

Volunteer Maine Sept 2021 - August 2022

<i>Instructions for staff: This chart needs to reflect the work plan for both your task force AND your responsibilities to strengthen/improve your "domain." Use the Retreat Notes (attached in email that transmitted this file) to remind yourself of the task force work as well as items you need to add in support of their goal.</i> (NOVEMBER 19-DECEMBER 3): Please review for omissions based on retreat work and discussions in task forces. Email edits to Maryalice or call to discuss, if that is easier. Final version of plan will go to Exec Committee on December 7 (their regular meeting).							
INSTRUCTIONS FOR COMMISSIONERS							
Strategic Opportunities (from Plan) + Internal goals for Commission Operation	2021-2022 Strategies/Projects to advance	Staff person responsible + % of annual time allocated	Start+completion date (to be reported to board)	Critical Resources for this Initiative -In order of relevance. (time, information, board direction, funds, outside expert, etc.)	Budget if this needs task specific expenditure, indicate fed portion + match portion with amt. Don't include personnel, occupancy, or other routine costs.	Involves Task Force or Committee? If Y, enter name(s)	Evidence of success or completion.
A. Excel in the role of National Service grantmaking so that all programs (operating and planning) succeed not only in fulfilling their missions but also in complying with the federal rules.	Develop a separate training and support system for planning grant organizations.	Program Development Officer - 10%	12/1/2021	time, online course software, possible use of contractor	Captive license fee		Course completion and enrollment
	Provide high quality Technical Assistance to currently funded agencies; including: a) support for first year grantees, b) DEIA training, C) recruitment strategies, d) member & supervisor support, e) site management, f) new grantee training - if needed	Program Development Officer - 40%	Ongoing-Aug. 2022	Time, monthly Regular TA meetings & New Grantee office hour meetings, special training sessions, outside experts (esp. DEIA)	CIF - \$15K contractors	E&E	Technical Assistance feedback data
	Design of online course for Site Supervisor training (including DEI aspects)	Program Development Officer - 5%	6/1/2022	time		E&E	Course completion and enrollment
	Represent Maine program needs on ASC Regional Conference planning committee to ensure high quality learning opportunities for program managers attending	Program Development Officer - 3%	5/30/2022			n/a	Grantee participation and senior Corps involvement
	Foster expert use by grantees of all the functions in the Commission grant management software in order to integrate their management, reporting, and local monitoring tasks into the system used for state monitoring and reporting.	Grants Officer - 50%; Program Development Officer 4%	11/8/2021-08/31/2022	Personnel and time; standard office technology; OnCorps grants management system access; Zoom; eGrants operations; Service Year subscription continued	CIF - \$3K contractor, annual fees for platforms	n/a	Subgrantees demonstrating timely and compliant reporting; quarterly monitoring that is documented and completed in a reasonable timeframe; quarterly reporting to the Grants Task Force (progress report updates)
	Review and provide feedback on performance reports in 45 days or less so grantees can implement improvements or corrective actions before subsequent reports are due.	Grants Officer - 100%	12/1/2021-10/01/2022	Personnel and time; standard office technology; OnCorps grants management system access; Zoom; eGrants operations;improved organizational mangement	n/a	n/a	Corrective actions are addressed by the subgrantees; progress reports reviewed and approved in a timely manner; Report out for the GPR's and performance report need to be delivered to the GTF in at least a bi-annual basis to keep them and the Commission informed as to the
	Implement marketing plan objectives related to achieving full enrollment of AmeriCorps programs and taxpayer understanding of their impact, with a focus on those interested in a gap year or change of career.	Grants Officer - 25%, Communications officer, Administrative specialist	March-July 2022	Personnel and time; standard office technology; Basecamp; Service Year; Zoom and adobe creative cloud; zoom; funding for media campaigns	CIF - \$5K contractor, Service Year annual fees, \$4,000 Freelancer contract (same contractor for multiple areas only one-time charge of \$4K)	Grants Selection and Performance Task Force/ Communications Task Force	Improved recruitment and enrollment in AmeriCorps programs; AmeriCorps position enrollment of 75-100%. State awareness of AmeriCorps operations and use of the grant funds;establish best practices for recruitment by putting together a talking paper about the barriers that we can identify
	Organize Maine AmeriCorps Launch and invite members of Governor's staff and members of Maine's congressional delegation	Communications officer	Nov. 2021	Personnel, time, Zoom		Communications	The event is held and completed.
	Assist AmeriCorps programs in executing legislative awareness during National Service Day at the Capitol.	Communications officer	Jan 2022-April 2022	Personnel, time, printed materials, display items, swag		Communications	The event is held and completed.
	Assist AmeriCorps programs in engaging state legislative members to events to establish touchpoints, such as 9/11 Day of Service and MLK Day of Service:	Communications officer	Dec 2021-Jan 2022; Aug 2022-Sept 2022	Personnel, time, communications tools			Public reporting on service projects
	Establish a baseline of qualitative data to guide effective targeted recruitment tactics, such as annual enrollments, income, location, and demographic info.	Communications officer, Commission reps	Dec 2021-Feb 2022	Personnel, time, communications tools		Communications	Agreed upon metrics are documented.
	Create a network of partners who can help to amplify recruitment opportunities, such as high school guidance counselors, college/university career counselors, and Fed Cap	Communications officer, Commission reps	Dec 2021-Feb 2022	Personnel, time		Communications	A list of partners is established with representation of all areas of the state.
	Investigate and find opportunities to participate in trainings to help create a better understanding of how to communicate in a more diverse, inclusive and accessible manner	Communications officer	Ongoing-Aug. 2022	Personnel, time, funds for training course	Cost of course TBD		A training or series is found and completed by the communications officer.
	Strengthen AmeriCorps Alumni network by creating connections with and providing communications from Alumni Commissioners	Communications officer, Commission reps	March-July 2022	Personnel, time, communications tools		All Commissioners who are alumni	Increased engagement of Alumni in Commission activities
	Execute owned media content goals stated in the communications plan.	Communications officer, Administrative specialist	Ongoing-Aug. 2022	Personnel, time, communication tools, adobe cloud, funds for social media, marketing, and freelancer	\$4,000 Freelancer contract (same contractor for multiple areas only one-time charge of \$4K)	Communications	The publishing of content on digital platforms/printed materials produced.
Attend collegiate career fairs in New England to promote AmeriCorps/Service Fellows positions in Maine:	Communications officer	Ongoing-Aug. 2022	Personnel, time, communications tools, funds for marketing and travel			Documentation that Communications Officer attended fairs.	
B. Review and develop Commission staff team and board membership so the organization not only achieves its goals but has sufficient human resources to cope with ongoing environmental changes.	Establish subcommittee of Exec to develop a plan for Commission to examine the intersection of diversity, equity, and inclusion in Volunteer Maine's work and, after the plan is final, shepherd the organization through the plan.	Exec Director (+ Chair); 15%	9/10/2021-06/17/2022	Commission chair decision/action on appt to committee, ED time to support board work	n/a	yes, Exec	Subcommittee minutes; review/approval of plan by Exec
	Reinvigorate participation of the entire board in recruitment of new candidates for appointment so the Commission membership reflects the full diversity of the state.	Exec Director (+ Chair); 2%	11/2/2021-2/1/2022	Chair msg to board, ED time to support work	n/a	yes, Exec	Recommended candidates for every seat sent to GO
	Provide Commissioners with guidance for recruitment that outlines missing skills as well as representation.	Exec Director (+ Chair); 2%	10/15/2021 - 11/15/2021	ED time	n/a	yes, Exec	Docs for Commissioners to use in recruitment
	Increase opportunities for Commission members to connect and develop as a team using either Chair Office Hours, no-meeting social hours, or speaker/discussion options outside of meetings.	Exec Director (+ Chair); 10%	??	Chair msg to board, ED time to support work	n/a	yes, Exec	Plan from chair that ED helps carry out
	Create an online version of the board orientation and training for new Commissioners in order to better fit this 6-part series into their schedules and increase understanding of the broad scope of Commission duties, goals, and tasks.	Exec Director; 10%	11/01/2021 - 12/31/2021	ED time, staff help with programming	n/a	No	Course uploaded and used by newest commissioners
	Analyze barriers that prevent Commission from realizing its goals and for those that are known, especially related to CNCS grants or participation in service, and have Commissioners take up advocating for change.	Exec Director; 5%	11/01/2021 - 08/31/2022	DEI committee information/resources found; ED time; Comms work on public policy	n/a	yes, Exec + Comms	Completed analysis and recommendations for advocacy positions
	Begin succession planning process.	Exec Director (+ Chair); 2%	08/31/2022-???	Exec Committee direction	n/a	yes, Exec	notes of discussion at Exec Committee
	Strengthen Commission relationship with the Foundation by establishing more frequent communication between boards, providing a higher level of support for work plan, and greater information to the Foundation regarding Commission activities.	Communications officer, Executive Director, temporary project staff, Commission reps.	Ongoing-Aug. 2022	Personnel, time, communication tools		Service Fellows Task Force	Increased fundraising, board harmony, a willingness and eagerness from Foundation to participate in activities.

Strategic Opportunities (from Plan) + Internal goals for Commission Operation	2021-2022 Strategies/Projects to advance	Staff person responsible + % of annual time allocated	Start-completion date (to be reported to board)	Critical Resources for this Initiative -In order of relevance. (time, information, board direction, funds, outside expert, etc.)	Budget if this needs task specific expenditure, indicate fed portion + match portion with amt. Don't include personnel, occupancy, or other routine costs.	Involves Task Force or Committee? If Y, enter name(s)	Evidence of success or completion.
	Develop more efficient and informative way to monitor Commission financial status (whole picture, not by grant) and report it coherently to the board.	Exec Director; 10%	04/15/2022-07/01/2022	ED time	n/a	No	Report format added to current report
	Establish Climate Corps Program Officer as staff position on federal funds.	Exec Director; 10%	11/1/2021 - 03/21/2022	ED time; board assistance	n/a	No	Decision from state HR on position
	Pursue state budget funding for Maine Service Fellows coordinator and to bring Admin Support position to full-time.	Exec Director; 10%	10/15/2021-05/31/2022	ED time; board assistance	n/a	Maybe, Comms + Exec	Increased funding if successful
	Develop staff cohesion and operation so Commission work is done efficiently and effectively in the context of a turbulent environment	Exec Director; 4%	11/01/2021 - 07/15/2022	ED time; board assistance	n/a	No	Work plans and routine tasks accomplished on time, information is complete
	Consolidate office administrator duties back into that role to increase efficiency and timeliness of tasks' completion: 1. Support Executive Director by becoming the focal point for contracting financial data and accounts payable responsibilities. By November 30th, 2021, the OA will produce monthly financial reports by the end of every month. By December 15th, 2021, the OA will take on all responsibilities related to accounts payable that used to belong to colleagues. 2. Support Training Officer by moving most recurring costs onto the OA's procurement card and updating business accounts to reflect the procurement change. 3. Support Grants Officer by assisting with expense reports, program outreach, compliance monitoring, contract development, and by becoming familiar with the quarterly reporting process. 4. Support Program Officer by assuming all responsibilities related to the Maine Volunteer Roll of Honor. 5. Support the Communications Officer by producing monthly social media planning spreadsheets and by drafting and scheduling social media posts for every month. 6. Support the Climate Corps Planner through outreach and scheduling with Commission task forces and third parties.	Office Administrator	11/01/2021 - 09/30/2022				
C. Strategic Opportunity #1: Serve as Maine's center of excellence on volunteer service. • Provide consultation and training on volunteer engagement and program operation to individuals and organizations seeking to build their capacity to engage volunteers in effective and efficient service that achieves the intended outcomes. • Identify key issues impacting Maine's volunteer sector and Commission grantees that need to be monitored or researched. • Provide information and data on the status of Maine's volunteer sector, civic health, and civic engagement. <i>End Outcome: Volunteer Maine identifies and responds with appropriate supports to emerging challenges or opportunities encountered by Maine's volunteer sector.</i>	Provide training and technical assistance to develop Teen CERTs and AmeriCorps Alum CERTs around the state.	PO, Volunteer Sector Initiatives - 20%	9/31/22	Professional development for staff (FEMA), organizational participation from Emergency Agencies			CERTs registered with FEMA
	Strengthen the coordination and readiness between emergency management and informal COAD volunteer entities in order to prepare for the recovery phase	Program Development Officer 2%, PO, VSI -15%	9/31/22	Time, Maine Ready.org buy in from Emergency Management Systems	\$3,000 - galaxy digital yearly fee (VGF)		Volunteer needs from agencies posted on Maine Ready, with community response
	Guide organizations challenged by an imbalance between demand for service and resources through a process to redesign their volunteer engagement in a way that expands capacity to meet the demand for services (Service Enterprise)	Program Development Officer 6%; PO, VSI - 20%	6/30/2022	Time	\$2,500 Service enterprise hub fee (VGF)		Organizations receive training and are working on certification process / or have been certified - SE cohorts - 2 complete by 5-1-21
	Expand beyond the annual conference, Commission training for managers of volunteers (Maine Volunteer Managers Network)	Program Development Officer 2%, PO, VSI -20%	11/9 - 9/31/22	Experts in the Volunteer Management field			Attendance from "regulars" and the network continues to grow in attendance
	Provide support for organizations to engage with youth in service opportunities	PO, VSI - 20%	11/1 - 7/31/22	Buy in from organizations	\$20,000 contract (Mott Foundation) \$7,500 (Maine Masonic Charitable Foundation)		Organizations attend Service Learning training and develop their own projects that engage youth.
	Conduct public education campaign to deepen understanding of the volunteer sector, its role in civic health, and the opportunities/threats it faces	PO, Volunteer Sector Initiatives - 5%, Communications officer - 10%	1/31/2022				Impressions/views
D. Strategic Opportunity #2: Cultivate young volunteer and service leaders through a newly established formal year of service, the Maine Service Fellows Program. Leverage the impact of volunteer service to meet state need to attract and retain talented young adults. <i>End Outcome: Young adults commit a year of service to helping a Maine community address a pressing issue and develop not only a greater understanding of how to have an impact on community life, but also create ties to community that have the potential to become roots.</i> NB: During this process support for two distinct programs emerged, Maine Service Fellows and Maine Service Corps. As of 2021, the service corps evolved to be Maine Climate Corps.	Develop better public understanding of the relationship between service experience and civic skills through Commission education/marketing activities	Communications officer, Administrative specialist	April-August 2022	Personnel, time, communication tools, adobe cloud, funds for social media, marketing, and freelancer	\$4,000 Freelancer contract (same contractor for multiple areas only one-time charge of \$4K)	Communications	Produced messaging/marketing materials and images, media coverage
	Implement marketing plan components related to targeting young adults currently living outside Maine who could serve in Maine AmeriCorps or other programs.	Communications officer, Administrative specialist	March-Aug 2022	Personnel, time, communication tools, adobe cloud, funds for social media, marketing, and freelancer	\$4,000 Freelancer contract (same contractor for multiple areas only one-time charge of \$4K)	Communications	AmeriCorps position enrollment of 75-100%; hitting not-yet established enrollment goals of MSF and Climate Corps.
	Establish a baseline of qualitative data to guide effective targeted recruitment tactics, such as annual enrollments, income, location.	Communications officer, Commission reps	Dec 2021-Feb 2022	Personnel, time, communications tools		Communications	Agreed upon metrics are documented.
	Create a network of partners who can help to amplify recruitment opportunities, such as high school guidance counselors, college/university career councilors, and Fed Cap	Communications officer, Commission reps	Dec 2021-Feb 2022	Personnel, time		Communications	A list of partners is established with representation of all areas of the state.
	Investigate and find opportunities to participate in trainings to help create a better understanding of how to communicate in a more diverse, inclusive and accessible manner	Communications officer	Ongoing-Aug. 2022	Personnel, time, funds for training course	Cost of course TBD		A training or series is found and completed by the communications officer.
	Attend collegiate career fairs in New England to promote AmeriCorps/Service Fellows positions in Maine.	Communications officer	Nov 2021-April 2022	Personnel, time,			Documentation that Communications Officer attended fairs.
	Revive the Maine Service Fellows taskforce as the implementation advisory committee.	Exec Director (+ Chair); 2%	11/01/2021 - 12/31/2021	Commission chair decision/action on appt to committee, ED time to support board work	n/a	yes, Exec	Appointments to committee
	Complete design/development of MSF program operating policies and procedures to be ready for quick launch.	Exec Director; 10%	11/01/2021-03/31/2022	Committee direction, MSF coordinator candidate; ED time	n/a	yes, Maine Service Fellows	Approved policies and procedures
	Build connections between organizations and state agencies to connect Maine Climate Corps to a diverse group of individuals interested in participating in the program.	Climate Corps Coordinator	Fall 2022	Time, development of personal relationships, board outreach		Research and Evaluation Task Force	
	Provide program design & technical support to agencies wishing to develop climate corps programs (including AmeriCorps applications)	Program Development Officer - 5%, Climate Corps Coordinator		time			Number of established programs
	Build connections between the University system, colleges, community colleges, and technical high schools to establish a formal service-learning program with Climate Corps.	Climate Corps Coordinator	Fall 2022	Time, development of personal relationships, board outreach		Research and Evaluation Task Force	Establishment of formal commitments/programs with higher education systems within Maine

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	Complete Maine Climate Corps report with recommendations for involving young adults.	Temporary contract employee	Jan-22	Time, development of personal relationships, board outreach, community outreach		Research and Evaluation Task Force	Report sent to ENR committee
<p>E. Strategic Opportunity #3: Volunteer Maine is the only entity, public or nonprofit, that focuses on capacity and sustainability of volunteerism in the public and nonprofit sectors. It is a business-to-business entity meaning: constituents are organizations and individuals who are responsible for volunteer engagement/ activity. M CCS has a unique role to play as a public voice for the volunteer sector that:</p> <ul style="list-style-type: none"> • increases recognition, visibility and respect for volunteer efforts; • fosters a culture of service and civic engagement; and • promotes understanding of connections between volunteering, civic engagement, economic and community success. <p><i>End Outcome: Volunteer Maine is the public name for the Maine Commission for Community Service and is the champion for volunteer service that contributes to the civic health of thriving Maine communities.</i></p>	Implement the marketing plan developed by the Commission Communications Task Force -- covers social media, social marketing, education pieces, outreach in person (when permitted), online AmeriCorps recruitment fairs, and more.						
	Organize and implement Public Service Announcement Campaign with Maine Association of Broadcasters while utilizing a new timeline that allows for digital advertising.	Communications officer	Nov 2021-Jan 2022	Personnel, time, communication tools, adobe cloud, funds for marketing	\$39,000 for contract (Match goal of \$117K - initial contract = \$78k minimum goal)	Communications	Air-time reports provided by Maine Association of Broadcasters, reports on digital ad performance
	Plan for and execute regular schedule of press releases as stated in the Communications Plan.	Communications officer, Administrative specialist	Ongoing-Aug. 2022	Personnel, time, communication tools			Published press releases and media coverage
	Schedule deskside meetings with local media to help them better understand Volunteer Maine's role in the state.	Communications officer, Commission reps,	December 2021-Jan 2022	Personnel, time, Zoom and/or funds for travel		Comms TF Chair, Commission Chair	Completed meetings and increased coverage
	Establish quarterly letter to the editor schedule, driven by Commission voices/authors, in an effort to keep goals and talking points in the public consciousness.	Communications officer, Commission reps	Ongoing-Aug. 2022	Personnel, time, communications tools		Communications/Commissioners willing to produce	Collection of letters to the editor, increased media engagement
Execute owned media content goals stated in the communications plan.	Communications officer, Administrative specialist	Ongoing-Aug. 2022	Personnel, time, communication tools, adobe cloud, funds for social media, marketing, and freelancer	\$4,000 Freelancer contract (same contractor for multiple areas only one-time charge of \$4K)	Communications	The publishing of content on digital platforms/printed materials produced.	
<p>F. Strategic Opportunity 4: The Commission's grant making activity is a powerful vehicle for fostering community service and volunteerism that is effective in addressing critical needs of Maine communities. Through the grant process, M CCS will support</p> <ul style="list-style-type: none"> • new approaches to encouraging rural volunteer service; • volunteer programming that targets aging in place, rural transportation, and food security; • volunteer-powered solutions to these and other emergent community problems; and • building the capacity of grantee organizations to effectively and sustainably engage volunteers. <p><i>End Outcome: Commission investments in national service and volunteer programs succeed in strengthening communities' capacity to solve local problems through service.</i></p>	Implement Scoping Meeting series for potential applicants under Commission priorities: i.e. Housing, Workforce Dev., Public Health & COVID response, and Climate Corps groups	Program Development Officer - 15%	By fall competition dates	Time, outreach, development of agency cohorts	n/a		Completed scoping sessions, number of participants, resulting applications
	Modify grant selection process to better identify applicants that do not have the capacity or culture to support AmeriCorps programming (continuous improvement of selection process; formal applicant interviews focused on readiness)	Grants Officer 10% with Commissioners	11/01/2021 - 12/31/2022	Personnel and time	n/a	Grants Selection and Performance Task Force	New rural programs operating successful AmeriCorps programs; ongoing review and feedback to improve the process and build rural capacity
	Add criteria for grant selection process: a. demonstration of organizational leadership, seeking clear listing of credentials of those involved; b. a review of staff turnover rates, especially in continuation grants; and c. closer examination of how the organization performed under other grants.	Grants Officer 10% with Commissioners	11/01/2021 - 12/31/2022	Personnel and time	n/a	Grants Selection and Performance Task Force	Effective and consistent grant making process that leads to robust and highly functional AmeriCorps Programs in the State; build DEI into the grant making process
	Identify traits of high functioning organizations. Answer the question of why some organizations succeed with AmeriCorps grants and why others do not. Conduct an analysis of these features.	Grants Officer 10% with Commissioners	11/01/2021 - 12/31/2022	Personnel and time	n/a	Grants Selection and Performance Task Force	Low risk program development; conitnous improvement and feedback cycle from the GO to all AmeriCorps PD's
	Analyze barriers that prevent Commission from realizing its goals and for those that are known, especially related to CNCS grants or participation in service, and have Commissioners take up advocating for change.	Grants Officer 5 %; Exec Director 5%;	01/01/2022 - 12/31/2022	DEI committee information/resources found; ED time; Comms work on public policy; Grants Task Force work on policy and procedures; State Division of Procurement advice; Personnel and time	n/a	Grants Selection and Performance Task Force + Public Policy Committee + Commissioner DEI subcommittee	An equitable, accessible and thorough application process that is less cumbersome to navigate for grantees
	Specifically target disadvantaged communities and make service opportunities for accessible to all Mainers in Climate Corps.	Climate Corps Coordinator	Fall 2022	Time, development of personal relationships, outreach, planning grants		Research and Evaluation Task Force	At least 40% of Climate Corps program activity involves disadvantaged communities.
	Use the Climate Corps to build systems and local capacity within rural communities to respond to issues of resilience and changing climate	Climate Corps Coordinator	Spring 2022	Time, development of personal relationships, outreach, planning grants		Research and Evaluation Task Force	Number of communities served by Climate Corps members to build and implement resilience plans
AC Member Conference - focused on Member support, DEIA, and member professional development	Program Development Officer - 8%	5/1/2022	Time, Member planning group	possible site fees	E&E	Conference event, number of participants, training evals	