



Serve Guam Commission

2019-2021 Strategic Plan

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Executive Summary

The *Imagine Guam* program represents the latest visioning and planning for designing the Guam community of the future to help address the notable social and economic changes affecting the lives of Guam's residents. Guam's call-to-service planning approach under the 2019-2021 Serve Guam strategic plan expects to align and connect the best opportunity to impact the future development of volunteerism on Guam.

The Serve Guam Commission continues to explore fresh ideas on refining current AmeriCorps programs and establishing new connections and programming presence in established volunteer organizations. This plan represents the Commission's range of civic engagement community conversations and focus group/input sessions. The Commission continues to strive towards measurable, attainable, realistic, timely and innovative ways to meet goals and objectives.



SGC's Strategic Plan aligns programs and focus areas to attain and achieve specific set of results. Each focus describes the outcomes aimed to achieve objectives as identified in its formula grant submission. These focus areas have specific performance measures that define how we will know that we are successful in achieving our goals. To achieve the goals and objectives described in this Strategic Plan is dependent on the level and allocation of budgetary and human resources. We are committed to allocating resources efficiently by measuring performance, evaluating programs and monitoring the work of our sub grantees and sponsors.

In line with the CNCS National strategic goals, the Guam 2019-2021 Goal areas serve as the foundation for the Guam community service agenda.

1. Strengthening Guam's Communities by maximizing the value we add to sub-grantees, partners and participants-SG1 Building a Programming Platform for Civic Engagement

Serve Guam community philanthropy agenda strives to increase civic engagement opportunities to citizens of all ages, background and organizations.

2. Strengthen national service so that AmeriCorps members engaged in CNCS/SGCS supported programs consistently find satisfaction, meaning and opportunity by creating a positive and responsive volunteer environment.

Increase opportunities for both volunteers and organizations to participate in meaningful and rewarding volunteering experiences.

3. Strengthening Capacity of Communities and Organizations

SGC seeks to strengthen its collective capacity expand the scale, reach, efficiency, or effectiveness of programs and organizations.

4. Maximize the value we add to sub-grantees, partners and members in volunteerism in service and the Guam Volunteer Center.

This goal area provides for the establishment of the One-Stop Guam Volunteer Center allowing individuals, nonprofits, and businesses access to service and volunteerism resources, opportunities to engage in service and volunteer experiences and provide community support.

5. Ensure the Serve Guam organization is sustainable, accountable and transparent in our dealings and approaches and guided by the appropriate governance system.

SGC will work with programs to enhance our operations to support evidence-based decision making and a culture of performance. We will build upon our current infrastructure to strengthen and enhance our information technology systems, workforce engagement across program areas and cross training to include financial and grants management so that objectives and goals are met.

Introduction/Background:

The Blueprint 2019-2021 plan has been written in the context of building and promoting a stronger innovative and sustainable volunteerism delivery platform. This includes strengthening and ensuring that the spirit of service agenda and voice thrives amongst government, federal, military, NGO's, faith based, public and private entities to *benefit Guamanians* while promoting Guam's economic, social and prosperity interests.

The Serve Guam Commission continues to explore fresh ideas on refining current AmeriCorps programs and establishing new connections and programming presence in established volunteer organizations. This plan represents the Commission's range of civic engagement community conversations, focus group/input sessions. The Commission continues to strive towards measurable, attainable, realistic, timely and innovative ways to meet goals and objectives.

Having strong board representation with a broad range of experience and skills will reflect the true strength of the organizational leadership which will continue to require investments in building, nurturing and strengthening all appropriate volunteerism and in-service relationships, collaborations and partnerships.

Context

The *Imagine Guam* program represents the latest visioning and planning for designing the Guam community of the future to help address the notable social and economic changes affecting the lives of Guam's residents. Guam's call-to service planning approach under the 2019-2021 Serve Guam strategic plan expects to align and connect



the best opportunity to impact the future development of volunteerism on Guam. The next 3 years will focus on the unified strategic plan reflective of the next 3 year planning outcomes the Commission hopes to realize with allowances for new initiatives as defined by the Commission. In summary, these discussions express the consensus to transition towards mirroring national and local volunteer programming best practices and building on leveraged and integrated systems. This approach reflects our uniqueness and sensitivities towards providing a positive and nurturing environment for volunteerism and civic engagement. These goal areas represent the overarching framework and best fit under the business requirements of the Commission and as it evolves under the Imagine Guam Program.

Integrating and Supporting the Evidence Base Approach

The Commission continues to work with sub grantees to build an evidence base that seeks to bolster our ability to make informed decisions about our strategies and effective use of resources. Projects include a balanced mix of rigorous, long-term evaluations that identify program and participant impacts and shorter-term policy and management reviews that provide more timely information.

The Commission recognizes the importance of identifying and demonstrating impact on critical island community issues and to build on the base of effective local service programming. By understanding how our island community solutions can be effective in responding to its needs and where service solutions can make the biggest difference, SCG can better direct resources to support the most effective programs and encourage their growth and expansion to areas that are under-resourced.

Imagine Guam Founding Principles Recommended Guideposts

Under the imagine Guam working statement of founding principles and core community values, the facet of volunteerism is reflected in all areas of the CHamoru principles of culture eight pillars (Aguaiya, Agoflie'e', A'umitde, Afa'måolek, Arespeta, Amamåhlao, Ageftåo, A'adahi). A selected few of the Imagine Guam's adopted Chamoru System of Consciousness support the volunteerism interest as presented below:

"Ageftåo" which translates to be giving; to provide for someone who has a greater need; to sacrifice one's needs for another.

"A'adahi" to have care for another and our surroundings; to watch over; to help one another.

"Afa'måolek" To make things good; to have a sense of reciprocity; to agree to disagree; to forgive.

Imagine Guam Core Values

Referencing the Imagine Guam core values:

- Leading values placing emphasis on Chamoru language, traditions, and the island's natural resources (Land, water, and air)
- Succeeding values placing emphasis in order of importance: Family, health, education, self-reliance, and development

Alignment of the Serve Guam Commission Values

The Commission continues to be guided by the 2009 Volunteer Conference generated core values:

- Commitment
- Preservation
- Strengthening Communities
- Taking Action
- Common Ground

Community-based Approach

The Commission continues to explore fresh ideas on refining current AmeriCorps programs and establishing new connections and programming presence in established volunteer organizations. This includes culling stakeholder input and periodic updates to existing program strategies and policies. The Commission continues to strive towards measurable, attainable, realistic, timely and innovative ways to meet goals and objectives. The Commission's key emphasis area continues to expand and strengthen recommended service priorities during this strategic plan period and is captured in the appropriate strategic goal areas.

Measuring Performance and Evaluation

SGC's Strategic Plan aligns programs and focus areas to attain and achieve specific set of results. Each focus describes the outcomes aimed to achieve objectives as identified in its formula grant submission. These focus areas have specific performance measures that define how we will know that we are successful in achieving our goals. To achieve the goals and objectives described in this Strategic Plan is dependent on the level and allocation of budgetary and human resources. We are committed to allocating resources efficiently by measuring performance, evaluating programs and monitoring the work of our sub grantees and sponsors.

The Commission remains committed to strengthening our ability to report on performance results in achieving strategic goals and delivering value to our island community. Moving forward, we will assess our performance against our targets annually. We will build operational and programmatic improvements into our agency to reinforce a culture of continuous improvement and operational excellence based on our training and technical assistance provided.

All Sub grantees report their results through the national performance measures to support evidence-based decision making and program improvements. This will require a stricter more rigorous monitoring and compliance effort in measuring the success of national service in meeting critical community needs, as reflected in our performance measures. The Commission established the Guam Volunteer Center on August 28, 2008, to recruit volunteers in service to meet the needs of the community and holds conferences each year for collaboration and partnership. The Commission tracks its programs through its national performance measures monthly reports to be able to review and assist and improve program progress.

Volunteer Management System

Building on the investments on the current volunteer management system processes and capabilities to track information on individual volunteers which includes the volunteer's name, demographic information, orientation and/or training activities, actual role, assignment(s) or activities, start and end dates of service and hours, this information and management system will support the commission's planned periodic evaluation and impact assessments of selected programs and initiatives. SGC planning and implementation of capacity building service project activities is inclusive of the governor and mayoral community support initiatives to enhance delivery of services, as well as to generate additional resources to address the needs of community, promote project sustainability approaches, ensure programs have institutional procedures, resources and processes that assure the continuation of expanded or enhanced beneficiary services to achieve lasting positive outcomes for the beneficiary populations served by CNCS-supported organizations.



SGC volunteer management system, processes and track information about individual volunteers such as but not limited to: the volunteer's name, relevant demographic information including location of residence, method of recruitment, participation in orientation and/or training activities, planned and actual role, assignment(s) or activities, start and end dates of service, and hours served related to the program that the capacity building activities were intended to support or enhance.

Volunteer management practices include but are not limited to: volunteer policies and procedures, plan, formal partnerships for volunteer recruitment, establishment of a volunteer unit within the program or organization, creation of volunteer manual/training/curriculum, regular supervision and communication with volunteers, organization liability coverage or insurance protection for volunteers, liability waiver, screening and matching volunteers to jobs, regular collection of information on volunteer involvement, written policies and job descriptions for volunteer involvement, recognition activities, such as award ceremonies, for volunteers*, annual measurement of volunteer impact, training and professional development for volunteers, and training for paid staff in working with volunteers. These practices correlate strongest to volunteer retention.

Capacity Building Performance

SGC will provide and train organizations with a pre-post organizational assessment tool that measures capacity in the area of volunteer management and that includes questions related to the organization's volunteer management practices. The pre-assessment will be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. SGC will continue to serve the community through more exposure of marketing and social media and evaluations.

Strategic Planning Management Framework

The 2019-2021 Serve Guam strategic planning framework incorporates the following but not limited to management and interest areas that serve as guide and have the highest impact for Volunteer development on Guam:

- Organizational Management
- Program Management
- Member Management
- Financial Management
- Board Management
- Capacity Building Management
- Marketing and Outreach
- Disability Management
- Increase Collaboration and Partnerships
- Technology Advances
- Research and Outreach

Serve Guam Vision, Mission, & Strategic Approach

Our vision is to revive Guam's spirit of service and embrace a culture of Volunteerism that increasingly shapes our communities and changes lives.

Our mission is to promote the value of volunteerism and improve the overall quality of service

Strategic Plan Emphasis Areas:

- To increase range of and quality of volunteering strategies
- To increase awareness and outreach efforts of service and volunteering
- To ensure sound and sustainable and transparent effective organizational management
- To provide quality research and evidence base
- To develop organizational and individual volunteer and service capacity

Strategic Goals (SG)

The Serve America Act amended the national service laws and expected CNCS to strengthen the service network and address areas of need that CNCS has the capacity to address. SGC continues to focus and invest on opportunities where national service, community programs and projects that achieve outcomes in the following interest areas:

- Education
- Economic Opportunity
- Environmental Stewardship
- Disaster Preparedness and Damage Assessments
- Healthy Futures
- Veterans and Military Families
- Capacity Building
- Volunteer Recruitment and Management.



Serve Guam Strategic Goal 1: Strengthening Guam’s Communities by maximizing the value we add to sub-grantees, partners and participants.

As each organization and community philanthropy agenda is unique, so too must the approach for fresh ideas to foster positive civic engagement with communities and developing the combination of knowledge, skills, values and motivations, quality of life to make a difference through continuous marketing, outreach and volunteerism campaigns. It is our goal to increase civic engagement opportunities to citizens of all ages, background and organizations.

SG1 Building a Programming Platform for Civic Engagement

SG1.1 Increase Civic Engagement

- Volunteer recruitment, to offer time, knowledge, skills, and expertise for free to foster collaboration, networking, mentoring, coaching and collective impact.
- Volunteer management, to offer partnerships and establishment of a volunteer unit within the program and/or organization and creation of volunteer manual/ training/ liability waiver/ recognition activities and best practices.
- E-Services – establish web-based solutions to civic problems, use technology to drive civic change, to make information available that otherwise would not be accessible, to improve the efficiency and effectiveness of services.
- Expanded Service Opportunities for College, High School, Middle School students and across multiple groups – civic, community, business and faith-based – to create lasting, systemic change and partnering with those who are committed to inclusion, innovation and results in finding community solutions.

- Expanded Service Opportunities for College, High School, Middle School students and across multiple groups – civic, community, business and faith-based – to create lasting, systemic change and partnering with those who are committed to inclusion, innovation and results in finding community solutions.
- Increase the effectiveness, capacity, collaboration, partnerships and community responsiveness from government, federal, nonprofit organizations aligned with our goals and mission.

SG1.2 Create a collaborative/integrated culture of different supports that enhance the quality of life of veterans, military members, and their families.

- Coordinate community needs for military families during pre-deployment, deployment, and reintegration
- Recruit veterans for national service and volunteer opportunities through actions including but not limited to: disaster services assistance; education services (including tutoring and mentoring); environmental stewardship and conservation; independent living; housing, financial services or employment assistance (including training and/or job placement services); and access to health care services (mental health and/or family supports).

SG1.3 Reaching Underserved Population

- Disadvantaged and Foster Youth
- At-risk Youth
- Children of Prisoners
- Increase Veteran Service Opportunities
- Disability Inclusion

SG1.4 Increase civic engagement opportunities for Senior Citizens

- Guam Memorial Hospital Volunteer Association
- Guam Veteran's Association
- Public Health & Social Services, Non-Communicable Disease (NCD)
- Guam Volunteer Organizations Against Disasters (GuVOAD)
- Guam Department of Integrated Services for Individuals with Disabilities (DISID and Vocational Rehabilitation (VR)
- Guam Department of Labor-Senior Community Service Employment Program (SCSEP)

SG1.4a	Supporting joint strategies with the intent of harnessing the talents and experience of 55+ via relevant and practical actions for implementation
SG1.4b	Establishing and addressing the knowledge needs of 55+ and supporting older adult networks and cooperation opportunities
SG1.4c	SGC 55 and older new initiatives

SG1.5 Increase Outreach and Volunteerism Campaigns and Service Projects

- Make A Difference Day
- AmeriCorps National Simultaneous Swear-in Ceremony
- AmeriCorps Induction Ceremony
- AmeriCorps Graduation
- Martin Luther King
- Special Olympics
- National Volunteer Week
- AmeriCorps Week
- AmeriCorps Retreat
- Serve Guam Commission Anniversary

- Liberation Day of Service

- Guam Volunteer Center Anniversary and Conference

Serve Guam Commission is the island's hub for recruitment of volunteers and volunteer management sponsoring the annual Volunteer conference/ Summit and other volunteer-focused events.

Volunteers will be recruited through the AmeriCorps Programs, participants, as well as other community service organizations, to offer their time, knowledge, skills, and expertise at no cost and measured by days, hours, or other units of service.

- 9-11 National Day of Service & Remembrance

SG1.6 Volunteer Leveraging Initiatives

Mayors' Council and all 19 Mayoral villages on Guam will be engaged in volunteer recruitment and volunteer management with representatives serving on the Serve Guam Commission and Guam Volunteer Center.

- Human Resources (Boomers (1946-1964)/Millennials (1980-mid 2000))
Public Law 30-53, Service Learning with the Guam Department of Education
 - Service-learning curricula are developed and carried through the 9-12 education levels to promote service and volunteerism as mandated by Public Law 30-53, requiring student to do service of 75 hours in order to graduate.
 - Serve Guam Commission and its resources serve as a catalyst for youth development.



Serve Guam Strategic Goal 2: Strengthen national service so that AmeriCorps members engaged in CNCS/SGCS supported programs consistently find satisfaction, meaning and opportunity by creating a positive and responsive volunteer environment.

SGC continues to strengthen and enhance the national service experience so that we can continue to offer a unique combination of professional, educational and life benefits to service participants. The network also recruits and engages a diversity of Americans who possess a wide range of cultural competencies to achieve greater impact on community challenges, best practices, and ensure a powerful experience. Increase opportunities for both volunteers and organizations to participate in meaningful and rewarding volunteering experiences.

SG2 Program Delivery

The programming approach for this Strategic Plan In preparing program delivery work objectives with cooperators, AmeriCorps members, community organizations, adopts the “SMART” criteria (Specific, Measurable, Attainable, Relevant, and Trackable). These criteria where applicable provide the necessary program delivery metrics and indicators expected during the planned program period.

SG2.1 Expand and leverage funding and resource areas of program needs.

SG2.2 Engage in high quality service-learning projects in the community and maximize training funds.

SG2.3 Promote collaborative, effective efforts by all partners, programs staff and service providers to acquire and use national performance measures and program indicator data.

SG2.4 Incentive, teaming initiatives and recognition awards

Serve Guam Strategic Goal 3: Strengthening Capacity of Communities and Organizations

This goal area provides for citizen engagement, volunteer recruitment so that more citizens in need Increase the impact of national service on community needs in communities served by CNCS and SGCS supported programs through promoting civic engagement opportunities and building collaboration and partnerships. SGC seeks to strengthen its collective capacity expand the scale, reach, efficiency, or effectiveness of programs and organizations. National service has always been a vehicle for public-private partnership through match requirements and strategies requiring local collaboration to receive our resources, leverages private investment in community solutions. Emphasis in this goal area seeks to increase Guam's disaster resiliency by helping all villages become better informed and equipped to utilize volunteers and address the support needs in a disaster.



SG3 Capacity Building and Technical Assistance for Service and Training Providers

The Serve Guam Strategic plan under this strategic initiative is strengthening its volunteerism technical assistance efforts by aligning capacity building with its overall strategic initiatives and leveraging the role and use of the Guam Volunteer center. This includes a focused delivery aligned both to the national and local volunteerism agenda.

SG3.1 Support All-villages Disaster Resiliency

- Disaster Preparedness Training

SG3.2 National and Local Service Initiatives

- Faith-based
- Mentoring
- Other National and State sponsored initiatives

SG3.3 Unite organizations working in the community to support volunteerism service effort.

SG3.4 SG Volunteer Mentor and Coaches

Serve Guam Strategic Goal 4: Maximize the value we add to sub-grantees, partners and members in volunteerism in service and the Guam Volunteer Center.

SGC continues to strengthen and contribute towards strengthening and enhancing the collective capacity of CNCS and the national service network; to measure performance and enhance the public value of national volunteer programs. At the local level, the intent of the GVC serves as a unifying platform committed to fostering improved communication, coordination and innovative community partnerships striving to better serve people and their communities. The SGC recognizes the value of community based volunteerism supported with the use of best/next innovative volunteerism practices resulting in improved organizational capacity and highly leveraged community assets through community and public/private partnerships.

The SGC Goal 4 establishes the One-Stop Guam Volunteer Center allowing individuals, nonprofits, and businesses access to service and volunteerism resources, opportunities to engage in coordinated service and effective joint-management of the range of human resources needed to carry out an effective and timely volunteer delivery system.

SG4 Civic Innovations and Solutions Center

The civic innovations and solutions approach through the Guam Volunteer Center (GVC) connects volunteers and communities to resources, education, and programming infrastructure, and support for the development of appropriate service delivery programs and approaches that will have an impact on Guam's community. This involves the development of the GVC best practice civic-engagement guides and folding the many resources into useful formats to allow GVC partners to learn from our experiences both locally and nationally.

SG4.1 Finding solutions to civic challenges from communities when solving problems

SG4.2 Program Modeling and Replication

SG4.3 Volunteer Resource Asset Mapping

SG4.4 One-Stop Volunteer Center for Innovations and Solutions

Volunteer Center includes a database of volunteer recruitment, management and opportunities being established through technology and website implementation that will link to community partners.

SG4.5 Volunteer Recruitment and Retention, Training Curriculum Development

SG4.6 Volunteer Management System and Best Practices

Serve Guam Strategic Goal 5: Ensure the Serve Guam organization is sustainable, accountable and transparent in our dealings and approaches and guided by the appropriate governance system.

The Serve Guam Commission is committed to improving its management systems and will be held accountable to the process of selecting high-quality programs. We will continue to strengthen our performance and accountability. SGC will work with programs to enhance our operations to support evidence-based decision making and a culture of performance. We will build upon our current infrastructure to strengthen and enhance our information technology systems, workforce engagement across program areas and cross training to include financial and grants management so that objectives and goals are met.



SG5 Sharing Accountability and outcomes

SG5.1 Management

Focus Areas SG5.2

Commission Monitoring

System SG5.3

Strengthening

Membership SG5.4

Organization

Development SG5.5

Membership

Management SG5.6

Program Development

SG5.7 Fiscal Management

SG5.8 Guam Volunteer Center Recruitment and Management

SG5.9 Improving the effectiveness of volunteerism programs through the use of Evidence based literature

SG5.10 Impact Reporting and Stakeholder Data Sharing/Access Agreements

SG5.11 Provide convenient, secure online reporting and program tracking support for managing volunteers