Officer	City Agencies	Number of City interns volunteering	2009
Service in Schools	Provide one-on-one technical assistance to principals to develop and execute individualized plans for incorporating service in schools	NYC Department of Education	Children for Children, City Year, Common Cents, The League, and Global Kids, Inc.	Number of participating schools	2009
Summer of Service	Encourage participants in the Summer Youth Employment Program (SYEP) to dedicate days to volunteering	NYC Department of Youth and Community Development	TBD	TBD	Summer 2009
CATEGORY 5: MEASURE PROGRESS AGAINST CLEAR GOALS; CREATE ACCOUNTABILITY FOR RESULTS					
Chief Service Officer	NYC Service will be led by a Chief Service Officer to be appointed by Mayor Bloomberg	Office of the Mayor	None	Deliver on NYC Service goals and metrics	Spring 2009
Recognition Program	Launch recognition program to recognize outstanding contributions in volunteerism and service	NYC & Company	Currently seeking partners		2010

Appendix B

ORGANIZATIONS THAT PROVIDED INFORMATION OR GUIDANCE

EAARP	CAMBA
Academy for Careers in Television and Film	Carnegie Corporation of New York
Academy of Public Relations	Cascades High School
Achievement First Crown Heights Charter School	Catholic Charities
African Baseball Network, Inc.	Center for Employment Opportunities
African Cultural Center, Inc.	Center for the Urban Environment
Afro Heritage Venture	Center for Urban Education, Pace University
Agenda For Children Tomorrow	Central Park Conservancy
Agudath Israel of America	Central Park East II
All Stars Project, Inc.	charity: water
Alley Pond Environmental Center	Chelsea Piers
Alliance of Resident Theatres / New York, Inc.	Children for Children
Alzheimer's Association, New York City Chapter	Children of Promise, NYC
American Civil Liberties Union	Children's Law Center
American Express	Chinese American Planning Council
American Littoral Society	Citizen's Advice Bureau
American Red Cross in Greater New York	Citizens Against Graffiti Everywhere (CAGE)
American Society to Protect Cruelty to Animals	Citizens' Committee for Children
Arab American Association Of New York	Citizens Committee for New York City
Archdiocese of New York	City Bar Justice Center
Arts & Business Council, Inc.	City College
Ash Institute for Democratic Governance and Innovation	City Harvest
Asian American Arts Alliance	City Parks Foundation
Asian Women In Business	City Year
Aspen Institute	City Year New York
Association for a Better New York	Citymeals-on-Wheels
Astor Collegiate Academy: Christopher Columbus Educational Campus	Civic Enterprises
August Martin High School	Claremont Neighborhood Centers, Inc.
Baby Basics NYC	Clifford Chance US LLP
Ballet Tech, NYC Public School for Dance	Coalition for Asian American Children and Families
Barnard College	Coler-Goldwater Specialty Hospital and Nursing Facility
Baruch College	College Point Community Volunteer Ambulance Corps
Baruch College Campus High School	College Summit
Bay Community Volunteer Ambulance Corps.	Columbia University
Bed Stuy Prep	Columbia University Mailman School of Public Health
Behind The Book	Columbus-Amsterdam BID
Bellevue Hospital	Common Cents
Bideawee, Inc.	Community Access, Inc.
Big Apple Greeter	Community Health Action Of Staten Island
Big Brothers Big Sisters of NYC	Community Service Society of New York
Bloomberg LP	Comprehensive Development Inc.
Board of Jewish Education of Greater New York	Concern Worldwide
Boomerang Theatre Company	Concrete Safaris
Borough of Manhattan Community College	Coney Island Lighthouse Mission
Boy Scouts of Greater New York	Cool Culture
Brighter Choice Community School	CORE, Inc.
Bronx Academy High School	Cornelia Connelly Center For Education
Bronx Academy of Health Careers: Evander Childs Educational Campus	Coro New York Leadership Center
Bronx Aerospace High School: The Evander Childs Educational Campus	Corona Community Ambulance Corps, Inc.
Bronx Community Academy	Corporation for National and Community Service
Bronx Council for Environmental Quality	Corporation for National and Community Service, N.Y State Office
Bronx Council On The Arts	Council of Senior Centers and Services of NYC, Inc.
Bronx River Alliance	Council on the Environment of NYC
Bronx School of Law and Finance: John F. Kennedy Educational Campus	Covenant House New York
Bronx School of Science Inquiry and Investigation	Covenant House Nineline
Brooklyn Botanic Garden	Creative Time
Brooklyn Bridge Park Conservancy	Credit Suisse
Brooklyn Center for the Urban Environment	Credit Suisse Americas Foundation
Brooklyn Children's Center	Cultural Collaborative Jamaica
Brooklyn College	Cultural Renaissance For Economic Revitalization
Brooklyn Historical Society	CUNY
Brooklyn International High School	CUNY Citizenship and Immigration Project
Brooklyn Law School	Curtis High School
Brooklyn Public Library	Department of Interior, Gateway National Recreation Area
Brooklyn Special Olympics	Diocese of Brooklyn
Cabrini Center for Nursing and Rehabilitation	Direct Archdiocesan District Office of Education

APPENDICES

Disaster Chaplaincy Services
DonorsChoose.org
Dr. Susan S. McKinney Secondary School of the Arts
Earth Day New York
East Flatbush Community Research School
East House Settlement
East New York United Concerned Citizens, Inc.
East River C.R.E.W.
East Side House, Inc
Elijah Stroud High School
Episcopal Social Services
Errol Grimes Dance Group
Esperanza Del Barrio
Exodus Transitional Community, Inc.
Explorations Academy
Federation of Protestant Welfare Agencies
Feerick Center at Fordham Law School
Flatiron/23rd Street Partnership
Food Bank for New York City
For Our Friends, Inc.
Fordham University
Forging Ahead For Community Empowerment & Support (FACES NY)
Frank Sinatra School of the Arts High School
Frederick Douglass Academy III Secondary School
Freedom Community Resource Center, Inc.
Fresh Art Inc.
Friends Of Brook Park
Friends of Hudson River Park
Friends of Van Cortlandt Park
Fund for the City of New York
Gateway National Recreation Area
Gay Men's Health Crisis
George Washington Carter High School for Science: Springfield Gardens Educational Campus
Girl Scouts of Greater New York
Girls Write Now
Global Information Network
Global Kids
GOAL USA
Goddard Riverside Community Center
God's Love We Deliver
Goldman Sachs
Good Shepherd Services
Gramercy Arts High School
Green Guerillas
Greenwich House, Inc.
Groove With Me, Inc.
Groundwork, Inc.
Harlem Children's Zone
Harlem Educational Activities Fund, Inc.
Harlem Renaissance High School
Harlem Renaissance High School
Harry S Truman High School: Harry S Truman Educational Campus
Heart Gallery NYC
Hedge Funds Care
Helping Hands for the Disabled of NYC
High School for Computers and Technology: The Evander Childs Educational Campus
High School for Dual Language and Asian Studies: Seward Park Educational Campus
High School for Medical Professions
Hispanic Chamber of Commerce
Hispanic Federation
Hostos Community College
Housing Works
Hudson Guild
Human Services Council
IBM Foundation
Idealist.org
iMentor
In the Spirit of the Children, Inc.
Information Technology High School
Institute for Puerto Rican and Hispanic Elderly
Interfaith Center
International Black Film Festival
International High School at Lafayette
International High School at LaGuardia Community College
International High School at Prospect Heights
International Youth Leadership Institute
InterSchools
IS 10 Horace Greeley
IS 136 Charles O. Dewey
IS 187 Brooklyn
IS 30 Mary White Ovington
IS 349 Math, Science, and Technology
IS 49 Berta A. Dreyfus
IS 51 Edwin Markham
IS 72 Rocco Laurie
IS 75 Frank D. Paulo
Isaac Newton Middle School for Math and Science
Islamic Circle of North American
Islamic Schools Association of New York, Inc.
IVolunteer
Jacob A. Riis Settlement House
Jacobi Medical Center
Jamaica Estates Volunteer Ambulance Corps
Jamaica High School
Jericho Road Inc.
JetBlue
Jewish Association for Services for the Aged
Jewish Community Council Of Greater Coney Island
Jewish Community Council of the Rockaway Peninsula
Jewish Community Relations Council
Jewish Home Lifecare - Volunteer Support Program
JHS 125 Henry Hudson
JHS 157 Stephen A. Halsey
JHS 210 Elizabeth Blackwell
JHS 220 John J. Pershing
JHS 291 Roland Hayes
JHS 292 Margaret S. Douglas
JHS 44 William J. O'Shea
JHS 45 Thomas C. Giordano
JHS 50 John D. Wells
JHS 62 Ditmas
JHS 74 Nathaniel Hawthorne
Jill Chaifetz Transfer High School
John Adams High School
JP Morgan Chase
Jumpstart
Junior League
Juvenile Diabetes Research Foundation
Kappa II
Kingsbridge Heights Community Center
LaGuardia Community College
Laurie M. Tisch Illumination Fund
Lawyers for the Public Interest
League for the Hard of Hearing
Learning Leaders
Legros Cultural Arts, Inc.
Lehman College
Lenox Hill Neighborhood House
Liberty Partnerships Program - Pace University

Life Sciences Secondary School
 LIFEbeat Inc.
 Lifecare Community Services - Homecare Division
 Lighthouse International
 Lincoln Square BID
 Lincoln Square Neighborhood Center
 Literacy Partners, Inc.
 Little Sisters of the Assumption Family Health Service
 Lower East Side Ecology Center
 Lutheran Medical Center
 Lutheran Schools Association
 Madison Avenue BID
 Make Music New York
 Manhattan MS for Scientific Inquiry
 Martin van Buren High School
 Materials for the Arts
 Mayor's Fund to Advance New York City
 Mayor's Volunteer Center
 MDRC
 Medgar Evers College
 Medical Reserve Corps
 Melrose II I Have A Dream Program
 Metropolitan Corporate Academy High School
 Metropolitan Council on Jewish Poverty
 Metropolitan Hospital Center
 Metropolitan Museum of Art
 Metropolitan Waterfront Alliance
 Mexican Educational Foundation Of New York, Inc.
 Millenium Art Academy: Adlai E. Stevenson Educational Campus
 Millennium Art Academy
 Millennium Minds, Inc.
 Millennium Sistahs Inc
 Miracle House
 Mount Hope Housing Company
 Mount Vernon Hotel Museum
 MS 324 Patria Mirabal
 MS 29 Melrose School
 MS 322
 MS 51 William Alexander
 MTV Networks
 Municipal Art Society of New York
 Museum of American Finance
 Nah We Yone
 National Aphasia Association (NAA)
 National Multiple Sclerosis Society NYC Chapter
 National September 11 Memorial & Museum
 Natural Resources Protective Association
 Neighborhood Housing Services
 New Horizons
 New York Botanical Garden
 New York Cares
 New York City Bar Association
 New York City College of Technology
 New York City Police Museum
 New York City Rescue Mission
 New York Foundling
 New York Hospital Queens
 New York Law School
 New York Lawyers for The Public Interest
 New York Life Insurance
 New York Presbyterian
 New York Public Interest Research Group
 New York Public Library
 New York Restoration Project
 New York State Association of Independent Schools
 New York State Catholic Schools Conference
 New York University
 New York University Robert F. Wagner Graduate School for Public Service
 New Yorkers for Parks
 New Yorkers Volunteer
 New-York Historical Society
 Nonprofit Coordinating Committee of New York
 Norman Thomas High School
 North Central Bronx Hospital
 North Shore-Long Island Jewish Forest Hills Hospital
 Northern Manhattan Improvement Corporation
 NYCiSchool
 openhousenewyork
 Osborne Association
 Pan American High School
 Partnership for New York City
 Partnerships for Parks
 Partnership for Public Service
 Partnership for the Homeless
 Paul, Weiss, Rifkind, Wharton & Garrison LLP
 Peace Games
 Phipps Houses
 Pillsbury Winthrop Shaw Pittman LLP
 Point Community Development Corporation (The Point)
 Points of Light
 Positive Health Project
 Prisoner Reentry Institute
 Project Angel Inc.
 Project HAPPY at Hunter College
 Project Hospitality
 Project Sunshine
 Prospect Park Alliance
 Providing Urban Learners Success in Education High School
 PS 100 The Coney Island School
 PS 102 The Bayview
 PS 104 Bays Water
 PS 105 The Bay School
 PS 107 John W. Kimball
 PS 108 Sal Abbracciamento
 PS 109 Sedgwick
 PS 11 Kathryn Phelan
 PS 115 Glen Oaks
 PS 124 Osmond A. Church
 PS 124 Yung Wing
 PS 129 John H. Finley
 PS 129 Patricia Larkin
 PS 13 Clement C. Moore
 PS 133 William A. Butler
 PS 134 Hollis
 PS 139 Alexine A. Fenty
 PS 146 Howard Beach
 PS 147 Isaac Remsen
 PS 150 Queens
 PS 153 Maspeth Elementary
 PS 155 Queens
 PS 159 Isaac Pitkin
 PS 160 Walt Disney
 PS 160 William T. Sampson
 PS 161 Pedro Albizu Campos
 PS 161 Ponce de Leon
 PS 162 John Golden
 PS 167 The Parkway
 PS 169 Bay Terrace (Queens)
 PS 176 Cambria Heights
 PS 176 Ovington
 PS 179 Kensington
 PS 18 John Peter Zenger

APPENDICES

PS 184m Shuang Wen
PS 19 The Curtis School
PS 191 Mayflower
PS 193 Alfred J. Kennedy
PS 194 Raoul Wallenberg
PS 195 William Haberle
PS 203 Floyd Bennett
PS 205 Clarion
PS 207 Elizabeth G. Leary
PS 207 Rockwood Park
PS 208 Elsa Ebeling
PS 21 Edward Hart
PS 213 The Carl Ullman School
PS 215 Lucretia Mott
PS 23 Carter G. Woodson
PS 232 Lindenwood
PS 24 Andrew Jackson
PS 247 Brooklyn
PS 251 Paerdegat
PS 260 Breuckelen
PS 279 Captain Manuel Rivera, Jr.
PS 28 The Warren Prep Academy
PS 282 Park Slope
PS 29 Bardwell
PS 290 Juan Morel Campos
PS 298 Dr. Betty Shabazz
PS 3 The Bedford Village
PS 3 The Margaret Gioisa School
PS 30 Westerleigh
PS 30 Wilton
PS 307 Daniel Hale Williams
PS 315 The Lab School
PS 32 Belmont
PS 32 State Street (Queens)
PS 33 Chelsea Prep
PS 35 Manhattan
PS 397 Foster-Laurie
PS 41 Francis White
PS 41 Greenwich Village
PS 42 Benjamin Altman
PS 42 Crocheron (Queens)
PS 42 Eltingville
PS 42 Sheepshead Bay
PS 44 Marcus Garvey
PS 46 Alley Pond
PS 47 Chris Galas
PS 47 John Randolph
PS 51 Queens
PS 52 Queens
PS 53 Bay Terrace, Staten Island
PS 55 Benjamin Franklin
PS 60 Woodhaven
PS 62 Chester Park
PS 62 Incensio Casanova
PS 64 Pura Belpre
PS 66 Jacqueline Kennedy Onassis
PS 69 Daniel D. Tompkins
PS 75 Mayda Cortiella
PS 79 Francis Lewis
PS 89 Cypress Hills
PS 90 Horace Mann
PS 91 Bronx
PS 93 William H. Prescott
PS 94 Kings College School
PS 97 Forest Park
PS 99 Isaac Asimov
PS/IS 208 Queens
PS/IS 268 Queens
PS/IS 323 Brooklyn
PS/MS 114 Belle Harbor
PS/MS 147 Ronald McNair
PSx114 Luis Llorens Torres School
Public Allies
Publicolor, Inc.
Queens Boulevard Restoration Group
Queens Chamber of Commerce
Queens Citizen Pruner Alumni Association
Queens Civic Congress
Queens Coalition for Parks and Green Spaces
Queens College
Queens collegiate: A College Board School
Queens Community House
Queens Library
Queens Library Adult Learner Program
Queensborough Community College
Rachel Carson High School for Coastal Studies
Ravenswood "I Have A Dream" Program
Reach Into Cultural Heights, Inc.
Reach Out and Read at Mount Sinai Medical Center
Reach Out and Read of Lutheran Medical Centers
Reaching-Out Community Services
ReLight
ReServe
Rise Up & Walk Youth Outreach Center Inc
Riverkeeper
Riverdale Neighborhood House
RiverEast Elementary School
Robert F. Kennedy Community High School
Robin Hood Foundation
RockCorps
Roosevelt Island Search and Rescue Volunteer Inc.
Rush Philanthropic Arts Foundation
Ryan/Chelsea-Clinton Community Health Center
Schervier Nursing Care Center
Scholar's Academy
School for Global Leaders
School for International Studies
SCORE
SEEDCO
Sephardic Community Federation
Service Nation
ShareTheCaregiving Inc.
Skadden, Arps, Slate, Meagher & Flom LLP and Affiliates
Soaringwords
Sophie Davis School at City College
South Asian Youth Action
South Bronx Overall Economic Development Corporation
South Street Seaport Museum
Southeast Bronx Neighborhood Center
Spirituality For Kids Foundation
St. John's Bread and Life
St. John's University
Stanley M. Isaacs Neighborhood Center
State Commission on National & Community Service
Staten Island Chamber of Commerce
Staten Island Children's Museum
Staten Island Institute of Arts and Science
Staten Island Mental Health Society
Staten Island Museum
Sue Rock Originals Everyone, Inc.
Sunnyside Community Services
Taproot

Target
 Teach for America
 Teach for America New York City
 Teacher's Prep
 The After-School Corporation (TASC)
 The American Sign Language and English Secondary School
 The Anthropology Museum of the People of New York
 The Arab-American Family Support Center
 The Arts Den New York
 The Bellaire School
 The Books For Kids Foundation
 The Bowery Mission
 The Caring Community
 The Catalog For Giving of New York City
 The Children's Aid Society
 The Children's Law Center
 The Citizens Advice Bureau, Inc.
 PS 132 The Conselyea School
 The Cornucopia Society
 The Doe Fund
 The Dream Big Foundation
 The Father's Heart Ministries
 The Fresh Air Fund
 The Friends of Pelham Bay Park
 The JCC in Manhattan
 The LEAGUE
 The Max Reger Foundation Of America
 The New School
 The New Teacher Project
 New York City Teaching Fellows
 Urban Fellows
 The Phipps Houses Group
 The Piatigorsky Foundation
 The Richard H. Hungerford School
 The River Project
 The Salvation Army of Greater New York
 Timberland
 Tottenville High School
 Transitional Services For New York, Inc.
 Transportation Alternatives
 U.S. Fund For UNICEF
 UJA Federation of New York
 Union Settlement Association
 United Chinese Association of Brooklyn
 United Community Centers
 United Jewish Organization of Williamsburg
 United Neighborhood Houses
 United Way of New York City
 University Settlement Society of New York
 UPROSE (United Puerto Ricans of Sunset Park)
 Upwardly Global
 Urban Assembly School of Civic Engagement
 Urban Assembly School of Design and Construction on the Park West
 Educational Campus
 VISIONS/Services for the Blind And Visually Impaired
 Visiting Nurse Service of NY
 Volunteer Lawyers for the Arts
 Volunteer Referral Center
 VolunteerMatch.org
 Volunteers of America - Greater New York
 Volunteers of Legal Service, Inc
 W.H. Maxwell Career and Technical Education High School
 Wagner College
 Weil, Gotshal & Manges LLP
 Where to Turn
 Whitestone Community Volunteer Ambulance Service
 Williamsburg Prep School: Harry van Arsdale Educational Campus
 Women's City Club of New York
 Workshop in Business Opportunities
 World Hunger Year / Hungerthon
 Young Women's Leadership School
 Your Community Center In Action
 Youth Action Programs and Homes, Inc.
 Youth Venture New York
 YouthBuild USA
 YWCA Of Queens



NYC Service

Michael R. Bloomberg
Mayor

nyc.gov/service

Cover image: James Yamada, *Our Starry Night*, 2008, multi-media. This artwork was on view at Doris C. Freedman Plaza (60th Street and 5th Avenue) from April 28, 2008 to October 28, 2008. Photo by Seong Kwon, courtesy of Public Art Fund.