

NYC Service Strategic Plan 2024 - 2025



Bridging Solutions and People Power



**The City of
New York**

NYC Service
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Letter From Mayor Eric Adams

To my fellow New Yorkers -

It is with great pleasure that we celebrate the 15th anniversary of NYC Service, and New York City becoming the first City of Service in the country. The office is a model of how government is responsive to its people, creating pathways for any resident to get involved in their community and contribute to making this city the best in the world.

Our city has faced immense challenges, but it is back thanks to the efforts of everyday people in every neighborhood. Acts of service – big or small – have made in the difference in the lives of countless New Yorkers.



Throughout my life I have seen the power of service, from the community of women that supported each other in my church and neighborhood, to the countless acts I see every day as mayor.

Volunteers are mentors lifting the next generation while they climb.

Volunteers steward our public spaces for the city we all call home.

Volunteers serve meals to New Yorkers, providing both nourishment and dignity.

There are so many ways volunteers contribute to our city and your spirit of service makes New York City the greatest city in the world. An hour a week is all it takes to make transformative results.

NYC Service unites communities in service, bringing the public, private, and nonprofit sectors together to get stuff done. I give thanks to our business partners who engage their employees in days of service and skills-based projects to support city agencies, to our nonprofit partners who engage everyday New Yorkers to provide essential services to their communities, and to our city agencies who bring residents in to act on city issues. We appreciate your work and dedication.

I especially give thanks to the individuals who commit to service – whether you are volunteering an hour a week in your community or serve as an AmeriCorps member for a year, your efforts matter greatly.

We appreciate you all as our partners and friends in service. Your efforts get things done and foster connection in a time its needed most. You help us to achieve public safety, livability, and economic vitality in every corner of the city we all love so much.

Sincerely,

A handwritten signature in black ink that reads "Eric Adams".

Mayor Eric Adams

Letter From Laura Rog

Friends, partners, and fellow New Yorkers-

Service is an innate part of being a New Yorker. I think all of us can recall a time where our neighbors bonded together over an issue on the block, we stepped forward to help during a crisis, or witnessed someone helping with a stroller or luggage on the subway. NYC Service was built on this idea – that we all have a role to support each other, and the power of building connection in a city of 8.3 million people gives us a sense of well-being and pride.

As we approach NYC Service’s 15-year anniversary, which established NYC as the first city of service, this legacy has been on our minds. Not only is the power our people provide to the city innate, it also is a sizable and ongoing strength government can leverage to provide supports in every corner of our boroughs.



Over the course of a decade and a half, our team has built out an infrastructure to bring people to the heart of New York City, both in their local communities and the seat of government itself. In times of emergency, we have provided extra capacity to support first responders’ emergency efforts as well as allowed residents to start the process to contribute and heal alongside their neighbors. In economic downturns, service engaged residents to support nonprofits and city agencies to provide needed services to individuals and communities. In communities all over the five boroughs, neighbors banded together to beautify their streets and parks and bring pride to their blocks. And even in blue sky times, service provided countless supports to guide youth through mentoring and leadership councils, engaged businesses to build employee culture and wellness by connecting to city issues, and provided career development to thousands of National Service members serving NYC each year. Service is one of the cornerstones to the city’s ongoing resiliency.

Once again, our city is at a crossroads as we emerge from the COVID-19 pandemic and in the midst of a generational reckoning around civic, social, and racial justice. We are stewards of this moment and how we move forward to use service as a tool to build equity across all five boroughs. But this is a moment where we’ve seen our city is best, bringing people together to step forward and create change. Through the efforts you’ll read in this document and more, NYC Service has situated our city as a national model for how government can take residents’ innate disposition to support each other and align this predisposition with opportunities for everyday New Yorkers to address safety, livability, and economic vitality.

On behalf of our team at NYC Service, past and present, we thank you for your efforts and for your partnership. It has been our pleasure and pride to lead the charge to build a culture of service across the city we all love so much. We look forward to bridging the next era of service with you all.

In service,

A handwritten signature of Laura Rog in black ink.

Laura Rog

Chief Service Officer



Tradition of Service Remains

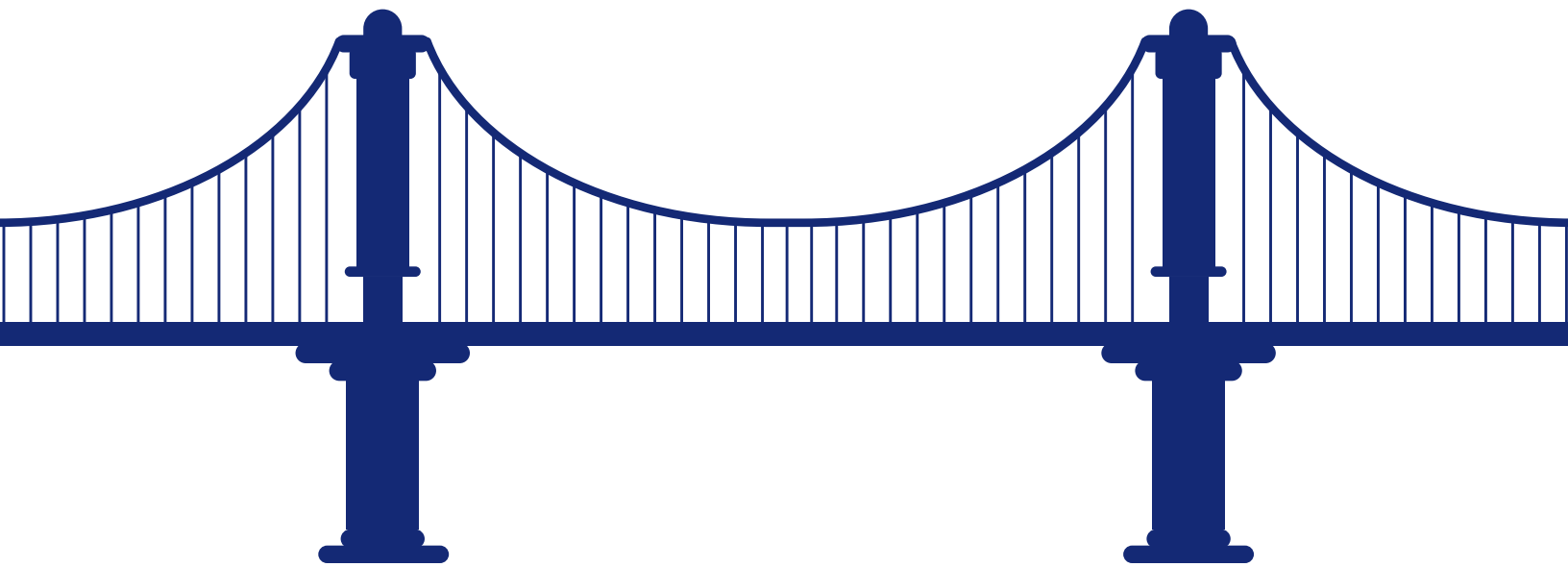
In reflecting on the impact of service in New York City over the last 15 years and bridging to the future of service, we are steadfast in our mission to provide meaningful access, opportunity, and resources for communities to come together and answer the call to serve New York City. The people of our city are united in service, furthering the culture of uplifting one another, and taking responsibility for our city's success.

History of NYC Service

NYC Service was founded in 2009 for two purposes: to respond to a national call to engage our greatest resource – our people -- to inspire hope, renew connections, and heal division. The second purpose was to divert volunteer human capital to communities in response to the national recession that pushed many New Yorkers into poverty.

Over the years, NYC Service has been at the forefront of civic innovation, capacity building, and using service as a strategy to unite New Yorkers with their neighbors and communities. Our work has stretched into all five boroughs, and brought in innovations to support community building, youth and career development, emergency response, and so much more. Strong partnerships across the public, private, and nonprofit sectors have been necessary to address urgent and diverse needs, and most importantly, the individual volunteers and AmeriCorps members whose simple and complex acts of service have contributed to lifting up New Yorkers and communities.





Using Service to Bridge City Solutions

NYC Service was - and continues to be - a national blueprint for civic innovation. Our office has transformed service into a bridge that connects resources and people power to where it's needed most. Our programs and supports have remained responsive in times of critical relief and adapted to meet needs in an ever-evolving city and country, setting up systems that allow New Yorkers to easily find and serve issues that matter to them most.



Legacy Programs

Central to NYC Service's legacy is the idea that service is the responsibility of every New Yorker – to contribute to the vitality of our city is what it means to be a New Yorker. Several programs have been at the core of our work since 2009 and continue to contribute to building a culture of service in New York City:

NYC Service AmeriCorps Programs

Growing from one to four NYC Service-run programs, more than **2,220 AmeriCorps members** have successfully completed NYC Service AmeriCorps programs between 2010 and 2022 – training the next generation of publicly engaged leaders. A recent longitudinal study of members found **80% agree their NYC Service experience helped them succeed in their long-term career plans**, 67% volunteer at least once a month, and 76% engage in one act of political expression annually such as voting, signing a petition on a political or social issue, contacting an elected official, or joining in a protest, march, or demonstration.

Love Your Block Funding

The program has awarded resident-led groups with funding and city services to transform hyper-local ideas into actions that build stronger, safer, and environmentally sustainable communities. To date, **405 awardees** have engaged more than **11,500 volunteers** and leveraged a total of **\$390,000** to revitalize **21 miles** of public space in the five boroughs – bringing beautification and community pride to hundreds of neighborhoods across the city.

Volunteer Engagement Website

New York City was the first city to develop a website dedicated to connecting passionate New Yorkers to find volunteer opportunities with local organizations. To improve the user experience for volunteers and add volunteer management tools, we relaunched our volunteer recruitment platform with new features for volunteers and community-based organizations in December 2022. Since re-launching, nearly **600 organizations** have begun recruiting volunteers to address the city's greatest needs and over **5,000 volunteers** have registered on the website to track their hours, sign up for opportunities, and donate in-kind items.

Secret Snowflake Vulnerable Youth Winter Donation Drive

NYC Service's annual winter drive has grown throughout the years to bring city employees and the public sector together to benefit our most vulnerable youth. Our efforts have grown to connect with **41 companies** to bring public/private partnerships to benefit New York families, and since its inception has grown to serve **14,000 youth** due to generous donations from a combination of corporate volunteers, city staff, cash donors, and bulk donations.

Innovations in Service

Service adapts to meet the needs of a moment, and NYC Service has grown alongside the city to address the needs at hand. The last fifteen years have seen a number of critical programs emerge to provide fundamental community supports:

Volunteer Coordination Taskforce Emergency Response

The Volunteer Coordination Task Force (VCTF) — led by NYC Service and in partnership with NYC Emergency Management, New York Cares, NYC VOAD, and other partners — centralizes and coordinates volunteer efforts during emergencies. Born out of the central role service played during the Hurricane Sandy response, the lessons learned were formalized to streamline the power of volunteers to projects and areas in urgent need of help. As a result of this proactive collaboration, the VCTF was in place to meet urgent needs during the COVID-19 pandemic and direct **11,000 volunteers** to opportunities.

NYC Civic Impact Funding

NYC Civic Impact Funding provides community groups — with a priority on small, trusted community-led groups — funding to engage volunteers and strategically scale essential services to residents in neighborhoods with high levels of health and socioeconomic disparities. In just three years the program has helped to engage **47 organizations** to recruit almost **6,000 volunteers** who have provided meals and food to over **280,000 residents** to respond to food access issues created by the COVID-19 pandemic.

NYCHA Health Corps

NYCHA Health Corps is part of national strategy to meet the demand for public health professionals, and a strategy of the city's Housing Blueprint to transform NYCHA and advance resident engagement. Launched in 2022 with our partners at NYCHA, our members are deployed at NYCHA offices and nonprofits to educate the nearby community on maternal health, food security & nutrition, chronic disease prevention, and healthcare access & community resources. In its inaugural year, the members collectively served **13,158 NYCHA residents** with **9,952 residents** having increased health knowledge due to the members' efforts. NYCHA Health Corps' success is due to a model that engages members who themselves are NYCHA Section 8 residents to serve within their own community.

Service Bureau Program

Service Bureau is a volunteer capacity-building model that provides funds and technical support for 12-15 city agencies annually to establish or expand volunteer programs. The program engages over **30,000 volunteers** each year to serve with city agencies in areas such as older adult support, environmental care, youth development, economic empowerment, and violence prevention.

Youth Leadership Council Network

The Youth Leadership Council (YLC) program has grown to include more than **200 councils** representing **1,000 youth** who complete youth-led community action projects each year and impact policies and practices where they serve. YLCs identify community needs and assets, then develop a project, building lifelong skills to create change and network with other likeminded youth to build a youth voice movement across New York City.

Businesses in Service Network

NYC Service works with **65 private sector partners** annually, helping engage the private sector and its employees to connect with the city's most pressing issues and serve as thought partners and volunteers. The platform brings together corporate social responsibility professionals in regular convenings to learn about strategic service opportunities and meaningful partnerships around the city's agenda. Additionally, Businesses in Service connects partners to both in-kind and volunteer opportunities with the city's nonprofit community.

Women Forward NYC Mentorship Program

Through the launch of Women Forward NYC, NYC Service is a proud partner of the citywide initiative to make New York City the most women-forward and equitable city in the nation. Building on our successful Speed Mentoring and NYC STEP mentoring models, we have expanded mentoring opportunities designed to advance economic mobility for **700 young women**.

Mayoral Service Recognition Program

To recognize the great role individuals and organizations play to address city needs and foster a culture of service, NYC Service established a formal recognition of volunteer efforts with a certificate and awards program, as well as a month-long digital campaign during National Volunteer Month in April to highlight their efforts. Certificates are available for individuals serving 50+ hours, and businesses engaging at least 20% of their employees in service annually. Impact Awards were established to honor exceptional community organizations, businesses, and volunteers contributing to New York City through service. To date, NYC Service has awarded approximately **45,000 volunteer**, organization, and business certificates, as well as **25 Impact Awards** to recognize our most city's important asset – our residents.

Capacity Building Resources

NYC Service has led the way in establishing trainings and tools to build the capacity of local and national partners to strategically use people power to amplify efforts to build supports for their organization or community. Our resources have been established to guide our partners to make service an intentional tool of support. A number of free resource guides have been made available including NYC Civic Engagement Report, Nonprofit Board Diversity, Equity, and Inclusion, NYC Good Governance Blueprint, Volunteers Count, City Service Corps Blueprint, Corps Connections, Great Volunteer Management System, Neighborhood Engagement Toolkit, and Youth Action Guide.

Citywide Volunteer Recruitment Campaigns

NYC Service has championed citywide advertising campaigns to inspire New Yorkers to volunteer over the years, driving the power of New Yorkers to volunteer projects. Campaigns have focused on support for older adults, mentoring youth, eliminating hunger, civic empowerment, and using one's talent for good.

View a list of all current NYC Service initiatives on page 21.

The Case for Service

New York City is a global city, where economic, political, and societal conditions impact a diverse population of 8.3 million people. Global and national ties are felt deeply within our diverse and interconnected city. With the global COVID-19 pandemic and recent national reckonings around civic, social, and racial justice, NYC Service has a unique opportunity to serve as a uniting force within the New York City community.

Several factors impact the necessity for a modernized view of service, one that is used to both address critical and immediate needs across New York City as well as addresses current local and national concerns.

Bridge across political polarization, restore trust, and strengthen democracy

Political polarization has been increasing nationally, leading to historic apathy and distrust towards civic processes, and disconnection within communities. Finding common ground and reaffirming our commitment to our fellow New Yorkers' success are vital to strengthening our democracy and civic processes. Service gives a path to unite New Yorkers under common hopes for their communities and give them points of action to build relationships and trust outside of political processes.



Heal the loneliness epidemic and transform mental health and well-being

Recent national and New York City studies show that both adults and youth are experiencing high rates of loneliness and sadness. Furthermore, life expectancy which was trending up pre-COVID-19 has dropped dramatically for New Yorkers as the result of the pandemic and the isolation it caused. Connection – for individuals and support for organizations – is key to building resilient personal and community networks that increase New Yorkers' future success.



Recover volunteer capacity for New York City's nonprofit sector

There is a reported seven percentage point drop in formal volunteering as a result of the COVID-19 pandemic, which is a deep cut to New York City's nonprofit organizations that provide essential cultural, educational, health and social services to communities throughout the five boroughs. Recovering the volunteer force is key to supporting the diverse needs of New Yorkers and ensuring services provided to residents by the nonprofit sector are readily available in all neighborhoods.



Tackle cross-cutting issues with equity and justice

From workforce development and climate to immigration and education, the issues impacting New Yorkers are diverse and broad. Global, national, and local events disproportionality harm communities of color, which represent approximately 70% of the city's population, and exacerbates deeply rooted racial and economic disparities, as well as negatively impacts communities that have a high percentage of other health and socioeconomic disparities. The need for a whole city activation is central to get New Yorkers involved to work towards community solutions that will improve physical environments and access to services, ultimately leading to equity and justice for all New Yorkers.



Service and volunteerism are a core form of civic engagement, inclusive of direct actions within one's community, and extends beyond to public service, military, and national service. Service presents the opportunity to solve many of our challenges by bridging solutions to the people that power change.

NYC Service Strategic Plan: Bridging Solutions and People Power

Each year in New York City, there are approximately 3,500 active AmeriCorps members and more than 1.5 million people volunteering within their neighborhoods to deliver vital and urgent services. This force of volunteers and AmeriCorps members, people who love this city, are the solution to curing the loneliness epidemic, uniting people within a political divide, and investing in our future.

To that end, NYC Service has updated our strategic plan to identify three areas where we believe service can be strengthened to engage and support the public, private, and nonprofit sectors – as well as individual residents – to join in a full city movement to bring people power into creating solutions for the city we all love so much. We are in a historic place in time in need of connection and collaboration, and service is the uniting force to bring us to meet the moment.

NYC Service will focus our work to create **access** to opportunities to serve, promote **knowledge** of how to approach service in practical and impactful ways, and **bridge** New Yorkers across all sectors to encourage and build a culture of service.

Our Mission

We provide meaningful access, opportunity, and resources for communities to come together and answer the call to serve New York City.

Our Vision

New Yorkers are united by service and together we build a culture where New Yorkers uplift one another and take responsibility for the success of our city.



Strategy 1 | ACCESS

NYC Service will increase the number of service opportunities for New Yorkers to ensure everyone who wants to contribute to the city has a chance to serve, opportunities are easy to access and participate in, and service contributes to people across all five boroughs. The core of our work centers on bringing people together to support each other and invest in our collective success.

Our Commitment

- NYC Service will directly engage 55,000 people in service annually through our programs, including volunteering and National Service.
- NYC Service programs will deliver services to 100,000 people across New York City through service and volunteer efforts.
- NYC Service will grow website efforts to support nonprofits, community groups, and city agencies posting 3,600 volunteer projects annually, translating into over a million service opportunities to connect with on the NYC Service website.

Strategy 2 | KNOWLEDGE

NYC Service will provide effective and robust tools to program participants and partners to build knowledge on how to engage in meaningful service that creates strategic impact, and how to foster service collaborations that are responsible and equitable to New York City neighborhoods and communities. It is our responsibility to provide tools and services that are robust and useful to our partners, at no cost to the New York City community.

Our Commitment

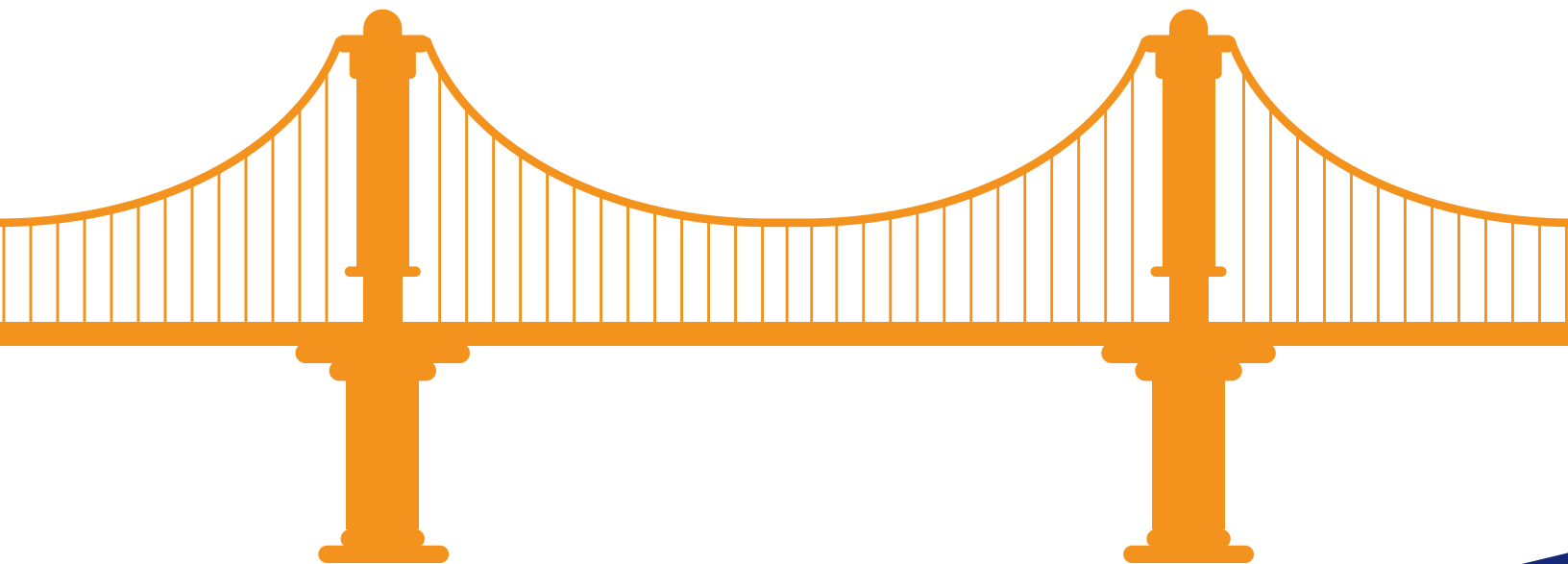
- NYC Service will offer a suite of technical trainings to nonprofit and city agency partners to maximize our website functionalities and software to recruit and manage volunteers, as well as hold office hours to support users.
- NYC Service will offer online toolkits to support nonprofit and business partners to build out service programs and build effective volunteer recruitment and management practices, as well as resources to support the financial and mental health of AmeriCorps members serving across New York City.
- All NYC Service direct service programs will offer robust training and professional development to participants to help grow both practical skills and in their civic commitment.
- NYC Service will expand outreach to target organizations in or serving TRIE-identified neighborhoods and ensure access to our suite of volunteer management trainings and toolkits.
- All NYC Service resources will have at minimum an 80% satisfaction rate from users and all teams will monitor quality implementation.

Strategy 3 | BRIDGE

NYC Service will bridge sectors through convenings to create a culture of service in every corner of our city. The heart of our city is at its best when people join together to learn from and grow with each other, and fostering collaboration around service initiatives will create bridges to unite under a common vision to expand the power of service as a change agent in New York City.

Our Commitment

- Bring private sector partners together quarterly through Businesses in Service, fostering opportunities to engage with city issues and nonprofit partners through volunteering, skills-based volunteering, and in-kind initiatives.
- Align with the Mayor's Office for Nonprofits Services network to provide information on volunteer initiatives and update on service supports available to the New York City nonprofit community.
- Host a Youth Leadership Council Summit each year to bring youth together to connect with peers and exchange ideas over community actions.
- Expand partnerships and resources to support the national service community in New York City and nationally.
- Bring city agency volunteer programs together in an annual convening to create a peer network and share best practices and support city agencies through resident and skill-based volunteers from private sector partners.



Impact

When taken collectively, Access, Knowledge, and Bridging will allow NYC Service to ensure service is being used as a transformative element – one which moves volunteering beyond ‘nice’ acts into a realm of collective value and collaborative success for our city. Ultimately these strategies can lead service into a tool that promotes positive outcomes for individuals and the organizations with which we partner, contributing to community success, and a thriving city. Key factors NYC Service will look to impact in the coming years, ensuring:

- Program participants reflect the diversity of New York City residents, and participants are able to use their service experiences to increase their post-service opportunities for careers and further civic engagement
- NYC Service tools and programming are readily available and accessible for individuals and organizations to address meaningful needs in their communities, and especially in TRIE neighborhoods
- Service is a tool to increase positive perceptions of our neighborhoods and the city around economic vitality, livability, and public safety
- Service helps form connections that decrease loneliness and increase connection



The Future Of NYC Service

Service is a cornerstone to our city's success through robust engagement and action every corner of our city. As we continue to evolve to meet current circumstances NYC Service looks to the future to deeply embed service as a strategic tool. To amplify our efforts, we are spearheading new initiatives to amplify volunteerism as a strategy in the city's portfolio and engage all sectors in our collective efforts.

Key Initiatives Launching to Engage New Yorkers and Amplify Service as a City Priority

Advisory Council

The Chief Service Officer will continue to drive partnerships to implement and evaluate approaches to volunteerism. The 12-member council will represent a cross-sector of voices and engage in developing a set of recommendations to make New York City the easiest place to make an impact through volunteerism and service.



HealthyNYC

In partnership with the Department of Health and Mental Hygiene, launch a campaign to build the capacity of nonprofits and hospitals and increase opportunities to volunteer in the areas of health that contribute to healthier, longer lives for New Yorkers.



National Service Leadership Council of New York City

Mobilize more than fifty National Service programs from within the five boroughs to strengthen AmeriCorps programs and enhance the member experience. The council will focus on partnerships to increase recruitment and retention, bolster professional development opportunities, and collaborate on member engagement.



Youth Action Campaigns

In partnership with city agencies, including NYC Public Schools and DemocracyNYC, NYC Service will recruit high-school youth ages 14-18 to volunteer during school recess, annually for an April Youth Action Month, and National Voter Registration Day.



Engaging the City's Largest Workforce

In partnership with the Office of Labor Relations' WorkWell and Department of Citywide Administrative Services, develop tailored campaigns to increase access to volunteer opportunities for social connection, positive health outcomes, and professional development.



100

In partnership with private sector partners at Gloat, NYC Service will expand opportunities to bring corporate volunteers to provide skills-based support to critical city agency projects – growing employee engagement to connect to New York City communities and support their own well-being and skill growth.



Expanding alignment with the Mayor's Office of Nonprofit Support to collaborate on supports for nonprofits through service and volunteerism and provide free resources to help nonprofits build capacity to engage everyday New Yorkers in their causes.



Additional Initiatives of NYC Service

• Businesses In Service	• NYC Service Bureau Funding
• Civic Impact Funding	• NYC Youth Leadership Council Network
• Co-lead of NYC AmeriCorps Alums chapter	• Project Move-In Day College Readiness Donation Drive
• Community Research Studies	• Resident Volunteer Corps
• Days of Service: Dr. Martin Luther King Jr. Day, 9/11 Day, Mandela Day	• Secret Snowflake Winter Donation Drive
• GoPass Volunteer Screening	• Service in Schools
• Great Volunteer Management System	• teamNYC Private Sector Skills-based Volunteer Initiative
• Love Your Block Funding	• Volunteer Coordination Task Force
• Mayoral Service Recognition Program	• Volunteer Recruitment Website
• Neighborhood Engagement Toolkit	• Women Forward NYC Mentoring Initiatives: NYC STEP & Speed Mentoring
• New York City National Service Leadership Council	• Youth Action Month Volunteer Campaign
• NYC Corps Connections Guide	

NYC Service Staff 2024 - 2025

Thank you to the team that Gets Stuff Done for New York City!

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15

A stylized graphic of the Golden Gate Bridge in yellow and white, positioned horizontally across the middle of the large number '15'.

Thank You

Our sincerest gratitude to the partners from
over the last fifteen years that have contributed
to building a culture of service in New York City.



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