

**Advancing the Vision
For
Citizen Service in
Maine**



2002-2005 STRATEGIC PLAN

**MAINE COMMISSION
FOR
COMMUNITY SERVICE**

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About the State Service Commission

The Maine Commission for Community Service was established in 1994 by Executive Order and under state statute in 1995. The 26-member Service Commission is the State's partner with the federal Corporation for National and Community Service to promote volunteer service in Maine. The Maine State Planning Office provides administrative support.

WHAT DOES IT DO?

The Maine Commission for Community Service ...

- Develops the State's vision for volunteer service;
- Produces and implements a 3-year strategic plan that advances its vision for service among citizens;
- Cultivates collaboration among public, private, and non-profit volunteer service programs;
- Serves as a clearinghouse for people interested in service and agencies recruiting volunteers.
- Sets Maine priorities for funding programs supported by the Corporation for National and Community Service;
- Prepares the state application for funds, selects programs to be funded under the National and Community Service Trust Act of 1993 and then administers the funds through subgrants;
- Provides training and technical assistance to national service programs in Maine;
- Carries out fund-raising efforts to supplement federal funding for volunteer service.

In addition, the Commission is:

- The state administrator of AmeriCorps crew programs;
- An advocate and educator for community service and volunteerism in Maine;
- A state resource for community service and volunteerism technical assistance and training. In this role, one significant commission activity is coordination of training for all Maine National Service programs (AmeriCorps, Senior Corps, and Learn & Serve).

THE COMMISSIONERS

In 1994, twenty-six citizens were appointed by Governor McKernan to serve as the inaugural commission members. Since then, Governor Angus King, Jr. has appointed an average of nine people each year to fill naturally occurring vacancies on the board. Commissioner terms of service are three years with an option for re-appointment. The Commissioners are a diverse, bipartisan group of citizens, actively engaged in community service, who represent every region of the state.

Our Foundation

THE MISSION:

Foster community service and volunteerism to meet human and environmental needs in the State of Maine.

OUR VISION:

Vibrant, productive communities with involved, responsible citizens.

OUR VALUES AND CONVICTIONS:

The Maine Commission for Community Service values service:

- ◆ as a community building strategy -- harnessing the energy of a few to the benefit of many;
- ◆ as a problem-solving strategy -- complementing the effort and energy of full-time professionals with the vision and sense of mission of part- or full-time volunteers;
- ◆ as a cornerstone of the educational process;

and

- ◆ as a state- and nation-building strategy -- cultivating a sense of civic identity and greater common purpose.

The Commission is strongly convinced that. . .

- ◆ Service is a fundamental building block of a civil society;
- ◆ Service cultivates a sense of personal and civic responsibility;
- ◆ Service is a strategy for solving a range of community problems;
- ◆ Service is an exemplary vehicle for delivering educational content and assessing learning – and an educational aim in itself;
 - ◆ Service varies in intensity from part-time volunteerism to full-time paid service;
- ◆ Service, when it is well-conceived and implemented, can be a cost-effective complement to the work of professionals;
- ◆ Service includes a range of activities performed by different people using different means;
- ◆ Service is a lifelong habit that can be most easily acquired early in life;
- ◆ Service works best when it is community-led and government-supported; and
- ◆ Service is a fundamental American tradition.

The Context for This Plan

BACKGROUND

The process of developing the Commission's 2002-2005 Strategic Plan marks the third time it has undertaken the task. Each time, the Commission's evolution has been evident. The first plan was very focused and largely related to governance and operational tasks associated with starting a new organization. The second strategic plan concentrated on strengthening internal operations and initiating partnerships with outside groups to assist the Commission in accomplishing the plan's objectives. This third plan reflects the fact the Commission is poised to exert leadership toward integrating community development activities with community volunteer service.

The Commission's accomplishments under each Strategic Plan are documented in its Annual Reports to the Governor and Legislature in accordance with the Commission's enabling statute. All the reports are posted on the internet at <http://www.state.me.us/spo/mccs>.

THE ENVIRONMENT, OPPORTUNITIES, AND CHALLENGES

Recently, an article reflecting on the life and contributions of John Gardner – former member of President Johnson's cabinet, founder of Common Cause and Independent Sector – circulated among people working in the community development field. Embedded in that article was the essential challenge of the Maine Commission for Community Service's work:

“At its best, leadership is not embodied by a charismatic individual, but by networks of ordinary people doing extraordinary work for their communities.”

“Gardner once wrote: ‘All citizens should have the opportunity to be active, but all will not respond. Those who do respond carry the burden of our free society. I call them the Responsibles. They exist in every segment of the community – ethnic groups, labor unions, neighborhood associations, businesses – but they rarely form an effective network of responsibility because they don't know one another across the segments. They must find each other, learn to communicate, and find common ground. Then they can function as the keepers of the long-term agenda.’”

(Recognizing America's Real Leadership, email from Leadership for a Changing World, 5/20/02)

Throughout this plan, the themes of “creating connections” and “building capacity” are repeated. That happens because the characteristic volunteer impulse of American citizens – and Maine people, in particular -- has yet to be maximized as a resource in communities. There is a paradox that asks Maine citizens to solve critical local issues through volunteer service but do so without consistent support, coordination, or network. The word “volunteer” is still understood to mean “without cost” rather than “one who gives help, does a service, or takes on an obligation of his/her free will” (Webster's II: New Riverside University Dictionary, 1976). The pervasive misunderstanding of what it takes to engage citizens in significant volunteer service is a stark contrast to the business community's understanding of what constitutes an effective human resource management system.

The emphasis on “creating connections” will need to encompass integration of Maine’s volunteer sector into community development activities. Scholars, government officials, and researchers increasingly recognize there is a relationship between viable, healthy communities with vital economies and the level of civic engagement, specifically volunteering.

For 14 years – through both Republican and Democratic administrations – national debate has started with two points of agreement: service is a responsibility of citizenship; and government should voice an expectation that citizens be engaged in their communities’ life. Differences in opinions have focused on the forms and outcomes of any government programs that would directly engage citizens in federally sponsored volunteer service. As the federal law authorizing most federally sponsored national service programs (42USC 12501 et seq.) heads for its third round of reauthorization in 12 years, it is significant that the purpose and findings are essentially unchanged:

The Congress finds the following:

- ◆ *Throughout the United States, there are pressing unmet human, educational, environmental, and public safety needs.*
- ◆ *Americans desire to affirm common responsibilities and shared values, and join together in positive experiences, that transcend race, religion, gender, age, disability, region, income, and education.*
- ◆ *Americans of all ages can improve their communities and become better citizens through service to the United States.*
- ◆ *Nonprofit organizations, local governments, States, and the Federal Government are already supporting a wide variety of national service programs that deliver needed services in a cost-effective manner.*
- ◆ *Residents of low-income communities, especially youth and young adults, can be empowered through their service, and can help provide future community leadership.*

It is the purpose of this chapter to -

- ◆ *meet the unmet human, educational, environmental, and public safety needs of the United States, without displacing existing workers;*
- ◆ *renew the ethic of civic responsibility and the spirit of community throughout the United States;*
- ◆ *expand educational opportunity by rewarding individuals who participate in national service with an increased ability to pursue higher education or job training;*
- ◆ *encourage citizens of the United States, regardless of age, income, or disability, to engage in full-time or part-time national service;*
- ◆ *reinvent government to eliminate duplication, support locally established initiatives, require measurable goals for performance, and offer flexibility in meeting those goals;*
- ◆ *expand and strengthen existing service programs with demonstrated experience in providing structured service opportunities with visible benefits to the participants and community;*
- ◆ *build on the existing organizational service infrastructure of Federal, State, and local programs and agencies to expand full-time and part-time service opportunities for all citizens;*
- and*
- ◆ *provide tangible benefits to the communities in which national service is performed.*

In Maine, there has been little *public policy* discussion of whether state government should invest resources to expand and strengthen volunteer service so it would be a sustainable component of community development strategies. Yet, state government has sought citizen volunteers as partners in youth development, community organizing, environmental protection, literacy, public safety, health, child services, disaster response, and other mission-related programs. The State of Maine also ensured federal national service resources (AmeriCorps, Learn & Serve, et al) would be available to Maine’s volunteer sector when it created the Maine Commission for Community Service and assigned it responsibility for strengthening citizen engagement in meeting local needs.

The Commission's on-going challenges are to raise awareness and increase understanding of state government's leadership role in planning, coordinating, and investing in Maine's volunteer service sector so that it can be effective and sustainable over time. Since 1994, the Commission used some very focused projects to demonstrate the value of such a role. Now it is time to proactively and deliberately link community development and policy initiatives of state and local governments with the very tangible, effective power of citizen volunteer services.

One significant barrier to being successful lies in the fragility of Maine's volunteer centers. These distinctly American organizations have historically played the combined role of recruitment/placement centers for volunteer programs in each region. More recently, volunteer centers across the nation have become sources of technical assistance and training for volunteer coordinators as well as incubators for new volunteer responses to community problems. For want of resources, the several volunteer centers in Maine have not been able to develop beyond the core function of linking citizens with volunteer opportunities.

Implementation of this plan also will be challenged and shaped by major national and state economic and demographic factors that are unfolding. In the economic arena, Maine, along with other states and the federal government is experiencing a sizeable reduction in tax revenues due partly to capital gain losses. At the same time, there has been an increase in Federal monies to fight a war on terrorism and bolster homeland security. While there may be temporary infusions of new federal and state dollars for homeland defense and community service programs, the dramatic loss in revenue will outlast any short term increase in support. The near future will see fewer public dollars for social, health, safety, and education services but a corresponding increased need for community service solutions. That increase need will translate to additional grant applications to private funders, the organizations who have played a growing role in public/private partnerships. However, their resources will undoubtedly be affected by the same economic factors as government.

Maine's changing demographic profile will impact this plan, too. On the one hand, the state's population is aging rapidly. In part, this is due to the exodus of young people who seek opportunity outside Maine. Not only are the remaining residents older but also Maine has successfully launched an effort to attract as residents individuals who are newly retired. Even though these new state residents constitute a significant resource for volunteer programs (most have expertise well honed by years of employment and they are part of a generation that has amassed more wealth than any other), they do add to the demands for medical, social, legal, and transportation services that already are expressed by "native Mainers". Volunteer programs currently are key players in helping elders remain in their communities but pressure to expand the scale of involvement without additional resources is being felt even now.

The trend among young Mainers to leave for opportunities elsewhere is a stark case for paying vigorous attention to expansion of service-learning and youth volunteer service. There is considerable research that describes the relationship between serving as a volunteer and establishing deep-rooted ties to one's community. Another body of research documents the significantly lower occurrence of risk-taking behavior (e.g., alcohol and drug use, sexual activity) among youth who are engaged in community service. Then there is the substantial positive relationship between educational success and service-learning reported by national researchers late in 2001. Finally, factor in the programs (AmeriCorps, President's Freedom Scholarships, etc.) that offer financial aid for higher education as a recognition of volunteer

service, thus making post-secondary education affordable for many young Mainers. Taken together, it becomes impossible to ignore the relationship between strengthening youth service, stemming the exodus of Maine youth, and strengthening community.

Technology – the omnipresent, distinctive characteristic of our present culture – effects volunteer services, too. It is making it possible for many kinds of services and supports to be provided from virtually anywhere there is a phone line and electricity. As a consequence, many home bound individuals previously restricted in their volunteer participation can perform community service work from home and become actively engaged in community life.

Until September 11, 2001, the one daunting challenge to success was America's cultural shift away from communal experiences. In his 2000 book, *Bowling Alone*, Robert Putnam demonstrated that civic involvement among American citizens was diminishing. Recently, Putnam revisited some of his findings and published a post-9/11 update entitled "Bowling Together" (*The American Prospect*, vol. 13 no. 3, February 11, 2002). In the opening of the article, he reminds us of his statement in "Bowling Alone" that restoration of civic engagement in America would likely be accomplished only through a "galvanizing crisis" of national proportions. Given the events of September 2001, Putnam examined whether American values and civic habits had been transformed by the terrorist attacks or were the immediate effects transitory.

Putnam's survey in late 2001 revealed changes that fundamentally influence the priorities and work of the Commission. While private lives returned to normal quickly after 9/11, Putnam's 2001 findings suggest longer lasting changes in the public's attitudes regarding civic life. Even though attitudinal changes have not yet translated into sustained increases in civic engagement – specifically volunteer service – the stage has been set for Americans to become more active in their communities through service. Putnam writes, "Americans were more united, readier for collective sacrifice, and more attuned to public purpose than we have been for several decades. ... The images of shared suffering [created] a powerful ... cross-class, cross-ethnic solidarity."

Putnam goes on to note that, even though there is now a window of opportunity for civic renewal, unless the gap between changed attitudes and unchanged behavior is bridged there will not be an increase in civic engagement as a result of 9/11. In an observation that highlights the Commission's role, Putnam notes the civic solidarity that creates this opportunity is a unique resource. Unlike money or goods, it increases with use and decreases with disuse. Therefore, the Commission for Community Service's greatest challenge is to seize the opportunity to engage more Maine citizens in community service and strenuously push to resolve the issues that could impede success.

THE PLANNING PROCESS

As the Commission organized its approach to this round of planning, it borrowed from prior tactics, incorporated the State of Maine strategic planning process, and folded in the required elements from the Corporation for National and Community Service for State Plans. The latter is the federal agency whose grants to states for National Service programs are administered in Maine by the Commission and the Maine Dept. of Education. The federal law

under which CNCS operates requires that states develop comprehensive service plans every three years.

During prior rounds of planning, the Commission had identified critical unmet needs (See Appendix A). These served as the basis for funding priorities and for identifying priority challenges faced by Maine's volunteer programs operating in public and private, local and statewide, small and well-established organizations.

As the first step in this planning effort, the Commission surveyed Maine's nonprofits, education authorities, municipal officers, current grantees, and key state government networks (Healthy Communities coalitions, Communities for Children local leadership councils, etc.). The survey aimed to find out two things:

- 1) if there had been progress on addressing the unmet needs previously identified and the level of priority the field would currently assign to them; and,
- 2) whether there were new issues that ought to be added or substituted for previously identified challenges and unmet needs.

Ten thousand hard copy surveys were mailed to 100% of the nonprofits registered with the Maine Secretary of State as 501(c)(3) organizations. These entities included local fire associations, churches, social service programs of all sizes, granges, tenants associations, environmental organizations of every type, Kiwanis, Lions, civic associations, foundations, and others. Hard copy surveys were also sent to all municipal officials and school administrators using State databases.

In addition, the survey was posted on the Internet in a format that could be filled out on-line. An email message with a link to the site was distributed to 250 contacts that included all current National Service grantees and hosts in Maine, former commission members, all public libraries, the members of Maine's legislature, volunteer centers, United Ways, and key government officials in state agencies. The email asked recipients not only to respond by filling out the survey but also, to pass on the link to any networks with which they had contact.

The goal was to get a representative cross-section of Maine's diverse volunteer service sector. By the deadline, 215 responses had been submitted. They fairly represent not only the types of volunteer organizations but also nearly every county and the state's three major population centers. (See Appendix B for compiled responses.) The feedback and advice from the survey were used to create the first rough draft..

The Commission's March 2002 business meeting was devoted to drafting the major goals of this strategic plan. Then the planning work group used the survey results to draft rough versions of objectives under each goal. Together, these two elements of a plan became the skeleton for additional public input.

Identical volunteer service planning seminars were held in two urban centers (Lewiston and Bangor) that accommodated Maine's geography. One thousand nonprofits were formally invited to attend. In addition, all the National Service grantees, host supervisors, and sponsoring organizations were invited along with key state government and educational leaders. The organizing principle for this event was borrowed from Harrison Owen (*Open Space Technology*, 1985): "whoever comes are the right people". The self-selected participants made up a representative work group which was asked to examine each goal; edit or expand the objectives; identify strategies for accomplishing the objectives; and, inventory any resources or partners that

might play a role in implementing the plan. Just under 60 people gave a day to the task (see Appendix C). Their combined input provided the Commission with the data to complete this plan.

Three draft editions of the Strategic Plan were posted on the Commission web site for public comment. Seven substantial commentaries were submitted and 90% of those recommendations have been incorporated into this plan.

The Commission's very inclusive and open process reflects its conviction that the role of a government agency is four-part:

- ◆ Convener – bringing groups together to work jointly on issues of common interest;
- ◆ Facilitator – helping groups resolve differences and reach consensus;
- ◆ Catalyst – making change happen;
- ◆ Partner – combining government resources with others' resources to achieve common objectives.

IMPLEMENTATION TACTICS

The Maine Commission for Community Service consistently uses ad hoc “task forces” as the vehicle for carrying out any work under its aegis. This tactic will be used to accomplish much of the work laid out in this plan. Under the operating procedures of the Commission, a Task Force is created by formal vote of the Commission and includes a “charge” that outlines the scope of work to accomplish. It is rare that Task Forces are comprised of only commission members. Instead, Commission members recruit stakeholders and provide leadership to accomplish the assigned mission or charge. When the mission has been completed, the task force notifies the Commission that it has fulfilled its assignment and recommends any “next steps” or ongoing work. Examples of this system for operating are evident in the Commission's work related to “Maine's Promise”, the Maine Service Exchange, Volunteer Maine, and Youth Service/Service Learning.

As this strategic plan has taken shape, the Commission has begun conversations with likely key implementation partners. Some are in the throes of reorganization and it is not clear whether it will be possible for them to take on the roles the Commission would appreciate. Others, such as the University of Southern Maine's Institute for Public Sector Innovation, are anticipating ratification of the Commission's strategic plan and have entered into discussions about specific projects. Still others, like Maine's volunteer centers, are looking to the Commission for assistance. In this case, MCCS has met with the Points of Light Foundation to explore partnerships that could provide substantial technical assistance to the volunteer centers. On another front, the Maine Jobs Council's youth service committee and Maine Emergency Management Agency are very interested in collaborating on relevant aspects of the plan.

In light of the federal agency's particular interest in small, community-based (CBOs) and faith based organizations (FBOs), the Commission notes that Maine's nonprofit sector has always been a significant player in its activities. They host individual AmeriCorps crew members serving under a grant for a “dispersed crew” (members placed singly in small CBOs). They have served on design and implementation task forces for Commission projects. In short, small CBOs have been at the table as major stakeholders since the inception of the Commission. The faith-based organizations have been represented not just among the hosts for AmeriCorps

members and as members of Task Forces but, also, for 6 of 8 years they were represented on the Commission by an appointed member.

In summary, the Commission's plan for achieving its objectives is an extension of its past practice of issuing a "call to service" to stakeholders and then relying on those who respond to provide the "ground truth" as well as technical expertise. In effect, the Commission has internalized its model of governance and the "learning organization" model of operation and, as a result, has so far reliably fulfilled all its assignments and demonstrated the traits of sustainability and leveraging that it expects of its grantees.

The Future: MCCS Plans for 2002-2005

GOAL 1: *Every Maine citizen demonstrates an ethic of active citizenship through community service and volunteer activities that address human and environmental needs.*

Objective 1a

By 2005, no less than 70% of Maine adults will devote time outside regular family and work responsibilities to either community service or civic activities.

Measure: Performance Measure #36 in “Measures of Growth” along with the subsections of that indicator’s data will be the basis for tracking performance.

Where we are now: In 2001, 71% of Maine adults report they have devoted time outside of regular family and work schedule to a volunteer effort. This represents an 11% increase over 2000. It is expected the percentage is influenced by events of 9/11/01 and, therefore, actions should focus on ensuring the new level of involvement is not transitory.

Strategy 1 -- Establish and promote the inherent value of volunteering.

Actions related to National Service Programs

1. Develop programmatic links between major State initiatives (Career Preparation, Mentoring, Service-Learning, Homeland Security, etc.) and National Service programs operating in Maine as a means of establishing volunteer service as a strategy for reaching public goals.
2. In addition to Martin Luther King Day service activities, establish a second “all hands” service day through which National Service participants demonstrate the impact of local volunteer projects addressing a critical unmet need from Goal 3.
3. Develop newly established relationship with organizations servicing citizens with disabilities in order to increase enrollment of these citizens in AmeriCorps and Senior Corps.
4. Educate all points of the volunteer information system (CareerCenters, Volunteer Centers, higher ed financial aid officers, etc.) on the role National Service experiences can play in personal as well as career development plans and the tangible benefits for participants.
5. Using the competencies from “Equipped for the Future,” conduct an exit evaluation among all Maine AmeriCorps members as a means of assessing the tangible impact service had on their lives.

Actions to benefit all Maine volunteer efforts

1. Include a message that ties volunteer service with active citizenship in all MCCS public education and outreach products.
2. Continue support, examination, and expansion of indicator projects (e.g., “Measures of Growth” and “Maine’s Marks”) that track characteristics of volunteering in Maine. In particular, identify elements that better track youth service and involvement of under-recruited citizen groups (refugees, new retirees, citizens with disabilities).
3. Reinvigorate the Maine Service Exchange and find a permanent source of support (fiscal and administrative) for it.

4. Identify and quantify the extent of citizen volunteer service throughout State Government as a means of documenting the public partnerships with citizens in achieving State agencies' missions.
5. Biennially update the "Calculating the Value of Volunteer Time" as a means of ensuring in-kind values reflect the current labor market rates.

Actions to benefit all Maine volunteer efforts (continued)

6. Develop one focused, fully documented relationship with a community facing major challenges and, using volunteer service of all types, assist the community in addressing its problems.

Strategy 2 -- Provide adequate support and training for volunteer program operators as a way to ensure adequate support of volunteers during their service.

Actions related to National Service Programs

1. Require host sites of National Service participants to send the volunteer supervisor to TriState or a training event of equivalent nature each year. CNCS grantees must document that 85% of the host sites fulfilled the requirement when annual grant budgets are submitted.
2. MCCS will examine the best means to ensure National Service volunteers serve in local projects that reflect solid volunteer administration practices.
3. Develop additional resources to support training National Service host site supervisors.

Actions to benefit all Maine volunteer efforts

1. Undertake a major exploration of the opportunities and barriers volunteer organizations face when asked to expand recruitment to under-represented citizens (youth, minority communities, citizens with disabilities). The outcome would be to design technical assistance and support that addresses the barriers and allows organizations to take advantage of the opportunities.
2. Initiate a three-year campaign to annually train 50 volunteer program coordinators to a level that they can serve as local expert resources for community volunteer programs.
3. Develop a network of former AmeriCorps participants in order to harness the commitment to service of Maine AmeriCorps Alums and develop connections between local volunteer programs and the Alums with service leadership experience.

Objective 1B

By 2005, no less than 60% of Maine school-aged youth will devote time to either community service, civic activities, or service-learning.

Measure: Indicator #70 in Maine Marks

Where we are now: 2000 data – 48% of high school aged youth reported they spent time doing community service activities such as helping out at a hospital, food pantry, or other things. On average, they devoted 3-4 hours to these activities. 46% of the respondents indicated the school organized the service activities.

Strategy 1 -- Establish and promote the inherent value of volunteering and service-learning.

Actions to benefit all Maine volunteer efforts

1. Develop and implement a major information dissemination campaign to increase public awareness of and conversance with the relationship between service-learning and effective education as well as youth volunteer service and positive youth development.
2. Strengthen and expand youth service recognition (e.g., Governor's Points of Light Award for youth, President's Student Service Awards, legislative information activities such as the Hall of Flags service-learning day) in order to highlight the scale and significant impact of student/youth service in Maine.
3. Biennially update the "Youth Service Survey" to assess changes in youth service leadership, training, barriers, level of participation, geographic distribution of opportunities, and support. Findings on trends and changes will not only be published but used as the basis for MCCS youth service work plans.
4. Develop project links among major State initiatives (Career Preparation, Mentoring, Service-learning, Homeland Security, Learning Results, etc.) and schools as well as youth service nonprofits operating in Maine as a means of establishing volunteer service as a strategy for reaching public goals.

Strategy 2 -- Identify and promote service-learning opportunities in Maine communities.

Actions related to National Service Programs

1. Enlist, train and provide networking/support National Service program participants as service-learning coordinators within Maine schools.
2. Encourage replication of programs that engage new or experienced educators in national service programs that provide practical in-school experience with service learning.

Actions to benefit all Maine volunteer efforts

1. Develop and implement initiative to educate non-school youth programs and school districts about service-learning and provide resources for those programs to adapt operations to incorporate service-learning.

Strategy 3 -- Provide adequate support and training for youth volunteers, students, teachers, and coordinators of volunteer programs.

Actions related to National Service Programs

1. Develop statewide initiative for AmeriCorps Education Award program that would provide not only AmeriCorps members to support youth service but also train and network youth service volunteer program staff throughout the state.

Actions to benefit all Maine volunteer efforts

1. Develop the resources to support a Points of Light Foundation YES Ambassador who will work with small nonprofits and community-based organizations to increase their capacity to engage youth as volunteers and leaders of service.

Strategy 4 -- Identify and promote opportunities in community organizations that effectively involve youth as volunteers to meet community needs. Appropriate emphasis will be placed on those opportunities related to service-learning and those not associated with school or academic work.

Actions to benefit all Maine volunteer efforts

1. Develop a youth-specific section of VolunteerMaine.org and assist volunteer centers in identifying volunteer opportunities for youth.
2. Conduct a Youth Service Summit that
 - a) showcases effective models for recruiting youth volunteers to nonprofits or volunteer groups,
 - b) provides project management training for youth volunteers so they can organize and lead peers in volunteer service,
 - c) offers leadership training for youth seeking to be advocates for service and service-learning in their communities, or represent their peers on community boards or committees; and
 - d) promotes local collaboration on recruitment and placement of youth in volunteer programs.

GOAL 2: *Every Maine citizen who wants to volunteer in their community is able to easily locate a service opportunity and, once service begins, has the support, tools, and resources to be effective.*

Objective 2a.

By 2005, 85% of Maine citizens know about their local volunteer centers and use the center to identify local community volunteer opportunities.

Measure: The percent of Maine citizens who can identify the volunteer center that serves their community or VolunteerMaine.org and report correctly the resources of either.

Where we are now: The baseline measure will be established by December 31, 2002.

Strategy 1 -- Increase accessibility, geographic coverage, and public awareness of volunteer information and referral centers in Maine.

Actions related to National Service Programs

1. Develop a strong and mutually supportive relationship between Maine volunteer centers and National Service Programs through which the volunteer centers assist National Service programs with their recruitment for participants and project volunteers.
2. Educate all National Service participants about the volunteer recruitment/referral function of volunteer centers with the goal of having participants educate the organizations in which they serve about the centers so the organizations use this resource to their advantage.
3. Extend the relationship with volunteer centers to all 23 Maine CareerCenters by using VolunteerMaine.org as the central information source on the internet – registering all

National Service participant and project openings, news, event information, and training opportunities.

Actions to benefit all Maine volunteer efforts

1. Strengthen the brand new relationship between Maine's volunteer centers and the 23 CareerCenters.
2. Use MCCS outreach activities to promote the volunteer centers, the 1-800-Volunteer line, and VolunteerMaine.org in order to "drive traffic" to these central information and referral centers.

Strategy 2 -- Establish a statewide coordinated system to recruit, place, and support volunteers.

Actions related to National Service Programs

1. Identify and deploy National Service program resources that can help volunteer centers develop capacity to accomplish their missions.

Actions to benefit all Maine volunteer efforts

1. Identify and deploy recurring support that will help existing volunteer centers develop capacity and also establish volunteer centers in those areas not covered.
2. Establish Volunteer Maine.org as the comprehensive, central internet registry through which volunteer groups can recruit volunteers and volunteer administrators can find information or guidance.

Objective 2b.

By 2005, 50% of community service programs will demonstrate use of best practices in volunteer administration and the ability to sustain volunteer involvement in meeting identified community needs.

Measure: 1) Percent of community service programs who report in survey they follow a specific list of "best practices". 2) The percent of citizens who (in "Measures of Growth") identify themselves as volunteers and report they experienced "best practices" in the course of their volunteer service.

Where we are now: Baseline measures will be established by December 31, 2001.

Strategy 1 – Expand the use of solid volunteer administration in Maine's volunteer in order to increase programs' effectiveness as well as capacity to attract and retain citizen volunteers.

Actions related to National Service Programs

1. Require all new host sites for National Service participants to conduct, at a minimum, a self-assessment of their use of volunteer administration "best practices".
2. Advise all National Service grantees on how best to assist host sites with developing and implementing solid volunteer administration practices either through direct assistance, referral to training and technical assistance, or assigning a National Service volunteer to the task..

3. Using the Maine Service Exchange as the vehicle and registration of project staff as consultants, develop a peer-to-peer network among Maine National Service programs that strengthens their capacity to develop their volunteers through pre-service and in-service education.

Actions to benefit all Maine volunteer efforts

1. Develop a relationship with all six volunteer manager associations (formal and informal networks) in order to gain their advice and assistance in reaching local volunteer programs.
2. Identify a rank order of importance for “best practices” as a guide for volunteer programs that want to institute “best practices” but have minimal or no resources.
3. Develop and implement an educational outreach program to promote “best practices”.
4. Establish a self-assessment process and technical assistance support for implementing “best practices” in volunteer administration.
5. Design and launch an initiative to support professional development among volunteer program coordinators as well as training for individuals seeking to enter the field.
6. Collaborate with other statewide networks to integrate nonprofit management issues with volunteer administration issues at the executive and board level of community and faith-based organizations.

Strategy 2 – Build the capacity of community organizations to be sustainable and successful at leveraging resources.

Actions related to National Service Programs

1. Using the 2002 Program Design Institute for AmeriCorps, develop a self-guided training program for community groups that want to apply for National Service program support.
2. Incorporate the characteristics of sustainable and successful organizations into annual grant reviews as a means of assessing progress.
3. Revise “Commission expectations of grantees”, using the characteristics to describe expectations during successful second or third round grants.
4. Provide intensive training to new National Service grantees regarding effective outcome evaluation methods.
5. Incorporate outcome evaluation results into annual decisions on funding.
6. Ensure National Service programs benefit from the actions in the following section.

Actions to benefit all Maine volunteer efforts

1. Develop and implement an outreach program that educates volunteer service organizations about the traits of programs that successfully leverage resources and sustain themselves. Include a self-assessment for programs and opportunities to develop strategies to achieve greater success in these areas.
2. Develop and implement a technical assistance program to promote sustainability and successful leveraging of resources.
3. Develop partnership to promote volunteer administration best practices, sustainability, and successful leveraging with state government funders whose grants support volunteer services.
4. Establish a policy-level relationship with the Maine association of private grant makers and foundations in order to identify opportunities to strengthen volunteer service at the local level.

GOAL 3: *Maine volunteers will significantly impact unmet community, human, & environmental needs in ways that are measurably effective and strengthen the community.*

Objective 3A:

By 2005, 98% of volunteer service and service-learning programs funded by the Corporation for National and Community Service will be able to demonstrate their impact and effectiveness in meeting unmet community, human, or environmental needs.

Measure: Percent of CNCS grantees in Maine whose *outcome* data demonstrate impact on the service need.

Strategy 1 – Coordinate grant-making to National Service programs to ensure all grantees are addressing one or more of the following areas of critical need in ways that effect the related indicators:

I.A. Increase access by Maine’s elders to community-based programs that help them remain in their communities, maintaining safe, healthy lifestyles.

Measure: The percent of Maine’s elderly living alone (30.9% in 2000 Census) or in a family household (56.4% in 2000 Census).

I.B. Increase community capacity to provide every child and family with the education, resources, and support to be healthy, productive citizens.

Measures: The degree to which grantees performing service associated with any of the indicators in “Maine’s Marks” show positive impact on those indicators.

I.C. -- Increase community capacity to rapidly respond to critical public safety and health situations.

Measures: *Baseline measures will be established by December 31, 2002.*

I.D. -- Increase citizen participation in efforts to impact key issues related to a healthy environment.

Measures: The degree to which grantees performing service associated show positive impact on any one of the following environmental indicators in “Measures of Growth” -- #51 Air Quality; #52 Water Quality of Lakes; #53 Water Quality of Marine Areas; #60 Municipal Recycling.

Where we are now: Air Quality: 15 days in which ground-level ozone was high enough to be deemed unhealthy (50% decline from 2000). Water Quality of Lakes: 96.2% are fully suitable for swimming (2% improvement). Water Quality of Marine Areas: 156,758 acres of estuarine areas not suitable for shellfish harvesting (6.3% improvement). Municipal Recycling: 40% of municipal solid waste recycled (2% decline).

Strategy 1 (continued)

I.E. -- Increase the number of households residing in affordable, safe, and adequate housing.

Measure: *Baseline measures will be established by December 31, 2002.*

Strategy 2 -- Develop the capacity in M CCS to provide evaluation coaching to grantees and assess their impact on communities.

Action

1. Establish a partnership with an academic or research institution in order to develop M CCS capacity to meet the varying needs of grantees.
2. Annually assess outcomes reported by CNCS Maine grantees and develop technical assistance plans to strengthen program impact.

Appendix A: Previously Identified Unmet Critical Needs

1996 Maine Priorities Established using criterion-based research. Coincidentally, these aligned with 80% of the needs identified in the Fall 1995 Strategic Planning activities which included public input.	
<i>Human Needs to Address through Service</i>	<u>Older Adults</u> - transportation - information on service availability and means of access, - assistance with daily tasks, - affordable housing
	<u>Children</u> -prevention of abuse and neglect, -substance abuse, -risky sexual behavior, -juvenile violence, -mental health, particularly depression and suicide
	<u>Mental Health</u> - education and vocational or job training for youth with disabilities, -support services for families with members who have a serious or prolonged mental illness, -housing and residential supports for individuals with mental illness, -crisis intervention services and crisis prevention programs
	<u>Migrant/Seasonal Farmworker Issues</u> -working conditions, job safety, and health, -reduction of barriers around service access, -access to healthcare, -living conditions
<i>Public Safety Issues</i>	- Domestic Violence, Property Crimes, Child Abuse and Neglect, Substance Abuse, Sexual Assault/Rape
<i>Environmental Issues</i>	Water quality degradation including groundwater, surface water, and drinking water, Destruction of wildlands and species habitats, both aquatic and terrestrial, Air quality, both indoor and outdoor
Priority Issues surfaced in planning process but <u>not</u> included in funding priorities.	
	Empowering youth to do community service and creating opportunities for students to participate in public service (including government).
	Promoting volunteer service – market service as a means to exercise citizenship and participate in community decision making; create a system for linking people to volunteer opportunities; emphasize natural resource agency volunteering as heavily as social service volunteer openings.
1997 – Priority needs added as a result of public input and comment process conducted in preparation for Strategic Plan for 1998.	
<i>Education</i>	- the capacity of schools to implement K-12 service learning successful school/community partnerships need to be replicated; there are too few.
<i>Community mobilizing</i>	- the capacity of volunteer programs to operate well - adapting to the changing profile of volunteers; includes more youth, TANF participants, people who need more support in order to serve - volunteer managers do not have good information about risks and liabilities.

	- the single largest service obstacle is lack of coordinated recruitment and placement of community volunteers.
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Appendix B: 2002 Results from Survey of Nonprofits, Community Organizations, Schools, and Local Officials

Total Responses: 215*

Organization Type

state government	12.6%
non-profit organization	37.2%
school district	5.1%
community committee (informal; not incorporated)	0.9%
civic group (Kiwanis; Business and Professional Women; etc.)	1.4%
foundation or corporate grantmaker	0.9%
higher education institution (college; tech; university)	2.8%
No answer	39.1%

The survey asked what geographic region was covered (one town, a county, etc.). As the answers show, some respondents skipped who skipped the first question did answer this section.

Geo. Region Covered	municipality/town*	53.5%
	Other	28.1%
	county**	11.9%
	school district	6.5%
Answers provided under "Other":	statewide	45.8%
	national foundation	1 response

***Locations listed under geographic answer (does not include the "no Answers")**

Auburn	Kittery; ME
Bangor (6)	Lamoine
Benton (2)	Lincolntonville
Biddeford	Lisbon
Central Maine	Lucerne; ME
Cumberland County	Norway
Friendship	Otis
Greater Portland area	Portland (8)
Hancock County	Sebec
Harpwell	Wales
Hinckley	Windham
Islesford	

****Counties listed**

Androscoggin (3)	Oxford (3)
Aroostook (3)	Piscataquis (2)
Cumberland (9)	Sagadahoc (2)
Franklin (2)	Somerset
Hancock	Waldo
Kennebec	Washington
Lincoln (2)	York (5)

The survey asked if the respondents used volunteers in accomplishing their mission related work.

Yes	48.8%
No	11.2%
No answer	40.0%

Respondents were asked what category best described their work:

Human Needs	32.1%
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Environment	4.2%
Education	18.1%
Public Safety	4.2%
Other	20.0%

SUMMARY OF RESPONSES TO FIELD SURVEY

<i>Issues rated as Critical/Significant ... by 60% or more of respondents (Tier 1)</i>	<i>Little/No Progress on addressing issue</i>	<i>Rank in Tier</i>
Youth Volunteer Service		
Opportunities in community organizations for youth to volunteer	55.3%	5
Readiness/capacity of organizations to effectively engage youth as volunteers	78.3%	1
Volunteer community service develops bonds between youth and their community helping prevent young people from engaging in risk-taking behavior.	54.7%	6
Volunteer Programs		
A statewide coordinated system to recruit and place adult volunteers does not exist	71.8%	2
Volunteer program coordinators/managers need skills and information about volunteer risk management, administration, etc.	56.1%	4
Human		
Helping older adults stay in their communities, maintaining safe, healthy lifestyles.	53.1%	7
Issues specific to Children		
Prevention of abuse and neglect	40.4%	10
Violence among children	54.7%	6
Rate of substance use	52.6%	8
Mental health problems (particularly depression and suicide)	63.6%	3
Public Safety		
Domestic violence	43.0%	9
<i>by 50-59% of respondents (Tier 2)</i>		<i>Rank in Tier</i>
Youth Volunteer Service		
Volunteer assignments for youth that are not connected to school	64.5%	3
Fragmented system to connect youth with opportunities to serve in the community	80.9%	1
46% of Maine youth participate in school-sponsored community service (Maine Marks 2000) compared to 67% of Maine adults (Maine Economic Growth Council).	55.6%	7
Volunteer Programs		
Recognition/appreciation of volunteer service as a significant portion of community work/activity	46.2%	14
Maine is experiencing an “#38;in migration” of retirees with experience and skills.	65.5%	2
Human		
Issues specific to Children		

Education and vocational or job training for youth with disabilities	51.2%	11
Access to Five Promises (mentor, safe place, marketable skills, healthy start, opportunities to serve)	52.1%	10
Mental Health needs --		
Crisis intervention services and programs	50.0%	
Support services for families with members who have a mental illness	54.2%	8
Education		
Capacity of schools to implement K-12 service learning	48.6%	12
Environmental Issues		
* Water quality degradation including drinking water, groundwater, surface water	52.3%	9
Destruction of wildlands and species habitats, both aquatic and terrestrial	59.3%	6
Air quality, both indoor and outdoor	60.2%	5
Community Mobilizing		
Availability of youth volunteer service programs in non-school settings.	65.5%	2
Public Safety		
Sexual assault	47.6%	13
* Emergency fire and medical services	25.0%	16
* Disaster preparedness	37.1%	15

by 40-49% of respondents (Tier 3)		Rank in Tier
Volunteer Programs		
Most citizens are engaged in episodic volunteer activities rather than in sustained or ongoing volunteer activities	78.1%	1
Education		
Adult literacy	34.3%	4
Community Mobilizing		
* Capacity of volunteer centers to provide service	61.2%	2
Public Safety		
Vandalism, property crimes	48.0%	3

Appendix C: Participants in Lewiston/Bangor Planning Sessions

Nancy Anderson	Maine Mentoring Partnership
Jolice Banaitis	Multi Purpose Center
Susan Cheesman	Corporation for National and Community Service
Peter Crockett	Maine AFL-CIO
Maryalice Crofton	Maine Commission for Community Service
Greg DeWitt	Gentiva Health Services
J Harper	Facilitator for each day
Steve Hoad	Maine Service Corps
Annie Houle	Maine Response Team/ American Red Cross
Jim Howard	State of Maine Department of Corrections
Mara Hunter	New Beginnings
Donald Jacobson	State of Maine Department of Corrections
Ann Maynard	Catholic Charities of Maine
Bill Maxwell	Muskie School of Public Service
Jim McMannus	Long Creek Youth Development Center
Luci Merin	Auburn's Community Learning Center
Walter Munsen	Maine Association of Nonprofits
Amy Nunan	Getting Healthy
Fran Rudoff	KIDS Consortium
Ken Spalding	Maine Conservation Corps
Judi Stebbins	Maine Commission for Community Service
Lise Tancrede	Big Brothers / Big Sisters
Peter Taylor	Bates College
Jon Underwood	Maine Service Corps
Karen Wood	Muskie School of Public Service
Betty Lewis	Maine Department Inland Fisheries & Wildlife
Holly Sheehan	Teach Maine
Lyn Traver	Fun After School
Jon Lund	Hallowell Conservation Commission
Alyson Stone	City of Lewiston
Paul P. Johnson, Jr.	Maine Appalachian Trail Club
Ruth Saint Amand	Health Reach RSVP
Deny Anderson	Maine Commission for Community Service
Susan Spinell	Maine Commission for Community Service
Chris Wolff	Maine Conservation Corps.
Ellis King	State of Maine Department of Corrections
Allyson Cox	Maine National Guard
Lynda Rohman	Eastern Maine Medical
Ron Jones	4-H Cooperative Extension
Galan Williamson	State of Maine Department of Corrections
Beverly Larochele	Penquis C.A.P., Inc / The Lynx
Marla Major	Friends of Acadia
Cindy Whitney	United Way of Eastern Maine
Shirley Jipson	Downeast Big Brothers/Big Sisters
Anne Hartman	Maine Discovery Museum
Carol Conner	Mountain View Youth Development Center
Paul Sannicandro	
Peter Zack, Jr.	Maine Energy Education Program
Anne Schink	Maine Commission For Community Service
Roberta Macko	Eastern Agency on Aging
Susanne Sandusky	Aroostook County Action Program