

STATE SERVICE PLAN 2013-2015



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EXECUTIVE SUMMARY

The North Carolina State Service Plan (SSP) was developed through an open and public process that provided for maximum participation and input from the State Commission, State Corporation office, State Education Agency, national service programs, government (local, county, state), education institutions (pre-kindergarten, elementary/middle/high schools, colleges/universities, and community colleges), health agencies/programs/hospitals, nonprofit organizations, faith-based organizations, business and corporations, and community volunteers within the state. Three (3) web-based SSP surveys were launched by State Commission and Office of the Governor to a network of over 2,000 organizations, agencies, groups, government agencies, educational institutions, volunteer centers, lead volunteer connector organizations, hospitals, and national service programs.

- SSP Survey #1 - distributed to Commissioners
- SSP Survey #2 - distributed to stakeholders
- SSP Survey #3 - distributed to volunteers

Those receiving the survey link asked to share it with their stakeholders and partners. More than 350 stakeholders, volunteers and Commissioners residing in 81 percent of the state's counties provided valuable input that has been used to gauge current volunteer and national service-related activities and provide guidance for developing this SSP. The SSP, as written, will move forward national service and volunteerism forward in the state over the next three years. It was developed to support the Edward M. Kennedy Serve America Act of 2009, Public Law 111-13¹.

North Carolina has a strong history and proud tradition of volunteerism and service. This engagement has served as a catalyst for meeting critical needs in local communities and enhancing the quality of life for many people in our state. Successful collaborative efforts, results from the survey and achievements from previous SSPs reinforce the need for the streams of service and key stakeholders to continue to promote civic engagement and collaborate. The key values of communication, coordination, collaboration and cooperation among the State Commission, State Corporation office, State Education Agency, national service programs, the Statewide Volunteer Center Services Network (SVCS Network), NC Voluntary Organizations Active in Disaster (NCVOAD), NC Campus Compact, other volunteer service organizations and local and state government agencies will continue to be an important component of the SSP. Through these values, volunteerism and service will:

- help individuals be better prepared to respond to disasters and build more resilient NC communities,
- improve the economic well-being and security of economically disadvantaged people,
- improve educational outcomes for economically disadvantaged people, especially children,
- increase energy, water efficiency and renewable energy use and improve at-risk ecosystems,
- meet health needs within communities,
- impact the quality of life of veterans and improve military family strength.

The most recent *Volunteering in America* research indicates 23.7 percent of adults (1.7 million) volunteered in NC in 2008; contributing 203.8 million hours of service valued at \$4.4 billion. An additional 566,767 individuals volunteered informally rather than serving for an organization². In North Carolina, more than 23,000 people participate in national service each year through approximately 1,090 national service projects and programs.³

¹ <http://www.nationalservice.gov/about/serveamerica/index.asp>

² <http://www.volunteeringinamerica.gov/NC>

³ <http://www.volunteeringinamerica.gov/NC>

NC Commission on Volunteerism and Community Service⁴

Vision

The people of North Carolina will contribute through volunteer service and civic engagement to build a better state.

Mission

The NC Commission on Volunteerism and Community Service promotes and facilitates service and volunteering to improve lives, strengthen communities, and foster civic engagement in North Carolina.

Objectives

1. Develop a long-term comprehensive vision and plan of action for community service initiatives in North Carolina.
2. Catalyze positive social change.
3. Encourage and recognize community service and volunteer participation.
 - Ensure all North Carolinians understand the opportunities they have to contribute.
 - Promote and support voluntary citizen engagement in government and private programs throughout the state.
 - Foster collaboration amongst all national service programs.
4. Serve as the state's liaison to national and state organizations that support its mission.
5. Identify and invest to create powerful local solution.
 - Align with local community and government priorities
 - Set consistent program standards to ensure measurable results
 - Administer and allocate funds for AmeriCorps program development and people service those programs to maximize those returns
 - Leverage additional funds to support volunteering, civic engagement and service as a solution in North Carolina

⁴ Approved by Commissioners on October 18, 2011

STRATEGIC GOALS AND OBJECTIVES

GOAL 1: Enhance and promote national service in NC

Objectives

- Develop a three-year outreach plan for national service in NC, that promotes and expands national service and encourages the engagement of individuals with disabilities
- Promote the six focus areas of the Serve America Act.
- Identify new AmeriCorps programs in rural areas with economically-disadvantaged residents.
- Increase the number of veterans and military families serving in, and being served by, national service programs.
- Increase collaboration with stakeholders, including the State Corporation office.
- Engage Commissioners in outreach and education efforts.

GOAL 2: Promote and increase volunteerism in NC

Objectives

- Develop a three-year outreach plan that promotes and increases volunteerism.
- Promote volunteerism to people of all ages, including youth and older adults.
- Promote volunteerism in general, emphasizing service in Serve America Act focus areas.
- Continue development of statewide Volunteer Center Services Network.
- Support the development of a statewide association of volunteer centers and lead volunteer connector organizations.
- Increase collaboration with stakeholders.
- Administer the Governor's Page Program, engaging high school students in a week of service.
- Administer and promote the Governor's Volunteer Service Award program; increase county participation.
- Engage Commissioners in outreach and education efforts.

GOAL 3: Increase disaster services involvement and assistance

Objectives

- Promote disaster mitigation, preparedness, response and recovery across the state, ensuring people are better prepared and communities are resilient.
- Provide pre-disaster training and technical assistance for coordinating self-deployed volunteers and managing donated goods to organizations, national service members, local emergency managers.
- Expand the knowledge base in the state of NCCC involvement in disaster services.
- Continue to expand partnerships with state and local governmental agencies.
- Create new stakeholder partnerships.
- Engage commissioners in promoting the importance of personal preparedness and the value of AmeriCorps NCCC disaster teams.

GOAL 4: Increase sustainability for national service and volunteerism through public-private partnerships

Objectives

- Create a three-year Partnership Development Plan to identify potential public-private sector partners and educate them about the value of national service, volunteerism, and the programs and initiatives administered by the State Commission.
- Engage commissioners in Plan development and implementation.

PROGRAMS AND INITIATIVES OF THE COMMISSION

AmeriCorps

In SSP Survey #1, specific questions were asked related to the national service programs in the state. The results of this survey are aligned with Strategic Goal #1 and the six focus areas of the Serve America Act.

More than 85 percent of respondents agreed that national service programs should have a presence in all kinds of communities, including economically-disadvantaged, rural areas.

- More than 85 percent of respondents agreed that individuals with disabilities should be encouraged to serve in a national service program.
- More than 71 percent of respondents agreed that individuals who are 55+ years old should be made aware of the health benefits associated with national service.
- More than 71 percent of respondents agreed that veterans should be educated about the benefits of serving in a national service program
- More than 71 percent of respondents agreed that national service members should be engaged in disaster mitigation, preparation, response and recovery activities.
- More than 71 percent of respondents agreed that community assets to support national service can be leveraged through public-private partnerships.

In North Carolina, more than 23,000 people participate in national service each year through approximately 1,090 national service projects and programs.⁵

The State Commission continually makes an effort to expand the lines of communication, coordination, collaboration and cooperation among the State Corporation office, State Education Agency, national service programs, national directs, NC Campus Compact, other volunteer service organizations, and local and state government agencies. Cross-stream collaboration, training, technical assistance and inclusion are priorities. The Commission is developing “LeaderCorps”, a member-driven advocacy group that will (1) advocate for the needs and desires of national service members and their colleagues, (2) plan and implement statewide service projects, (3) gain insight into the work of other national service programs across the state, and (4) facilitate communication among members of all national service programs in NC. The Commission encourages AmeriCorps*State programs to invite other national service programs to participate in their local core AmeriCorps training sessions.

AmeriCorps interacts with other programs and initiatives in the State Commission office. In collaboration with disaster services, AmeriCorps State programs in NC are required to designate a percentage of their members to serve as their program’s Disaster Response Team. Team members receive American Red Cross shelter management training, Community Emergency Response Team (CERT)⁶ training or other disaster preparedness and response training. The members become a trained resource and force multiplier for local Emergency Management officials in the event of disasters or emergencies.

Disaster Preparedness and Response

The SSP and the State Commission embrace the CNCS view that disaster preparedness and response is a priority initiative. In a high-risk state vulnerable to hurricanes, tornadoes, severe flooding and other adverse weather events, the State Commission continues to realize the importance and necessity of creating a culture of preparedness in all people and ensuring community resilience across the state. In SSP Survey #1, 85.7% of respondents agreed that

⁵ *Volunteering in America* - <http://www.volunteeringinamerica.gov/NC>

⁶ *CERT is a Citizen Corps volunteer program*; <http://www.citizencorps.gov/cert/>

Disaster Services should be a priority of the State Service Plan. Likewise, 83.3% agreed that it should be an area of focus.

Findings from the 2009 Citizen Corps National Survey, *Personal Preparedness in America*, indicate 30 percent of Americans have not prepared because they think emergency responders will help them and over 60 percent expect to rely on emergency responders in the first 72 hours following a disaster. Of those who perceived themselves to be prepared, 36 percent did not have a household plan, 78 percent had not conducted a home evacuation drill and 58 percent did not know their community's evacuation routes. Results from a hurricane awareness poll conducted in NC in 2007 indicate 56 percent of those polled did not have a family disaster plan.

The State Commission has taken a lead role in disaster preparedness and response since 1999. The State Commission will continue to serve as a state catalyst and coordinator for volunteer disaster preparedness and relief efforts by further building civic capacity and infrastructure across the state, but specifically in at-risk communities, to prevent and respond to the aftermath of disasters. The Commission's role has evolved to include multiple state leadership roles.

- Serve as the state's primary lead for managing donated goods and coordinating spontaneous volunteers in disasters, as described in the State Emergency Operations Plan.⁷
- Serve on the State Emergency Response Team, along with representatives from all state agencies and other emergency responders;
- Manage the Governor's Emergency Information Bilingual Hotline
- Manage the NC Disaster Relief Fund
- Serve as NCVOAD⁸ Board member
- Manage NC Citizen Corps⁹
- Serve as trainer/facilitator for FEMA courses delivered in the state by NC Emergency Management¹⁰
- Serve as a member of the State Emergency Response Commission's Emergency Management Committee
- Serve as the lead for writing/maintaining the Business Continuity Plan (aka Continuity of Operations Plan) for the Office of the Governor, which includes the Commission

When disasters occur, it is important that people in North Carolina have access to emergency information related to evacuations, shelters for people and their companion animals, feeding sites and highway conditions. Managed by the State Commission since 1999, the Governor's Emergency Information Bilingual Hotline is activated during disasters to provide callers with emergency information. The hotline is a collaborative partnership between nine cabinet-level state agencies and the Governor's Hispanic/Latino Affairs Office. State employees and community bilingual volunteers serve as telephone operators at the 24/7 hotline. Operational expenses and equipment are provided by NC Division of Emergency Management.

The State Commission collaborates with the NC Division of Emergency Management and other state agencies, emergency management directors in 100 counties and the Eastern Band of the Cherokee, first responders, national service programs, state employees and bilingual community volunteers, nonprofit organizations, local volunteer programs, volunteer centers and lead volunteer connector organizations, and NCVOAD and its 35+ member organizations.

⁷To fulfill this role, two web-based registries are used: the National Donations Management Network is used for managing donated goods in a disaster; ServNC is used for registering spontaneous volunteers.

⁸NC Voluntary Organizations Active in Disaster - <https://www.ncvoad.org/cms>

⁹Volunteer programs associated with Citizen Corps, as well as Citizen Corps Councils, use a web-based registry at www.citizencorps.gov to register their program and provide related information.

¹⁰The NC Division of Emergency Management advertises training opportunities and provides online registration opportunities at <http://terms.ncem.org/TRS/>.

Through these partnerships, the State Commission helps build resilient communities and a better prepared population. The State Commission was one of the founding members of NCVOAD in 1998 and has served as an ad hoc Board member since the creation of the organization. The Commission continues to coordinate, collaborate, cooperate and communicate with leaders from NCVOAD and its member organizations who commit themselves to work together toward the goal of effective service to disaster survivors. Through effective planning and preparation, member organizations work in a coordinated manner in times of disasters – matching services to needs. The Commission has provided disaster services peer mentoring to other State Commissions, State Emergency Management agencies in other states, and donations/volunteer coordinators in other states. In 2012, the Commission was a founding member of the National Association of State Emergency Donations and Volunteer Coordinators and serves on the Executive Steering Committee. The Commission has served as the lead for disaster preparedness and response in homeland security efforts in the since 2005. Involvement includes participation in the grant writing process for the annual homeland security grant submitted to the U.S. Department of Homeland Security and updating the State Preparedness Report.

AmeriCorps State programs in NC are required to designate a percentage of their members to serve as their program's Disaster Response Team. Team members receive American Red Cross shelter management training, Community Emergency Response Team (CERT) training or other disaster preparedness and response training. The trained members become a resource and force multiplier for local Emergency Management officials in the event of disasters or emergencies.

Governor's Page Program

The State Commission administers this year-round service program¹¹ for high school students, including those who may be home-schooled, who are 15-18 years of age and in good academic standing. Created in 1973, the program provides an opportunity for students to spend a week in the state's Capitol and learn about the roles and functions of state government. Each Page is assigned to a Cabinet-level state agency or Council of State office within the state government complex, where they are assigned daily responsibilities. Other activities include meeting the Governor; attending briefings at the State Supreme Court and Attorney General's Office, attending press conferences, touring historic landmarks and participating in two community service projects. Participation in the Governor's Page Program is an excused absence from school, pursuant to General Assembly House Bill 1464. The Commission's collaborative partners for this program include school superintendents, high school principals, guidance counselors, Commissioners, youth organizations (Youth Council, 4-H programs) and Pages who have served and experienced a quality experience.

Governor's Volunteer Service Awards

Since 1979, nearly 17,000 people in North Carolina have been honored with the Governor's Volunteer Service Award¹² for their commitment to volunteerism. The program is administered in the State Commission and supported by a statewide network of county coordinators. The coordinators solicit for award nominations and submit nominees, based on their contribution to their community through service, to the Commission to be considered for the award. The Governor recognizes these volunteers by provide a certificate, congratulatory letter and specially-designed lapel pin. Local recognition events are held across the state during National Volunteer Week. The Governor's Medallion Award for Volunteer Service, the highest level of volunteer recognition in the state, is bestowed each year on the top 20 volunteers. A recognition event is held in the State Capitol during National Volunteer Week to honor these volunteers, who are presented with a medallion for their service from the Governor.

¹¹ <http://volunteernc.org/pageProgram/index.aspx>

¹² <http://volunteernc.org/volunteerAwards/index.aspx>

National Days of Service

All national service programs are required to participate in and/or create service projects designed to observe National Days of Service. Programs are strongly encouraged to partner with other national service programs and local organizations when planning and executing their project. During 2013-2015, national service programs in NC will focus on the following:

- AmeriCorps Week
- Senior Corps Week
- MLK Day
- 9/11 Day of Service and Remembrance
- Make a Difference Day.

NC Mentoring Partnership

The NC Mentoring Partnership¹³ was created in 1998 after the state's Summit on Volunteerism and America's Promise¹⁴. It is North Carolina's commitment to carry out the objectives of America's Promise, a national initiative created by General Colin Powell to marshal community resources, including mentors, to at-risk children. The Commission has launched two successful statewide initiatives in the past to increase mentoring in the state: (1) managing a \$1 million donation from the NC Pepsi Bottlers to expand mentoring by enhancing the capacity of youth-serving organizations in the state to increase the number of youth/mentor matches, and (2) launching a statewide marketing campaign to increase the number of adult volunteers service as mentors. The Commission is a stakeholder in the Partnership, which aims to increase the quality and number of mentors, so every child in North Carolina who needs a mentor is matched with a caring adult. The Commission partners with Communities in Schools of North Carolina to work with schools, churches, local mentoring organizations, volunteer centers, to promote the importance of mentoring.

Statewide Volunteer Center Services Network

Working with a group of key stakeholders, the Commission is dedicated to researching new ways to mobilize additional volunteers and increase the rate of volunteerism. With a focus on the importance and value of volunteerism, an innovative volunteerism outreach plan will be developed.

While more than 78 percent of stakeholders indicated there are enough opportunities in local communities in which to serve, nearly 44 percent indicated that people in their county do not know who to contact to learn about local volunteer opportunities. It is recognized that many volunteer centers and lead volunteer connector organizations do not have the capacity to promote their organization or volunteer opportunities. However, in some counties, these organizations are essential local resources for matching volunteers with opportunities to serve. They often provide volunteer recruitment, retention and management training opportunities. It will become crucial that the Volunteer Center Services Network North Carolina include all counties in the effort to mobilize additional volunteers and increase the current 57.1 percent volunteer retention rate¹⁵.

The following data was captured in SSP Survey #1 related to volunteerism in the state.

- 100 percent of respondents agreed that the SSP should focus on mobilizing more volunteers
- 100 percent of respondents agreed that engaging youth in service should be a focus of the State Service Plan.
- Approximately 30 percent of respondents indicated they did not know who in their county to contact to learn about volunteer opportunities.

¹³ NC Mentoring Partnership - <http://www.ncmentoring.net>

¹⁴ America's Promise - <http://www.americaspromise.org>

¹⁵ Volunteering in America – <http://www.volunteeringinamerica.gov/NC>

- Nearly 87 percent of respondents indicated more volunteers were needed in their county
- More than 41 percent of respondents indicated local volunteer opportunities were not widely advertised in their county.

The Commission and volunteer centers/lead volunteer connector organizations in the state have been engaged in a collaborative partnership since 1998, at which time 18% of the state's 100 counties were part of the network. As a result of this ongoing initiative to expand the network, 91percent of the counties now participate in what is known as the statewide Volunteer Center Services Network. The Commission provides training and technical assistance, when requested, to the organizations within the network. As member organizations hire new directors, the Commission facilitates securing a peer mentor from the Network to provide them guidance and support. The Commission has supported the Network by facilitating strategic planning meetings, providing training and technical assistance, engaging organization directors as trainers and subject matter experts in Commission activities. With the role of local volunteer centers becoming increasingly vital as they work to engage more volunteers of all ages, the State Commission will continue to move forward with this important initiative by collaborating with local government agencies and nonprofit organizations. The member organizations in this Network are collaborative partners when communicating information about national service, National Days of Service, the Governor's Page Program and the Governor's Volunteer Service Awards. The Commission provides disaster preparedness and response training to members of the Network; many of the organizations are engaged in local disaster preparedness and response activities.

Volunteer Outreach Initiative

Each week the Commission electronically distributes volunteerism and national service news clippings to stakeholders in the Commission's database, which includes all Commissioners. This is accomplished through a partnership with the Governor's Press Office.

NEW AND/OR SPECIAL INITIATIVES

Collaboration with Other Corporation Grantees (*Special Initiative*)

The Commission continually strives to communicate with national directs and other service-oriented organizations to build a stronger national service network. In an effort to promote communication and interaction among all national service programs in NC, the State Commission will coordinate with the State Corporation Office and all national service programs, including national directs, to develop a plan to strengthen collaboration. Components of this plan could include a statewide national service conference, regional national service symposiums and/or the development and distribution of cross-stream materials. All national service programs will be asked to participate in the Commission's annual training needs assessment as well as the disability inclusion assessment, to identify training and inclusion needs of all national service programs in the state.

The Commission will continue to collaborate with service organizations, schools, nonprofits and faith-based organizations to increase the number of individuals with disabilities serving in national service. Through the Disability Placement Plan, the Commission will collaborate with all national service programs with a presence in the state to leverage training and technical assistance resources and share best practices for recruiting, retaining and providing reasonable accommodations to program participants with disabilities. The Commission's 14-member National Service Inclusion Team will serve in an advisory capacity to assist the Commission with participant issues that are disability related.

The Commission will conduct quarterly meetings with staff in the State Corporation Office to discuss sub-grantee training needs and develop a training plan to address these needs.

Collaborative partners, including all national service programs in the state, will be regularly informed of training initiatives and/or activities provided by the Commission.

LeaderCorps (*New Initiative*)

Through a partnership between the State Commission and the State Corporation office, the initial development of a new national service member-driven initiative began in 2012.

“LeaderCorps” is a national service advocacy group that engages members to:

- advocate for the needs and desires of national service members and their colleagues,
- plan and implement statewide service projects,
- gain insight into the work of other national service programs across the state
- facilitate communication among members of all national service programs in the state

The initiative will continue to be developed and moved forward during the period covered by this State Service Plan.

PRIORITY FOCUS AREAS – SERVE AMERICA ACT

This SSP embraces the six focus areas of the Serve America Act. Results of the SSP surveys confirm an alignment with these focus areas as described below. In addition, the SSP includes an emphasis on the specific focuses for national service as described in the Corporation for National and Community Service’s Strategic Plan 2011-2015¹⁶, intermediary organizations and rural communities. Please see strategy charts (APPENDIX).

Disaster Services

- Nearly 86 percent of respondents in SSP Survey #1 agreed that Disaster Services should be a priority in the State Service Plan
- Over 83 percent agreed it should be an area of focus
- More than 71 percent agreed that national service members should be engaged in disaster mitigation, preparation, response and recovery activities.
- Stakeholders responding to the surveys ranked Disaster Service second in importance to them and their community.

Economic Opportunity

- Over 57 percent of respondents in SSP Survey #1 agreed that Economic Opportunity should be a priority in the State Service Plan
- More than 85 percent of respondents agreed that national service programs should have a presence in all kinds of communities, including economically disadvantaged rural areas.
- Stakeholders responding to the surveys ranked Economic Opportunity sixth in importance to them and their community.

Education

- More than 85 percent of respondents in Survey #1 agreed that Education should be a priority in the State Service Plan.
- Stakeholders responding to the surveys ranked Education fifth in importance to them and their community.

¹⁶ http://www.nationalservice.gov/pdf/11_0203_cnscs_strategic_plan.pdf

Environmental Stewardship

- Nearly 67 percent of Survey #1 respondents agreed that Environmental Stewardship should be a priority in the State Plan.
- Stakeholders responding to the surveys ranked Environmental Stewardship third (tie) in importance to them and their community.

Healthy Futures

- One hundred percent of Survey #1 respondents agreed that Healthy Futures should be a priority in the State Service Plan.
- Stakeholders responding to the surveys ranked Healthy Futures as third (tie) in importance to them and their community.

Veterans and Military Families

- One hundred percent of Survey #1 respondents agreed that Veterans and Military Families should be a priority in the State Service Plan.
- Stakeholders responding to the surveys ranked Veterans and Military Families as first in importance to them and their community.
- According to the 2006-2010 American Community Survey¹⁷, there were 266,565 veterans 65 and over representing 23 percent of total population age 65 and over in the state. Counties showed a variation in the population of veterans 65 and over, ranging from 13.2 percent to 34.1 percent. The groups of veterans from the Vietnam era are starting to age and contain proportionally more members with disabilities.

STRATEGIES OR APPROACHES FOR OUTREACH TO COMMUNITY AND FAITH-BASED ORGANIZATIONS AND INTERMEDIARIES THAT MAY BE INTERESTED IN OPERATING AN AMERICORPS PROGRAM

Through AmeriCorps statewide grant writing training and technical assistance sessions, conferences, e-trainings, webinars and other networking opportunities, the Commission will partner with the Governor's Office of Citizen and Faith-Based Outreach, nonprofits, foundations, advocacy groups identified by the Governor's Policy Office, Campus Compact, and volunteer centers/volunteer connector organizations to educate stakeholders about national service funding and member service opportunities. Target outreach and education will be provided to organizations providing services in the six focus areas of the Serve America Act, with an emphasis on those who provide services as an intermediary and those providing services in rural communities. Additionally, outreach will be provided to these stakeholders via press releases and electronic news clippings, social media networks, emails, phone calls and face-to-face meetings. An overarching goal of all areas of focus and priorities in the SSP is to strengthen and expand the current network of key stakeholders (intermediaries) that support volunteerism and service.

NON-MONETARY SUPPORT REQUESTED FROM THE CORPORATION (HEADQUARTERS AND/OR STATE OFFICES) TO ENSURE SUCCESS OF THE NC STATE SERVICE PLAN

The following are offered as suggestions for non-monetary ways that CNCS can help support and promote collaboration between the streams of service.

¹⁷ A Profile of People Age 60 and Over in North Carolina; <http://www.ncdhhs.gov/aging/cprofile/2011Profile.pdf>

- Ensure the State Commission and State Corporation offices are aware of locations of all national service placements in the state. This would include permanent and time-limited assignments in National Direct and Education Award programs.
- Ensure the timely release of marketing materials, information and guidance promoting national days of service, National AmeriCorps Week and special initiatives launched by CNCS.
- Support grantees by developing effective and efficient electronic grant management systems (AmeriCorps portal and e-grants) with the functionality that allows data transfer from the Corporation systems to State electronic grant management systems in order to reduce the astronomical increased burdens of duplicative data entry caused by the Corporation and imposed on States and grantees.

SUSTAINABILITY OF NATIONAL SERVICE EFFORTS

State support for Commission (financial, in-kind, bi-partisan political support, supportive legislation) is as follows:

- Financial support from the Governor's Office for partial state salary for three staff members
- Financial support from NC Department of Public Safety for partial state salary for one staff member
- Financial support from the Department of Administration for the living allowance stipend for students who participate weekly in the Governor's Page Program
- In-kind support for office space, phones, utilities, technology and partial time from staff in the Governor's Office who have duties that support State Commission programs
- In-kind support for the Governor's Page Program is provided to include the use of a state vehicle and partial time from staff at the State Supreme Court, Department of Correction, and Office of the Attorney General who meet with Pages each week.
- Political support includes the engagement of the Governor through their support and promotion of the State Commission and its programs.
- Political support includes the engagement of Congressman David Price, co-chair of the National Service Congressional Caucus.

Other support for Commission (financial, in-kind, private sector support including that from foundations and other entities and individuals) is as follows:

- Financial support includes Department of Homeland Security grant funding from two federal grants annually: Citizen Corps Program Grant and State Homeland Security Program Grant (these grants support Citizen Corps and all disaster preparedness and response outreach, training and technical assistance activities performed by the State Commission)
- A companion 501c3 organization provides financial support to the Governor's Volunteer Awards program.

To provide additional sustainability of national service and volunteerism, the State Commission will continue the development of a NC Business Volunteer Council for private sector businesses and corporations. The Council will promote, coordinate and support private sector involvement in volunteering to strengthen communities.

NATIONAL SERVICE ENDORSEMENT

The State Commission and State Corporation offices in North Carolina continue to enjoy a strong working relationship. The two offices were involved in the development of this State Service Plan. The Director of the State Corporation Office serves as a Commissioner.

GOVERNOR APPROVAL

This 2013-2015 State Service Plan is pending approval of the new Governor in January 2013, pursuant to the Edward M. Kennedy Serve America Act (Public Law 111-13).

PLAN OF SERVICE BY ADULTS AGE 55 OR OLDER

CURRENT KNOWLEDGE BASE ON THE ECONOMIC IMPACT OF THE ROLES OF WORKERS AGE 55 OR OLDER IN THE ECONOMY

Local communities in North Carolina have many urgent problems that can be solved through volunteer service of older adults. Many adults 55 or older still have great capacity and desire to contribute through service. Many of them volunteer. According to the latest *Volunteering in America*¹⁸ statistics, 28.6 percent of people age 55-64 volunteer, 27.2 percent of people age 65-74 volunteer, and 18.2 percent of people 75 and older volunteer in NC. The volunteerism rate in NC is higher than the national rate for the age groups 55-64 and 65-74; it is lower than the national rate for those people 75 and older. Based on data from the Independent Sector¹⁹, the national value of volunteer time is \$21.79 (as of 2011); the dollar value of an hour of volunteer service in NC is \$18.80 (as of 2010).

SSP Survey #3, distributed to volunteers in the state, revealed the two largest categories of respondents were those 66-74 years of age (27.8 percent) and 55-64 years of age (22.7 percent). See Figure 1.

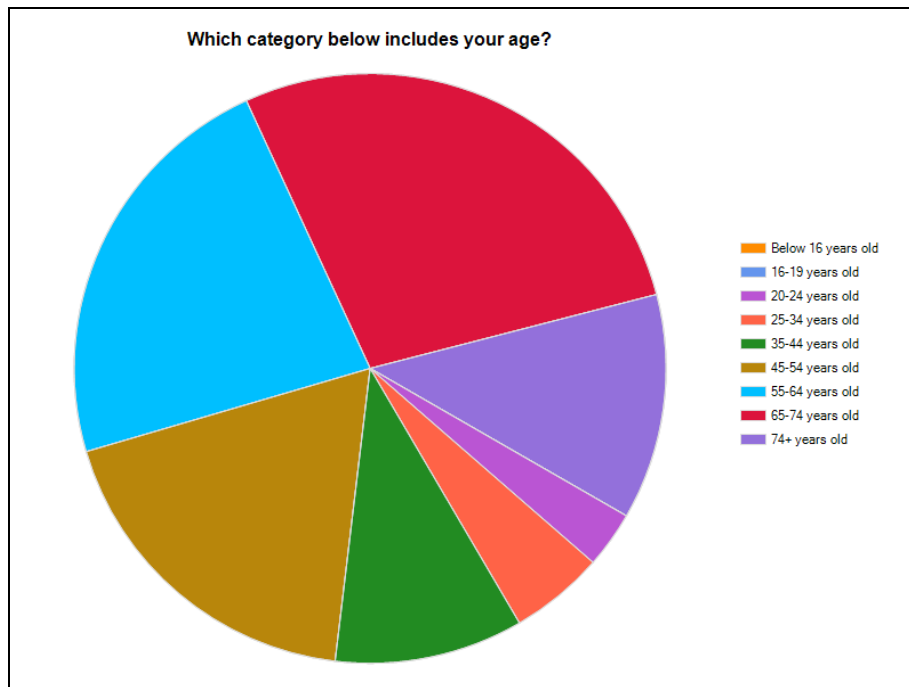


Figure 1.

Over 39 percent of volunteers who responded to SSP Survey #3 indicated they donate their time to nonprofits. More than 13 percent of the respondents volunteer with a local, county or state government agency; and over 9 percent volunteer with a religious organization. See Figure 2.

¹⁸ *Volunteering in America-Volunteering in North Carolina*; <http://www.volunteeringinamerica.gov/NC>

¹⁹ http://www.independentsector.org/volunteer_time

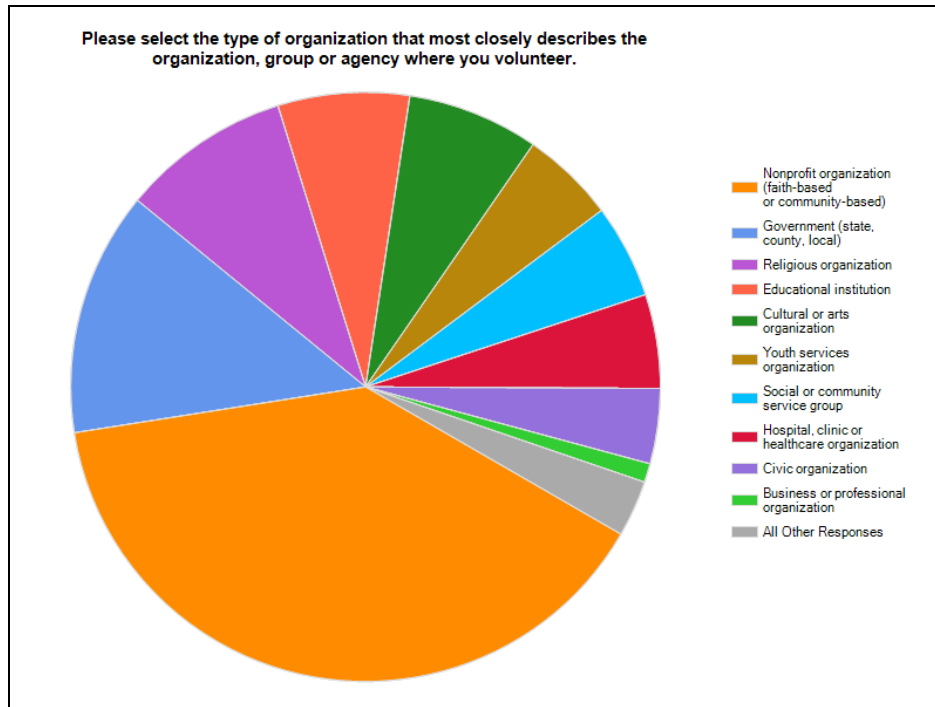


Figure 2.

There are significant opportunities to connect mentor retirees with emerging leadership and innovators which can lead to entrepreneurial activity and corresponding jobs. Older adults have great potential to serve as mentors by sharing their wisdom, professional knowledge and life experiences with younger volunteers. The desire of older adults to give back can be the catalyst for solving many critical unmet needs and social issues in local NC communities. Government and nonprofit leaders are beginning to recognize the potential to increase volunteerism and their ability to use this human capital resource.

SOCIAL IMPACT OF THE ROLES OF WORKERS AGE 55 OR OLDER IN THE COMMUNITY

The social impact of workers age 55+ in the community is significant. They are not only employees; they are also volunteers, caregivers, surrogate parents and consumers. The rising mature population brings knowledge, experience, civic-mindedness and other resources that are critical elements of the State's social capital that can improve the well-being of everyone in the state. Social benefits include a positive feeling, increased trust in others and increased social participation.

Older North Carolinians are making significant contributions to the state's vitality and livability. They are involved in building livable communities as spokespersons and agents of change, as service providers to drive innovation in the marketplace and as citizen participants on planning boards, bringing the voice of the older adult consumer to influence local decision making.

AARP research indicates the primary reason people don't volunteer is that no one has asked them. Nearly 7 in 10 non-volunteers have never been asked. The AARP research is consistent with results from the 2001 *Volunteerism in NC* survey sponsored by the State Commission and

conducted by N.C. Central University. Approximately 65 percent of those surveyed indicated they don't volunteer because no one has asked them.

Through the North Carolina Senior Corps programs, more than 8,200 volunteers serving in 1,200 organizations are already making a difference in their communities. Their activities address the needs of school-age children, homebound elderly, and a host of other social needs in counties across the state.

HEALTH AND SOCIAL BENEFITS OF ACTIVE ENGAGEMENT FOR ADULTS AGE 55 OR OLDER

Volunteer activities engage the mind and body. An active mind and healthy body can help enrich and support a healthy community. Research in the CNCS document *The Health Benefits of Volunteering* describes a positive relationship between volunteering and better health. As volunteers age, they often have lower mortality rates, greater mobility and lower rates of depression later in life than those who do not volunteer. "Comparisons of the health benefits of volunteering for different age groups have also shown that older volunteers are the most likely to receive greater benefits from volunteering, whether because they are more likely to face higher incidence of illness or because volunteering provides them with physical and social activity and a sense of purpose at a time when their social roles are changing. Evidence suggests that volunteering has a positive effect on social psychological factors, such as one's sense of purpose. In turn, positive social psychological factors are correlated with lower risks of poor physical health. Volunteering may enhance a person's social networks to buffer stress and reduce risk of disease."

In SSP Survey #1, 71.4 percent of respondents agreed that individuals who are 55 or older should be made aware of the health benefits associated with national service.

In SSP Survey #3, while most people indicated they volunteer to help others and do their part to give back to their community, many said they volunteered because they support the mission of the organization with which they serve. See Figure 3.

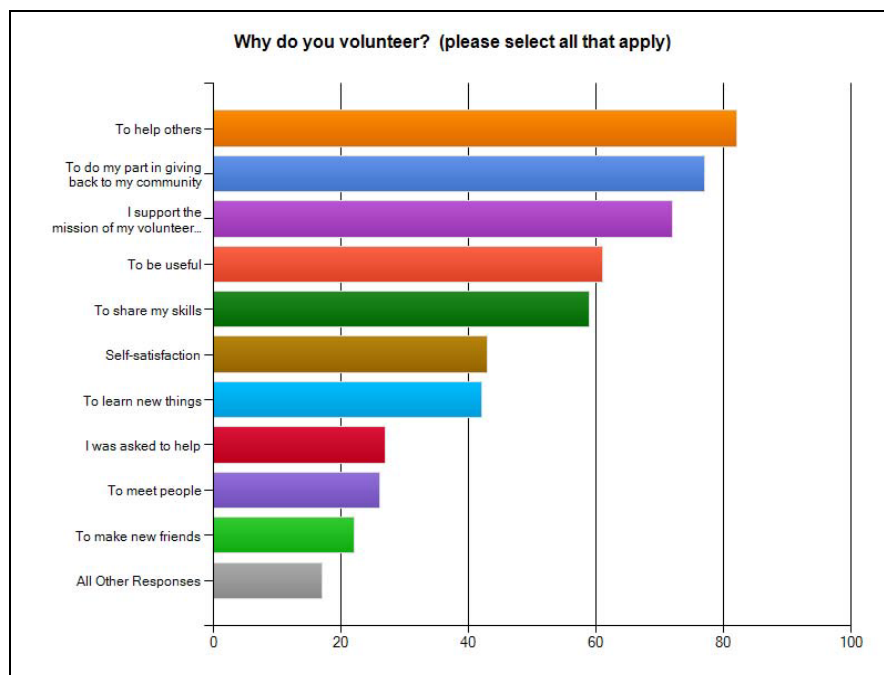


Figure 3.

RECOMMENDATIONS FOR POLICIES

Increase Services for Adults Age 55 or Older

Identify labor market needs in both volunteer and paid positions, update policies affecting older adults who choose to stay or rejoin the workforce, improve ways to connect older adults with job and volunteer openings, enhance both training and employment opportunities for older workers and ensure that the state serves as a role model for promoting the civic engagement of older adults.

Develop a state certification program for employers that are committed to an age-diverse workforce. Promote the certification program.

Utilize Adults Age 55 or Older as Sources of Social Capital

Create a policy and sustained statewide outreach that will leverage the talent of adults 55 or older to improve the quality of life in communities across NC. Establish methods for assisting older workers looking for meaningful employment and volunteer work and helping public agencies and nonprofit organizations that need the volunteers.

Utilize Skills and Experience to Address Community Needs

Create a policy that will launch the state's efforts to prepare for an aging workforce by taking advantage of the resources and talents of this growing population to meet critical needs at the state and local levels.

Include volunteerism and national service information in retirement information for state employees.

RECOMMENDATIONS TO NC DEPARTMENT OF HEALTH AND HUMAN SERVICES, DIVISION OF AGING AND ADULT SERVICE

Over the past several years, the Commission has collaborated with NC Division of Aging and Adult Services through participation in a core group of 50 state aging liaisons to raise awareness about the aging population and its implications for all sectors and assess opportunities for further collaboration. This core group of representatives from state agencies is helping prepare state government to better serve and address the needs of an aging population.

The *North Carolina Aging Services Plan 2011-2015, Living Wise and Aging Well*²⁰, sets forth an agenda to better help North Carolina respond to the aging of our population. The plan, written by the Division of Aging and Adult Services (DAAS), NC Department of Health and Human Services, includes eight strategic goals to be addressed over the life of the plan. The plan was created through a process that included six regional policy roundtables attended by more than 600 people and input from stakeholders such as the state's 17 Area Agencies on Aging, the Governor's Advisory Council on Aging and the corps of aging liaisons representing the 50 state agencies. Core issues our state is faced with today and must be addressed for the future are identified in the plan. One of the goals in the plan is specific to volunteerism.

Goal 5

Empower older adults to engage in the community through volunteerism, lifelong learning, and civic activities. Below are objectives, strategies and performance measures for meeting this goal.

Objective 5.1

Promote volunteerism and other active engagement

²⁰ NC Aging Services Plan 2011-2015; http://www.ncdhhs.gov/aging/stplan/NC_Aging_Services_Plan_2011-2015.pdf

Strategies

- Collaborate with the NC Commission on Volunteerism and Community Service to implement their 2010-2013 State Service Plan for North Carolina to harness older volunteer experience.
- Provide opportunities for North Carolina libraries to assist them in planning and implementing life enrichment and learning for the baby boomer population.
- Provide training, technical assistance, and best-practice strategies to senior centers and volunteer centers to ensure they address the needs and interests of the baby boomers and older adults.
- Continue to work with senior centers across the state, North Carolina Association of Area Agencies on Aging (NC4A), and NC Association on Aging (NCAOA) and the Senior Center Alliance to build the capacity of senior center staff and increase the number of Centers of Merit and/or Excellence.

Performance Measures

- The aging and adult services network will promote volunteerism to increase the number of RSVP national service participants statewide with particular attention to those in rural areas.
- Local aging service providers and Senior Centers will partner with public libraries to enhance program content for serving the baby boomer population.
- DAAS, in partnership with UNC-CARES, will offer 2 Senior Center Management training modules
- At least 50 percent of all senior centers will achieve certification as Centers of Merit or Excellence.

The following recommendations from the Commission are meant to be in alignment with the goal and objectives described above in the *North Carolina Aging Services Plan 2011-2015*.

Outreach to Volunteer Centers and Lead Volunteer Connector Organizations

Through a collaborative partnership between the Commission and DAAS, encourage local partnerships between Senior Centers, volunteer centers, and lead volunteer connector organizations to address the needs and interests of the older population.

Senior Service in State Programs

Through a partnership between the Commission and DAAS and the corps of state agency aging liaisons, create an effort to weave senior service into state programs by engaging the time and talents of older adults to expand and enhance public services provided and supported by state government.

Collaborate with National Organizations – The Commission and DAAS will stay informed of existing research, innovative tools, effective practices and training and technical assistance by collaborating with national level organizations such as Purpose Prize, Civic Ventures, The American Society of Aging’s Civic Engagement Program, The National Council on Aging’s RespectAbility Program, Experience Wave (led by Harris Wofford, former US Senator and CNCS CEO), National Governors Association Center for Best Practice, Urban Institute’s Retirement Project, and AARP.

Capacity and Infrastructure Building – Explore methods for expanding the capacity and infrastructure of nonprofit service organizations to engage the growing Baby Boomer civic resource.

RECOMMENDATIONS FOR CIVIC ENGAGEMENT AND MULTIGENERATIONAL ACTIVITIES – ADULTS AGE 55 OR OLDER

North Carolina should tailor initiatives and activities to specific diverse adult population demographics, such as African Americans, Latino, American Indians, Asian Americans and other ethnic groups. An overarching recommendation for civic engagement and multigenerational activities is the development of a marketing plan to include outreach efforts to specific groups of professional older adults who can support early childhood education and care, family literacy, after-school programs, and respite services.

Early Childhood Education and Care, Family Literacy and After-School Programs

Mobilize and engage retired older adults in intergenerational activities to help ensure at-risk pre-school children are ready for school. Engage retired educators in mentoring or tutoring during the school day or after-school programs.

Respite Services

Engage older adults to deliver critically needed services to support independent living by providing respite services to alleviate caregiver burnout. While family and other informal caregivers play a critical role in providing long-term care, older adults can provide respite service.

Transition to Purposeful Work in their Post-Career Lives

Due to the high levels of education, wealth, skills and talents, the Baby Boomer generation will provide volunteer service that goes beyond what may have been provided by previous generations. Many Baby Boomers will volunteer their skills and talents as they serve in an opportunity related to their professional career, while others will volunteer their skills and talents in other areas. Nonprofits, organizations, businesses and government should maximize the impact of their Baby Boomers by ensuring they are effectively engaged with meaningful service. This should have an impact on retention rates. CNCS research indicates that each year about three in ten Baby Boomer volunteers do not return to service. Meaningful service and recognition provide Boomers with self-worth and community connectivity.

RECOMMENDATIONS FOR ENCOURAGING THE DEVELOPMENT OF ENCORE SERVICE PROGRAMS IN THE STATE

To increase the number of seniors involved in service, the State Commission will host an AmeriCorps grant writing session targeting organizations that provide services to individuals 55 and older (i.e. AARP and Senior Centers). Additional outreach and follow-up will be provided through emails, list-serves and phone calls. Outreach efforts may increase the number AmeriCorps grant applications received from organizations that serve older adults. Targeted outreach will be made to programs with the potential capacity for enrolling a significant number of AmeriCorps members age 55 or older that take advantage of the skills and experience members offer in program design and implementation.

Given their expertise in engaging volunteers 55 and older, we will explore the possibility of utilizing Senior Corps project directors and VISTA members as a bridge to non-profit organizations unfamiliar with the wealth of experience and talent that older volunteers can offer.

The Commission will promote existing successful national entrepreneurial encore career/service efforts, such as the Purpose Prize²¹, that enable people 55+ to put their passion to work for the common good.

²¹ <http://www.encore.org/prize>

MISCELLANEOUS SURVEY DATA

Important relative data was collected from surveys, but has not been described or included elsewhere in this 2013-2015 State Service Plan. This information will be considered when meeting the goals and objectives described in the SSP. It will also be used to create other strategies and road maps that will guide the work of Commission staff and Commissioners.

DATA FROM STAKEHOLDERS

(organizations, groups, educational institutions, governmental agencies, volunteer centers, lead volunteer connector organizations, hospitals, and national service programs)

General Information

- Nearly 99 percent of respondents indicated their entity engages volunteers.
- Most stakeholders engage adult or older-adult volunteers in a part-time capacity.
- Approximately 18 percent of stakeholders receive 20,000 hours or more of volunteer service each year.
- Nearly 94 percent of stakeholders agreed that volunteers create a positive change through their dedication and energy.

National Service

- Nearly 46 percent of stakeholders indicated their entity had engaged members of a national service program.
- Approximately 18 percent of respondents requested national service information.

Volunteering

- Nearly 44 percent of the stakeholders indicated people know who to contact in their county to learn about volunteer opportunities, while over 30 percent of respondents indicated people do not know who to contact.
- Approximately 78 percent of stakeholders indicated there are enough volunteer opportunities in their county.
- Nearly 87 percent of stakeholders indicated that more volunteers are needed in their county.
- Only 36 percent of stakeholders indicated local volunteer opportunities are widely advertised in their county.

Governor's Award for Volunteer Service

- Nearly 62 percent of stakeholders were familiar with the Awards program, while nearly 35 percent of stakeholders were not familiar with the program.

Business/Corporation Stakeholders

- Nearly 57 percent of stakeholders indicated they have a volunteer coordinator who recruits and manages volunteers who donate time to their business/corporation.
- Over 21 percent of stakeholders have an employee volunteer program or policy in which their employees are provided paid time off to volunteer.
- Of the stakeholders with an employee volunteer program or policy, over 15 percent provide employees with 20-24 hours of paid leave annually, while over 12 percent provide their employees with 8-10 hours/annually.

Educational Institution Stakeholders

- Nearly 57 percent of respondents indicated their institution provides service-learning opportunities, while nearly 28 percent do not.

DATA FROM VOLUNTEERS

- Over 77 percent of survey responders were female volunteers; nearly 23 percent were male volunteers
- Over 11 percent of responders were veterans; approximately 17 percent were a member of a military family
- Nearly 43 percent of responders were unemployed; nearly 40 percent were employed full-time; 17 percent were employed part-time
- Over 45 percent of respondents volunteer more than 10 hours/month: nearly 21 percent volunteer 6-10 hours/month; and 34 percent volunteer 1-5 hours/month
- Over 79 percent of respondents volunteer with more than one organization; over 23 percent volunteer with 4 or more organizations
- Nearly 29 percent of respondents have volunteered for 11-20 years; nearly 27 percent have volunteered for more than 30 years; just over 9 percent have volunteered for 3 years or less.
- More than 80 percent of respondents indicated they were either very proud or extremely proud of their volunteer service.
- Over 71 percent of respondents indicated other members of their family also volunteer.
- Of the older adults that responded, only 14 percent indicated they visit a local Senior Center to learn about volunteer opportunities and available services.

What are the top five places people volunteer?

- nonprofit organizations
- government
- religious organizations
- educational institutions
- cultural or arts organizations

What are the top five categories of volunteer service?

- professional/management assistance
- faith-based volunteerism
- fundraising
- general office service
- tutor or teach

What are the top five reasons people volunteer?

- to help others
- to do their part in giving back to their community
- they support the mission of the organization for which they volunteer
- to be useful
- to share their skills

What are the top five reasons volunteers continue to serve?

- they see an ongoing need for their involvement
- volunteering gives them personal satisfaction
- their volunteer service is appreciated and recognized
- they contribute in significant ways that help others
- they are treated with respect

What are the top five ways in which volunteers learn about local volunteer opportunities?

- word-of-mouth
- newspaper
- place of employment
- county government
- senior center

What are the top four reasons people quit volunteering?

- their life situation changed and they could no longer volunteer
- volunteering takes too much time and they no longer had time to help
- their service was not appreciated or recognized by the organization
- there were too many procedures and policies for volunteers to follow

CONCLUSION

Using national service and volunteerism as the catalyst for solving critical social issues and meeting critical local needs is necessary in North Carolina. The State Commission, State Corporation office, national service programs, volunteer centers, lead volunteer connector organizations, businesses/corporations, educational institutions, nonprofit organizations, and our many other stakeholders will work together to help solve the issues and meet the needs. Through effective and efficient collaboration, communication, coordination and cooperation, together we will move service and volunteerism forward in NC over the next three years.



APPENDIX: Measuring Performance

2013-15 State Service Plan Strategy Charts

Serve America Act – Priority Focus Areas

DISASTER SERVICES

Goal: help NC and local communities better prepare, respond, recover and mitigate disasters and increase community resiliency.

Objectives	Strategies	Priority Measures
1. Increase educational outreach focused on the purpose and value of the National Civilian Community Corps (NCCC) and FEMA Corps.	1.1. Build the knowledge base of national service programs. 1.2. Increase the knowledge base of national service programs, state agencies, nonprofits, and other partners or potential partners regarding NCCC and FEMA Corps.	1.1. NCCC and FEMA Corps presentation made annually at one AmeriCorps Program Director meeting. 1.2. Make educational presentation at one Commission meeting annually. 1.3. Educate volunteer centers and lead volunteer connector organizations annually re: NCCC and FEMA Corps.
2. Increase disaster assistance provided by the Commission office that results in better preparedness, response, recovery and mitigation efforts by people in the state.	2.1. Provide Donations/Volunteer Management training, as requested by organizations, agencies, national service programs, etc. 2.2. Continue to partner with NCVOAD and its member organizations to be supportive in long-term recovery efforts after disasters. 2.3. Promote ReadyNC and Citizen Corps, and its related volunteer programs, throughout the state pre-disaster.	2.1. Attend 75% of NCVOAD meetings each year. 2.2. Promote ReadyNC in press releases throughout the year, especially during Severe Weather Awareness Week, National Preparedness Month, and before/during peak hurricane season. 2.3. Promote disaster services training opportunities on the Commission's website.
3. Increase awareness of the disaster services role in the State Commission.	3.1. Promote training opportunities to stakeholders. 3.2. Ensure disaster services is included in educational presentations about the Commission. 3.3. Ensure that all national service programs with a presence in NC are aware of the Commission's role in disaster services.	3.1. Create outreach material and distribute to all national service programs in NC. 3.2. Provide outreach material to stakeholders.

ECONOMIC OPPORTUNITY

Goal: determine the best way to provide support and/or facilitate access to services and resources that contribute to the improved economic well-being and security of economically-disadvantaged people.

Objectives	Strategies	Priority Measures
1. Promote AmeriCorps and national service in economically-disadvantaged communities in NC.	1.1. Develop three-year outreach plan for national service that includes a focus on economically-disadvantaged communities.	1.1. Outreach plan is designed in Year One. 1.2. Outreach plan is implemented in Year Two.
2. Identify potential AmeriCorps programs in rural or economically-disadvantaged communities.	2.1. Programs may be focused on increasing access to services and benefits that contribute to enhanced financial literacy; transitioning/ remaining in safe, healthy, affordable housing; or improving employability of individuals that lead to the increased success for becoming employed. 2.2. Engage Commissioners in outreach efforts.	2.1. Identify potential programs and make them aware of AmeriCorps training/technical assistance sessions.
3. Encourage volunteerism to support economic opportunity, especially in economically-disadvantaged communities.	3.1. Promote volunteerism that supports economic opportunity through the Volunteer Center Services Network.	3.1. Outreach document is developed and distributed annually to describe the Serve America Act that emphasizes volunteerism in economic opportunity.

EDUCATION

Goal: determine the best way to provide support and/or facilitate access to services and resources that contribute to improved educational outcomes for economically-disadvantaged people, especially children.

Objectives	Strategies	Priority Measures
1. Promote AmeriCorps and national service in economically-disadvantaged communities to improve education, especially in children.	1.1. Develop three-year outreach plan for national service that includes a focus on economically-disadvantaged communities to improve education.	1.1. Outreach plan is designed in Year One. 1.2. Outreach plan is implemented in Year Two.
2. Identify potential AmeriCorps programs in rural or economically-disadvantaged communities that focus on improving education in children.	2.1. Programs may be focused on improving school readiness for young children or improving educational and behavioral outcomes of students. 2.2. Engage Commissioners in outreach efforts.	2.1. Identify potential programs and make them aware of AmeriCorps training/technical assistance sessions.
3. Encourage volunteerism that improves educational outcomes, especially in economically-disadvantaged communities.	3.1. Promote volunteerism in education through the Volunteer Center Services Network.	3.1. Outreach document is developed and distributed annually to describe the Serve America Act that emphasizes volunteerism in education.

ENVIRONMENTAL STEWARDSHIP

Goal: determine the best way to provide services that contribute to increased energy and water efficiency, renewable energy use, or improving at-risk ecosystems, and support increased citizen behavioral change leading to increased efficiency, renewable energy use, and ecosystem improvements, particularly in economically-disadvantaged households and economically-disadvantaged communities.

Objectives	Strategies	Priority Measures
1. Promote AmeriCorps/national service in economically-disadvantaged households and communities that result in increased citizen behavioral change in energy and water efficiency, renewable energy use, or improving at-risk ecosystems.	1.1. Develop three-year plan for national service that includes a focus on environmental stewardship in economically-disadvantaged households and communities.	1.1. Outreach plan designed in Year One. 1.2. Outreach plan implemented in Year Two.
2. Identify potential AmeriCorps programs in rural or economically-disadvantaged communities that focus on environmental stewardship.	2.1. Programs may be focused on decreasing energy and water consumption, improving at-risk ecosystems, increasing behavioral changes that result in good environmental stewardship, increasing green training opportunities.	2.1. Identify potential programs and make them aware of AmeriCorps training/technical assistance sessions.
3. Encourage volunteerism that focuses on environmental stewardship, especially in economically-disadvantaged communities.	3.1. Promote volunteerism in environmental stewardship through the Volunteer Center Services Network.	3.1. Outreach document is developed and distributed annually to describe the Serve America Act that emphasizes volunteerism in environmental stewardship.

HEALTHY FUTURES

Goal: determine the best way to meet health needs within communities including access to care, aging in place, and addressing childhood obesity.

Objectives	Strategies	Priority Measures
1. Promote AmeriCorps and national service that result in an increase in meeting health needs, especially access to care, aging in place and addressing childhood obesity.	1.1. Develop three-year plan for national service that includes a focus on healthy futures.	1.1. Outreach plan designed in Year One. 1.2. Outreach plan implemented in Year Two.
2. Identify potential AmeriCorps programs that focus on healthy futures.	2.1. Programs may be focused on increasing seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible; increasing physical activity and improving nutrition in youth with the purpose of reducing childhood obesity, or improving access to primary and preventive health care for communities served by CNCS-supported programs.	2.1. Identify potential programs and make them aware of AmeriCorps training/technical assistance sessions.
3. Encourage volunteerism that focuses on healthy futures, especially in economically-disadvantaged communities.	3.1. Promote volunteerism in healthy futures through the Volunteer Center Services Network.	3.1. Outreach document is developed and distributed annually to describe the Serve America Act that emphasizes volunteerism in healthy futures.

VETERANS AND MILITARY FAMILIES

Goal: determine the best way to positively impact the quality of life of veterans and improve military family strength.

Objectives	Strategies	Priority Measures
1. Promote AmeriCorps and national service as a means to impact the quality of life of veterans and improve military family strength.	1.1. Develop three-year plan for national service that includes a focus on veterans and military families.	1.1. Outreach plan designed in Year One. 1.2. Outreach plan implemented in Year Two.
2. Identify potential AmeriCorps programs that focus on veterans and military families.	2.1. Programs may be focused on increasing the number of veterans and military service members and their families served by CNCS-supported programs, and the number of veterans and military family members engaged in service provision through CNCS-supported programs.	2.1. Identify potential programs and make them aware of AmeriCorps training/technical assistance sessions.
3. Encourage volunteerism that focuses on improving the life of veterans and improving the strength of military families.	3.1. Promote volunteerism to support veterans and military families through the Volunteer Center Services Network.	3.1. Outreach document is developed and distributed annually to describe the Serve America Act that emphasizes volunteerism that positively impacts the quality of life of veterans and improves military family strength.