



## ServeOhio | Strategic Plan 2014-2017

### Mission

*ServeOhio strengthens Ohio communities through AmeriCorps and volunteer engagement.*



### Organizational Context

The General Assembly established the Ohio Commission on Service and Volunteerism (ServeOhio) in 1994. ServeOhio operates under authority pursuant to Section 121.40 of the Ohio Revised Code and is purposed specifically to administer grants in Ohio under the federal National & Community Service Trust Act of 1993. The duties of the Commission are to: administer and oversee the AmeriCorps programming in the State of Ohio; develop and implement a comprehensive strategy to encourage and expand community service programs throughout Ohio; and assist public and private organizations to develop and implement community service and volunteer programs.

The commission has experienced significant change in the past four years. We have recommitted to our primary mission of administering AmeriCorps grants and promoting volunteer engagement. This determination resulted in budget and staff realignment that eliminated and reclassified several positions; current commission staff stands at six fulltime positions. This dedication to our primary mission of administering high-impact AmeriCorps programming and lean staffing has allowed the commission to secure state and federal budget resources that will sustain current operations. In addition, rebranding the commission as ServeOhio has provided us a more recognizable designation for easier communication to the public and our partners that will serve us well as we mark our 20<sup>th</sup> anniversary as a commission.

Results from outreach to our partners and the larger volunteer community via focus groups and surveys are consistent that the commission recognizes the following priorities:

- Expand civic engagement through service and volunteerism for citizens, of all ages and abilities, to achieve greater impact on critical needs in Ohio.
- Promote opportunities to engage in service and volunteerism through innovative public and private partnerships utilizing contemporary strategies that leverage the power of technology.
- Support initiatives that build nonprofit and community capacity which produce high quality service and volunteer opportunities.
- Recognize national service and volunteerism on a statewide level through creative and innovative strategies that are ongoing, utilizing contemporary and traditional delivery mechanisms.

<p align="center"><b>GOAL ONE</b></p> <p align="center">Increase the utilization of AmeriCorps as a strategy to address local/state needs.</p>	<p align="center"><b>GOAL TWO</b></p> <p align="center">Improve the quality and impact of Ohio AmeriCorps programs.</p>	<p align="center"><b>GOAL THREE</b></p> <p align="center">Increase awareness and relevance of ServeOhio.</p>	<p align="center"><b>GOAL FOUR</b></p> <p align="center">Increase ServeOhio commissioner engagement to achieve organizational goals and objectives.</p>
<p><b><i>Expand AmeriCorps outreach to attract more diverse, qualified applicant organizations.</i></b></p> <ul style="list-style-type: none"> <li>➤ Conduct regional outreach sessions</li> <li>➤ Utilize social media and remote technology to increase reach</li> <li>➤ Establish rural partnerships</li> <li>➤ Build relationships with regional funders</li> </ul>	<p><b><i>Formalize AmeriCorps evaluation plan to demonstrate full impact of commission investments.</i></b></p> <ul style="list-style-type: none"> <li>➤ Utilize existing data to highlight impact</li> <li>➤ Elevate criteria standards and monitoring of program evaluation strategies</li> <li>➤ Determine need for additional data</li> <li>➤ Increase connection between evaluation and performance data to funding requests</li> </ul>	<p><b><i>Strengthen the branding of ServeOhio and AmeriCorps.</i></b></p> <ul style="list-style-type: none"> <li>➤ Build strategies into marketing plan to cross-brand on all formats</li> <li>➤ Strengthen monitoring of branding compliance at program level</li> <li>➤ Increase communication to key constituencies and organizational leadership</li> </ul>	<p><b><i>Assess and utilize commissioner knowledge, skills, abilities and connections to advance strategic goals.</i></b></p> <ul style="list-style-type: none"> <li>➤ Review other state templates; modify and distribute</li> <li>➤ Incorporate information into commissioner engagement strategies</li> <li>➤ Increase commissioner participation in activities outside regular meetings</li> </ul>
<p><b><i>Develop large-scale, high-impact programs for competitive submission.</i></b></p> <ul style="list-style-type: none"> <li>➤ Partnership meetings with organizations focusing on federal, state priority issues</li> <li>➤ Anticipate funding opportunities and match with program priorities</li> </ul>	<p><b><i>Increase the quality and diversity of professional development opportunities provided to AmeriCorps program staff and members.</i></b></p> <ul style="list-style-type: none"> <li>➤ Evaluate assessment data from current grantees</li> <li>➤ Develop common member training modules</li> <li>➤ Diversify training methodologies</li> </ul>	<p><b><i>Increase awareness of AmeriCorps member role and impact.</i></b></p> <ul style="list-style-type: none"> <li>➤ Expand messaging of member role on all formats</li> <li>➤ Increase utilization of member-driven content</li> <li>➤ Connect AmeriCorps member impact to ServeOhio</li> </ul>	<p><b><i>Increase commissioner participation at regular meetings.</i></b></p> <ul style="list-style-type: none"> <li>➤ Demonstrate attendance of 75% of voting members</li> </ul>
<p><b><i>Encourage AmeriCorps program design models that diversify portfolio.</i></b></p> <ul style="list-style-type: none"> <li>➤ Develop Education Award Programs, Professional Corps, Less than Fulltime program models</li> <li>➤ Expand National AmeriCorps presence</li> <li>➤ Explore public/private partnerships</li> </ul>	<p><b><i>Quantify and qualify the connection of AmeriCorps member service to post-service outcomes.</i></b></p> <ul style="list-style-type: none"> <li>➤ Utilize common member exit form to track post-service outcomes</li> </ul>	<p><b><i>Continuous improvement of Ohio Conference on Service and Volunteerism.</i></b></p> <ul style="list-style-type: none"> <li>➤ Review data to increase participant satisfaction</li> <li>➤ Explore new partnerships and constituencies</li> </ul>	<p><b><i>Increase engagement of former ServeOhio commissioners.</i></b></p> <ul style="list-style-type: none"> <li>➤ Quarterly update on current issues and activity</li> <li>➤ Participation in key constituency meetings based on expertise and relationships</li> <li>➤ Encourage participation in annual conference and commission retreat</li> </ul>
<p><b><i>Increase recognition of AmeriCorps as a primary catalyst for volunteer engagement.</i></b></p> <ul style="list-style-type: none"> <li>➤ Implement quarterly dashboard</li> <li>➤ Encourage AmeriCorps program design incorporating volunteer engagement</li> <li>➤ Volunteer engagement as AmeriCorps program sustainability model</li> </ul>	<p><b><i>Revise AmeriCorps program policy, procedures and protocol; establish periodic review.</i></b></p> <ul style="list-style-type: none"> <li>➤ Create user-friendly and adaptable documents for utilization by commission staff; current and potential grantees</li> <li>➤ Annual review of primary documents</li> </ul>	<p><b><i>Develop Stewards of Service sustainability plan.</i></b></p> <ul style="list-style-type: none"> <li>➤ Review impact and messaging of initiatives</li> <li>➤ Secure additional funding sources</li> </ul>	<p><b><i>Commissioners conduct annual review of strategic goals and objectives.</i></b></p> <ul style="list-style-type: none"> <li>➤ Utilize annual commission retreat to report progress and initiate revisions</li> </ul>

<b>GOAL ONE</b> Increase the utilization of AmeriCorps as a strategy to address local/state needs.	<b>GOAL TWO</b> Improve the quality and impact of Ohio AmeriCorps programs.	<b>GOAL THREE</b> Increase awareness and relevance of ServeOhio.	<b>GOAL FOUR</b> Increase ServeOhio commissioner engagement to achieve organizational goals and objectives.
<b>Timeline and Metrics</b>	<b>Timeline and Metrics</b>	<b>Timeline and Metrics</b>	<b>Timeline and Metrics</b>
<ul style="list-style-type: none"> <li>➤ Conduct at least four regional outreach sessions per annual grant cycle. (Each year)</li> <li>➤ Increase the number of applications received and reviewed by 20% per annual grant cycle. (Each year with baseline established in 2014)</li> <li>➤ Conduct at least two partnerships meetings per month.</li> <li>➤ Increase the size of Competitive request to CNCS by 20% MSY or funding per annual grant cycle. (Each year with baseline established in 2014)</li> <li>➤ Add volunteer engagement dashboard to website. (First quarter of 2014; updated quarterly)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Issue annual impact reports by focus areas and priority issues. (Each year)</li> <li>➤ Assess professional development objectives for program staff and members. (2014)</li> <li>➤ Develop common member training modules for website. (2015 and ongoing based on demand)</li> <li>➤ Increase professional development opportunities for program staff to a minimum of six times per year. (Each year starting in 2015)</li> <li>➤ Review current exit data (2014) and implement additional exit form as necessary. (2015 implementation)</li> <li>➤ Online program staff manual. (2016)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish commission work group to formalize branding and marketing strategies. (2014)</li> <li>➤ Increase website traffic by 25% each calendar year. (Each year; establish baseline with 2013 data)</li> <li>➤ Increase social media engagement by 50% each calendar year. (Each year; establish baseline with 2013 data)</li> <li>➤ Create formats for AmeriCorps members to share individual impact via ServeOhio. (2015)</li> <li>➤ Increase Ohio Conference on Service and Volunteerism attendance by 10% each year. (Each year; establish baseline with 2013 data)</li> <li>➤ Stewards of Service initiative review and sustainability plan. (2014)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Commissioner skill and activity inventory. (2014 and ongoing based on appointments)</li> <li>➤ Encourage at least five qualified individuals to apply for commissioner appointment to create candidate pool. (Each year)</li> <li>➤ Quarterly communication to leadership stakeholders. (Initiate in 2014; ongoing)</li> <li>➤ Each commissioner engaged in at least one additional activity outside regular meetings – leadership visits, grant reviews, etc. (Each year)</li> </ul>