

THE MAINE COMMISSION FOR COMMUNITY SERVICE



Enhancing the Capacity of Maine's Volunteer Sector

Volunteer Sector Status Report
and
2010 – 2013 Strategic Plan



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About the State Service Commission

The Maine Commission for Community Service builds capacity and sustainability in Maine's volunteer sector by funding service programs, developing volunteer managers, raising awareness of the scope and impact of the sector, and encouraging an ethic of service.

The Maine Commission for Community Service was established in 1994 by Executive Order and under the state statute in 1995. The 25-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 . . .

- Pursues the State's vision for high impact, sustainable volunteer community service.
- Identifies and monitors the capacity, challenges, and emerging issues of volunteer community service programs.
- Develops and implements a 3 year strategic plan that addresses volunteer service issues related to capacity, sustainability, and impact.
- Fosters collaboration among public, private, and non-profit volunteer service programs.
- Provides training and technical assistance to Maine volunteer community service programs.
- Carries out fund-raising efforts to supplement federal support of volunteer service.
- Educates all sectors of Maine about the issues, opportunities, and challenges faced by Maine's volunteer sector.
- Serves as a clearinghouse for people interested in service and agencies recruiting volunteers.
- Sets Maine funding priorities for programs supported by the Corporation for National and Community Service.
- Prepares the state application for national service funds (most often AmeriCorps monies), selects programs to receive grant awards, and administers the sub granted funds.

THE COMMISSIONERS

In 1994, twenty-five citizens were appointed by Governor McKernan to serve as inaugural commission members. Since then, Maine's governors have 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.

VISION:

Vibrant, productive communities with involved, responsible citizens.

VALUES:

- Service is a community building strategy -- harnessing the energy of a few to the benefit of many;
- Service is 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;
- Service is a cornerstone of the educational process; and
- Service is a state- and nation-building strategy -- cultivating a sense of civic identity and greater common purpose.

BELIEFS:

- 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

Development of the Commission’s 2010-2013 Strategic Plan reflects the Commission’s continued focus on conditions that directly affect the viability and effectiveness of community volunteer service. The goals and outcomes sought are extensions or logical “next steps” of previous targets.

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 www.MaineServiceCommission.gov.

2010 – 2013 GOAL SUMMARY

GOAL 1: MAINE RESIDENTS WILL BE ACTIVE, ENGAGED CITIZENS, SERVING AS VOLUNTEERS WHO EFFECTIVELY ADDRESS CRITICAL HUMAN AND ENVIRONMENTAL NEEDS IN THEIR COMMUNITIES.

GOAL 2: SCHOOLS AND COMMUNITY YOUTH DEVELOPMENT PROGRAMS SUPPORT ACADEMIC SUCCESS AMONG YOUNG MAINERS BY ADOPTING SERVICE-LEARNING AS AN EDUCATIONAL STRATEGY.

GOAL 3: MAINE’S VOLUNTEER SECTOR IS CAPABLE OF RESPONDING EFFECTIVELY TO LOCAL NEEDS AND PROBLEMS BY ENGAGING CITIZEN VOLUNTEERS IN HIGH QUALITY, HIGH IMPACT SERVICE.

GOAL 4: MAINE’S VOLUNTEER SECTOR IS STRONG AND SUCCESSFUL DUE TO TANGIBLE ACKNOWLEDGEMENT AND SUPPORT BY SPONSORING ORGANIZATIONS OF ITS NEEDS AND ACHIEVEMENTS.

THE PLANNING PROCESS

This document and the process used to develop it meet the requirements of both the State of Maine strategic planning process and the Comprehensive State Service Plan required of states by the Corporation for National and Community Service. The latter is the federal agency whose grants to states for National Service programs are administered in Maine by the Commission.

The process was developed and executed by the Strategic Planning Task Force which included commission members: Phil Crowell, Andrew Matlins, Joan McDonald, Joel Russ, Eileen Smart and Executive Director Maryalice Crofton.

Public input came primarily through two activities. First, there were 167 responses to the survey of Maine’s Volunteer Sector. That data was supplemented by information from 113 people who attended one of six regional meetings (Portland, Lewiston, Farmington, Kennebec Valley, Machias, and Augusta).

IMPLEMENTATION

The Maine Commission for Community Service consistently uses ad hoc “task forces” as the means to accomplish its work. Under its operating procedures, the Commission creates a Task Force by formal vote and includes a “charge” that outlines the scope of work to be accomplished. Commission members assigned to task forces may recruit stakeholders to accomplish the assigned mission or charge.



The Status of Maine's Volunteer Sector

The fabric of a community and the collective human resources available to it is often called its “social capital.” This term refers to the individual and communal time and energy that is available for such things as community improvement, civic engagement, and other activities that create social bonds between individuals and groups.¹ As one core sign of a community’s civic and economic health, it indicates the levels of trust, reciprocity, information, and cooperation among residents.

Volunteers and the programs through which they serve are fundamental elements of the social capital in Maine communities. Their work focuses on a diverse set of issues related to nearly every facet of community life and covers a wide range of activities: education, direct services, advocacy, management, community organizing, and leadership. Volunteers play an important role in finding solutions to societal issues. Often they are the bellwether for emergent community issues and at the forefront of developing innovative actions to voice and respond to these issues.

In 2009, just over 34% of Maine residents volunteered their time and skills through public and private programs that constitute the state’s “volunteer sector.” This in-kind labor was worth \$1.1 billion^{iv}, making this sector a major contributor of essential activity in communities.

The volunteer sector is usually subsumed into discussion of the nonprofit sector and its distinct attributes overlooked – particularly the fact that it spans the public, nonprofit, and for-profit arenas with regard to who is engaged, what work is accomplished, and who benefits. Like every sector active in Maine communities, the volunteer sector has common measures of output, vibrancy, and growth potential. Its formal workforce of managers and administrators (paid or pro-bono) base their professional development on a continuum of competencies for managers of volunteers. And, it grapples with both the opportunities and challenges that impact its capacity and sustainability.

Unique to the volunteer sector is that it generally is invisible in public discussion unless that discussion is considering how to initiate, continue, or extend an activity in the absence of tangible support. Volunteers are considered “free” when in fact, they are not.

This section of the Commission’s strategic plan document is an update to the 2005 status report on Maine’s volunteer sector. It is based on results of a survey conducted in January 2010 that repeated 90% of the questions asked in 2005.

The backdrop for this snapshot of Maine’s volunteer sector is the body of national research on volunteering and the volunteer sector which has grown substantially over the past 10 years. The national data and reports provide insight into what strengthens, sustains, facilitates and inhibits volunteering in America.

These findings were the framework for input from 113 citizens during regional meetings in Spring 2010 and are the foundation of the Strategic Plan for the Maine Commission for Community Service.

MAINE CITIZENS VOLUNTEER AT HIGHER RATES

During economic hard times, volunteers are expected to take a greater role in meeting critical needs within their communities. Simultaneously, volunteers are getting involved in complex issues and solutions that range from guiding people on tax preparation to removing invasive species from waterways.

In prior cycles of American economic growth and hardship, volunteerism and charitable giving have trended together – rising during good times and shrinking or falling during hard times. That was the expectation during the current economic recession, especially with parallel decreases in home ownership and increases in unemployment rates. And American charitable giving did decline in 2008 for the first time in over 20 years² and then took another sharp drop in 2009, the steepest decline since 1974.³

However, the volunteer rate in the United States held steady, increasing slightly from 26.4 percent to 26.8 percent.⁴ Even among unemployed citizens, volunteering rose as 1.3 million unemployed people opted to volunteer.

In Maine, the number of people volunteering in 2009 rose 2.6% to 34.4%. Thus, 366,600 adult Mainers devoted time outside their regular family and work responsibilities to either community service or civic activities. In addition to the 366,600 volunteers serving through formal community programs in 2009, an additional 38,418 individuals worked with their neighbors to fix a problem or improve a condition in their community but did not serve through an organization.⁵

Maine's rate of volunteerism continues to be higher than the national average (26.8%) and maintains the state's 33% average rate over the last three years.



Unlike their older counterparts, service rates have declined among Maine's younger residents. 41% of Maine's K-12 school-aged youth devoted time either to community service, civic activities, or community-based service learning, down from 48% in 2005. The drop in youth engagement may be due to a number of factors including the lack of opportunities for youth to volunteer in non-school settings. The factors need further exploration and offer an opportunity for research sponsored by the Commission.

Among other age groups, the rate of volunteering is higher than the national average for all states.

One point to note about the data from the annual "Volunteering in America" report and the Maine Volunteer Sector Survey is that the national volunteer survey gathers data from people who volunteer while the Maine Volunteer Sector Survey respondents are programs and organizations in which volunteers serve.

Maine Volunteering by Age Group (2007-2009)

Age	Median Hours	State Rate	National Rate
16-19	24	36.8 %	25.5 %
20-24	*	25.3 %	18.4 %
25-34	33	26.5 %	23.0 %
35-44	42	39.6 %	31.1 %
45-54	54	36.1 %	30.3 %
55-64	52	34.7 %	28.3 %
65-74	92	34.9 %	26.5 %
75+	96	24.1 %	20.5 %

Source: www.VolunteeringinAmerica.gov (June 2010)

CHANGES TO VOLUNTEER OPPORTUNITIES

Many organizations have seen significant decline in the number of intensive volunteers as episodic volunteering has become the pattern of choice across all age groups. As the term implies, an episodic volunteer is someone who volunteers to accomplish a specific objective or task over a limited period of time (serving 99 or fewer volunteer hours in a year).

Nationwide, 65.5% of volunteers are episodic volunteers whereas just 34.5% of individuals are intensive volunteers (volunteering 100 hours or more per year).⁶ Findings by the Independent Sector and the US Department of Labor suggest that one-third to one-half of all volunteers define themselves as sporadic volunteers.⁷

In a variety of recent studies, respondents said they are "too busy" to volunteer or "unable to make long term commitments."⁸ While the identified force behind episodic volunteerism is time scarcity, the trend highlights changing expectations of would-be volunteers.

The public has a preference for volunteer roles that are goal oriented, have a definite start and end date, and produce tangible results.⁹ They want to be sure that their effort is making a real difference. Volunteers want and expect to be given options for their level of commitment and the type of work that they do.¹⁰

In particular, they look for opportunities to contribute in targeted ways to an overall effort that is managed by the sponsoring organization. They want to schedule volunteer time to fit their personal and work commitments rather than commit to a routine schedule. Perhaps the better mental model for this approach to volunteering is a team effort where the tasks of a project are broken out and individuals can volunteer to complete an assignment that "moves the ball down the field."

Another significant shift is the preference for volunteering as part of a peer group or a member of an organization. For volunteer programs that are used to recruiting individuals from civic and faith-based organizations, this is a subtle but important change. Many would-be volunteers – especially Baby Boomers - - want to accomplish two things at once: spend time with friends or associates; and, get involved in the community.

Like the national trends, statistics for Maine show that citizens are less interested in pursuing intensive volunteer opportunities. Fewer Mainers are intensive volunteers (32.7% volunteer over 100 hours a year) than the national average, 34.2%. However, Mainers contribute an average of 49.3 hours per

year, a rate that has increased from 2007 through 2009. This is significantly higher than the national average of 34 hours per year.¹¹

Maine's volunteer sector seems reluctant to adapt program designs and adopt the model of episodic volunteerism, despite its popularity with the public. A consistent concern registered in the community outreach meetings conducted by the Commission is that volunteers are hard to find and there are not enough of them. A clue to this shortage may lie in the point made at one regional meeting: "Volunteers don't always meet our needs. They aren't available at the times we need them."

In Maine, on-going, year-round volunteer roles are still the dominant type of volunteer opportunity available. Time-limited opportunities for volunteers (seasonal or specified periods of time) are scarce. In 60% of the agencies, traditional ongoing volunteer positions accounted for more than half the volunteer roles available. 15% of programs have no episodic or event-based volunteer positions available at all. Moreover, 33% of programs have no on-call volunteer positions to accommodate volunteers who are interested in helping out in limited and flexible time-frames.

Especially in Maine - with the state's high influx of seasonal residents, creating shorter term, project-based positions could help organizations recruit highly qualified and passionate volunteers. 34% of Maine's volunteer agencies do not have seasonal, on-going opportunities. Increasing this type of volunteer position could help attract new volunteers and engage part-time residents in the civic life of the community.

Resistance to episodic volunteerism may be due to tradition (the program model is well established) or lack of opportunity to re-think and redesign the way the service is delivered. A sure barrier to tapping into the public preference for episodic volunteering is that coordination is essential to success and managers of volunteers, are not often given sufficient time to do their job.

Helping organizations understand the advantages of this alternate approach to volunteer involvement might require developing process models or models of success that programs can use to re-engineer their operations. These models would help programs expand their definition of customer to include potential volunteers as well as service recipients or clients.

CONNECTING WITH POTENTIAL VOLUNTEERS

Lack of information of how to get involved is one of the biggest barriers for prospective volunteers, regardless of their age. The Corporation for National and Community Service organized national focus groups for a study around why individuals choose to volunteer, leave service, or never begin.¹² Non-volunteers repeatedly said that they would consider volunteering but they did not know how to get involved. Similarly, AARP's study of retirees, "More to Give," found that 48% of non-volunteers cite lack of information about volunteer opportunities as a barrier to their involvement in service.¹³

The lesson is that visibility in the community and creating opportunities that make people feel they've been asked to get involved is critical to attracting volunteers. Whether through messages delivered by trusted spokespeople, presentations, or social media, research suggests that non-volunteers are more likely to get involved if they are asked by someone they trust.¹⁴ This is also consistent with findings from the Current Population Survey Volunteer Supplement, which shows that 43.7 percent of volunteers became involved with their main organization after being asked.¹⁵

The new twist for volunteer programs is that interaction which results in the “ask” does not always mean face-to-face. It can be done through emails, electronic newsletters, and social media sites. At present, only a quarter of agencies use social networking sites like Facebook or Twitter. Given that Facebook has more than 400 million active users, with 50% of these users logging into Facebook on any given day, this represents an opportunity for growth.¹⁶

In 2008, 72% of Maine people accessed the internet from home and only 17% were on dial-up connections.¹⁷ The AARP study reported that 70% of retirees use the internet several times a week. Even in areas of Maine where internet accessibility is challenging locally, people who are part-time residents as well as those moving into a region use the internet to explore opportunities for getting involved in the community. There is a predictable difference according to income levels. Eighty-nine percent of households with incomes of \$35,000 or higher reported internet use. Only 27% of households with incomes under \$25,000 report internet use.¹⁸

As with any marketing, getting the message out needs to be done multiple times through multiple channels. This means internet outreach still needs to be balanced by more traditional methods to increase the likelihood that potential volunteers will see and hear the call to service in several forms.

Tactics Maine Volunteer Programs Use to Recruit Volunteers		
	2005	2010
	Use tactic	Use tactic
Word of mouth	84%	69%
Displays and presentations at public events	63%	47%
Local newspaper	49%	47%
Posters, brochures, or flyers around the community	44%	51%
List volunteer openings on internet sites	41%	56%
Notices in bulletins at places of worship	27%	22%
Notices in local employee newsletters	21%	22%
Other	19%	
Internet news sites		41%
Direct recruitment at schools including colleges		38%
Direct recruitment at businesses		32%
Television or radio announcements		18%
Social networking sites (e.g., Facebook or MySpace)		25%
Direct recruitment at professional associations and civic groups		42%

Source: 2010 Maine Volunteer Sector Survey responses

The vast majority of Maine volunteer programs are using multiple approaches to reach potential volunteers. Only 13% of the programs did not use any of the outreach tactics listed in the survey.

Use of Multiple Outreach Methods to Recruit Volunteers		
	2006	2010
Use 1 recruitment method only	6%	25%
2-3 methods used to recruit	16%	15%
4-5 methods	23%	11%
6-7 methods used in outreach	24%	11%
8-9 methods used	12%	9%
10-11 methods	4%	16%

Source: 2010 Maine Volunteer Sector Survey responses

While the diversity of approaches is a strength, there is one notable direct recruitment approach that is frequently overlooked. National research suggests that religious organizations are one of the primary means by which people get involved in service. Retirees surveyed by AARP’s “More to Give,” said that their highest interest was in volunteering through a faith-based organization. Youth are most likely to volunteer as part of a religious organization’s group, with 34% of teens reporting that a religious organization was the main organization through which they volunteer.¹⁹ This compares with 18% for school-based groups and 12% for youth leadership organizations. In Maine, the number of volunteer programs recruiting among faith-based groups has declined since 2005.

Maine volunteer agencies also reach out to potential volunteers through other organizations. 42% of agencies directly recruit from professional associations and civic groups, 38% directly recruit at schools and institutions for higher education, and 32% directly recruit from specific businesses.

WHERE IS THE GROWTH FOR VOLUNTEERS?

While volunteerism is generally holding steady nationally, there are two demographics where it has or is anticipated to grow: young adults and Baby Boomers.

Young adults and teens

Nationally, the 2009 increase in young adult volunteerism accounted for almost half of the overall increase in the numbers of volunteers. About 8.3 million young people ages 16-24 volunteered in 2009 – 100,000 more than in 2008 which recorded a 441,000 jump in young adult volunteers. Volunteer rates are highest among college students who work 1-10 hours (46.4%) and 11-15 hours (35%) a week, while students who are not employed volunteer at a considerably lower rate (29.8%).

Service is increasingly an important step in young adults’ professional development. Many schools and universities are requiring community service hours as a pre-requisite to graduate. In addition, internships or apprenticeships are a common way to gain skills and career experience and build résumés.

The untapped opportunity for many organizations may well be a partnership with specific local high schools and universities through which students are routinely referred to as volunteers – a pipeline, so to speak.

Nationally, 55% of youth ages 12 to 18 participate in volunteer activities; the teen volunteering rate is nearly twice the adult volunteering rate of 29%. The typical youth volunteer contributes 29 hours per year, while adult volunteers typically serve 52 hours per year. 39% of teen volunteers are “regular” volunteers, defined as those who volunteer at least 12 weeks per year. That compares with 55% of adult volunteers who can be classified as “regular.”

High school students are more likely to volunteer than junior high school students (58% and 48% respectively). A youth from a family where at least one parent volunteers is almost twice as likely to volunteer as a youth with no family members who volunteer and nearly three times as likely to volunteer on a regular basis.

Maine volunteer programs largely engage adults over the age of 26 rather than young people. 25% of Maine programs had 11-14 year olds as volunteers; however, youth volunteers were very few -- 88% of these programs had fewer than 10% volunteers in that age group. 52% of Maine programs have volunteers who are 14-18; however, in nearly all the agencies (82%) they account for fewer than 20% of the volunteers.

Only 1% of the organizations had “youth only” volunteer tasks and work. 53% of the organizations had volunteer roles that can be done by youth and adults (open to both). When this survey was done in 2006, 33% of the organizations had roles that youth could fill as volunteers (along with adults).

Youth and young adults are typically constrained to tasks that require only general skills. More youth perform service that does not involve direct contact with people than service that involves direct contact with people served by the program.

National research suggests this is a missed opportunity. 68% of young adults prefer to volunteer for an organization that provides professional development opportunities.²⁰ More youth and young adults will want to volunteer with organizations if they are given the chance to pursue skill-based positions.

Boomers

Retiring Baby Boomers also represent a huge opportunity for potential volunteers. Nationally, the rate of volunteering among this generation has fluctuated slightly over the last three years (31% in 2007 to 30% in 2009). The same is true for Mainers born between 1946 and 1964 whose rate of volunteering has seen a slight decrease (38% in 2007 to 36.1% in 2009). However, this generation of Maine volunteers has increased the number of hours they devote to volunteering by 8%.

The hope that this involvement will continue to increase comes from AARP’s “More to Give” finding that 41% of those approaching retirement stated an intention to increase volunteering and 39% of the new retirees actually did increase volunteer involvement, a high positive correlation. Data from the Corporation for Community Service paints a more cautious picture. 69.3% of Baby Boomer volunteers who experience no change in their labor status continue to volunteer the following year, compared to 60.5% of those who move out of the workforce. This is consistent with the Bureau of Labor Standards data showing rates of volunteering decline after age.

One way to help attract and retain more boomers may be to create more professional, project-based, and time-limited positions. Organizations may want to develop strategies to channel volunteers from these shorter term assignments into a more sustained commitment.²¹

Also useful to volunteer programs is the finding that the people who were volunteers just prior to retirement not only continued their volunteer activity but increased the number of hours they devoted to volunteering. The key to maintaining their involvement was flexibility in scheduling and volunteer assignments that supported their desires to be healthy, active, productive, and involved in an area of personal interest. The suggestion made is that volunteering might even need to become an element of retirement planning.

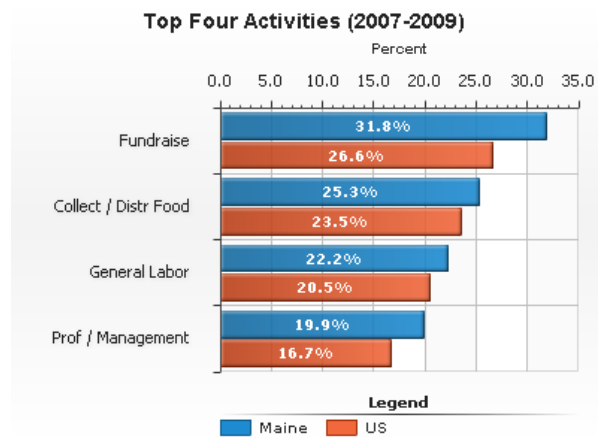
Boomers also express a strong desire to perform meaningful and challenging service. The Corporation for National and Community Service found that Baby Boomers who engage in professional or management volunteer activities are the most likely to volunteer from year to year.²² Baby Boomers who engage in general labor or supply transportation are the least likely to volunteer the following year. Assigning volunteers positions that make the most of Boomers’ skills and talents will greatly aid in retention.²³

Current research indicates that one of the main reasons volunteers of all ages, not just Boomers, stay committed to an organization is the availability of ongoing training and skill building. Especially with the recession, volunteerism is now seen as a way to try out a new career path, network with peers, and gain the skills and training to become more marketable.²⁴

86% of employed Americans said volunteering can have a positive impact on their careers. Nearly four out of five respondents (78 percent) see volunteering as an opportunity to develop business skills including decision-making, problem-solving, and negotiating.²⁵

The opportunity to pursue self-development may not be the initial reason that individuals pursue a volunteer position, but the ability to grow and advance can keep volunteers engaged and excited about their service.²⁶ Organizations should highlight learning opportunities in their recruitment materials and discuss the opportunities for networking or training that can help meet volunteers’ goals.

The key to engaging Boomers in Maine volunteer service is to re-examine the work they are asked to do. Currently, the most frequent volunteer assignment in Maine programs requires general skills.



Source: www.VolunteeringinAmerica.gov (June 2010)

Tasks that could be labeled managerial or professional such as recruiting other volunteers, training other volunteers, or conducting public education activities are far less frequent – ranking as 6, 10, and 12 in frequency for volunteer assignment. And overall, such assignments account for just fewer than 20% of all volunteer opportunities in Maine.

Changing the approach to what volunteers do in an organization is not solely about increasing the number of volunteers. A study of the benefits organizations experience, by having volunteers involved in their work, shows that the organizations reap greater benefits when volunteers perform a variety of functions in an organization. The same study found – contrary to its expectation – that organizations experience nearly the same level of benefit from episodic volunteers and intensive volunteers.²⁷

ACHIEVING IMPACT AND SUSTAINABILITY

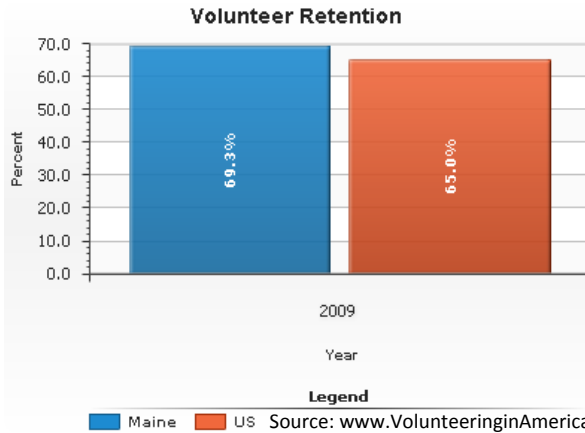
The motivation for an organization to engage volunteers in its mission and services are wide ranging. Often volunteer programs are the answer to shifts in the balance between community needs and resources available in organizations. The capacity of a volunteer program to achieve its purpose, grow both in terms of meeting need and having sufficient volunteers, and bring the anticipated benefits to the organization is shown in national research to depend on three things:

- adoption and use of an identified set of essential management practices for volunteer programs;
- investment in the people who are in charge of the volunteer effort, i.e., professional development; and
- an organizational culture that demonstrates its recognition of the value of volunteers.

Essential Volunteer Management Practices

The field of volunteer management recognizes 22 essential operating practices as indicators of a solid volunteer program. These traits are most succinctly listed in a UPS Foundation checklist for use by funders who receive grant or contribution requests from volunteer programs.²⁸ The investment guide for its philanthropic peers makes a case for determining the capacity of a volunteer program to manage its human (volunteer) resources and program activity. Having good intentions and recognizing a true local need is not sufficient to ensure a positive impact.

Among researchers looking at the benefits for organizations of having volunteers and the factors that lead to volunteer turnover and retention problems, the management practices are subdivided into those that impact the volunteer experience and those that ensure organizations experience the maximum benefit from volunteers. Two sides of the same coin, both leading back to the same list of essential practices for volunteer programs.



In Maine, volunteer programs have a better retention rate than the national average but still experienced an annual loss in 2009 of 31% of the *new* volunteers they recruit during a year. This rate has held steady since 2007.

That equated to \$2.4 million of in-kind labor that annually was developed and lost and required replacement over a 12-month cycle.

In the Maine volunteer sector survey, 19% of volunteer programs reported losing between 20% and 50% of their new volunteers through early attrition (before the assignment was completed) or at the end of the first year. Another 12% of programs indicate they lose over 51% of their new volunteers.

Studies of volunteer attrition based on interviews of volunteers like these Maine people reveal that poor volunteer management practices led to a bad volunteer experience. Unfortunately, that experience has also made them disinterested in volunteering for any other organizations in the future.

From an organizational perspective, Hager and Brudney found that organizations with poor volunteer management practices not only do not experience the potential benefits of a volunteer program but also do experience such nonproductive behaviors among volunteers as absenteeism, poor work habits, and unreliability.

Since 2005, there has been improvement in adoption of the essential practices among Maine volunteer programs but there is still a large margin for improvement. Only 14% of the programs report “always” using 80% or more of the management practices.

Implementation of Volunteer Management Essential Practices		
Total of “Always” and “Sometimes”		
Level of Implementation	2006	2010
100% (all 22 practices)	6%	18%
90%-99%	18%	24%
80%-89%	16%	12%
60%-79%	31%	11%
<59%	29%	35%
<10%	5%	17%

Source: 2010 Maine Volunteer Sector Survey responses

According to national research, a set of these practices relate directly to the ability of a program to retain volunteers. These are highlighted in gray in the table below. The reports from Maine programs indicate that not only does use of these practices vary widely but also the consistency with which an individual practice is implemented fluctuates considerably.

Prevalence of Implementation of Essential Practices in Volunteer Management			
Essential Practice in Volunteer Management Gray shading = practices directly related to successful recruitment and retention	2006 % "Yes" (n=128)	2010 % Yes (Always + Sometimes) (n=165)	2010 Always
There is a written policy or statement on volunteer involvement	69%	75%	50%
Volunteer involvement is linked to organizational or program outcomes or strategic plan	87%	72%	47%
New paid staff are oriented about why and how volunteers are involved in the organization's work	71%	68%	47%
Designated manager/leader for overseeing management of volunteers agency-wide	73%	75%	53%
There is a periodic needs assessment to determine how volunteers should be involved in agency activities	62%	62%	16%
There are written role descriptions for each type of volunteer assignment	70%	70%	34%
There are written policies and procedures for operation of the volunteer program and involvement of volunteers	72%	67%	40%
The organizational budget shows expenses for the volunteer program	71%	53%	38%
Periodically, the risks associated with volunteer assignments and involvement are assessed	67%	65%	27%
Liability coverage extends to volunteers	74%	68%	56%
There is a volunteer recruitment plan with specific strategies for outreach	60%	68%	21%
Standardized screening and matching procedures for determining appropriate placement of volunteers	63%	67%	43%
Consistent general orientation for new volunteers	74%	72%	50%
Consistent training for new volunteers regarding specific duties and responsibilities	77%	76%	52%
There are designated supervisors for all volunteer roles	77%	72%	54%
Periodic assessments of volunteer performance	48%	65%	22%
Periodic assessments of staff support for volunteers	60%	61%	21%
Consistent activities for recognizing volunteer contributions	79%	76%	43%
Consistent activities for recognizing staff support for volunteers	43%	52%	18%
There is a record keeping system that regularly collects data (numerical and anecdotal) about volunteer involvement	77%	70%	45%
Information about volunteer results and issues are shared with board members and other stakeholders at least twice annually	67%	59%	34%
Volunteer manager is included in organizational planning	78%	66%	42%

Source: 2010 Maine Volunteer Sector Survey responses

Volunteer Managers: Keys To Success

Despite the fact that, nationally, four out of five nonprofits engage volunteers to help with organizational services, only 62% report having any staff member assigned to coordinating volunteers. And, while 55% indicate they have an employee dedicated primarily to fund development or fundraising, only 39% have someone on staff that spends more than half their time on volunteer coordination.

The national surveys of paid volunteer managers find that 33% have not received any training in volunteer management and another 65% indicated their training was minimal.

Again, the research concludes that organizations that don't allocate sufficient paid staff time to train and supervise volunteers are the same ones that have the greatest difficulty garnering the potential benefits of volunteer involvement.

Maine's managers of volunteers find themselves in similar quandaries as those interviewed for national research. They have career preparation rooted in other areas: 53% have 4-year undergraduate degrees; another 28% have graduate degrees; and, 52% hold a professional certification in another field. Only 67% have job descriptions that specifically reference their volunteer management responsibilities and another 21% report their official duties do not include volunteer management even though it is an assignment.

Among those with job descriptions that officially reference volunteer management responsibilities, the amount of time they are to dedicate to this activity versus other responsibilities divides pretty evenly. 42% of them are expected to dedicate less than half their time to volunteers. When asked about the relationship between the time allotted on paper and the actual time available to devote to volunteer management, those who are expected to spend less than 50% of their work time on volunteer management reported spending considerably more time (up to 100% more among a small group). At the same time, those who are allotted significant time for volunteer management (more than 50%) reported that the reality of other duties meant they spent 20-30% less time than expected on volunteer management.

The end result is that whether volunteer management is a small part or a significant part of someone's job, there is one reality that impacts how well they can manage the organizations' volunteer human resources. It is that the planned time for volunteer management is not matched appropriately to the actual requirements of the task.

76% of Maine's volunteer managers report they are aware that there are competencies for this work but only 36% indicate their jobs reference them. More importantly, they get little training related to this part of their work. 36% had no training related to management of volunteers in the past 12 months while 31% had between 1 and 8 hours. Although agency budget is a factor for some, for 67% the cost of attending professional development programs is paid by the employer.

It is not surprising, then, that in the public outreach meetings the Commission held, the most frequently cited response to challenges was training. However, the issue in meeting the need may be the value employers place on developing these competencies and their expectation for managers of volunteers.

Organizational Culture

According to volunteer sector leaders,²⁹ most nonprofit senior managers are not taking the time to adequately develop or support the volunteer resources in their organization. This view is supported by research around the traits of organizations that reap the maximum benefits from volunteers and those who struggle.

Despite the wide ranging missions and sizes of community organizations, when it comes to benefiting from volunteers type and size have a negligible role. Organizations that engage many volunteers in a variety of ways, which add up to many hours of interaction between staff and volunteers, experience significant benefits. Along with the higher volunteer-to-staff ratio, the researchers found that successful volunteer organizations allocate funds to volunteer administration, dedicate staff time to volunteer efforts, and acknowledge the role volunteers play in agency success not only through recognition events but also through reports to boards and the public.

In the Maine volunteer sector survey, 45% of the volunteer managers indicated their programs' budgets appeared as specific line items in financial reports of the sponsoring organization. For most, the funding for program operation is invisible to stakeholders, members of governance, and funders. Most noticeable was the report by managers that essentially no private grants supported the volunteer activity and sponsoring organizations did virtually no fundraising for the volunteer program expenses (2% reported affirmative). By far, the support for program operations comes from fundraising conducted by the program itself; over and above whatever fundraising the sponsoring organization does for the balance of operations and public contracts.

As noted earlier, 70% of the programs report they collect data about volunteer involvement and impact but only 59% get the opportunity to share it with a governing board or stakeholders. At the organizational level, 64% of annual reports include the number of volunteers and 50% of the time report the quantity of service performed by volunteers. However, only 41% of the programs see the number of agency clients served reported and, while financial reports show donations, grants, and other funding, less than 46% report the in-kind value of the volunteers' efforts.

In another survey conducted by the Commission, nonprofit Chief Executive Officers (CEOs) were surveyed about their involvement and agency support of volunteer programs. Their responses corroborate several points in the Maine volunteer sector survey:

- only 33% of CEOs report their organization's volunteer program had a dedicated budget;
- 30% have a manager of volunteers on staff;
- 31% said their organization provides no training to employees on how to effectively manage volunteers; 33% indicate their organization supports less than 2 hours training for employees;
- 28% receive monthly reports on their agency's volunteer program but 17% only receive a quarterly report and 40% never see one over the course of a year.

The challenge laid out for leadership in arenas relying on volunteers is to educate themselves about the scale and impact of the volunteer activity that benefits their agency and then integrate planning for volunteer engagement into organizational planning.

BUILDING CAPACITY AND SUSTAINABILITY THROUGH REGIONAL SUPPORT

Search the term “volunteer center” on the internet and it quickly becomes apparent that, outside of New England, there is an extensive network of organizations dedicated to connecting organizations with citizens who want to volunteer, supporting managers of volunteers in their professional development as well as daily work, and fostering greater volunteer engagement in addressing community problems.

Since the Commission was cognizant of the findings that organizations feel challenged in connecting with potential volunteers and citizens are expressing difficulty in finding opportunities to volunteers, a question about the functions of volunteer centers was included in the survey. The results inform strategies for how to meet many of the volunteer sector needs in a way that is “closer to the ground.” They also will shape decisions about applications for federal funding and best use of new programming authorized under the 2009 Serve America Act.

As the table below shows, with the exception of “developing models of programs for special populations of volunteers,” all the functions of a volunteer center were rated as “very important” or “critically important” to the success of volunteer programs.

Importance of volunteer center functions to program success		
	Critically Important	Very Important
• Connect people with volunteer opportunities doing centralized recruitment and referral of volunteers.	34%	28%
• Manage or promote community-wide service events such as Make a Difference Day in order to introduce volunteering to new people	27%	32%
• Develop models of programs for special populations of volunteers	20%	31%
• Promote episodic and short-term volunteer opportunities	27%	30%
• Provide volunteer management trainings, consultations and direct support to nonprofit agencies and other organizations (like schools, local government, faith communities, businesses)	35%	34%
• Convene and advise professional associations of volunteer leaders and managers (peer-to-peer networks)	28%	36%
• Provide training and support for specialized groups of volunteers (e.g., college classes)	26%	29%
• Initiate and support mass media campaigns to promote volunteering	32%	28%
• Create opportunities for public acknowledgment of volunteers through award programs, National Volunteer Week activities.	32%	30%
• Educate regional policy makers and thought leaders about the impact of volunteering and issues facing the volunteer sector.	33%	31%
• Serve as a convener for the community and a catalyst for action by identifying how to engage volunteers in responding to emerging needs.	26%	33%

Source: 2010 Maine Volunteer Sector Survey responses



The Future: MCCS Plans for 2010 – 2013

GOAL 1: MAINE RESIDENTS WILL BE ACTIVE, ENGAGED CITIZENS, SERVING AS VOLUNTEERS WHO EFFECTIVELY ADDRESS CRITICAL HUMAN AND ENVIRONMENTAL NEEDS IN THEIR COMMUNITIES.

OBJECTIVE 1A

By 2013, 60% of Maine counties will be served by volunteer connector organizations³⁰ that not only connect citizens with volunteer opportunities but actively develop opportunities for volunteers to respond to emergent local needs and assess their impact.

MEASURE:

Count of volunteer connector organizations and peer-to-peer networks³¹ and the counties each one serves.

WHERE WE ARE NOW:

There are two volunteer centers. One covers York County and the other, Cumberland County. There are seven peer-to-peer networks. Two are managed by the existing volunteer centers. Five are in counties without volunteer centers.

STRATEGIES:

1. Develop resources to launch new volunteer connector organizations and strengthen existing ones.
2. Strengthen the five new peer-to-peer networks (all less than one year old in 2010) to provide a minimal foundation for coordination among volunteer programs.
3. Provide training and technical assistance to volunteer connector organizations to build their internal capacity to perform the functions expected of a Mobilization Affiliate in the Hands On Network model of affiliate operations.³²
4. Collaborate with volunteer connector organizations and peer-to-peer networks on promotion of innovation among volunteer programs through training, highlighting models in other states, virtual visits by sector innovators, and funding innovative demonstration programs in Maine.
5. Foster relationships between faith-based organizations and members of peer-to-peer networks as well as coordinators in volunteer connector organizations in order to increase engagement of faith-based volunteers in local volunteer services.
6. Develop capacity in at least two regions of the state as well as at the Commission to fulfill volunteer management emergency response and recovery obligations during local and state emergencies.

OBJECTIVE 1B

By 2013, 60% of Maine volunteer programs will report that the rate of volunteer applications meets each program's need for volunteers.

MEASURES:

1. Percent of programs saying volunteer applications meet the need. (Maine Volunteer Sector Survey)
WHERE WE ARE NOW:
44% of Maine volunteer programs report volunteer applications meet the need for volunteers. This is up from 27% in 2005.
2. Number of Maine adults reporting they devote time to volunteering will increase to 36% (Annual Current Population Survey)
WHERE WE ARE NOW:
34% of Maine adults volunteer. This is up from 30% in 2005.
3. Percent of volunteers in Maine programs who are youth (11-18) and young adults (19-25). (Maine Volunteer Sector Survey)
WHERE WE ARE NOW:
> 39% of Maine volunteer programs report that youth comprise 25% or less of their volunteer force. The majority of programs (60%) report no youth volunteers.
> 58% of Maine volunteer programs report that young adults comprise 25% or less of their volunteer force. 27% have no young adult volunteers.

STRATEGIES

1. Devote 60% of commission public information/education efforts to
 - a. >increasing understanding of effective engagement of volunteers who are youth, young adults, and people over 55.
 - b. >increasing appreciation of community impact of volunteers who are youth, young adults, and people over 55.
 - c. >redefining episodic volunteering from a low impact opportunity to one that matches the public preference of goal oriented, time limited, and tangible results.
2. Promote and demonstrate the value of integrating social networking vehicles into volunteer recruitment and project organizing.
3. Integrate youth-specific functions and resources into VolunteerMaine.org so that youth can find opportunities more easily and volunteer organizations can be more adept at engaging and retaining young volunteers.
4. Customize two functions on VolunteerMaine.org and develop training on their use so that agencies can request assistance for skilled projects and promote episodic volunteer opportunities.

5. Develop resources to award demonstration grants and provide technical assistance/training in regional service centers³³ that would establish 4 rural models for linking small businesses with volunteer programs and increase the links between businesses and volunteer programs in 4 urban areas.
6. Provide targeted training and webinar opportunities to volunteer programs to increase their strategic skills and abilities with regard to attracting and retaining youth, young adults, and people over 55 as volunteers.

OBJECTIVE 1C

By 2013, new Maine National Service programs annually will engage 4,000 citizen volunteers in service that promotes health and wellness by increasing physical activities and decreasing obesity.

MEASURE:

Performance reports from new grantees on volunteers engaged in this work.

WHERE WE ARE NOW:

>Not applicable. The objective relates to future competitive funding opportunities by the federal agency over the next three years.

STRATEGY:

1. Develop and submit to federal competition at least two proposals for a National Service state initiative that address the health priority of the objective.

GOAL 2: SCHOOLS AND COMMUNITY YOUTH DEVELOPMENT PROGRAMS SUPPORT ACADEMIC SUCCESS AMONG YOUNG MAINERS BY ADOPTING SERVICE-LEARNING AS AN EDUCATIONAL STRATEGY.

OBJECTIVE 2A

By 2012, the Commission and service-learning stakeholders have articulated a common vision and plan for increasing and strengthening the adoption and practice of service-learning in settings focused on youth (K-12).

MEASURE:

Completion and adoption by the Commission of a plan for service-learning.

WHERE WE ARE NOW:

>There is no plan specific to service-learning in any agency. Responsibility for K-12 service-learning will come to the Commission on July 1, 2010.

STRATEGIES:

1. Assess the prevalence and status of service-learning in schools funded under Learn & Serve America K-12 (LSA/K-12) from 2000 to 2009 and publish the findings.
2. Develop a contact list of Maine educators who use service-learning as an everyday teaching strategy.
3. Publish a “layman’s” guide to service-learning that articulates its relationship to key issues in Maine K-12 education (standards-based assessment, drop out prevention, post secondary aspirations, increased pursuit of STEM courses, etc.).
4. With a broadly representative stakeholder group, develop a vision for service-learning in Maine and a plan for advancing the realization of the vision. The stakeholders are to include students, parents, teachers, administrators, Commission members, staff in youth development organizations, and key educational policy makers.

OBJECTIVE 2B

By 2013, the Commission will have in place the internal systems and procedures to fulfill the service-learning responsibilities it assumed in 2010.

MEASURES:

1. Successful completion of the commitments in the federal Learn & Serve America grant and compliance with relevant regulations.
2. Subgrantee achievement of local performance measures.
3. Training and technical assistance to prospective as well as actual subgrantees is rated as effective.

WHERE WE ARE NOW:

>Transfer of responsibility for K-12 service-learning from ME Dept of Education to the Commission becomes official on July 1, 2010.

STRATEGIES:

1. Provide funding and technical assistance to school districts that commit to integrating service-learning into district operations in a sustainable manner.
2. Develop and support, through small grants, a process for school districts to assess readiness for a grant-supported effort to integrate service-learning into district operations.
3. Support the development of an inter-district network and support group for systemic service learning implementation.
4. Articulate the traits of successful integration as well as a guide for moving from individual teacher adoption of service learning to district adoption of service learning over the course of three years (the duration of a LSA/K-12 grant).
5. Support school board and school district administrator and key stakeholder participation in a leadership institute that focuses on applying service-learning as an effective strategy for achieving student education goals and district performance targets.
6. Identify and support a critical number of expert practitioners engaged in service learning who will convene their colleagues engaged in service-learning communities of practice, foster peer technical assistance, and promote service learning across the state.
7. Create professional development opportunities for educators who implement service-learning in schools that are not pursuing district integration of service-learning.
 - a. Replicate Worcester State College service-learning course in an online environment.
 - b. Provide small implementation seed grants to teams of teachers with community partners.
8. Identify and partially fund the participation of experienced service-learning practitioners in professional development that advances their skills, knowledge, and abilities.
9. Establish a professional development fund under the Commission PDAT grant to support participation
10. Increase opportunities for prospective teachers to engage in high quality pre-service training about service learning pedagogy.
 - a. Develop an extra-curricular program to introduce service-learning to college students who are likely to work as teachers or with school-aged youth.
 - b. Develop an approach to support student teaching opportunities with current professional staff using service-learning.

OBJECTIVE 2C:

By 2013, at least three Maine National Service programs will support adoption of service-learning as a method of teaching by educators, school districts, higher education, and after-school or summer youth programs.

MEASURE:

Performance reports from AmeriCorps, AmeriCorps*VISTA, Serve America Fellows, or other National Service program focused on implementation of service-learning.

WHERE WE ARE NOW:

> No Maine programs other than Learn & Serve America support implementation of service-learning.

STRATEGIES:

1. Include service-learning implementation or expansion as a funding option for national service grants.
2. Explore options for providing education awards to student teachers whose pre-service education includes service-learning principles and practice through the AmeriCorps Education Award program.
3. Develop and support implementation of a model that engages community members as volunteer service-learning coordinators.
4. Facilitate development of a proposal to connect AmeriCorps with after-school or summer youth programs that commit to adopting service learning as a program strategy.

GOAL 3: MAINE’S VOLUNTEER SECTOR IS CAPABLE OF RESPONDING EFFECTIVELY TO LOCAL NEEDS AND PROBLEMS BY ENGAGING CITIZEN VOLUNTEERS IN HIGH QUALITY, HIGH IMPACT SERVICE.

OBJECTIVE 3A

By 2013, the retention rate for first time volunteers will increase to 75% and less than 10% of Maine volunteer programs will report high attrition rates (over 51%).

MEASURES:

1. Annual volunteer retention percent reported by CNCS on Volunteering in America.

WHERE WE ARE NOW:

69% of Maine’s new volunteers continue past the initial service term (31% attrition rate).

2. Percent of volunteers who do not complete their assignment or continue beyond the first service term. (Maine Volunteer Sector Survey)

WHERE WE ARE NOW:

12% of Maine volunteer programs lose 51% or more of their volunteers through early attrition or at the end of the first year.

3. % of volunteer programs implementing the essential practices. (Maine Volunteer Sector Survey)

WHERE WE ARE NOW:

8% of Maine volunteer programs report implementing “always” the 11 of 22 practices correlated with successful volunteer retention. When looking at the individual practices, implementation reported as “always” ranges from 22% for assessing volunteer performance to 56% for liability coverage that includes volunteers. By 2013, want measure to be 20% for all 11 practices.

4. Number of hours of professional development training in last 12 months reported by managers of volunteers. (Maine Volunteer Sector)

WHERE WE ARE NOW:

36% of volunteer managers report they had 0 hours of training in the last 12 months; 31% have 1-8 hours. By 2013, want measure to be 60% have had more than 8 hours of training during preceding year.

5. Rank ordering of frequency with which managerial or professional tasks that are associated with volunteer satisfaction and retention are assigned to volunteers (Maine Volunteer Sector survey).

WHERE WE ARE NOW:

Out of 17 task options, supervise other volunteers ranks 13; conduct public education/outreach is 12; fundraising is 11; train other volunteers is 10; and recruit other volunteers is 6.

STRATEGIES

1. Strengthen and expand the nascent training and professional development system for managers of volunteers.
 - a. Develop funding to continue cost-sharing the tuition for the higher education courses.
 - b. Identify an institutional home for the advanced course in volunteer management and launch it.
 - c. Increase the number of online webinars to raise awareness of volunteer management practices and the professional competencies among new managers of volunteers.
 - d. Develop and launch an online symposium series that focuses on current issues and research in volunteer management (virtual brown-bag 60 minute presentations).
 - e. Develop a means of recording and archiving the webinars offered so they can be published on the web.
 - f. Increase the number of certified managers of volunteers (have CCVA accreditation) by promoting and offering scholarships to those undertaking the certification process.
2. Establish a “Master Volunteer Advisors” program that trains highly experienced managers of volunteers so they can respond to local requests for peer technical assistance and advising.
3. Establish a Maine Volunteer Leadership Program to provide leaders in rural areas who participate in community problem solving activities and foster engagement of volunteers in addressing local needs.

OBJECTIVE 3B

By 2013, Maine volunteer programs will be stronger partners with agencies that use community service as a strategy to address the personal needs of those performing the service.

MEASURES:

Report by managers of volunteers that they are better able to respond to inquiries from agencies or individuals who are seeking service opportunities in order to fulfill a requirement or accomplish a goal.

WHERE WE ARE NOW:

During public outreach sessions, this issue was raised as one needing to be addressed; however, it is not an issue covered in the sector survey. A baseline will need to be established.

STRATEGIES:

1. Facilitate an increased understanding of the elements needed to make required community service effective by brokering a dialogue between Maine's volunteer sector and the Maine Judicial Branch, Department of Corrections, and other restorative justice leaders.
2. In partnership with the CNCS regional office, insure that all National Service volunteer opportunities at host sites reflect principles of universal design.
3. In all training provided or funded by MCCS, require an element of the presentation address inclusion and universal design.
4. Through planned dialogue and education, facilitate an increased understanding between Maine's volunteer sector and organizations assisting people with disabilities regarding the elements needed to make community service an effective experience for both people with disabilities and the volunteer programs in which they serve.

OBJECTIVE 3C

By 2013, the National Service Maine programs that re-compete for new grant periods will build capacity to engage volunteers in organizations that address one of two critical needs: increased percentage of students who complete high school and pursue post high-school training or education; and, decreased the incidence of obesity as prevention of type 2 diabetes.

MEASURE:

Program performance reports of outputs and outcomes that relate to the needs in the objective.

WHERE WE ARE NOW:

>The only data specific to activity comes from the AmeriCorps Formula Recovery grant which is funded for one year only. Other programs may have placements related to the needs but they do not report impact in a way that can be identified and aggregated.

STRATEGY:

As existing programs end their grant cycles and submit applications for new grants, each will be required to address one of the identified needs through some aspect of their work.

GOAL 4: MAINE'S VOLUNTEER SECTOR IS STRONG AND SUCCESSFUL DUE TO TANGIBLE ACKNOWLEDGEMENT AND SUPPORT AMONG SPONSORING ORGANIZATIONS OF ITS NEEDS AND ACHIEVEMENTS.

OBJECTIVE 4A

By 2013, 70% of Maine's volunteer programs report that their sponsoring organizations acknowledge the programs' impacts and meet operational needs.

MEASURES:

1. Maine volunteer programs that report their sponsoring organization's annual report includes data on the number of volunteers, the in-kind value of their donated time, the quantity of service they performed, and the number of clients/consumers benefitting from volunteers' service. (Maine Volunteer Sector survey)

WHERE WE ARE NOW:

Number of volunteers, 64.3%; In-kind \$ Value of volunteer work, 45.7%; Quantity of service performed by volunteers, 50.4%; Number of clients served by volunteers, 41.0%

2. Maine volunteer programs will report their budgets appear in the financial reports of their sponsoring organization. (Maine Volunteer Sector survey)

WHERE WE ARE NOW:

45% of volunteer programs report their budgets appear as specific line items in the financial reports of their sponsoring organizations.

3. Managers of volunteers will report they have job descriptions that specifically reference their volunteer management responsibilities. (Maine Volunteer Sector survey)

WHERE WE ARE NOW:

67% of managers of volunteers have job descriptions that specifically reference their volunteer management responsibilities.

STRATEGIES:

1. Develop public education strategy aimed at raising awareness among board members and senior leaders of organizations about volunteer program impact, needs, and value of reporting to stakeholders.
 - a. Provide technical assistance to associations that train board members, municipal leaders, nonprofit leaders, and government agency leadership so that these issues are included in existing programs.
 - b. Develop presentation and hard copy piece for use by MCCS speakers and at trade shows that raises awareness of the importance and implications of these issues.
2. Develop a seminar that teaches managers of volunteers to advocate internally for tangible acknowledgement and support of the volunteers and the results of their efforts.
3. Initiate education of funders (public and private) with the goal of having them consider during funding review the presence or absence of support and recognition of volunteer program needs and accomplishments.

4. Introduce education on the sector and its impact to forums organized for public sector leadership.
5. Identify and grant funds to at least two organizations that will develop and implement strategic planning which results in expanded volunteer engagement with new models for service opportunities. The outcome for this strategy is to have both a model for this type of planning and two examples for other organizations of the results of this type of planning.

OBJECTIVE 4B

By 2013, Maine volunteer programs will have an opportunity for public recognition of effective, high quality volunteer management.

MEASURE:

Report of relevant activity in the Commission’s annual report.

WHERE WE ARE NOW:

The idea has been proposed by the field and the Commission members but no work has been done.

STRATEGY:

1. Convene a working group representing the sector and Commission to develop and vet a tiered program that reviews the volunteer management practices of organizations and awards the appropriate level of recognition for quality volunteer program operation.

¹ Centers for Disease Control, “Social Capital,” Nov. 15, 2009. Available at www.cdc.gov/healthyplaces/healthtopics/social.htm

² GivingUSA Foundation press release, “U.S. charitable giving estimated to be \$307.65 billion in 2008,” June 10, 2009. Available at http://www.givingusa.org/press_releases/gusa/GivingReaches300billion.pdf.

³ GivingUSA Foundation press release, “U.S. charitable giving falls 3.6 percent in 2009 to \$303.75 billion,” June 9, 2010. Available at http://givingusa.org/press_releases/gusa/gusa060910.pdf

⁴ The Corporation for National and Community Service, “Volunteering in America,” (June 2010) Available at <http://www.volunteeringinamerica.gov/>

⁵ The Corporation for National and Community Service, “Volunteering in America,” (June 2009) Available at <http://www.volunteeringinamerica.gov/>

⁶ The National Corporation for Community Service, “Volunteering in America,” (June 2010) Available at <http://www.volunteeringinamerica.gov/>

⁷ Bureau of Labor and Statistics, “Volunteering in the United States, 2009.” Available online: <http://www.bls.gov/news.release/volun.nr0.htm>

⁸ Corporation for Community Service, “Pathways to Service: Learning from the potential volunteer’s perspective.” (July 2009) Available online <http://www.ncoc.net/index.php?download=2gpcfl253>

⁹ The National Corporation for Community Service, “Volunteering in America,” (June 2010) Available at <http://www.volunteeringinamerica.gov/>

¹⁰ David Eisner, Robert T. Grimm Jr., Shannon Maynard, & Susannah Washburn. “The New Volunteer Workforce,” (2009) Available online <http://www.ssireview.org/pdf/TheNewVolunteerWorkforce.pdf>

¹¹ The Corporation for National and Community Service, “Volunteering in America,” (June 2009) Available at <http://www.volunteeringinamerica.gov/>

¹² The Corporation for National and Community Service, “Pathways to Service: Learning from the potential volunteer’s perspective.” (2009) <http://www.ncoc.net/index.php?download=2gpcfl253>.

¹³ AARP, “More to Give: Tapping the Talents of the Baby Boomer, Silent, and Greatest Generations.” (2008) Available online: http://www.civicenterprises.net/pdfs/aarp_moretogive.pdf.

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- ¹⁵ Bureau of Labor and Statistics, “Volunteering in the United States, 2009.” Available online: <http://www.bls.gov/news.release/volun.nr0.htm>
- ¹⁶ Digital Buzz, “Facebook: Facts & Figures For 2010” Available online <http://www.digitalbuzzblog.com/facebook-statistics-facts-figures-for-2010/>
- ¹⁷ Current Population survey, October 2007. Available online www.ntia.doc.gov/reports/2008/table_householdinternet2007.pdf
- ¹⁸ 2007 National Telecommunications Administration. Available online <http://www.ntia.doc.gov/reports/2008/NetworkedNation.html>
- ¹⁹ “The Corporation for National and Community Service, “Volunteering in America’s Faith-Based Organizations.” Available online <http://www.volunteeringinamerica.gov/>
- ²⁰ Deloitte & Touche, “Deloitte Volunteer Impact Survey,” 2007 http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_2010DeloitteVolunteerIMPACTSurvey_ExecutiveSummary_043010.pdf.
- ²¹ Corporation for National and Community Service, “Keeping Baby Boomers Volunteering.” (2009) Available online http://www.nationalservice.gov/about/role_impact/performance_research.asp#BOOMERS
- ²² Corporation for National and Community Service, “Keeping Baby Boomers Volunteering.” (2009) Available online http://www.nationalservice.gov/about/role_impact/performance_research.asp#BOOMERS
- ²³ David Eisner, Robert T. Grimm Jr., Shannon Maynard, & Susannah Washburn. “The New Volunteer Workforce,” 2009. Available online <http://www.ssireview.org/pdf/TheNewVolunteerWorkforce.pdf>
- ²⁴ Lester M. Salamon and Kasey L. Spence, Johns Hopkins Center for Civil Society Studies. “Volunteers and the Economic Downturn” (July 2009) Available at <http://www.volunteeringinamerica.gov/>
- ²⁵ Deloitte & Touche, “Deloitte Volunteer Impact Survey,” 2007 http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_2010DeloitteVolunteerIMPACTSurvey_ExecutiveSummary_043010.pdf.
- ²⁶ The Urban Institute, *Volunteer Management Capacity in America’s Charities and Congregations*, 2004. Available online (Accessed 9/15/09)
- ²⁷ Mark A. Hager, Jeffrey L. Brudney. “Balancing Act: The Challenges and Benefits of Volunteers.” (2004) Available on line at http://www.nationalservice.gov/pdf/Balancing_Act.pdf
- ²⁸ “A Guide to Investing in Volunteer Resources Management.” UPS Foundation (2001). Available on line at http://www.pointsoflight.org/sites/default/files/invest_vrm_guide.pdf
- ²⁹ David Eisner, Robert T. Grimm Jr., Shannon Maynard, & Susannah Washburn. “The New Volunteer Workforce,” 2009. Available online <http://www.ssireview.org/pdf/TheNewVolunteerWorkforce.pdf>
- ³⁰ Volunteer connector organizations connect individuals with volunteer opportunities and support organizations and professional volunteer coordinators in effectively using those volunteers to create meaningful change in local communities.
- ³¹ “Peer-to-peer networks” is a generic phrase used to describe the local and regional professional associations of volunteer managers that have formed. The groups provide forums for learning, peer advising, organizing, and networking by people doing similar work. These groups may be attached to volunteer connector organizations or may serve as a rudimentary VCO in an area where none exists.
- ³² The model can be found on the web at http://www.handsonnetwork.org/files/resources/GI_AffiliateMembershipStructure_2010_HON.pdf . This level is the focus based on input and discussion among VolunteerMaine partners and managers of volunteers.
- ³³ Regional Service Centers are another term for “service center community.” A Service Center is a municipality or group of municipalities identified by the State Planning Office according to a methodology established by rule that includes 4 basic criteria, including level of retail sales, jobs-to-workers ratio, the amount of federally assisted housing and the volume of service sector jobs. By rule, regional service centers include communities that meet basic criteria, as well as portions of adjacent municipalities that meet certain criteria. List available at <http://www.maine.gov/spo/landuse/techassist/servicecenterlist.htm> .