



2025–2027 State Service Plan

PURPOSE

We believe in the power of service and volunteerism to spark change, strengthen lives, and produce lasting impacts for communities throughout Virginia.

GOAL

To inspire more Virginians from all parts of the Commonwealth to engage in national service and volunteer efforts that reduce disparities and meet our most pressing needs.

This Goal will guide our work to advance three interrelated strategies:

- 1. Build a Stronger Culture of Service, Volunteerism & Civic Engagement**
- 2. Unite a More Representative, Integrated & Aligned Network of Partners**
- 3. Create a More Robust Resource & Support Infrastructure**





TARGETED ACTION AREAS FOR IDENTIFIED STRATEGIES

Build a Stronger Culture of Service, Volunteerism & Civic Engagement

1. Policy Change
2. Virginia Community Engagement Index & SERVE Framework
3. Awareness, Recruitment & Recognition

We will know we have succeeded when:

Serve Virginia has advanced knowledge and policies that increase participation in national service, volunteerism, and civic engagement.



TARGETED ACTION AREAS FOR IDENTIFIED STRATEGIES

Unite a More Representative, Integrated & Aligned Network of Partners

1. Coalescing for Collective Impact
2. Prioritize Workforce Development through AmeriCorps
3. Leadership Cultivation & Engagement

We will know we have succeeded when:

Serve Virginia has strategically leveraged national service and the SERVE Framework to expand and strengthen the volunteerism and civic ecosystem statewide.



TARGETED ACTION AREAS FOR IDENTIFIED STRATEGIES

Create a More Robust Resource & Support Infrastructure

1. Private Investment
2. Capacity Building & Program Development

We will know we have succeeded when:

Serve Virginia has harnessed and delivered promising practices and evidence-based resources to support quality programs that meet identified needs in all areas of the Commonwealth.



STRATEGY 1

**Build a Stronger
Culture
of Service, Volunteeris
m & Civic Engagement**

TARGETED ACTION

Policy Change

Serve Virginia has cultivated "national service and volunteer champions" across all sectors of the ecosystem, including Virginia's executive branch agencies and the General Assembly, to support policy measures that will place Virginia in the upper tier of states leveraging national service and volunteering, such as:

- a) Increasing the AmeriCorps living allowance through internal grantmaking and enacting legislation to exempt state tax on the living allowance;
- b) Providing Virginia in-state tuition and offering preferential college admission for national service alumni to attract the nation's best and brightest to the Commonwealth;
- c) Offering Virginia state income tax exemption for the Segal Education Award;
- d) Strengthening Virginia's status as an "Employer of National Service" by positioning AmeriCorps as a viable service-to-career pathway for workforce development;
- e) Aligning Serve Virginia initiatives with administration priorities and providing guidance to executive leadership regarding the benefits of national service and volunteering across the Commonwealth; and
- f) Allocating state funding to expand the reach of AmeriCorps for organizations operating in marginalized communities.





PERFORMANCE INDICATORS BY 2027

Policy Change

Legislative Advancement

- Through its statewide outreach and engagement, Serve Virginia has advanced policy measures that reduced barriers and expanded access and opportunity for Virginians to engage in national service and volunteerism across the Commonwealth.

Secure Legislation

- At least one piece of legislation aligned with the State Service Plan policy priorities has been enacted by the Virginia General Assembly.

Education and Employer Adoption

- Through its statewide outreach and engagement, Serve Virginia has advanced the adoption of preferential college admission standards for national service alumni in state-funded institutions.
- Serve Virginia has advanced the adoption and recognition of the "Employers of National Service" distinction among Virginia's employers.

Public Investment

- Through its statewide outreach and engagement, Serve Virginia has advanced levels of public appropriations to support AmeriCorps programs statewide.

TARGETED ACTION

Virginia Community Engagement Index & SERVE Framework

Serve Virginia has established the Virginia Community Engagement Index as an essential assessment tool to provide insights regarding the motivations and key interests of engaged Virginians who serve, volunteer, or take civic actions to address the most pressing needs in communities across the Commonwealth.





PERFORMANCE INDICATORS BY 2027

Virginia Community Engagement Index & SERVE Framework

Expand Participation in the Biennial VCEI

- Serve Virginia has increased the number of partners assisting with fielding the VCEI to ensure demographic and geographic representation of engaged Virginians.

Broaden Utilization of the SERVE Framework

- Serve Virginia has integrated the SERVE Framework, developed through the Central Region Project in all Serve Virginia initiatives, to expand the visibility, utilization, and value of the VCEI data insights.

Develop Benchmarking of VCEI Data Insights

- Serve Virginia has developed a measure for knowledge and benchmarking through VCEI that advances service, volunteerism, and civic engagement to meet our most pressing needs across the Commonwealth.



TARGETED ACTION

Awareness, Recruitment & Recognition

Serve Virginia has utilized available communication channels to amplify the value and benefit of national service, volunteering, and civic engagement; recognize exemplary contributions; and implement strategies to increase the recruitment and retention of AmeriCorps members, volunteers, and civic leaders.





PERFORMANCE INDICATORS BY 2027

Awareness, Recruitment & Recognition

Inspire, Recruit & Retain

- Serve Virginia has effectively strengthened recruitment and retention capabilities and improved results for AmeriCorps programs.

Awareness & Activation

- Serve Virginia has increased awareness and activation levels across key metrics including leveraging strategic partners to build a statewide culture of national service, volunteerism, and civic participation.

Volunteer & Service Opportunities Navigation

- Through partnerships and statewide strategies, Serve Virginia has expanded its leadership and simplified public navigation of close-to-home volunteer opportunities across the Commonwealth.

Recognition

- Through expanded partnerships and statewide strategies, Serve Virginia has showcased extraordinary examples of Virginians enhancing the quality of life in their communities.

National Service Alumni

- Through an integrated and multi-faceted engagement strategy, Serve Virginia has established a dynamic Ambassador Program to harness the passion and purpose-driven leadership of national service alumni to be leading voices and examples of a strong a culture of service, volunteering, and civic participation across Virginia.



STRATEGY 2

**Unite a More
Representative,
Integrated & Aligned
Network of Partners**

TARGETED ACTION

Coalescing for Collective Impact

Serve Virginia is considered by key stakeholders as the primary leader for advancing Virginia's national service, volunteerism, and civic participation ecosystem and has expanded its recognition as a catalyst, convener, and facilitator across the Commonwealth, particularly among marginalized communities.





PERFORMANCE INDICATORS BY 2027

Coalescing for Collective Impact

Coalescing for Collective Impact

- Serve Virginia has harnessed the voice, networks, leadership, and reach of a broad coalition of partners to implement strategies that strengthen the capacity, strategically position, and create opportunities for the service, volunteerism, and civic participation ecosystem to comprehensively enhance individual and community wellbeing, particularly in marginalized communities.

Integrate Serve Virginia Strategies

- Serve Virginia has integrated national service opportunities, the SERVE framework, and other key strategies of the State Service Plan into key partnerships, statewide initiatives, and grantmaking.

Thought Leadership & Training

- Serve Virginia has established new partnerships and expanded the number of leaders participating in unique training opportunities and thought leadership convenings.



TARGETED ACTION

Prioritize Workforce Development through AmeriCorps

Through cross-sector partnerships that incorporate workforce development into all aspects of AmeriCorps grantmaking, Serve Virginia is considered a model for advancing national service and high-quality AmeriCorps programs as a key strategy to address the Commonwealth's most pressing needs.





PERFORMANCE INDICATORS BY 2027

Prioritize Workforce Development through AmeriCorps

Prioritize AmeriCorps Program Funding in Support of Workforce Development

- Strategic partnerships have been developed to advance service-to-career pathways as a priority component of AmeriCorps funding.

New Program Development

- Serve Virginia has provided annual funding to support at least one program operating within a marginalized community identified in each of the state's five regions as identified by the Virginia Department of Social Services.



TARGETED ACTION

Leadership Cultivation & Engagement

Serve Virginia has developed a leadership pipeline that reflects the scope and scale of national service, volunteerism, and civic engagement across Virginia.





PERFORMANCE INDICATORS BY 2027

Leadership Cultivation & Engagement

Effective Leadership

- Serve Virginia has effectively equipped and empowered gubernatorial appointees to be active champions of service and volunteerism within their communities and networks and to actively advise elected and appointed officials on strategic priorities.

Ambassador Program

- Serve Virginia has identified, trained, and engaged AmeriCorps alumni, grantees, program leaders, and elected officials to inspire Virginians to serve or volunteer as well as educated elected and appointed officials regarding the benefits of increased support for national service, volunteering, and civic engagement.



STRATEGY 3

Create a More Robust Resource & Support Infrastructure

TARGETED ACTION

Private Investment

Serve Virginia in partnership with the Virginia Service Foundation has increased private support to achieve the goals of the State Service Plan.





PERFORMANCE INDICATORS BY 2027

Private Investment

Comprehensive Budget Planning

- Serve Virginia has a full understanding of its financial position and contributions through a dedicated tracking system and has increased private investment in their national service, volunteerism, and civic engagement initiatives.

Donor Base

- Serve Virginia has built a comprehensive pipeline and secured new funding to support strategic initiatives.
- Through its statewide outreach and engagement, Serve Virginia has advanced levels of private investment to support Serve Virginia initiatives.

TARGETED ACTION

Capacity Building & Program Development

Serve Virginia has strengthened and scaled existing initiatives and community programming and supports the development of new programming that meets community needs.





PERFORMANCE INDICATORS BY 2027

Capacity Building & Program Development

Relevant Tools & Resources

- Serve Virginia has developed relevant resources to address key gaps and stakeholder needs and has tracked the utilization of these unique value-based tools and resources for continual enhancement.

VISTA Capacity Building Project

- Serve Virginia has integrated their AmeriCorps VISTA project partners and VISTA members into relevant initiatives of the State Service Plan.

Build Agency

- Serve Virginia has amplified the value of AmeriCorps members in service to Virginia and has leveraged AmeriCorps program site visits and communications to amplify their influence with elected and appointed officials as well as leading stakeholders statewide.