

GOVERNMENT OF THE DISTRICT OF COLUMBIA

EXECUTIVE OFFICE OF THE MAYOR



Responses to Fiscal Year 2020 Performance Oversight Questions

Mayor's Office on Volunteerism and Partnerships

Submission to

Committee on Government Operations and Facilities

Chairperson Robert White

At-Large Councilmember

March 8, 2021

Committee on Government Operations and Facilities

John A. Wilson Building

1350 Pennsylvania Ave., NW

Washington, DC 20004

GENERAL QUESTIONS

1. Please provide the agency's mission statement.

Answer: To excite change and activate a spirit of service by bringing together people, purpose, and resources so that “good works” can prosper in DC

2. Please list any statutory mandates that the agency lacks sufficient resources to fully implement.

Answer: There are no statutory mandates that SERVE DC is unable to implement with the current resources.

3. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY 21.

Answer:

- 1.) building multi-sector partnerships to support strategic initiatives;
- 2.) promoting and leading volunteerism and local/national service projects;
- 3.) providing capacity-building services to nonprofits, agencies and District residents;
- 4.) managing donations made to support District government; and
- 5.) investing grant funds back into our communities.

4. What metrics are currently regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

Answer:

- Donations- Quarterly Donation Report, # of donation trainings participants, # of donation trainings conducted
- Volunteer- # of volunteer engagement opportunities, # of volunteers recruited for opportunities, # nonprofit partner opportunities, # program pages, # corporate brands, # of community resident registrations, # District agency opportunities, # Serve DC opportunities
- Partnerships- # of partner organizations, # of PPE supplies donated to organizations (face masks, googles, face shields, gloves, etc.) , # of meals donated, # of school supplies donated, total value of donations (meals, PPE supplies)
- Quarterly Status Reports that cover residents prepped through our Community Emergency Response Trainings (CERT) and Emergency Preparedness Outreach focused on providing information regarding emergency preparedness volunteerism to District residents.

- Semi-Annual Progress Reports that cover the effectiveness of our National Service programs with a focus on volunteers recruited/managed, residents assisted in preparing for disasters, and activities to ensure collaboration between National Service and volunteer programs in Washington, D.C.
- Federal Financial Reports submitted twice a year (January & July) that covers our federal expenditure data.
- Sub-Grantee Reimbursement Process which tracks subgrantee expenditures and timesheets.

5. Please describe any new initiatives or programs that the agency implemented in FY 20 and FY 21, to date, to improve the operations of the agency. Please describe any funding utilized for these initiative or program and the results, or expected results, of each initiative.

Answer:

- **Volunteers, Partnerships & Donations**
 - **Volunteer and Donations Portal-** Serve DC, worked with a digital IT contractor to design and stand up a digital platform to support successful volunteer engagement, including volunteer recruitment and retention, increased visibility of nonprofit and intra-district volunteer opportunities, and tools and resources for residents and nonprofits. Funding was secured through HSEMA for this initiative. Results achieved included supporting inter-District and nonprofit with essential services and volunteers during and after the public health emergency, securing and coordinating over 350 volunteers in support of Board of Elections social distancing goals, and most recently enlisting and mobilizing volunteer groups to support DC Health’s senior vaccine dissemination.
 - **Ready for Recovery-** In response to the recent public health emergency and our country’s racial reckoning, Serve DC designed a volunteer engagement survey to capture the experiences needs of District-based nonprofits. From our findings, we designed and produced a virtual series aimed to provide capacity building tools and expert insight around key topics identified by our nonprofit partners, including: mobilizing volunteers in times of crisis, leveraging and maximizing skilled based volunteers, implementing racially equitable practices and investing and supporting leaders of color in the nonprofit sector. Funding for this initiative was secured via HSEMA. Results: Nearly 750 registrants, rigorous event engagement, and overwhelming positive feedback from key stakeholder groups, including funders, nonprofit leaders and attendees.
 - **COVID-19 Taskforce -** In light of the public health emergency, Serve DC was tasked with leading and organizing a taskforce designed to create guidance and solutions in support of the delivery of essential services (mass food, shelter, social services, etc.) by way of volunteers and donations. Chief Service Officer, Ayris T. Scales led weekly meetings,

followed by working groups and cross agency collaborations. From this effort, Serve DC developed and socialized a mission critical resources: Emergency Donations Management process and manual.

- **Rise Up, Debt Down-** In honor of MLK Day of Service, Serve DC, in partnership with Ward 8 ANC Commissioner, Salim Adofo's "Feed the Hood" initiative, executed a service-based event designed to financially liberate District residents . This day successfully engaged over 150 District residents with financial empowerment workshops designed to share tools and resources to navigate topics such as: wealth building, home and business ownership, and credit repair and restoration. This event was funded by JP Morgan Chase and DISB
- National Service
 - ZoomGrants - Serve DC acquired ZoomGrants, a digital grants management system, as a way to provide increased efficiency, efficacy and accessibility to our potential and existing subgrantees and ensure that we are meeting and exceeding all AmeriCorps/CNCS requirements and recommendations, including data quality. This platform was funded by AmeriCorps/CNCS. Results: we successfully executed our VGF grant via this platform, including pre-application, peer review and applicant submission processes.
- Emergency Preparedness
 - Through our Emergency Preparedness team we have implemented the following through HSEMA funding:
 - Site Reps - Certified CERT volunteers provide real-time data in the midst of a disaster within a defined operational period (ex. Snow storms and floods).
 - CERT Trainings – We began offering CERT certification trainings in Spanish and our goal is to expand these trainings to other languages prevalent in the District.
 - CERT Teams – Certified CERT volunteers have now been connected to each other by ward and host monthly meetings facilitated by Ward leads and our Community Emergency Response Specialist.
 - These programs are on-going, but have already proven to be successful based on the number of volunteers that we have on standby in the District which is now over 150 that are prepared to offer emergency support services in their immediate communities and throughout the District.

6. Please explain any significant impacts on your agency, if any, of any legislation passed at the federal or local level during FY 20 and FY 21, to date.

Answer: There were no significant impacts on the agency from legislation passed during FY20 and FY21 to date.

Posn N	Title	Name	Empli	Hire Dat	Salary	FTE x Dist	Fund Co	Prgm Code	Activity
00042815	Director	Scales,Ayris T	00011744	1/29/2018	\$135,805.81	0.15	0100	7001	7001
00042815	Director	Scales,Ayris T	00011744	1/29/2018	\$135,805.81	0.15	8200	7001	7001
00042815	Director	Scales,Ayris T	00011744	1/29/2018	\$135,805.81	0.2	7200	7005	7005
00020041	Deputy Director for Partnershi	Squire,Alexis M	00107504	3/4/2019	\$103,321.71	1	0100	7009	7009
00042815	Director	Scales,Ayris T	00011744	1/29/2018	\$135,805.81	0.5	0100	7009	7009

No bonuses and no overtime was received by staff.

9. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to financial liability or will result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success.

Answer: SERVE DC does not have any pending lawsuits.

10. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 20 or FY 21, to date, and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Answer: SERVE DC did not enter into any settlement agreements in FY20 or FY21 to date.

11. Please provide the number of FOIA requests for FY 20, and FY 21, to date, that were submitted to your agency. Include the number granted, partially granted, denied and pending. In addition, please provide the average response time, the estimate number of FTEs required to process requests, the estimated number of hours spend responding to these requests, and the cost of compliance.

Answer:

FY20: SERVE DC had 2 FOIA requests in FY20. The requests were fully granted within 5 days, required approximately 20 hours each and required 3 FTEs.

FY21: Serve DC has had 1 FOIA in FY21. The request was fully granted within 5 days, required approximately 20 hours each and utilized 3 FTEs.

12. Please identify all electronic databases maintained by your agency, including the following:

Galaxy Digital: a customizable digital platform that enables us to manage, track, and schedule volunteer activities, including registering District residents to new opportunities, creating dedicated program pages for partner non-profit

GovDelivery:

- a. A detailed description of the information tracked within each system;
 - GovDelivery tracks Serve DC's subscribers, broken down by 'Topics' relevant to the offices services. It also tracks bulletins, campaigns, templates, and reports (account, bulletin, subscriber, and topic).
- b. The age of the system and any substantial upgrades that were made in FY 20 or FY 21, to date, or that are planned for the system;

- Serve DC has been using this system since 2019. All upgrades are maintained and managed by OCTO/Granicus.
- c. Whether the public is currently granted access to all or part of each system; and
- Yes, the public is currently granted access to the part of govDelivery that allows for subscription sign ups.
- d. Whether the public could be granted access to all or part of each system.
- Yes, the public is currently granted access to a part of the system.

ZoomGrants:

- a. Serve DC's ZoomGrants account tracks the pre-application process for AmeriCorps applicants (logic models, eligibility requirements, proposed budgets, and focus areas questions)
- b. Serve DC began using Zoomgrants in the spring of 2020 in preparation of FY21.
- c. Any resident or non-profit organization can access Zoomgrants and upload their application for consideration.
- d. Any resident or non-profit organization has access to the account that they create.

QuickBase:

- a. A detailed description of the information tracked within each system;
- QuickBase tracks donation applications from District agencies that are submitted for approval. The application garners the following information, agency applicant, donor information (name, address, phone number, email address), and donation info (donation description, donation value, donation purpose).
- b. The age of the system and any substantial upgrades that were made in FY20 or FY21, to date, or that are planned for the system;
- Serve DC has been using this system to manage donation applications since 2007. There was an upgrade in the system for FY20 on how to view table reports.
- c. Whether the public is currently granted access to all or part of each system; and
- No public is not granted access to system.
- d. Whether the public could be granted access to all or part of each system.
- No, public can not be granted access. The donation application is only for District agencies

13. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency that were completed during FY 20 and FY 21, to date.

Answer: Serve DC is currently under audit by CNCS. The audit is expected to be complete by June 2021.

14. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY 20 and FY 21, to date. Please submit a hard copy to the Committee of any study, research paper, report, or analysis that is complete.

Answer: SERVE DC did not have any studies, research papers, reports or analyses completed in FY20 or FY21 to date.

15. The Office website indicates that the District awards over \$4 million in AmeriCorps grants to District-based nonprofit organizations, schools, and universities. Please list the recipients of these grants in FY 20, and FY 21.

Answer: AmeriCorps Program Year 2019-2020

- After-School All-Stars
 - Center for Inspired Teaching
 - City Gate
 - City Year Competitive
 - Higher Achievement Program, Inc.
 - Jumpstart
 - Kid Power
 - Latin American Youth Center
 - Literacy Lab
 - National Reentry Network
 - Reading Partners
 - Relay Graduate School of Education
 - Teach For America
 - Teens Run DC
 - Washington AIDS Partnership

- **AmeriCorps Program Year 2020-2021**
 - After-School All-Stars
 - ALVAINA
 - City Gate
 - City Year Competitive
 - Higher Achievement Program, Inc.
 - Jumpstart
 - Kid Power
 - Latin American Youth Center
 - Neighborhood Associates Corporation
 - Relay Graduate School of Education
 - Teach For America
 - Teens Run DC
 - The Literacy Lab
 - Washington AIDS Partnership

16. Please describe the selection criteria and process for the AmeriCorps grants.

After all applications are received by grant deadline, selection process includes:

- Peer review process (training, review of logic models, evaluation, scoring and ranking);
- SDC review and clarification process;
- Notify qualified applicants to submit final application;
- Present recommendations to SDC leadership and commission;
- SDC Vote and approval;
- Submit applications to AmeriCorps/CNCS;

AmeriCorps grant applications must clearly describe a project that will effectively deploy AmeriCorps members to solve a significant community problem. Applicants are evaluated by the following factors:

- 1. Program Design (50 percent)**
- 2. Organizational Capability (25 percent)**
- 3. Cost Effectiveness and Budget Adequacy (25 percent)**

17. Please describe the type of technical assistance the Office provides to other District agencies receiving donations.

Serve DC provides technical assistance by creating and conducting agency specific donation trainings, along with supporting donation guidance material. Additionally, our Donations and Partnerships Program Manager is available on daily basis to answer donation questions via phone or email.

Additionally, in light of Covid-19 and the adverse impact experienced by the District's most vulnerable communities, Serve DC, in partnership with Center for Nonprofit Advancement (CNA) hosted "District Grantmakers Capacity Building Session: and Racial Inequity in the Greater Washington Nonprofit Sector- Serve DC": a capacity building session that provided insight, data and best practices to ensure that equity and inclusion are implemented in grant-making across District agencies.

18. Please describe the donations management training the Office provides to other District agencies on the Rules of Conduct Governing Donations to the District Government.

Serve DC conducts a 2-hour donation management trainings that cover the District's donation process, policies, online applications, legal review requirements and process, donation agreement, foreign donations, noncompliance implications, and emergency donation management. During these trainings, Serve collaborates with MOLC, BEGA, and OFRM to provide an overview of respective responsibilities and requirements.

19. Is the training the agency provides mandatory for other agency staff? If so, for whom?

Answer: Training is not mandatory for District Government staff, however it is mandatory that Serve DC conducts the trainings.

20. Does the Office have any recommendations for updates to the current Rules of Conduct Governing Donations to the District Government?

Answer: No

21. Are other agencies required to report donations received to your office?

Answer: Yes

22. As the District Government's central clearinghouse of information about new competitive District, Federal, and Foundation grant opportunities, how does the Office ensure the database of grants is as up to date and inclusive as possible?

Answer: Serve DC ensures that the clearinghouse is up-to-date by checking the website postings daily and ensuring all current listed grants need to be removed are taken down.

23. Does the Office offer organizations support in the grant application process?

Yes, Serve DC provides pre-application training for all AmeriCorps grants. These in-person and virtual technical assistance opportunities are widely publicized via our MOCA website and social media platforms and focus on key application components such as, developing logic models, understanding the peer review process, ZoomGrants walkthrough, and application process FAQs and guidelines. We also partner with existing programs to share peer-to-peer best practices and lessons learned from the application process.

24. Please describe the capacity building services the Office provides for nonprofit organizations and community and faith-based organizations.

Answer:

- **Volunteers, Partnerships & Donations**
 - **Serve 202: Priorities and Partnerships Info Sessions:** hosted by SDC as an opportunity to engage local non-profits and community and faith based organizations with information on our evolved mission, leadership team roles, program focus areas, mayoral priorities and ways to successfully partner with our efforts.
 - **Ready for Recovery:** Designed in response to recent health and social justice disparities experienced within the District and across the country , this **four-part virtual convening** will equip community-based organizations and leaders to **amplify volunteerism and civic engagement, secure innovative and sustainable partnerships and, and create resilient and equitable organizations and efforts.**

- National Service team provides the following Technical Assistance and Trainings to Americorps Programs:
 - Monthly One-on-One AmeriCorps sub-grantees check-in calls
 - Exploring OnCorps “Reporting” and eGrants “Portal Home”
 - Financial Grants Management – Building a Strong Foundation
 - Member Files/Timetracking/Performance Evaluations
 - Preparing for your Site Visit
 - Retention Records Management
- Emergency Preparedness team provides:
 - The CERT Program - The CERT Program educates non-profits and faith-based organizations about preparing for disasters or hazards that may impact their area. CERT trains people in basic disaster response skills such as fire safety, light search, and rescue, team organization, disaster medical operations, responding to active threats, be the help until help arrives, and more.
 - Youth Emergency Preparedness Academy - The Serve DC Youth Emergency Preparedness Academy (YEPA) is a program designed to empower District of Columbia youth between 16-24 years old with training to assist their families and communities in the event of a disaster while providing exposure to careers in emergency management and public safety. This is done in partnership with DCPS high schools and DOES.

a. Does this include support in obtaining federal 501(c)(3) tax exemption?

a. NO

b. Does the Office partner with the Office on Religious Affairs in providing this type of support to faith-based organizations?

a. Serve DC partners with MOCA offices, including Office of Religious Affairs to provide capacity building services to their constituents and grantees. This year in light of Covid-19, we specifically partnered with the Office of Religious Affairs to connect congregations with essential resources and PPE from interested donors.

25. How involved is the Office in grant making process conducted by other agencies, like the Deputy Mayor for Planning and Economic Development or the Department of Human Services?

Answer: Serve DC is not involved in other agencies grant making process. However, staff will serve as peer reviewers on occasion and prior to transferring grants support services to the Office of the City Administrator, Serve DC processed SPOCs and answered grants related questions per the District’s Grants Management Sourcebook.

26. Please describe any Office of Partnerships and Grants achievements in FY 20, and FY 21, to date.

Answer: Serve DC's achievements include:

- Serve DC Official Rebrand
- Serve DC 20th Anniversary, "How Do I Respond? I Serve."
- Serve DC 5th Annual All Corps Member Conference (Virtual) "A Better You. A Better Us", Serve DC provided AmeriCorps members with new skills on mindfulness, stress management, and cultural competency.
- RISE UP, DEBT DOWN: Martin Luther King Jr. Financial Empowerment Day of Service which shared tools and resources for financial health through workshops
- Kicked off Mayor Bowser's 2020 Spirit of Service Awards which garnered over 170 nominations
- Launched Volunteer and Donations Portal
 - Supported the DC Board of Elections with Volunteers via our Volunteer and Donations Portal
- Dual DC Startup Week Sessions centered around Turning Profits Into Purpose In Times of Crisis, direct response to partnerships, volunteerism, and outreach during the COVID-19 pandemic
- 9/11 Day of Service, "DoGoodDC", in which we partnered with Operation Gratitude to provide 200 Thank You Notes for First Responders, Fire/EMS, and MPD
- Trained nearly 3,000 District residents across 8 different training types
- Awarded over \$4 million in AmeriCorps grants
- Processed more than \$43 million donations, of which \$12 million were specific to the COVID-19 response
- Served as a multi-sector connector between donors and community-based organizations to facilitate approximately \$420,000 in donations

27. Has the Office helped non-profit institutions navigate operations during the ongoing COVID-19 pandemic? What kind of support has the office provided?

Answer:

- Volunteers, Partnerships & Donations
 - **Covid-19 Nonprofit Volunteer Engagement Survey:** In response to COVID-19, Serve DC-The Mayor's Office on Volunteerism and Partnerships is conducting an ongoing survey to assess the volunteer engagement experiences and needs of the non-profit community during this public health emergency. The goal of this assessment is to create strategic and responsive interventions to better position the public and philanthropic community to respond. **Our initial findings revealed:**
 - Over 50% percent of our non-profit partners have suspended their volunteer operations in light of COVID-19, and subsequent health and safety guidance.

- 52% of respondents expressed a need for communication strategies and tools to effectively recruit and retain volunteers during these uncertain times.
 - 100% affirmed that volunteers are vital to their service delivery, outreach and operations.
 - **Ready for Recovery Virtual Series:** Designed in response to experiences and needs for nonprofit partners, this four-part virtual convening equipped community-based organizations and leaders to amplify volunteerism and civic engagement, secure innovative and sustainable partnerships and, create resilient and equitable organizations and efforts. The virtual series provided innovative tools and strategies to best position local non-profit organizations and civic community leaders to create sustainable partnerships, amplify volunteerism, and respond to emergencies, crises and social challenges in effective and equitable ways.
 - **Volunteer and Donations Portal:** Serve DC, worked with a digital IT contractor to design and stand up a digital platform to support successful volunteer engagement, including volunteer recruitment and retention, increased visibility of nonprofit and intra-district volunteer opportunities, and tools and resources for residents and nonprofits. Funding was secured through HSEMA for this initiative. Results achieved included supporting inter-District and nonprofit with essential services and volunteers during and after the public health emergency, securing and coordinating over 350 volunteers in support of Board of Elections social distancing goals, and most recently enlisting and mobilizing volunteer groups to support DC Health's senior vaccine dissemination.
 - Covid-19 Partnership Coordination: Serve DC was called to action as a part of our leadership's response to the public health emergency, COVID-19. As the District's lead agency dedicated to connecting people to purpose, Serve DC understood and accepted our role —connecting the business community and individual donors to over twenty District-based nonprofit and medical organizations across the city— all for the purpose of ensuring access to essential services during a most unprecedented time. These donations enabled organizations to provide life-sustaining resources to some of our city's most vulnerable residents and communities, including personal protective equipment (PPE) and meals to support front-line and essential medical workers
 - Covid-19 District Grantmakers Capacity Building Session: and Racial Inequity in the Greater Washington Nonprofit Sector- Serve DC in partnership with The Center for Nonprofit Advancement hosted an info session which provided insight, data and best practices to ensure that best practices for equity and inclusion are implemented in grant making across District agencies.
- **National Service** provided a form to subgrantees which required them to breakdown how teleservice/virtual activities would follow the COVID-19 guidelines provided by AmeriCorps/CNCS to ensure verifiability and accuracy of

the submitted member hours. Serve DC closely monitored subgrantees developments related to COVID-19 through monthly check-ins with subgrantees.

- Emergency Preparedness programs pivoted to a virtual posture during COVID-19 to provide CERT and Youth Emergency Preparedness Program trainings and curriculum to volunteers and youth in the District.

28. Does the Office offer nonprofit organizations with any support in navigating compensation for indirect costs?

Answer: No

29. Does the Office have any role in ensuring other District agencies awarding Federal grant funds are in compliance with Federal requirements to provide awardees with indirect cost compensation in accordance with the organization's federal Negotiated Indirect Cost Rate Agreement?

Answer: SERVE DC does not have a role in ensuring other District agencies are in compliance with Federal requirements.

30. This Council passed the Nonprofit Fair Compensation Act of 2020 on December 1, 2020. The Mayor signed the bill recently on January 13, 2021. What role, if any, will your office play in administering this bill?

Answer: Serve DC does not play a role.

QUESTIONS AT THE REQUEST OF THE COMPREHENSIVE HOMICIDE ELIMINATION STRATEGY TASK FORCE

31. Please describe three initiatives, programs, or projects currently underway within your agency directed at preventing homicide in the District of Columbia. (Note: If you currently do not have any initiatives, programs, or projects currently underway directed at homicide prevention, please describe three ways in which your agency could play a role in reducing homicides in the District of Columbia.)

Answer:

- **TEEN CERT**
 - Youth learn to protect themselves, their family, and their friends in case of disaster. The Teen CERT Program is a national program of volunteers trained in disaster preparedness and emergency response.
- **Stop the Bleed Training**
 - District youth are educated and empowered to take action and provide life-saving care when they are the first on the scene during an emergency. They learn basic skills to keep people with potentially life-threatening injuries alive until help arrives.
- **The Serve DC Youth Emergency Preparedness Academy (SYEPA)**
 - The Serve DC Youth Emergency Preparedness Academy (YEPA) is a summer program in partnership with the Department of Employee Services' Marion Barry Summer Youth Program. This program is designed to empower District of

Columbia youth between 16-24 years old with training to assist their families and communities in the event of a disaster while providing exposure to careers in emergency management and public safety.

32. Please describe the resources currently allocated to these initiatives, program, or projects, and describe what additional resources you would need to improve the efficacy or scale of these efforts. (Note: If you currently do not have any initiatives, programs, or projects currently underway directed at homicide prevention, please describe the resources you would need to implement the ideas detailed in response to question 1.)

Answer: Additional resources are not needed. The current programs are currently funded.

33. Please describe how your agency is working collaboratively with other DC agencies toward the goal of reducing homicides. Please also describe how your agency is engaging non-governmental organizations and the community at large on the issue of homicide prevention. (Note: If you currently do not have any initiatives, programs, or projects currently underway directed at homicide prevention, please describe with whom you would collaborate and how you would engage the community in order to implement the ideas detailed in response to question 1.)

Answer: Serve DC promotes family and community disaster planning throughout the year. This is done in partnership with District Government Agencies like DCPS as well as with community-based organizations in the District focused on community engagement and violence prevention programs.

34. Please describe how you currently measure (or would measure) the efficacy of the aforementioned initiatives, programs, or projects. Additionally, if three metrics related to homicide prevention were added to your Key Performance Indicators (KPIs), what should those metrics be?

We maintain a training tracker that focuses on how many District volunteers (adults and youth) we interact with. We track these metrics because they are requested of us through monthly, quarterly, and semi-annual reports that we must submit to HSEMA and CNCS which requests updates regarding our community engagement, volunteer recruitment, and youth outreach services.