

2011-2015
STRATEGIC PLAN



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SERVE NEBRASKA

2011-2015 Strategic Plan

Overview

ServeNebraska's 2011-2015 Strategic Plan is a five-year plan setting out the Commission priorities and goals. In implementing this plan, partnerships will be maximized and the Commission's role in furthering the quality of life in Nebraska will be expanded.

Through the programs of ServeNebraska, Nebraskans are investing their time, energy and talent to improve the lives of others and strengthen their communities. By uniting together and forging new community ties, Nebraskans demonstrate strength of character and sense of purpose. When Nebraskans participate in service and volunteering, creative solutions can be found to address critical local needs even in difficult and challenging economic times.

The Commission is a leader for national service in Nebraska and emphasizes that programming should be flexible to meet local needs, strengthen the capacity of communities and organizations to support successful programming and provide meaningful opportunities for Nebraskans to serve and improve the lives of themselves and the people they serve.

In June and July of 2010, ServeNebraska hosted a unique and unprecedented six-city Listening Tour, "Nebraska Voices for Volunteerism." The Listening Tour provided an opportunity for community members and stakeholders to share their thoughts on what the most pressing needs are in their communities. Listening Tour participants were asked how service and volunteerism could help address these needs, such as hunger, homelessness, unemployment, illiteracy, high school dropout rates, health issues, returning veterans' needs and the environment.

Tour stops included the following cities: Gering/Scottsbluff, North Platte, Kearney, Columbus, Lincoln, and Omaha. People who attended the six-city listening tour represented K-12 schools; aging networks; colleges/universities; faith-based organizations; nonprofit agencies; public safety; community based organizations; community leaders; businesses; healthcare; elected officials; concerned citizens; foundations; corporations; service organizations; state government; media and national service (AmeriCorps, Senior Corps, Learn and Serve, VISTA).

Nearly 130 people lent their diverse voices and thoughts to discussions that centered around community challenges and how volunteerism and national service programs can be expanded and utilized more

effectively to meet local needs and improve the quality of life for citizens in these and other communities throughout Nebraska.

Complementing the Listening Tour was a broad online survey conducted by ServeNebraska in the fall of 2009 to gauge the perceptions of stakeholders as to the greatest needs of aging Nebraskans and means of inspiring those ages 55 and over to serve.

The ServeNebraska five-year Strategic Plan is aimed at utilizing service as a strategy to guide Nebraska during these difficult economic times. The valuable community input gathered from the 2010 Listening Tour prepared ServeNebraska and its service partners to be inclusive of a variety of opinions and key issues from a diverse group of voices to be included in the plan. In October 2010, ServeNebraska Commissioners and staff met for two-days in Nebraska City to examine ServeNebraska's prior planning, to analyze its current programming, to review the Listening Tour voices, and to begin developing the Strategic Plan for the next five years.

The Strategic Plan provides a roadmap for using national service and volunteerism to address critical challenges facing Nebraska communities. It builds on the strong foundation of national service and volunteerism which has developed in Nebraska with the leadership of ServeNebraska. The goals and objectives identified in the 2011-2015 Strategic Plan recognize the critical role that ServeNebraska plays in engaging Nebraskans in service to solve community problems, support our most vulnerable citizens, strengthen the voluntary sector and lead the effort to increase volunteerism while adding to the professional skills of Nebraskans to manage more volunteers.

ServeNebraska's mission is vibrant and alive through participants in Commission programs who mentor and support students in after school programs; assist probationers to improve their education and gain employment; recruit, train and manage community volunteers; expand economic resources and instill community identity; integrate new Americans into their communities; support returning veterans; help youth and adults improve their literacy; provide at-risk youth opportunities to learn skills and help their neighbors; develop inclusive service projects for youth with disabilities; and recognize the extraordinary community service and volunteerism of deserving Nebraskans who continue to demonstrate their willingness to help others.

ServeNebraska Mission

ServeNebraska ***mobilizes Nebraskans to strengthen their communities through collaboration, volunteering and national service programming.*** This mission statement is simple in its design but inclusive in categorizing everything the Commission does – mobilize Nebraskans; strengthen communities; collaborate; volunteer; national service programs.

The Commission's primary role is to provide resources and leadership to support local initiatives that tackle community needs. As the state service commission, ServeNebraska will direct effective national service programs, disability inclusion initiatives, training opportunities and volunteer service recognition awards to gain a specific set of results that meet pre-determined performance outcomes. The Commission makes grants; facilitates collaboration with other agencies, foundations, community organizations and state, local and tribal governments; facilitates sharing of online resources to nonprofits; provides leadership in volunteerism and service; and ensures the quality of member and recipient experiences and continued involvement.

ServeNebraska Values

Across ServeNebraska programs and strategic goals, the Commission integrates a set of values that shape and guide how the Commission does its work. These core values complement the plans specific strategies, which together inform how the Commission will accomplish its strategic goals.

Excellence – Pursuing the highest standards of performance in all endeavors through a spirit of continual improvement.

Responsiveness – Creatively exploring and embracing dynamic approaches to addressing current and emerging societal challenges.

Inclusiveness – Striving to involve and engage interested parties from all sectors of the state.

Collaboration – Involving complementary parties in mutually beneficial relationships.

Efficiency – Operating in a way which produces the greatest return for the least output of resources.

Integrity – Conducting all activities in accord with the highest ethical and moral standards.

ServeNebraska Programs

The Commission's work is carried out primarily through the following programs that engage people from communities across Nebraska and of all ages in service and volunteering.

- ***AmeriCorps*** – provides opportunities for 200-300 Nebraskans each year to provide intensive results-driven service to meet critical community needs. AmeriCorps members serve in many nonprofit, faith-based and other local and governmental organizations.

- **Disability Inclusion** – provides inclusion training for national service members and programs, facilitates accommodations to make service opportunities possible for national service members with disabilities and cultivates an environment which increases the interest and engagement of those with disability in community service. The Disability Inclusion program further includes mini-grant opportunities to provide successful outreach to communities that are new to this philosophy.
- **Training and Professional Development** – ServeNebraska’s Training Program provides high quality in-person, distance learning and professional development to national service program members and others involved in community and national service. The signature events reflecting the Commission’s emphasis on AmeriCorps members are an annual Staff Launch, a member Kick-off / Swearing-In Ceremony and an end-of-year National Service Symposium to highlight reflection on each member’s year of service.
- **Award Recognition** – service awards highlight extraordinary service and volunteerism of Nebraskans from all corners of the state through the Governor’s Points of Light and the First Lady’s Community Service Awards. Photos of the winners are posted on the Commission website to extend appreciation and thanks for their exemplary service to Nebraskans.
- **Online Resource Library** – provide online resources, training, webinars, best practices and links for Nebraska that include professional information in several major topic areas that primarily benefit emerging nonprofits.

Goals of the Corporation for National and Community Service

ServeNebraska supports the strategic goals of its federal funding agency, the Corporation for National and Community Service (CNCS), and works to integrate them into the fabric of the Commission’s work. The Commission receives a majority of its funding from CNCS and appreciates the opportunity this funding provides to introduce and expand the reach of national and community service in Nebraska.

The new CNCS strategic plan emphasizes four goals as a foundation to initiate comprehensive, integrated and innovative approaches to shape solutions that work, and engage citizens at the center of the solutions. To that end, the strategic goals are a clear blueprint to the next five years for CNCS.

- **CNCS Goal 1** – Increase the impact of national service on community needs that achieve outcomes in Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures and Veterans and Military Families.

- **CNCS Goal 2** – Strengthen national service so that participants engaged in programs consistently find satisfaction, meaning and opportunity.
- **CNCS Goal 3** – Maximize the value we add to grantees, partners and participants.
- **CNCS Goal 4** – Fortify management operations and sustain a capable, responsive and accountable organization.

In Nebraska, the state Commission will develop innovative approaches, expand collaboration and coordination to increase volunteering, and work with agencies to increase national service programs and members to address key CNCS focus areas to meet local community needs. Within the context of these focus areas, ServeNebraska will contribute to the national outcomes by meeting and/or exceeding performance targets.

ServeNebraska's Strategic Focus

For the five-year period 2011-2015, ServeNebraska has identified three strategic focus areas where the Commission and its programs are positioned to lead the way to make a difference. Each of these focus areas – AmeriCorps and National Service, Community Volunteering and Sustainable Infrastructure – require that programs and initiatives work together to achieve critical common objectives, especially in similar areas such as promotion and external communications.

The Commission intends to complete a mid-term evaluation review in 2013 to assess the progress toward accomplishing the goals and objectives laid out in this plan. At that point, additional goals may be added, current goals may be revised, promising ideas may become more prominent, and/or the final years of the strategic plan may take a new direction entirely.

Commissioners and staff have developed goals and objectives for these focus areas that continue the strong leadership of the Commission and target the work of the Commission for 2011-2013.

STRATEGY AREA A: AmeriCorps and National Services

ServeNebraska has been very successful in securing quality applications for AmeriCorps programming applications and is able to subgrant all funds allocated from CNCS. In addition, supplemental AmeriCorps Formula funds have been requested for the last few years because of the strength of the continuation, re-competing and new applicants. As a result, the number of Nebraska AmeriCorps MSYs (member service years) has continued to increase. For the new strategic plan, the Commission will make data-driven decisions and emphasize continuous improvement as growth in AmeriCorps members and programs continues.

ServeNebraska invites interest and conducts outreach to organizations that may be interested in operating AmeriCorps programs through frequent mentioning of opportunities in the Commission's electronic newsletter & on the website as well as through discussions and presentations with individual non-profit, public, tribal, and faith-based groups. ServeNebraska engages groups such as the Nebraska Association of Resource Districts, Nebraska Rural Development Commission of the Department of Economic Development, Human Services Federation, Nonprofit Association of the Midlands and Omaha Serves.

The Commission is very proud to be a partner with Omaha Serves – a very strong and creative Cities of Service initiative. Another state service commission reported successfully presenting a City of Service proposal based on the Omaha Serves model to a group of mayors that led to development of three similar programs in their state.

Providing leadership in a rural state without an exceptional philanthropic community, ServeNebraska recognizes that successfully operating an AmeriCorps program can be challenging for many – especially smaller – organizations. As a result, the Commission has consciously reduced the minimum AmeriCorps program size to three (3) MSY and strongly encourage collaborative AmeriCorps projects led by a strong organizationally-evolved grantee. With this approach, ServeNebraska has developed a “best practice” replicable model in managing and monitoring very small programs to ever increasing levels of success in Nebraska's rural and frontier counties.

In addition, the Commission will strengthen its collaboration with the other service streams to improve the coordination of all national service (Senior Corps, VISTA, Learn and Serve) in Nebraska.

The AmeriCorps and National Service goals and objectives include the following. A more complete AmeriCorps and National Service **Strategic Action Plan** is included in Appendix A.

Goal #1: Increase Number of AmeriCorps Slots (MSYs)

ServeNebraska will have increased the social impact on individuals and communities served through AmeriCorps programs as evidenced by an increase in the number of AmeriCorps members (MSYs).

Objective 1.1: Determine baseline data of AmeriCorps members (MSYs) from 2009-2010 AmeriCorps program year.

Objective 1.2: Build capacity for current and new agencies to receive funding that increases Nebraska's MSYs.

Goal #2: Replicate Strong Performing Programs

ServeNebraska will have increased the social impact on individuals and communities served by AmeriCorps programs as evidenced by programmatic excellence that encourages replication of strong performing programs.

Objective 2.1: Programmatic excellence is monitored through each AmeriCorps program's compliance with federal and state standards.

Objective 2.2: Performance measures for each AmeriCorps program are closely monitored for impact on identified community problems.

Goal #3: Increase Nebraskans' Awareness of AmeriCorps

ServeNebraska will increase the awareness of Nebraskans of AmeriCorps and national service.

Objective 3.1: Commissioners meet more AmeriCorps members and increase exposure to AmeriCorps programs.

Objective 3.2: Publicize AmeriCorps in Nebraska through presentations to local community groups.

Objective 3.3: Publicize AmeriCorps in Nebraska through publications

Objective 3.4: Publicize AmeriCorps in Nebraska through press releases and social media.

Goal #4: Involve More Nebraskans in National Service

ServeNebraska will increase the exposure and involvement by Nebraskans in national service (AmeriCorps, AmeriCorps*VISTA, Senior Corps, Learn & Serve).

Objective 4.1: Publicize national service in Nebraska.

Objective 4.2: Increase coordination of national service in Nebraska.

STRATEGY AREA B: Community Volunteering

In more actively reaching out to new partners to collaborate on mutually beneficial projects and programs, the Commission counts the state's three established volunteer centers as strong partners in all endeavors. The current Commission Chair is the director of the volunteer center in Omaha. The director of the Columbus volunteer center is serving her first term as a Commissioner and the director of the Lincoln volunteer center provides extensive training and support for Commission efforts. More rural communities have set up a variety of sized volunteer centers in other parts of the state but the primary service they provide their communities is volunteer matching.

In order to enhance the Commission's reach and build upon Nebraska's Top 5 ranking in volunteerism rates (Source: Volunteering In America reports), ServeNebraska has established growing volunteerism in the state as a primary strategic direction. Central to this is identifying and engaging a volunteer "ambassador" contact in each of Nebraska's 93 counties. This contact would

then facilitate the sharing of key information and opportunities – strengthening involvement and cohesion. As part of efforts to enhance organizational sustainability, the Commission has also identified increasing involvement with service groups to be a key strategy. ServeNebraska is in the process of standardizing messaging and approach in order to uniformly be able to present a common image through presentations by Commissioners, staff, and key volunteers.

An innovative and creative approach to increasing volunteering and promoting Days of Service, the Commission would like to create a special new Nebraska Day of Service to facilitate the spirit of solidarity and promote service projects that improve local lives. Eventually, it is anticipated that this statewide promotion will involve a competition and growth of employee volunteer programs.

The Community Volunteering goals and objectives include the following. A more complete Community Volunteering ***Strategic Action Plan*** is included in Appendix A.

Goal #1: Increase Nebraska Volunteering Numbers

ServeNebraska will have developed strategies to extend service reporting in Nebraska communities by increasing the reporting of the number of volunteers, volunteer hours and organizations involved in volunteerism.

Objective 1.1: Determine 2010 Nebraska volunteering baseline data.

Objective 1.2: Develop an online database for county contacts to report volunteering data.

Goal #2: Develop Nebraska Volunteer Network

ServeNebraska will have developed volunteer partnerships in every county as evidenced by established county volunteer ambassadors.

Objective 2.1: Outreach to United Ways, volunteer centers and other stakeholders in each county to build a volunteer network.

Objective 2.2: Volunteer ambassadors are identified for each county and the Nebraska Volunteer Network (NVN) is organized.

Goal #3: Increase Nebraskans' Participation in Service Day Activities

ServeNebraska will have engaged more Nebraska citizens in volunteering as evidenced by an increase in the number of activities, events and projects completed to promote a new NE volunteer service day and National Days of Service.

Objective 3.1: Develop and promote a new Nebraska volunteering day to coincide with 9/11 Day of Service.

Objective 3.2: Promote National Days of Service.

Goal #4: Increase in Community Partnerships and Evaluation Report

ServeNebraska will have demonstrated a statewide impact of the community volunteerism initiative as evidenced by an increase in community partnerships and an evaluation report summarizing progress from 2011-2013.

Objective 4.1: Demonstrate an increase in community partnerships.

Objective 4.1: Publish an evaluation report to show impact of the community volunteerism initiative.

STRATEGY AREA C: Sustainable Infrastructure

ServeNebraska recognizes that any and all of its efforts depend upon its own continued existence. While Nebraska is a state with active philanthropic resources available mostly with specific parameters, ServeNebraska doesn't have an established philanthropic base. Within this environment, using creativity and vision, ServeNebraska will strive to engage individual and organizational partners who can further its growth and sustainability.

ServeNebraska has developed the Nebraska Volunteer Foundation to secure resources that support its mission. Much of the organizational development of this sister organization has taken place and it is ready to launch the operational growth and resource acquisition of the Nebraska Volunteer Foundation.

The Sustainable Infrastructure goals and objectives include the following. A more complete Strategic Infrastructure ***Strategic Action Plan*** is included in Appendix A.

Goal #1: Securing Financial Resources

ServeNebraska will have sufficient income from the public and private sectors as evidenced by sustainable resources to match federal administrative grant funds and support full staffing.

Objective 1.1: Support successful growth of Nebraska Volunteer Foundation (NVF) to secure private funding.

Objective 1.2: Develop and promote new Nebraska Day of Service to financially benefit Commission.

Objective 1.3: Build public partnerships that financially benefit Commission.

Objective 1.4: Secure new grants to financially benefit the Commission.

Goal #2: Commissioner Representation and Committee Structure

ServeNebraska will have qualified Commissioners committed to the mission as evidenced by a Commissioner represented in all required categories and committee structure that effectively meets the needs of the Commission.

Objective 2.1: Recruit new Commissioners to fill all required categories and ensure members are well trained.

Objective 2.2: Implement process for leadership succession in officer positions.

Objective 2.3: Commission committee structure is realigned to effectively carry out the strategic plan and maintain policy and organization oversight.

Goal #3: Publicize Commission Programs

ServeNebraska will have a multi-faceted marketing strategy to raise the visibility and communicate the value of the Commission as evidenced by corporate sponsorships and new financial resources for ServeNebraska.

Objective 3.1: Provide a media package to include video, publications and partnership opportunities to external entities to bring funds or in-kind donations to the Commission.

Objective 3.2: Strengthen and enhance the Commission's website presence to attract interest from sponsors and re-energize the Commission's Facebook and Twitter accounts.

Objective 3.3: Apply for grants and creative service award packages to strengthen and improve Commission marketing strategy.

Current Commission Initiatives and Leadership – 2011-2013

ServeNebraska practices continual improvement as an operating principle. As such, the Commission has already embarked on many initiatives that support the aims of this Strategic Plan. Included among these are the following.

Redesign of ServeNebraska's Online Resource Library

- Partnering with Lincoln human services organizations, Omaha Serves, AIM Institute, Nonprofit Association of the Midlands.
- Move current online resource library to new website with expanded capacity and listings.
- New name and logo for integrated online resource library.
 - Name: ***Let's Build Nebraska – Resources to Build Great Nonprofits***
- Redesign implemented for launch by January 1, 2012.
- Two categories of resources:
 - training/webinars/links/articles/documents and
 - coaches/mentors for "live" connection to assist emerging nonprofits or strengthen existing nonprofits
- Graduate student intern secured to manage project, website upgrades, Q/A, quality control.

AmeriCorps Outreach and Awareness Campaign

- Develop and place posters in all colleges and high schools in state to promote national service as a solution to local community problems.

- Develop PSAs to promote AmeriCorps national service to help Nebraska communities meet critical needs.
- Secondary benefit of promotional campaign will be to bring new people into national service.

Partner with Nebraska Rural Development Commission on State Conference on Rural Development

- Develop Volunteer Development Track of training sessions at the conference to be held in North Platte, April 18, 2012.
- Bring First Lady's Awards Ceremony to event held in rural Nebraska.
- Reach out to new audiences to expand community and national service, volunteerism and AmeriCorps awareness to benefit rural economic development.

Emerging Partnership with Department of Health and Human Services (DHHS) / Division of Developmental Disabilities (DDD)

- Explore how the Commission can partner on a project to develop a Youth Leadership training curriculum for middle and high school youth on disability awareness and mentoring.
- Project approach and scope are yet to be defined but potentially the Commission would manage DHHS/DDD funds to develop or adapt curriculum for training working with Gallup.
- Work with Dept of Education, identify schools to pilot the program to train self-selected students as inclusion mentors so students with intellectual disabilities will have a circle of friends led by the student mentors who ensure the disabled students are integrated and included in all aspects of school and activities.

Days of Service – New Grant Applications

- ServeNebraska will continue to submit grant applications on an annual basis for the following three lead agency grants sponsored by Youth Service America with funds provided by the State Farm Foundation.
 - Sodexo Lead Organizer Grants - \$2,000 grant for organizations to lead their state in organizing community-wide efforts to fight childhood hunger for Global Youth Service Day (April 20-22, 2012).
 - 2012 Global Youth Service Day - \$2,000 grant for organizations to lead their state in organizing community-wide efforts to promote Global Youth Service Day (April 20-22, 2012).
 - 9/11 Day of Service and Remembrance Day - \$2,500 grant for organizations to lead their state in organizing projects that mobilize volunteers to pay tribute to the lives and memories of the victims and heroes of 9/11 through service and remembrance activities (September 11, 2011).

- Researching and applying for selective grants that will support the strategies, operations, projects and programs of ServeNebraska will be an emphasis of the Commission in succeeding years.

New Focus of Training and Professional Development for AmeriCorps / National Service

- Changed from emphasis on individual in-person trainings to:
 - Three AmeriCorps member / staff signature training events that will promote participation from all AmeriCorps members and staff.
 - Distance trainings through partnership with Nebraska community colleges and other educational institutions.
- The three signature training events for AmeriCorps members/staff will include:
 - Program Staff Launch (August)
 - Kick-off & Swearing-In Ceremony (October)
 - AmeriCorps/National Service Symposium (May) to reflect on the service year.
- Emphasize the concept of Civic Reflection and introduce at the Kick-off annually to culminate at the annual Symposium to celebrate the service year.
 - Commissioners will be invited to attend these events to actively engage with members and program staff to learn more about the different Nebraska AmeriCorps programs.
- Commission will partner on conferences instead of sponsoring one major statewide conference on its own, as it has in the past. This new approach will capitalize on existing audiences, increase collaboration and operate more efficiently.
- Organizations with statewide conferences will be sought to expand the impact of the Commission's mission / message to new audiences.
- Strengthen fee-for-service training

Special Emphasis for AmeriCorps Programs – Veterans Corps

- Encourage current programs and/or new agencies to develop an AmeriCorps program to assist returning veterans (military and National Guard).
- Enhance recruitment efforts to engage veterans to continue their service as AmeriCorps members.
- Adopt a primary focus on connecting veterans to service assistance programs available to them.

Promising Ideas for 2013-2015

As the Commission looks ahead beyond the immediate opportunities and demands, ServeNebraska has the opportunity to further benefit Nebraskans and those seeking to help others, through an expanded role included in the following new ideas and directions:

Encourage new or current AmeriCorps programs to create programs to serve veterans with disabilities...

- Create or expand a Veterans Corps program to support to returning disabled veterans included active and inactive military and National Guard.
- Develop special service day to recognize returning veterans.

Develop a state Volunteer Management Certification program...

- Research/analyze existing national programs
- Determine value of Nebraska specific program
- Partner with community colleges to have an academic program for college credit
- Create a fee structure to generate income for the Commission

Develop an online resource of names of Nebraska organizations that use volunteers...

- Provide a resource identifying organizations where someone could locate volunteer opportunities
- Provide brief information about each organization including a successful and positive example of volunteering
- Develop a map to locate organizations in certain areas of the state
- Sponsors could be secured to support the site in return for advertising their name
- This is not a volunteer match site but a resource to help people know the name of organizations throughout the state who recruit volunteers

Re-energize Commission initiative to increase employee volunteer programs...

- Integrate initiative with new Nebraska Day of Service
- Recruit corporations with strong employee volunteer programs as leaders and sponsors

Coordinate a National Service leadership initiative...

- Led by national service leaders who serve as Commissioners
- Collaborate on initiatives to increase awareness of all national service
- Develop a unified effort to promote national service throughout Nebraska by highlighting the services, success stories and service impact on recipients in communities all over Nebraska

APPENDIX A

Strategic Action Plans:

- 1. AmeriCorps and National Service***
- 2. Community Volunteering***
- 3. Sustainable Infrastructure***

STRATEGY AREA: AmeriCorps & National Service

GOAL #1: Serve Nebraska will have increased the social impact on individuals and communities served through AmeriCorps programs as evidenced by an increase in the number of AmeriCorps members (MSYs).

Objective 1.1: Determine baseline data of AmeriCorps members (MSYs) from 2009-2010 AmeriCorps program year.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Use data from 2009-2010 as baseline of number of Nebraska AmeriCorps program MSYs.	Staff	Jan-July 2011	2009-2010 AmeriCorps grant award data	Chart with programs' MSYs and total for Nebraska completed.	
Set goals for growth over next five years.	Commissioners	Oct 2011	Chart of all programs' 2009-2010 MSY data	Growth goals are met each program year.	

Objective 1.2: Build capacity for current and new agencies to receive funding that increases Nebraska's MSYs.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
New applicants request more MSYs and current programs' applications demonstrate increases in MSYs over previous year.	AmeriCorps applicants Commissioners Staff	Annually beginning with new RFA - Fall 2011	-TA from staff -Publicity/brochures -Promotion by Commissioners	-No. of new program applicants recruited -Increased MSYs applied for in applications	

STRATEGY AREA: AmeriCorps & National Service

GOAL #2: ServeNebraska will have increased the social impact on individuals and communities served by AmeriCorps programs as evidenced by programmatic excellence that encourages replication of strong performing programs.

<i>Objective 2.1: Programmatic excellence is monitored through each AmeriCorps program's compliance with federal and state standards.</i>					
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	How Will This Be Measured?	Notes / Progress
Commissioners review compliance status of all funded AmeriCorps programs to identify programs that can be replicated.	Commissioners	June each year	Reports of program compliance with CNCS federal & ServeNebraska state standards based on annual site monitoring visits.	Compliance reports reviewed and discussed annually.	
Facilitate annual Commissioner review of program compliance from annual monitoring site visits.	Staff	June each year	Standard chart & supporting information compiled reporting compliance for Commissioners' review	Information provided for quarterly Commissioner review	
<i>Objective 2.2: Performance measures for each AmeriCorps program are closely monitored for impact on identified community problems.</i>					
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	How Will This Be Measured?	Notes / Progress
Commissioner review of performance measure targets for each AmeriCorps program to identify programs that can be replicated.	Commissioner	Jan, Apr, July 2012	Performance measure targets from grant applications	Reviewed and discussed at committee meetings	
Facilitate quarterly Commissioner review of performance measure targets.	Staff	Dec, 2011; Mar, Jun, Oct 2012	Standard chart compiled reporting progress for Commissioners' review	Information provided for quarterly Commissioner review	

STRATEGY AREA: AmeriCorps & National Service

GOAL #3: Serve Nebraska will increase the awareness of Nebraskans of AmeriCorps and national service.

Objective 3.1: Commissioners meet more AmeriCorps members and increase exposure to AmeriCorps programs.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Commissioners invited to AmeriCorps events and activities to meet AmeriCorps members.	Commissioners	Oct 2011 - May 2012	-List of events & dates/times for Commissioners to attend. -Time to attend.	No. of Commissioners reporting to the Commission about their participation at events/activities & meeting members	
Commissioners visit AmeriCorps programs and host sites to directly learn about the program & its impact on the community.	Commissioners	Oct 2011 - May 2012	-AmeriCorps program staff invites Commissioners to visit their programs and/or host sites. -Time to attend.	No. of Commissioners reporting to the Commission about visits to AmeriCorps programs & host sites	

Objective 3.2: Publicize AmeriCorps in Nebraska through presentations to local community groups.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Develop speakers' bureau to publicize AmeriCorps & programs of excellence.	Commissioners	Fall 2011	-Talking Guide -PowerPoint presentation (20-minutes) -Speakers -Training in public speaking	-Increased awareness, increased member applications, interest in replicating programs -Each Commissioner conducts or facilitates 2 speaking engagements	
Community group speaking engagements with service clubs (Kiwanis, Lions, Rotary, etc) in various parts of Nebraska	Commissioners AmeriCorps members AmeriCorps staff	Ongoing beginning in Spring 2012	-Speakers trained to deliver presentation -Details of speaking engagements (who, what, where, when) scheduled with assigned speakers -Presentations completed	-List of speakers recruited -Speakers are scheduled for speaking engagements -Compilation of data and number of engagements reported to Commission	

Objective 3.3: Publicize AmeriCorps in Nebraska through publications.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Identify specific audiences for Commissioner outreach.	Commissioners	Jan - July, 2011	Audience list identified: colleges; city management; agencies; K-12 entities; corporations; media, county government; foundations	Commissioners assigned for audiences: colleges-Susan; city management-Susan; agencies-Jan, Jamie; K-12 entities-Donlynn; others-TBD	
Outreach brochure about AmeriCorps distributed to Nebraska audiences	Commissioners	Sept 2011 - July 2012	Outreach brochure about AmeriCorps	Numbers of brochures distributed & where reported at Commission meetings	

Nebraska AmeriCorps poster distributed to colleges and high schools	Commissioners	Sept 2011 - July 2012	Nebraska AmeriCorps poster	Numbers of posters printed and distributed & where reported at Commission meetings	
Objective 3.4: Publicize AmeriCorps in Nebraska through the press releases and social media.					
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Collaborate with Governor's PIO staff to issue AmeriCorps press releases from the Governor's office	Commissioners Staff	Ongoing		Track media coverage and publicity efforts	
Re-energize Commission's use of social media to spread the good word and work of AmeriCorps members & programs	Commissioners Staff	Fall 2011			

STRATEGY AREA: AmeriCorps & National Service

GOAL #4: ServeNebraska will increase the exposure and involvement by Nebraskans in national service (AmeriCorps, AmeriCorps*VISTA, Senior Corps, Learn & Serve).

Objective 4.1: Publicize national service in Nebraska.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Increased promotion of national service information and initiatives through media contacts and online communication.	Key national service personnel Staff	Ongoing reports at Commission meetings	-Information to be shared -Media contacts -Online vehicles for all national service streams	-Enhanced and increased publicity of national service, initiatives and needs -Track media coverage and publicity efforts	
Expansion of other national service information on ServeNebraska website.	Key national service personnel Staff	Jan 2012	Information to be shared online from each national service stream	Increase of website pages focused on other national service streams	

Objective 4.2: Increase coordination of national service in Nebraska.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
National service personnel will share initiatives and events with other streams of service.	Key national service personnel	Ongoing reports at Commission meetings		-Increased involvement of each national service stream in each other's initiatives -Attendance logs	
Wider promotion with other national service streams about ServeNebraska training and disability inclusion opportunities.	Commissioners Staff	Ongoing reports at Commission meetings		Increased involvement of other national service in ServeNebraska trainings	

STRATEGY AREA: Community Volunteering

GOAL #1: ServeNebraska will have developed strategies to extend service reporting in Nebraska communities by increasing the reporting of the number of volunteers, volunteer hours and organizations involved in volunteerism.

Objective 1.1: Determine 2010 Nebraska volunteering baseline data.						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Determine source for 2010 Nebr baseline volunteering data.	Commissioners	Nov - Dec 2010	2010 Volunteering in America Report	Source reports available, data categories & gaps identified.		
Identify specific data fields to collect as baseline data for Nebraska	Commissioners	Jan 2011	2010 Volunteering in America Report data for Nebraska	Data fields (1) number of volunteers, (2) number of volunteer hours, (3) organizations people volunteer for & (4) number of people 55+ volunteering		
Determine timeframe for data reporting to ServeNebraska	Commissioners	Jan 2011		Reporting will be quarterly		
Define "volunteering" and ensure uniformity with baseline data source definition.	Commissioners	Jan - July 2011	CNCS definition of volunteers in 2010 VIA Report: " Volunteers are defined as adults ages 16 years and older who performed unpaid volunteer activities for or through an organization. " Suggested adjustment: A person who voluntarily performs an unpaid service or activity through an organization to help others.	Draft definition developed: " A person who voluntarily offers herself / himself for a service or undertaking willingly and without pay to help others. "		
Objective 1.2: Develop an online database for county contacts to report volunteering data.						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Research local databases for compatibility & ability to roll-up 4 selected data fields to state system	Commissioners	Sept - Dec 2011	Contacts with existing agencies that collect local volunteering data	Compatible model identified that collects & rolls-up 4 data fields from local contacts		
Determine capability for current n website provider to develop new online database that can upload data from existing local databases.	Commissioners Staff	Dec - Jan 2012	-Computer programming details of Volunteer Solutions & other local databases -Analysis by Nebraska.gov	Website provider		
Determine resources needed to develop & maintain new online database to Commission website	Commissioners	Oct - Dec 2011				
Database built & available for county ambassadors to upload data & maintain their contact information.	County ambassadors Staff	April 2012	Resources acquired & online database developed			

STRATEGY AREA: Community Volunteering

GOAL #2: ServeNebraska will have developed volunteer partnerships in every county as evidenced by established county volunteer ambassadors.

Objective 2.1: Outreach to United Ways, volunteer centers and other stakeholders in each county to build a volunteer network.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	How Will This Be Measured?	Notes / Progress
Develop message to specify value of Nebraska Volunteer Network project for all possible stakeholders including United Ways & volunteer centers.	Commissioners	Jan - Sept 2011		Standard message developed; message developed to include: <ul style="list-style-type: none"> •ServeNE expanding volunteer network across the state; •ServeNE has interest in every county in Nebraska in direct correlation to the 2010 Listening Tours; •Promote civic engagement of youth & residents for lifelong volunteering; •Networking to exchange ideas; •Economic impact of volunteers; •NE nationally recognized for volunteer efforts but not all efforts included; •Need a contact willing to assist us in coordinating & reporting volunteering data in their area 	
Identify & develop form of uniform contact information for potential county ambassadors to submit to join the network.	Commissioners	Jan - July 2011		Form developed for contact information to get from county network volunteers: name, agency, address, phone (work, cell, home), fax, email, website, legislative district, best way to contact them.	
Assignments of Nebraska geographic areas to share project message about joining the network.	Commissioners	July 2011	Map of Nebraska volunteer regions	93 counties/regions divided among Commissioners.	
Present project at United Way state meeting & share message	Jamie, Commissioners	Sept 2011	Time on meeting agenda to present project	Presentation made and UW reps join the network	

Contact United Ways, volunteer centers and other county reps to join network.	Commissioners	Sept - Dec 2011	-Message developed for Commissioners -List of United Way & existing volunteer centers & contacts -List of other people to contacts (i.e., from NACO, other sources)	Commissioners have contacted potential ambassadors in their assigned regions and given all contacts an ambassador sign-up form.	
Objective 2.2: Volunteer ambassadors are identified for each county and the Nebraska Volunteer Network (NVN) is organized.					
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Volunteers submit their contact information and join the volunteer network.	Potential volunteer ambassadors	Oct 2011 - Jan 2012		Personal contact form submitted for each county	
Develop Nebraska Volunteer Network directory of contacts with mapping component of all contacts & catchment areas developed.	Commissioners	Jan - Apr 2012	-Contact info from county ambassadors that cover all 93 counties -Business card with online database given to each contact	Directory developed & put on SN website; communicated to Network members; business card magnet given to all contacts who register with volunteer network.	

STRATEGY AREA: Community Volunteering

GOAL #3: ServeNebraska will have engaged more Nebraska citizens in volunteering as evidenced by an increase in the number of activities, events and projects completed to promote a new NE volunteer service day and National Days of Service.

Objective 3.1: Develop and promote a new Nebraska volunteering day to coincide with 9/11 Day of Service.						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Develop an official name of the Nebraska volunteering day	Commissioners	Jan 2013				
Identify & recruit a champion to lead promotion	Commissioners	April 2013				
Governor issues proclamation for this new state day of service	Commissioners	July 2013		Governor's proclamation issued Governor & champion actively promote		
Develop method for public & organizations to register volunteering projects on SN website	Commissioners	July 2013				
Develop message & market & promote new Nebraska volunteering day	Commissioners	Apr - Sept 2013				
Upload local volunteering data to SN database	Communities & the public	Sept 2013				
Objective 3.2: Promote National Days of Service.						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Develop volunteering promotion to highlight key Days of Service & increase volunteering in local communities	Commissioners	Jan - Sept 2012	List of National Days of Service	Develop volunteering promotion to highlight key Days of Service & increase volunteering in local communities		
Develop method for public & organizations to register volunteering projects on SN website	Commissioners	July 2012	Samples from other states	Develop method for public & organizations to register volunteering projects on SN website		

STRATEGY AREA: Community Volunteering

GOAL #4: Serve Nebraska will have demonstrated a statewide impact of the community volunteerism initiative as evidenced by an increase in community partnerships and an evaluation report summarizing progress from 2011-2013.

Objective 4.1: Demonstrate an increase in community partnerships.						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Define community partnership.	Commissioners	Apr 2012		Definition given to network ambassadors.		
Develop baseline for number and name of current partnerships.	Commissioners Network ambassadors	Apr - July 2012	Survey baseline from network ambassadors for partnerships in their areas	Data compiled in a survey report.		
Data on community partnerships reported by volunteer ambassadors.	Network ambassadors	July 2013	Ambassadors' data entered online	Data reported in evaluation report.		
Objective 4.2: Publish an evaluation report to show impact of community volunteerism initiative.						
Action Steps	Action Steps	Action Steps	Action Steps	Action Steps	Action Steps	
Develop parameters for compiling data for report	Commissioners	Jan 2013	Discussion			
Contribute to & write report using parameters and showing increase in volunteering	Commissioners Staff	July - Dec 2013	Data reported by the stakeholders to inform the discussion	Draft report ready for Commission chair review/edits		
Distribute final Nebraska Volunteering Report to elected officials, funders, Network partners & others	Commissioners	Jan 2014	Published report	Report distributed		

STRATEGY AREA: Sustainable Infrastructure

GOAL #1: Serve Nebraska will have sufficient income from the public and private sectors as evidenced by sustainable resources to match federal administrative grant funds and support full staffing.

Objective 1.1: Support successful growth of Nebraska Volunteer Foundation (NVF) to secure private funding.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Leadership for NVF to move forward in securing funds for Commission.	Commission Vice-Chair	Oct 2010 - ongoing			
Provide strategic plan goals and project ideas to NVF for development of sponsorship packages	Commissioners NVF	July - Dec 2011	SN Projects that businesses want to sponsor (i.e., online resource library)		
Assist NVF with contacting businesses to solicit sponsors & follow-up first contacts	Commissioners NVF	July - Dec 2011	Names and contact information for businesses		
Inform Governor of campaign to raise funds through NVF	Commission Chair	July 2011			
Assist NVF in recruiting members for their Fund Advisory Committee	Commissioners	Oct - Dec 2011			
Coordinate communication with NVF Fund Advisory Committee for successful fundraising campaigns	Commissioners NVF	July 2011 - ongoing			

Objective 1.2: Develop and promote new Nebraska Day of Service to financially benefit Commission.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Create project around new Nebraska Day of Service that emphasizes business and corporate participation	Commissioners	Apr 2012	New Nebraska Day of Service date set		
Guidance for project publicized	Commissioners NVF Staff	July 2012	Project guidance developed		
Corporate sponsors with strong in-house volunteer programs recruited	NVF Commissioners	July - Aug 2012	Sponsorship packages developed		

Objective 1.3: Build public partnerships that financially benefit Commission.

Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress
Develop new partnerships & collaborations with state agencies that bring new funding to Commission.	Commissioners Staff	April 2011 - ongoing	List and contacts in potential state agencies and divisions	Up to two partnerships bring funds to the Commission annually.	
Collaborate with nonprofit agencies and organizations on projects that bring new funding to Commission.	Commissioners Staff	Oct 2010 - ongoing	List and contacts in potential nonprofit agencies and organizations	Up to two collaborations bring funds to the Commission annually.	

Objective 1.4: Secure new grants to financially benefit the Commission.					
Secure new grants for mission-related Commission programming from government sources.	Commissioners Staff	July 2011 - ongoing	Grants that are available that fit Commission's mission	New grants secured	
Secure new grants for mission-related Commission programming from private sources.	Commissioners Staff	July 2011 - ongoing	Grants that are available that fit Commission's mission	New grants secured	

STRATEGY AREA: Sustainable Infrastructure

GOAL #2: Serve Nebraska will have qualified Commissioners committed to the mission as evidenced by Commissioner representation in all categories and committee structure that effectively meets the needs of the Commission.

<i>Objective 2.1: Recruit new Commissioners to fill all required categories and ensure members are well trained.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Annually review Commissioner membership to ensure all categories are filled.	Commissioners	January annually	Current roster of Commissioners listed by category	Membership vacancies identified		
Recruit highly qualified persons to become Commissioners	Commissioners	Jan 2011 - ongoing	Talking points/guidance to becoming a Commissioner	All Commissioner categories are filled		
Mentor teams provide orientation to new Commissioners	Commissioners Staff	Aug - Sept annually	Orientation outline and updated Commissioner handbook	New Commissioner evaluation indicates increase in knowledge and understanding of the Commission's work and mission		
<i>Objective 2.2: Implement process for leadership succession in officer positions.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Develop process for succession of officers	Commissioners	Aug - Dec 2011				
Revise bylaws, as needed	Commissioners	April 2012				
<i>Objective 2.3: Commission committee structure is realigned to effectively carry out the strategic plan and maintain policy and organization oversight.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Standing and ad hoc committees realigned and work to accomplish strategic plan while maintaining core functions	Commissioners	July - Oct 2011 ongoing		New structure is implemented with fewer standing committees and more ad hoc short-term committees		
Committee assignments made based on Commissioner interests and needs of Commission	Commission chair	Aug 2011				

STRATEGY AREA: Sustainable Infrastructure

GOAL #3: Serve Nebraska will have a multi-faceted marketing strategy to raise the visibility and communicate the value of the Commission as evidenced by corporate sponsorships and new financial resources for ServeNebraska.

<i>Objective 3.1: Provide a media package to include video, publications and partnership opportunities to external entities to bring funds or in-kind donations to the Commission.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Develop media package with a PSA, a publication and partnership opportunities.	Commissioners Staff	July - Dec 2011	PSAs produced; brochure printed; flyer published	Sponsorship partners		
Distribute media package to potential sponsorship partners.	Commissioners	Oct 2011 - Apr 2012	List of media and business contacts			
Follow-up contacts with media and business contacts	Commissioners	Oct 2011 - Apr 2012				
<i>Objective 3.2: Strengthen and enhance the Commission's website presence to attract interest from sponsors.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Evaluate viewer perceptions of Commission website appeal, attractiveness and usability	Commissioners Staff	Jan - Apr 2012	Online survey on website to measure viewer perceptions			
Identify key ideas to improve the 'wow' factor for viewers	Commissioners Staff	Apr - July 2012	-Research to identify best upgrades to make -New source materials from other outstanding websites			
Commission's Facebook and Twitter accounts are re-energized and active	Commissioners Staff	January 2012 ongoing	-Social media intern			
Commission introduces enhanced website	Commission Staff	July - Aug 2010				
<i>Objective 3.3: Apply for grants and creative service award packages to strengthen and improve Commission marketing strategy.</i>						
Action Steps	Who Has Lead: Staff or Commissioners	Key Dates / Timeline	Resources Required?	Outcomes - How Will This Be Measured?	Notes / Progress	
Apply for funds or services to secure best practices consultation for Commission marketing strategy	Commissioners Staff	January 2011 - ongoing when opportunity available				

APPENDIX B

Community Volunteering Strategy

- 1. List of Counties by ServeNebraska Volunteer Region***
- 2. Map of ServeNebraska Volunteer Regions***

SERVENEBRASKA VOLUNTEER REGIONS

CENTRAL VOLUNTEER REGION	EAST VOLUNTEER REGION	NORTH CENTRAL VOLUNTEER REGION	NORTHEAST VOLUNTEER REGION	PANHANDLE VOLUNTEER REGION	SOUTHEAST VOLUNTEER REGION	SOUTHWEST VOLUNTEER REGION
Adams County Buffalo County Clay County Custer County Dawson County Franklin County Furnas County Gosper County Greeley County Hall County Hamilton County Harlan County Howard County Kearney County Nuckolls County Phelps County Sherman County Valley County Webster County	Douglas County Sarpy County Washington County	Boyd County Blaine County Brown County Cherry County Garfield County Grant County Holt County Hooker County Keya Paha County Loup County Rock County Thomas County Wheeler County	Antelope County Boone County Burt County Cedar County Colfax County Cuming County Dakota County Dixon County Dodge County Knox County Madison County Merrick County Nance County Platte County Pierce County Stanton County Thurston County Wayne County	Banner County Box Butte County Cheyenne County Dawes County Deuel County Garden County Kimball County Morrill County Scotts Bluff County Sheridan County Sioux County	Butler County Cass County Fillmore County Gage County Jefferson County Johnson County Lancaster County Nemaha County Otoe County Pawnee County Polk County Richardson County Saline County Saunders County Seward County Thayer County York County	Arthur County Chase County Dundy County Frontier County Hayes County Hitchcock County Keith County Lincoln County Logan County McPherson County Perkins County Red Willow County

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