



# CITIES OF SERVICE **RESOURCES**

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HOW TO DEVELOP A HIGH-IMPACT SERVICE PLAN

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## RESOURCES FOR STEP 1: INVEST IN LEADERSHIP

### 1A. EXAMPLE JOB DESCRIPTION, CHIEF SERVICE OFFICER

The Chief Service Officer (CSO) is responsible for developing and implementing the city's comprehensive service plan. He or she is a senior staff member in the Mayor's Office, reporting directly to the Mayor or an appropriate designee.

#### **Responsibilities include:**

- Convening administration experts, nonprofit organizations, local universities, local funders, and other key stakeholders to conduct an assessment of existing service levels and to develop a comprehensive service plan.
- Producing a coordinated citywide plan with detailed and specific initiatives to increase service.
- Identifying and developing collaborative working relationships with local and state service partners and colleges and universities.
- Securing additional funding from federal and state programs and other philanthropic resources.
- Coordinating and planning service-related events and media opportunities.
- Analyzing and assessing data indicators for programs and tracking progress against goals.

#### **Qualifications:**

- Understanding of city government, nonprofit, and volunteer organizations.
- Experience managing a team.
- Entrepreneurial spirit.
- Initiative, persistence, and positive attitude.
- Flexibility to meet multiple and unpredictable demands.
- Well-developed interpersonal and team working skills.
- Experience in program design, management, and evaluation.



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## **RESOURCES FOR STEP 2: IDENTIFY PRIORITY NEED AREAS AND SPECIFIC CHALLENGES, RESOURCES, AND OPPORTUNITIES**

### **2A. FOCUS GROUP MATERIALS**

- Focus group planning worksheet
- Suggested focus group questions
- Focus group insights template

### **2B. SURVEYS**

- Survey for volunteer-using organizations (nonprofits)
- Survey for city agencies
- Survey for K-12 schools

### **2C. EXAMPLES OF CROSS-CUTTING SERVICE CHALLENGES**

### **2D. STARTER LIST OF EXISTING RESEARCH ON SERVICE**

### **2E. SUMMARY WORKSHEET: STEP 2**



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## 2A. FOCUS GROUP MATERIALS

### FOCUS GROUP PLANNING WORKSHEET

Focus group discussions can provide cities with a wide range and depth of insight. They can be used to better understand your city's existing assets, build support for the overall plan and process, identify specific challenges within your **priority need areas**, define and prioritize **cross-cutting challenges**, discover existing work that could be elevated through Cities of Service, and generate new ideas for service initiatives.

#### Who should we include?

When thinking through which organizations and individuals to include in your planning and consultation process, you may find it useful to think about three different types of actors in the service system:

1. **Volunteer-connecting organizations** that aim to match individuals with volunteer opportunities at a range of organizations (e.g., United Way, HandsOn Network affiliates, volunteer centers) or build the overall system of service in a region (e.g., State Service Commissions, Corporation for National and Community Service State Offices).
2. **Volunteer-using organizations** such as local nonprofits, city agencies, and K-12 schools—here you will also want to pay particular attention to organizations that are actively involved in each **priority need area** you plan to focus on.
3. **Sources of volunteers** such as colleges and universities, service clubs, high schools and middle schools, youth organizations, faith-based groups and congregations, civic organizations, organizations that engage people over the age of 55 (such as AARP), local businesses, city agencies, and AmeriCorps programs.

You will also want to think through any other organizations or individuals that should be included, such as local philanthropists or foundations in your city that are interested in service, or any other champions, including service sector experts and Cities of Service staff. The worksheets provided are a guideline only—you may of course choose to involve fewer or more people in your focus groups than what is outlined here.

## FOCUS GROUP PLANNING WORKSHEET

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### VOLUNTEER-CONNECTING ORGANIZATIONS (E.G., HANDSON NETWORK AFFILIATE)

ORGANIZATION NAME

CONTACT NAME/INVITEE

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

---

### VOLUNTEER-USING ORGANIZATIONS

PRIORITY NEED AREA

CITY AGENCY/ORGANIZATION NAME

CONTACT NAME/INVITEE

**Priority need area 1**

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

**Priority need area 2**

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

**Priority need area 3**

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

## FOCUS GROUP PLANNING WORKSHEET

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### SOURCES OF VOLUNTEERS

|  | ORGANIZATION NAME | CONTACT NAME/INVITEE |
|--|-------------------|----------------------|
| <b>Colleges and universities</b>   | 1.                | 1.                   |
|  | 2.                | 2.                   |
|  | 3.                | 3.                   |
|  | 4.                | 4.                   |
|  | 5.                | 5.                   |
| <b>Other sources of volunteers</b><br><i>(e.g., schools, service clubs, local companies)</i> | 1.                | 1.                   |
|  | 2.                | 2.                   |
|  | 3.                | 3.                   |
|  | 4.                | 4.                   |
|  | 5.                | 5.                   |
| <b>Other stakeholders</b><br><i>(e.g., funders, philanthropists, service champions)</i>      | 1.                | 1.                   |
|  | 2.                | 2.                   |
|  | 3.                | 3.                   |
|  | 4.                | 4.                   |
|  | 5.                | 5.                   |

### What structure should we use?

There are many possible options and it will depend on the number of stakeholders you aim to include in your process. One basic schedule could look as follows:

- Focus group 1: Volunteer-connecting organizations
- Focus group 2: Volunteer-using organizations focused on **priority need area 1**
- Focus group 3: Volunteer-using organizations focused on **priority need area 2**
- Focus group 4: Colleges and universities
- Focus group 5: Businesses

## SUGGESTED FOCUS GROUP QUESTIONS

After you decide on the composition of your focus groups, you can move on to defining the discussion questions for each group. Outlined below is a potential list of questions that cities can tailor for their own work.

### For all focus groups:

- Which organizations, initiatives, or events do you believe have most successfully engaged citizens in service?
- What characteristics of those organizations, initiatives, or events are responsible for their success?
- What challenges do volunteer-using organizations and city agencies face when trying to offer more service opportunities to more people? What existing programs are in place to help expand volunteer management capacity?
- What challenges do citizens face when trying to connect to service opportunities? What existing systems help make these connections?
- What challenges do organizations that are key sources of volunteers (e.g., colleges, universities, local companies) face when trying to connect their students or employees to service opportunities? What is working well?
- Are there any other **cross-cutting challenges** standing in the way of our overall success?
- Who are the critical partners to consult with in order to address these **cross-cutting challenges**?

### For focus groups discussing a specific priority need area:

- What is your vision of success in this **priority need area**?
- What work is already underway to address this **priority need area**?
- What specific challenges are preventing you from achieving this vision of success?
- How can we use service to address these specific challenges?
- What existing efforts to address these challenges have been successful? Who is leading these efforts? How can we use service to expand or accelerate these efforts?
- What new efforts could be implemented to address these challenges?
- Who are the critical partners that we need to consult with to shape and refine our vision of success and clarify specific challenges?

## FOCUS GROUP INSIGHTS TEMPLATE

NAME OF FOCUS GROUP (E.G., EDUCATION):

.....

DATE:

.....

TIME:

.....

LOCATION:

.....

FACILITATOR:

.....

NOTE TAKER:

.....

*Focus groups should have a note taker in addition to the facilitator whose primary role is to record the discussion. At the end of the focus group session, the note taker should summarize the discussion and takeaways for the key questions.*

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### ATTENDEES

NAME

TITLE

ORGANIZATION

EMAIL ADDRESS

PHONE

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## SUMMARY:

### For all focus groups:

- Which organizations, initiatives, or events do you believe have most successfully engaged citizens in service?
- What characteristics of those organizations, initiatives, or events are responsible for their success?
- What challenges do volunteer-using organizations and city agencies face when trying to offer more service opportunities to more people? What existing programs are in place to help expand volunteer management capacity?
- What challenges do citizens face when trying to connect to service opportunities? What existing systems help make these connections?
- What challenges do organizations that are key sources of volunteers (e.g., colleges, universities, local companies) face when trying to connect their students or employees to service opportunities? What is working well?
- Are there any other **cross-cutting challenges** standing in the way of our overall success?
- Who are the critical partners to consult with in order to address these **cross-cutting challenges**?

### For focus groups discussing a specific priority need area:

- What is our vision of success in this **priority need area**?
- What work is already underway to address this **priority need area**?
- What specific challenges are preventing us from achieving this vision of success?
- How can we use service to address these specific challenges?
- What existing efforts to address these challenges could we expand or accelerate? Who is leading these efforts? How can we use service to expand or accelerate these efforts?
- What new efforts could be implemented to address these challenges?
- Who are the critical partners that we need to consult with to shape and refine our vision of success and clarify specific challenges?

## NEXT STEPS:

- What are the next steps we should take to act on the points brought up in the meeting?



## 2B. SURVEYS

Cities can also use surveys to gather information in addition to focus groups as outlined above. In the planning work for NYC Service, surveys were particularly useful in three areas where the aim was to solicit a broader range of responses than would be possible through focus groups alone:

- Volunteer-using organizations (nonprofits)
- City agencies
- K-12 public schools

The questionnaires and surveys provided are an initial template for cities to build on. They are deliberately simple and can be delivered through a basic web survey tool or over email. You will of course want to provide an introductory email explaining who you are and why you are asking for the target group's help.

## SURVEY FOR VOLUNTEER-USING ORGANIZATIONS (NONPROFITS)

### Standard questions:

- Organization name:
- Organization contact:

### Recommended questions:

- Do you currently focus any of your volunteer efforts on addressing the following issues? (Check all that apply)
  - Priority need area 1
  - Priority need area 2
  - Priority need area 3
- What specific challenges do you focus on within each **priority need area**? (Check all that apply)
  - Priority need area 1
  - Priority need area 2
  - Priority need area 3
- What existing service efforts do you already have in place to address these challenges? Please describe.
- What challenges do you face in engaging more individuals in your service efforts? (Check top two)
  - Lack of time/money/staff required to create new volunteer opportunities
  - Lack of time/money/staff required to manage existing volunteer opportunities
  - Difficulty attracting sufficient numbers of volunteers
  - Difficulty retaining committed/repeat volunteers
  - Difficulty measuring the impact of our volunteers
  - Other (Please describe)
- What other service efforts do you know of that you believe successfully address these challenges? Who is leading those efforts? Please describe.
- Generally, what do you believe are the characteristics of the most successful volunteer programs? Please describe.

### Other optional questions:

- Do you have a staff person dedicated to volunteer management? ( Yes /  No)
- Roughly how many unique volunteers does your organization engage each year?
- Do you measure the impact of activities that you conduct? If so, what are the typical metrics that you use? Please describe.
- Do you currently collect any information on volunteering in your city beyond what is directly relevant to your own organization (e.g., studies of volunteerism)? If so, please describe.

## SURVEY FOR CITY AGENCIES

### Standard questions:

- Agency:
- Agency contact:

### Recommended questions:

- Does your agency engage volunteers directly? ( Yes /  No)
- If no:
  - Could volunteers be helpful to your agency? ( Yes /  No)
  - What could you use them for? Please describe all possible opportunities.
  - Are you ever approached by potential volunteers? If so, please list where you refer them.
  - Why have you not engaged volunteers to date? (Check all that apply)
    - Lack of time/money/staff required to create new volunteer opportunities
    - Lack of time/money/staff required to manage existing volunteer opportunities
    - Difficulty attracting sufficient numbers of volunteers
    - Difficulty retaining committed/repeat volunteers
    - Difficulty measuring the impact of our volunteers
    - Not a good fit with the type of work we do
    - Other (Please describe)
- If yes, please answer the following questions. (Please do not include academic fellows or summer interns when answering these questions.)
  - How many unique/unduplicated volunteers do you engage in a year?
  - Do you have a staff person dedicated to volunteer management? ( Yes /  No)
  - Do you currently focus any of your volunteer efforts on addressing the following issues? (Check all that apply)
    - Priority need area 1**
    - Priority need area 2**
    - Priority need area 3**
    - Other (Please describe)
- What specific challenges do you focus on within these areas? Please describe.
- Please provide a brief description of each program that engages volunteers along with information on how volunteers are utilized (on a one-time basis, regular commitment, etc.) and what functions they perform.
- Which of these programs do you think are the most successful and are candidates for more growth? Please describe.

- What has been your biggest challenge in recruiting and engaging volunteers? (Check all that apply)
  - Lack of time/money/staff required to create new volunteer opportunities
  - Lack of time/money/staff required to manage existing volunteer opportunities
  - Difficulty attracting sufficient numbers of volunteers
  - Difficulty retaining committed/repeat volunteers
  - Difficulty measuring the impact of our volunteers
  - Not a good fit with the type of work we do
  - Other (Please describe)
  
- If potential volunteers approach your agency and you do not have an opportunity available, where do you refer them?

**Other optional questions:**

- How do you recruit volunteers? Do you use any external organizations or websites to help solicit volunteers? Which ones? Please describe.
  
- Does your agency operate other service programs? For example, projects where youth or other populations are engaged in service projects and receive a stipend? (Please do not include academic fellows or summer interns when answering these questions.)
  
- Generally, what do you believe are the characteristics of the most successful volunteer programs? Please describe.
  
- Do you measure the impact of service activities that you conduct? If so, what are the typical metrics that you use? Please describe.

## SURVEY FOR K-12 SCHOOLS

### Standard questions:

- School:
- District:
- School contact:
- Grades served:
- How many students are enrolled in your school?

### Recommended questions:

- Does your school include service as a requirement? ( Yes /  No)
- If you are a high school, does your school include service as a graduation requirement? ( Yes /  No)
- If service is not a requirement for all students, how many students are participating in service through school-led opportunities (e.g., service clubs, service-learning classes)?
- What are the barriers or challenges you face in offering service opportunities to more students? (Check all that apply)
  - School leaders and teachers do not think such efforts are valuable
  - Lack of staff/money/time to create opportunities
  - Lack of staff/money/time to supervise activities
  - Lack of appropriate/attractive opportunities
  - Transportation costs
  - Other (Please describe)

### Other optional questions:

- Do you have a staff person dedicated to student service? ( Yes /  No)
- How do you identify service opportunities? (Check all that apply)
  - We partner with local nonprofits
  - We create and organize our own opportunities
  - Parents and other community connections
  - Other (Please describe)



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## 2C. EXAMPLES OF CROSS-CUTTING SERVICE CHALLENGES

As you are thinking through the feedback from your focus groups and surveys, it may be useful to glance through some examples of **cross-cutting challenges** that were identified in NYC Service and other early efforts:

- It is not as easy as it should be for city residents to find meaningful service opportunities
- Technology could be better used to connect more people with volunteer opportunities
- The Mayor's Office can do more to identify and elevate high-impact volunteer opportunities
- Nonprofits have limited capacity and struggle to find ways to extend service opportunities to more people
- There is little technical support available for volunteer programs and volunteer managers
- Interest in service is high among youth but not every young person is given a chance to serve
- Nonprofits are not tapping into the large pool of volunteers with professional skills
- Key populations in the city are not being tapped to serve (e.g., specific ethnic groups, age groups, boomers, teens)
- The impact of service efforts is not measured
- Service organizations don't collaborate well on shared volunteer opportunities
- The overhead involved in readying a new volunteer (e.g., training, conducting background checks) is expensive and duplicative across organizations



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## 2D. STARTER LIST OF EXISTING RESEARCH ON SERVICE

### RESEARCH ON VOLUNTEERING AND NATIONAL SERVICE

#### Statistics on Volunteering

[Volunteering in America](#) provides access to information about volunteering trends, statistics, tools, resources, and information for the nation, U.S. regions, states, and major cities. Their website will also allow you to see how states and cities rank on different factors related to volunteering. The data for this website were collected through a supplement to the Current Population Survey (CPS) September Volunteer Supplement. The CPS is a monthly survey of about 60,000 households (approximately 100,000 adults), conducted by the U.S. Census Bureau for the Bureau of Labor Statistics. The Volunteer Supplement collects data on the volunteering activities of adults aged 16 and older. Volunteers are considered individuals who performed unpaid volunteer activities through or for an organization at any point during the 12-month period from September 1 of the prior year through the survey week in September of the survey year.

While Volunteering in America focuses on adult volunteers, information about student service-learning and youth volunteering can be found at:

- [Community Service and Service-Learning in America's Schools](#) is a 2008 survey of school principals on the prevalence of community service and service-learning in their schools.
- Tufts University's Center for Information and Research on Civic Learning and Engagement (CIRCLE) compiles information on [Volunteering & Community Service](#), and CIRCLE's own [2006 Civic and Political Health of the Nation](#) reports on community and political participation by young people ages 15 to 25.

#### Best Practices

[Volunteer Management Practices and Retention of Volunteers](#) reports on findings from a 2003 survey of volunteer management capacity among charities and congregations, determining their rate of adoption of nine recommended practices for volunteer management.

#### Making the Case for Service: Benefits to the Community

- [Independent Sector](#) estimates the value of volunteer time, based on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls (as determined by the Bureau of Labor Statistics). Independent Sector takes this figure and increases it by 12 percent to estimate for fringe benefits.
- Information about the impact of service on specific issues, including education, environment, health, and community development can be found in *The American Way to Change: How National Service and Volunteers are Transforming America* (Jossey-Bass, April 2009).

#### Making the Case for Service: Benefits to the Volunteer

In addition to resources that can be found on the Corporation for National and Community Service's [website](#), research on benefits to the volunteer can be found at:

- [Energize](#) provides links to research and resources on the benefits of volunteering to volunteer.
- [National Service-Learning Partnership](#) compiles research on how service-learning works and its effects on young people's learning, schools, and communities.

### **Health Rewards of Volunteering**

- Wilson, John. "Volunteering." *The Annual Review of Sociology*. Vol. 26: 215-240. 2000.
- Luoh, M-C., and Herzog, A. R., "Individual Consequences of Volunteer and Paid Work in Old Age: Health and Morality." *Journal of Health and Social Behavior*, 43(4): 490-509. 2002.
- Oman, D., Thoresen, C. A., and McMahon, K. "Volunteerism and mortality among the community dwelling elderly." *Journal of Health Psychology*, 4(3): 301-316. 1999.

### **Benefits of Service-Learning for Youth Achievement and Civic Engagement**

- Allen, Joseph P., Susan Philliber, Scott Herrling, & Gabriel P. Kuperminc. "Preventing Teen Pregnancy and Academic Failure: Experimental Evaluation of a Developmentally Based Approach." *Child Development*, 68(4): 729-742. 1997.
- Billig, S. H. "Support for K-12 service-learning practice: a brief review of the research." *Educational Horizons*, 80(4): 184-189. 2002.
- Youniss J., McLellan, I. A., & Yates, M. "What We Know About Engendering Civic Identity." *American Behavioral Scientist*, 40: 620-631. 1997.
- 2005 Deloitte Volunteer IMPACT Survey, <http://www.deloitte.com>.
- Hodgkinson, V., & Weitzman, M. *Giving and Volunteering in the United States*. Independent Sector. Washington, D.C. 1996.
- Points of Light Foundation and Center for Corporate Citizenship, Boston College. *Measuring Employee Volunteer Programs: The Human Resources Model*. 2005.



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## 2E. SUMMARY WORKSHEET: STEP 2

Once you have completed your initial consultation process, it may be useful to visualize your **priority need areas**, specific challenges, and **cross-cutting challenges** in the template provided below.

.....  
*Your city here*

| PRIORITY NEED AREA #1 | SPECIFIC CHALLENGES |
|-----------------------|---------------------|
|-----------------------|---------------------|

- 1.
- 2.
- 3.

| PRIORITY NEED AREA #2 | SPECIFIC CHALLENGES |
|-----------------------|---------------------|
|-----------------------|---------------------|

- 1.
- 2.
- 3.

| PRIORITY NEED AREA #3 | SPECIFIC CHALLENGES |
|-----------------------|---------------------|
|-----------------------|---------------------|

- 1.
- 2.
- 3.

| CROSS-CUTTING CHALLENGES |
|--------------------------|
|--------------------------|

| CROSS-CUTTING CHALLENGES |
|--------------------------|
|--------------------------|

| CROSS-CUTTING CHALLENGES |
|--------------------------|
|--------------------------|



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**RESOURCES FOR STEP 3: DEVELOP A SET OF SERVICE INITIATIVES TO ADDRESS THESE CHALLENGES**

**3A. INITIATIVE PROPOSAL TEMPLATE**

**3B. SAMPLE CRITERIA AND ASSESSMENT MATRIX**

**3C. INITIATIVE PLAN TEMPLATE**

**3D. INFORMATION ON STATE SERVICE COMMISSIONS AND CORPORATION STATE OFFICES**

**3E. SUMMARY WORKSHEET: STEP 3**



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### 3A. INITIATIVE PROPOSAL TEMPLATE

This is a template that cities can build on to solicit initial ideas for new initiatives. It is essentially a much shorter version of the initiative plan template that is located in 3C.

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**INITIATIVE NAME:**

ORGANIZATION/AGENCY SUBMITTING PROPOSAL:

CONTACT:

NAME:

EMAIL ADDRESS:

PHONE NUMBER:

Is this a new idea or does it build on an existing program or effort?

If it builds on an existing program or effort, please provide the name of the current initiative if different from above:

What type of challenge does the proposed initiative aim to address?

- **Specific challenge within a priority need area:**
- **Cross-cutting challenge:**
- **Other, please explain:**

Please provide a description of your existing or new initiative, including an overview of how it will work:

How will you know if this initiative has been a success?

How will you measure the success of this effort? Specifically, what impact metrics will be used to evaluate the initiative?

How many volunteers are currently involved in this initiative (existing efforts)?

How many additional/new volunteers do you believe could be involved in this effort next year?

How many additional/new volunteers do you believe could be involved in this effort in five years?

What resources will this initiative require (e.g., financial, human, equipment, other)? How do you imagine securing these resources (e.g., partnership, donations)?

What risks (e.g., legal, execution) do you foresee in launching this initiative?

What questions do you still have about whether this initiative makes sense to pursue?



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## 3B. SAMPLE CRITERIA AND ASSESSMENT MATRIX

The sample assessment matrix allows you to compare the relative feasibility and impact of each initiative. The matrix assumes that you will assess each initiative based on the two basic criteria—feasibility and impact—taking into account the elements that make up each criteria as described below. In most cases, you will prioritize initiatives that are both highly feasible and likely to achieve high impact (i.e., are in the upper right-hand quadrant of the matrix). However, before you finalize your portfolio of initiatives, you should also apply filters such as the ones described below.

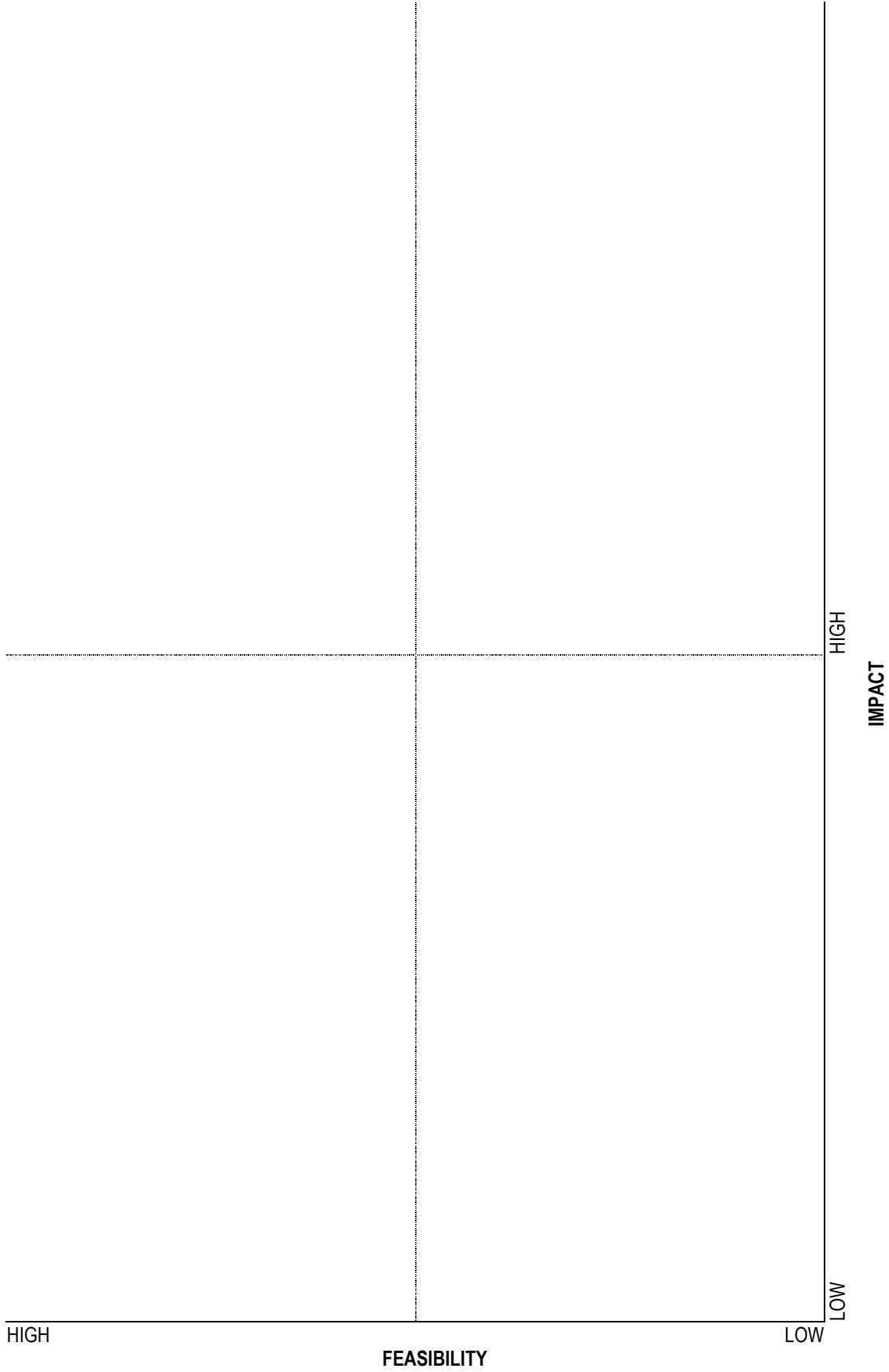
### Sample Assessment Criteria

- Feasibility
  - Financial, human, and political capital required.
  - Ease of execution.
  - Length of time required to achieve impact.
  - Proof of concept (i.e., existing initiative that has demonstrated success).
  - Clear and committed owner.
- Impact
  - Clear link to impact on **priority need areas**, helping the mayor or city manager make progress against existing or emerging priorities.
  - Ability to reach significant scale.
  - Level of innovation.
  - Ability to attract new volunteers.

### Sample Filters

- Risk
  - Legal risk—if we decide to go ahead, are there any legal risks connected with the initiative?
  - Execution risk—if we decide to go ahead, what is the risk of failure?
- Time to impact—will the impact of this initiative likely be achieved in the short-term or long-term?
- Balance of initiatives—does my portfolio of initiatives have an appropriate balance of initiatives from each of the city's **priority need areas**?

**TEMPLATE: ASSESSMENT MATRIX**





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### 3C. INITIATIVE PLAN TEMPLATE

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**INITIATIVE NAME:**

ORGANIZATION/AGENCY SUBMITTING PROPOSAL:

---

CONTACT:

NAME:

EMAIL ADDRESS:

PHONE NUMBER:

---

What type of challenge does the proposed initiative aim to address? Please also provide detail on how the chosen initiative(s) will impact the specific challenges within a **priority need area**.

• **Specific challenge within a priority need area:**

- Priority need area
- Specific challenge addressed
- Expected outcome and timing of impact

• **Cross-cutting challenge:**

- Cross-cutting challenge addressed
- Expected outcome and timing of impact

• **Other, please explain:**

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Please provide a detailed description of your initiative—this should include information on the initiative, role of volunteers, frequency (one time vs. ongoing) and timelines (start and finish dates) for the initiative.

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How many volunteers will you need for this effort?

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How many additional/new volunteers do you believe could be involved in this effort in five years?

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What types of volunteers are you looking for? (Please provide detail on qualifications needed by volunteers such as an age range, professional qualification, prior work experience, health/fitness requirements, background check certification, etc.)

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Please provide detail on any financial resources required for this initiative.

What are your plans for securing the financial resources required? (Please provide detail on the source and amount to be secured from each source.)

- **Source 1**
  - **Source 2**
  - **Source 3**
-

What other resources will this initiative require?

- **Human resources**
- **Equipment**
- **Infrastructure**
- **Other**

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How do you imagine securing these resources (e.g., partnership, donations)? Please provide detail for each resource identified above.

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Will you require any partners for this initiative? If yes, please outline the names of potential partner organizations, their role, and your plans to solicit their help.

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How do you plan to measure the impact of this initiative? Please outline your overall goals for the initiative as well as the key metrics that you will be considering.

---

What risks do you foresee in launching this initiative?

- **Legal**
- **Execution**
- **Other**

---

What contingency plans/courses of action do you have to address the risks that you have identified?

- **Risk 1**
- **Risk 2**
- **Risk 3**

---

Who is going to be responsible for executing this initiative? Please outline the team that has been put in place to design and implement the initiative.

Design team (names, backgrounds, and amount of time to be spent on initiative)

Implementation team (names, backgrounds, and amount of time to be spent on initiative)

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What is your broad plan of action for implementing this initiative? Please provide a timeline along with key milestones.

---

Are there any outstanding questions regarding this initiative? What is your plan to address these?

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### 3D. INFO ON STATE SERVICE COMMISSIONS AND CORPORATION STATE OFFICES

The Corporation for National and Community Service supports collaboration among national, state, and local entities through its **State Offices** and in partnership with **State Service Commissions**.

**State Service Commissions** are charged with supporting and growing volunteerism in their states. They also provide Corporation funding to AmeriCorps state programs in their states through annual grant competitions. In addition, the Commissions manage, monitor, and evaluate these AmeriCorps programs. Contact your [State Service Commission](#) for information about **AmeriCorps**.

**Corporation State Offices** are federal offices staffed by federal employees in the state. They conduct public outreach and program support. They are directly responsible for developing grants and projects and for overseeing all Senior Corps and AmeriCorps\*VISTA projects within their states. Contact your [Corporation State Office](#) for information about **Senior Corps** or **AmeriCorps\*VISTA**.

Below is a directory of Corporation State Offices and State Service Commissions. Clicking on the name of the State Service Commission will take you to the CNCS website, where you can find further information about contacting your state's office.

| STATE                       | STATE SERVICE COMMISSIONS   | CORPORATION STATE OFFICES                         |
|-----------------------------|---|---|
| <b>Alabama</b>              | <a href="#">Governor's Office of Faith-Based and Community Initiatives</a>                          | <a href="#">Alabama State Office</a>              |
| <b>Alaska</b>               | <a href="#">Alaska State Community Service Commission</a>   | <a href="#">Alaska State Office</a>               |
| <b>American Samoa</b>       | <a href="#">American Samoa Special Services Commission</a>  | <a href="#">American Samoa State Office</a>       |
| <b>Arizona</b>              | <a href="#">Arizona Governor's Commission on Service and Volunteerism</a>                           | <a href="#">Arizona State Office</a>              |
| <b>Arkansas</b>             | <a href="#">Arkansas Service Commission</a>   | <a href="#">Arkansas State Office</a>             |
| <b>California</b>           | <a href="#">California Volunteers</a>   | <a href="#">California State Office</a>           |
| <b>Colorado</b>             | <a href="#">Colorado Governor's Commission on Community Service</a>                                 | <a href="#">Colorado State Office</a>             |
| <b>Connecticut</b>          | <a href="#">Connecticut Commission on Community Service</a>   | <a href="#">Connecticut State Office</a>          |
| <b>Delaware</b>             | <a href="#">Governor's Commission on Community &amp; Volunteer Service</a>                          | <a href="#">Delaware State Office</a>             |
| <b>District of Columbia</b> | <a href="#">Serve DC</a>  | <a href="#">District of Columbia State Office</a> |
| <b>Florida</b>              | <a href="#">The Governor's Commission on Volunteerism and Community Service (Volunteer Florida)</a> | <a href="#">Florida State Office</a>              |
| <b>Georgia</b>              | <a href="#">Georgia Commission for Service and Volunteerism</a>                                     | <a href="#">Georgia State Office</a>              |
| <b>Guam</b>                 | <a href="#">Serve Guam! Commission</a>  | <a href="#">Guam State Office</a>                 |
| <b>Hawaii</b>               | <a href="#">Hawai'i Commission on National and Community Service</a>                                | <a href="#">Hawaii State Office</a>               |
| <b>Idaho</b>                | <a href="#">Serve Idaho</a>   | <a href="#">Idaho State Office</a>                |
| <b>Illinois</b>             | <a href="#">Illinois Commission on Volunteerism and Community Service</a>                           | <a href="#">Illinois State Office</a>             |
| <b>Indiana</b>              | <a href="#">Office of Faith-Based and Community Initiatives</a>                                     | <a href="#">Indiana State Office</a>              |

|  |   |   |
|--|---|---|
| <b>Iowa</b>                            | <a href="#">Iowa Commission on Volunteer Service</a>  | <a href="#">Iowa State Office</a>           |
| <b>Kansas</b>                          | <a href="#">Kansas Volunteer Commission</a>   | <a href="#">Kansas State Office</a>         |
| <b>Kentucky</b>                        | <a href="#">Kentucky Commission on Community Volunteerism and Service</a>   | <a href="#">Kentucky State Office</a>       |
| <b>Louisiana</b>                       | <a href="#">Louisiana Serve Commission</a>  | <a href="#">Louisiana State Office</a>      |
| <b>Maine</b>                           | <a href="#">Maine Commission for Community Service</a>  | <a href="#">Maine State Office</a>          |
| <b>Maryland</b>                        | <a href="#">Maryland Governor's Office on Service and Volunteerism</a>  | <a href="#">Maryland State Office</a>       |
| <b>Massachusetts</b>                   | <a href="#">Massachusetts Service Alliance</a>  | <a href="#">Massachusetts State Office</a>  |
| <b>Michigan</b>                        | <a href="#">Michigan Community Service Commission</a>   | <a href="#">Michigan State Office</a>       |
| <b>Minnesota</b>                       | <a href="#">Serve Minnesota!</a>  | <a href="#">Minnesota State Office</a>      |
| <b>Mississippi</b>                     | <a href="#">Mississippi Commission for Volunteer Service</a>  | <a href="#">Mississippi State Office</a>    |
| <b>Missouri</b>                        | <a href="#">Missouri Community Service Commission</a>   | <a href="#">Missouri State Office</a>       |
| <b>Montana</b>                         | <a href="#">Montana Commission on Community Service</a>   | <a href="#">Montana State Office</a>        |
| <b>Nebraska</b>                        | <a href="#">Nebraska Volunteer Service Commission</a>   | <a href="#">Nebraska State Office</a>       |
| <b>Nevada</b>                          | <a href="#">Nevada Commission for National and Community Service</a>  | <a href="#">Nevada State Office</a>         |
| <b>New Hampshire</b>                   | <a href="#">Volunteer NH!</a>   | <a href="#">New Hampshire State Office</a>  |
| <b>New Jersey</b>                      | <a href="#">New Jersey Commission on National and Community Service</a>   | <a href="#">New Jersey State Office</a>     |
| <b>New Mexico</b>                      | <a href="#">New Mexico Commission for Community Volunteerism</a>  | <a href="#">New Mexico State Office</a>     |
| <b>New York</b>                        | <a href="#">New Yorkers Volunteer—New York State Commission on National &amp; Community Service</a>   | <a href="#">New York State Office</a>       |
| <b>North Carolina</b>                  | <a href="#">North Carolina Commission on Volunteerism and Community Service</a>   | <a href="#">North Carolina State Office</a> |
| <b>North Dakota</b>                    | <a href="#">North Dakota Workforce Development Council—State Commission on National and Community Service</a>   | <a href="#">North Dakota State Office</a>   |
| <b>Ohio</b>                            | <a href="#">Ohio Community Service Council</a>  | <a href="#">Ohio State Office</a>           |
| <b>Oklahoma</b>                        | <a href="#">Oklahoma Community Service Commission</a>   | <a href="#">Oklahoma State Office</a>       |
| <b>Oregon</b>                          | <a href="#">Oregon Commission for Voluntary Action and Service</a>  | <a href="#">Oregon State Office</a>         |
| <b>Pennsylvania</b>                    | <a href="#">PennSERVE: The Governor's Office of Citizen Service</a>   | <a href="#">Pennsylvania State Office</a>   |
| <b>Puerto Rico/<br/>Virgin Islands</b> | <a href="#">Puerto Rico State Commission on Community Service &amp; Social Action</a>   | <a href="#">Puerto Rico State Office</a>    |
| <b>Rhode Island</b>                    | <a href="#">Rhode Island Service Alliance</a>   | <a href="#">Rhode Island State Office</a>   |
| <b>South Carolina</b>                  | <a href="#">South Carolina Commission on National and Community Service/United Way Association of South Carolina</a>  | <a href="#">South Carolina State Office</a> |
| <b>South Dakota</b>                    | There is no Commission on Service in South Dakota at this time. You can contact your local Corporation for National and Community Service office in South Dakota. | <a href="#">South Dakota State Office</a>   |
| <b>Tennessee</b>                       | <a href="#">Volunteer Tennessee</a>   | <a href="#">Tennessee State Office</a>      |
| <b>Texas</b>                           | <a href="#">OneStar Foundation</a>  | <a href="#">Texas State Office</a>          |
| <b>Utah</b>                            | <a href="#">Utah Commission on Volunteers</a>   | <a href="#">Utah State Office</a>           |
| <b>Vermont</b>                         | <a href="#">Vermont Commission on National and Community Service</a>  | <a href="#">Vermont State Office</a>        |

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|----------------------|--|---|
| <b>Virginia</b>      | <a href="#"><u>Office of Volunteerism and Community Service</u></a>                      | <a href="#"><u>Virginia State Office</u></a>      |
| <b>Washington</b>    | <a href="#"><u>Washington Commission on National and Community Service</u></a>           | <a href="#"><u>Washington State Office</u></a>    |
| <b>West Virginia</b> | <a href="#"><u>West Virginia Commission for National and Community Service</u></a>       | <a href="#"><u>West Virginia State Office</u></a> |
| <b>Wisconsin</b>     | <a href="#"><u>Wisconsin National and Community Service Board</u></a>                    | <a href="#"><u>Wisconsin State Office</u></a>     |
| <b>Wyoming</b>       | <a href="#"><u>ServeWyoming—Wyoming Commission on National and Community Service</u></a> | <a href="#"><u>Wyoming State Office</u></a>       |



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### 3E. SUMMARY WORKSHEET: STEP 3

*Your city here*

**PRIORITY NEED AREA #1**      **IMPACT SERVICE INITIATIVES:** *Within each priority need area*

- 1.
- 2.
- 3.

**PRIORITY NEED AREA #2**      **IMPACT SERVICE INITIATIVES:** *Within each priority need area*

- 1.
- 2.
- 3.

**PRIORITY NEED AREA #3**      **IMPACT SERVICE INITIATIVES:** *Within each priority need area*

- 1.
- 2.
- 3.

**INFRASTRUCTURE INITIATIVES:** *To address cross-cutting challenges*

- 1.
- 2.
- 3.

**INFRASTRUCTURE INITIATIVES:** *To address cross-cutting challenges*

- 1.
- 2.
- 3.

**INFRASTRUCTURE INITIATIVES:** *To address cross-cutting challenges*

- 1.
- 2.
- 3.



**RESOURCES FOR STEP 4: DEFINE HOW YOU WILL MEASURE THE IMPACT OF YOUR SERVICE INITIATIVES**

**4A. MEASUREMENT PLAN WORKSHEET**

**4B. SUMMARY WORKSHEET: STEP 4**



#### 4A. MEASUREMENT PLAN WORKSHEET

##### IMPACT AND PARTICIPATION METRICS FOR IMPACT SERVICE INITIATIVES:

IMPACT SERVICE INITIATIVE                      IMPACT METRIC                      PARTICIPATION METRIC

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*Overall participation metric (e.g., total number of volunteers)—sum of participation metrics*

##### METRICS FOR INFRASTRUCTURE INITIATIVES

INFRASTRUCTURE INITIATIVE                      METRIC                      MEASURED BY (E.G., OBSERVATION, SURVEY)

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## 4B. SUMMARY WORKSHEET: STEP 4

### Template: Metrics for Impact Service Initiatives and Infrastructure Initiatives

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*Your city here*

#### PRIORITY NEED AREA #1      IMPACT METRICS FOR IMPACT SERVICE INITIATIVES

- 1.
- 2.
- 3.

#### PRIORITY NEED AREA #2      IMPACT METRICS FOR IMPACT SERVICE INITIATIVES

- 1.
- 2.
- 3.

#### PRIORITY NEED AREA #3      IMPACT METRICS FOR IMPACT SERVICE INITIATIVES

- 1.
- 2.
- 3.

#### PARTICIPATION METRICS FOR IMPACT SERVICE INITIATIVES

- 1.
- 2.
- 3.

#### METRICS FOR INFRASTRUCTURE INITIATIVES

- 1.
- 2.
- 3.

#### METRICS FOR INFRASTRUCTURE INITIATIVES

- 1.
- 2.
- 3.

#### METRICS FOR INFRASTRUCTURE INITIATIVES

- 1.
- 2.
- 3.



## **RESOURCES FOR STEP 5: CLARIFY AND AGREE ON NEXT STEPS**

### **5A. ACTION PLAN TEMPLATE**



## 5A. ACTION PLAN TEMPLATE

*Your city here*

PRIORITY NEED AREA -STEP 2    SPECIFIC CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

PRIORITY NEED AREA -STEP 2    SPECIFIC CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

PRIORITY NEED AREA -STEP 2    SPECIFIC CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

PRIORITY NEED AREA -STEP 2    SPECIFIC CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

CROSS-CUTTING CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

CROSS-CUTTING CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5

CROSS-CUTTING CHALLENGE-STEP 2    INITIATIVE-STEP 3    METRICS-STEP 4    INITIATIVE LEAD-STEP 5    EXPECTED START DATE-STEP 5    REQUIRED RESOURCES-STEP 5



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## RESOURCES FOR STEP 6: PUBLISH YOUR PLAN AND PREPARE FOR LAUNCH

### 6A: SAMPLE SERVICE PLAN OUTLINE

- Message from the Mayor
- Executive Summary
- Introduction: About Cities of Service
- Service in our city
  - How we define service
  - Our city's tradition of service
  - Using service to respond to city challenges
    - » Priority need areas
    - » Specific challenges
    - » Cross-cutting challenges
- Methodology
- Initiatives
  - Impact Service Initiatives
  - Infrastructure Initiatives
  - Metrics designed to track initiatives
- Acknowledgments
- Endnotes/References
- Appendices
  - Initiative summary/Action plan



**CITIES OF  
SERVICE**

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