

# 2017

20TH ANNIVERSARY EDITION

# Annual Report



*Honoring Our History, Constructing Our Future*

**AMERICA'S  
SERVICE  
COMMISSIONS**

455 Massachusetts Ave, NW  
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Washington, DC 20001  
statecommissions.org  
(202) 813-0807



# Message from the Board Chair and CEO

Members, colleagues, and friends —

We are pleased to present you with the 2017 ASC Annual Report! We're certain we don't have to tell you that 2017 was a year for the history books: for our country, the national service sector, and for ASC as an organization. From being the first year of a new Presidential administration to that of the first solar eclipse visible in the continental United States in nearly 40 years, the year 2017 brought with it tremendous change and possibility.

Speaking of ASC specifically, this was a renaissance year for us as an association — complete with the celebration of our 20th Anniversary on Capitol Hill, the launch of a new three-year strategic plan, a professional rebranding and new website, a successful push for increased funding for state service commissions nationwide, and our overall growth in terms of membership, staff capacity, and influence.

Here is a look at what we were able to accomplish collectively in 2017 to advance state service, by the numbers:

- Launched a **three-year** 2017-2019 Strategic Plan with **five major goals** to help re-align ASC's mission, vision, strategies, activities, and objectives for long term sustainability;
- Co-authored our **first toolkit** with Service Year Alliance and the Corporation for National and Community Service (CNCS) on "**Expanding Service Years in States**" to showcase how Governors and state leaders are leveraging and expanding service programs to get things done in their states;
- Secured a funding increase of more than **\$2 million** in the form of Commission Support Grant and Commission Investment Fund resources for state service commissions as well as a **\$250,000 multi-year grant** from the **Charles Stewart Mott Foundation** to allow ASC and a group of state commissions to strategically undertake afterschool program development work with their state afterschool networks;
- Played an even bigger role in national service grant management — with state service commissions **administering 80%** of AmeriCorps State/National resources across the country (up from 78% the previous year);
- Planned and executed **four regional National Service Training Conferences** in collaboration with our partners and host commissions (Volunteer Florida; Serve Ohio; Arizona Governor's Office of Youth, Faith, and Family; and the Maryland Governor's Office on Service and Volunteerism);
- Grew our staff **from three to four staff**, with the addition of the Director, External Affairs position;
- Unveiled a new logo, brand identity and website after nearly a year of preparation and assistance from a **Causality Brand Grant** valued at \$17,500;
- Launched our new public policy arm, the **States for Service (S4S) Coalition**, which will be funded with non-federal dollars to ensure our ability to present a unified and collective voice on pressing public policy issues and legislation;
- Expanded ASC's member services to include an exciting new **Member Assistance Program (MAP)** which provides year-around, 24-7 counseling and mental health services to nearly 10,000 AmeriCorps members nationwide;
- Welcomed more than **250 AmeriCorps State Service Partner programs** that joined our network; and
- Celebrated our **20 year history** of uniting states in service with a very special evening at the Kennedy Caucus Room on Capitol Hill.

# Message from the Board Chair and CEO...

Looking ahead to 2018, we are excited about what the coming year will bring. Moving into year two of our strategic plan, we believe we will make even greater strides toward fulfilling the promise and ability of the S4S Public Policy Coalition, growing our membership and member services, publishing new toolkits and resources, enhancing our Commissioner outreach and engagement efforts, and elevating state service commissions nationwide.

Thank you for 20 years of helping us unite states in service. Here's to 20 more!



**Kaira Esgate**

Chief Executive Officer  
America's Service Commissions  
kesgate@statecommissions.org



**Elizabeth Darling**

Chair, ASC Board of Directors  
President/CEO, OneStar Foundation  
liz@onestarfoundation.org

## Get Involved with ASC.

Sign up for ASC news and alerts at [www.statecommissions.org](http://www.statecommissions.org)

Build Your Skills: Join an ASC Committee, Work Group or Learning Community

Grow the Collective Voice of State Service: Become a Member of States for Service (S4S), our new public policy arm and coalition to strengthen service at the state and local level.

## Who We Are

### Our Mission

We lead, support and elevate the state service network.

### Our Vision

All states embrace service as a strategy to build community in solving local challenges.

### Values and Principles

Unity  
Bipartisanship  
Devolution

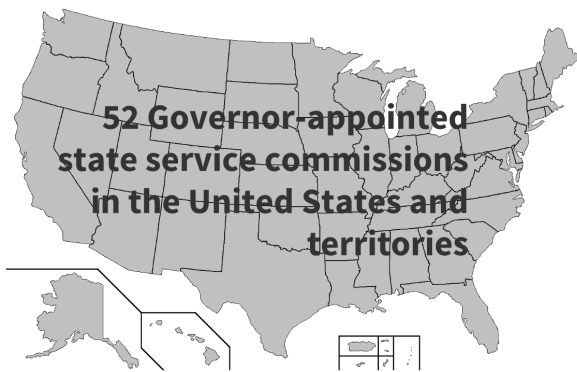
## Did You Know?

# State Service Commissions

Local control for solving  
community challenges  
through service



**AMERICA'S  
SERVICE  
COMMISSIONS**



... administer

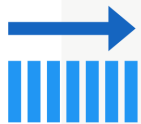


# 80%

of AmeriCorps State/National funding

\*\$386 million for local communities

\*\$1 billion in annual local match



# 100%

& of George H. W. Bush  
Volunteer Generation Funding

\*\$4 million to local communities

\*\$2 million in local match

Make up a network of...

# 1,000



## Governor-appointed Commissioners



Private citizens leading  
the nation's philanthropic  
and service movement

Help support...



# 40,000

## AmeriCorps State members

Volunteers who give back by  
serving in local communities and  
receive job training and an  
Education Award to pay back  
student loans or college tuition\*



\*Figures are estimates based on current available data.  
Learn more: [www.statecommissions.org](http://www.statecommissions.org)

# Strategic Plan: 2017-2019

In 2017, ASC launched a new three-year Strategic Plan with **five major goals** to help re-align ASC's mission, vision, strategies, activities, and objectives for long term sustainability. The plan was developed in partnership with Nell Edgington of Social Velocity and a Strategic Planning Committee that included ASC Board members, stakeholders, and key partners. Each quarter, ASC tracks its progress toward the Strategic Plan goals and objectives through a detailed Operations Plan and review process, with quarterly progress reports to the ASC Board of Directors.

**AMERICA'S  
SERVICE  
COMMISSIONS**

## Strategic Plan Summary 2017-2019



### Goal 1: Commission Capacity Building

Increase the leadership and capacity of state service commissions so that by December 2019, 90% of commissions meet or exceed ASC established high-performance standards.



### Goal 2: Federal Advocacy

Grow the total amount of federal national service funding to support state service commissions from \$21.7 to \$30 million by FY2020 and effectively represent state service commission interests to federal agencies.



### Goal 3: Activation of State Network

Equip state commissions (staff, commissioners, and their programs) with knowledge & resources to advance state service priorities at federal, state, and local levels. By December 2019, at least 80% of commissions will participate and activate.



### Goal 4: Financial Model

Grow the ASC financial model by 34% to \$1.2 million by December 31, 2019 and strengthen ASC financial systems for tracking and utilizing money.



### Goal 5: Human & Operational Resources

Develop ASC's human and operational resources necessary to execute on the plan, including IT and member management systems, staffing, committee engagement, and communications.

#### Mission

We lead, support and elevate the state service network.

#### Vision

All states embrace service as a strategy to build community in solving local challenges.

#### Values and Membership Principles

Unity  
Bi-partisanship  
Devolution

For more information about ASC, visit our website at [www.statecommissions.org](http://www.statecommissions.org).

## Key Progress in 2017:



**Goal 1:** Implementation of a new Executive Director Cohort & Program Officer Training



**Goal 2:** Development of a federal legislative agenda; Senate Appropriations adopted two ASC policy priorities into bill language: 1,200 hour AmeriCorps member slot and Fixed Amount Grant expansion language



**Goal 3:** Establishment of new state-driven States for Service (S4S) public policy coalition



**Goal 4:** Foundation support and new earned income strategies developed, with Mott Foundation afterschool grant and Member Assistance Program (MAP) launch



**Goal 5:** Launch of a new membership database as well as the new ASC brand and website ([statecommissions.org](http://statecommissions.org))

# Public Policy Brief

2017 began under a Continuing Resolution (CR) that lasted into May when the final FY 2017 appropriations legislation was finally passed. While most of the FY 2017 spending bill funded CNCS at FY 2016 levels, state service commissions received a **\$2.5 million increase** - a huge win for our network!

Specifically, commissions received **\$16.538 million** for the State Commission Grant (SCG), \$500 thousand over FY 2016 levels, and **\$7.5 million** for the Commission Investment Fund (CIF) or \$2 million over FY 2016 levels. The CIF provides support for program development and training and technical assistance activities for state service commissions.

Later in the year ASC worked with the Senate Labor, Health and Human Services, Education & Related Agencies Appropriations Subcommittee to include language to create a **1200-hour AmeriCorps slot** to align with the academic year and provide more flexibility for school-based programs, and additional language to direct and encourage CNCS to expand opportunities for **AmeriCorps Fixed-Amount Grants**. We believe that Fixed-Amount Grants are key to reducing unnecessary administrative burdens on current and potential AmeriCorps programs in the FY 2017 Senate appropriations legislation, an initiative which also aligns with current White House priorities.

ASC also launched the **States for Service (S4S) Public Policy Coalition** to harness the vast state service network to expand service opportunities and advance policy initiatives at the federal, state, and local levels.



**\$2.5 million  
increase**

for state commissions  
to support their programs

**STATES** ★  
*for* **SERVICE**  
— AN INITIATIVE OF —  
**AMERICA'S SERVICE COMMISSIONS**

# 2017 National Service Training Conferences



In spring 2017, America's Service Commissions supported the implementation of four regional national service trainings for a record number of more than 2,100 attendees in partnership with the following host state service commissions: **Volunteer Florida, Serve Ohio, Arizona Governor's Commission on Service and Volunteerism, and the Maryland Governor's Office on Service and Volunteerism.**

ASC provided support to the host commissions in areas of planning committee management, agenda development, and coordination with CNCS. These events are a heavy but important lift for the host commissions who take on the responsibility of convening hundreds of grantees in their region to provide critical training on topics related to program and grants management. As demonstrated by post-event evaluations, **88% of attendees gained new knowledge and skills as a result of the training events and 83% said their organizational effectiveness would improve as a result of attending.**

These regional events were made possible with generous funding from the Corporation for National and Community Service (CNCS), the host commissions, and our sponsors Cigna, BGE, Cal Ripken, Sr. Foundation, Kaiser Permanente, T. Rowe Price, and Legg Mason Global Asset Management. Learn more about the 2017 conferences and see event materials at [www.nationalservicetraining.org/2017-event-materials.html](http://www.nationalservicetraining.org/2017-event-materials.html).



## ASC 20th Anniversary Celebration

On September 12, 2017, we celebrated 20 years of America's Service Commissions and launched our new logo and brand with more than 250 invited guests at the Kennedy Caucus Room, located on Capitol Hill in the Russell Senate Building in Washington, D.C. We also unveiled a new ASC video showcasing the importance of state commissions and the state service network, and toasted to the next 20 years!

The event was made possible by our Silver Sponsors, **Service Year Alliance** and **Voices for National Service**, Bronze Sponsors **Cities of Service**, **City Year**, **OnCorps Reports**, and **Stacy Higa**, as well as numerous **Commission Champions** who stepped forward to support this momentous occasion. View the sponsor list, event photos, and the 20th anniversary video at [www.statecommissions.org/annual-reception-awards](http://www.statecommissions.org/annual-reception-awards).

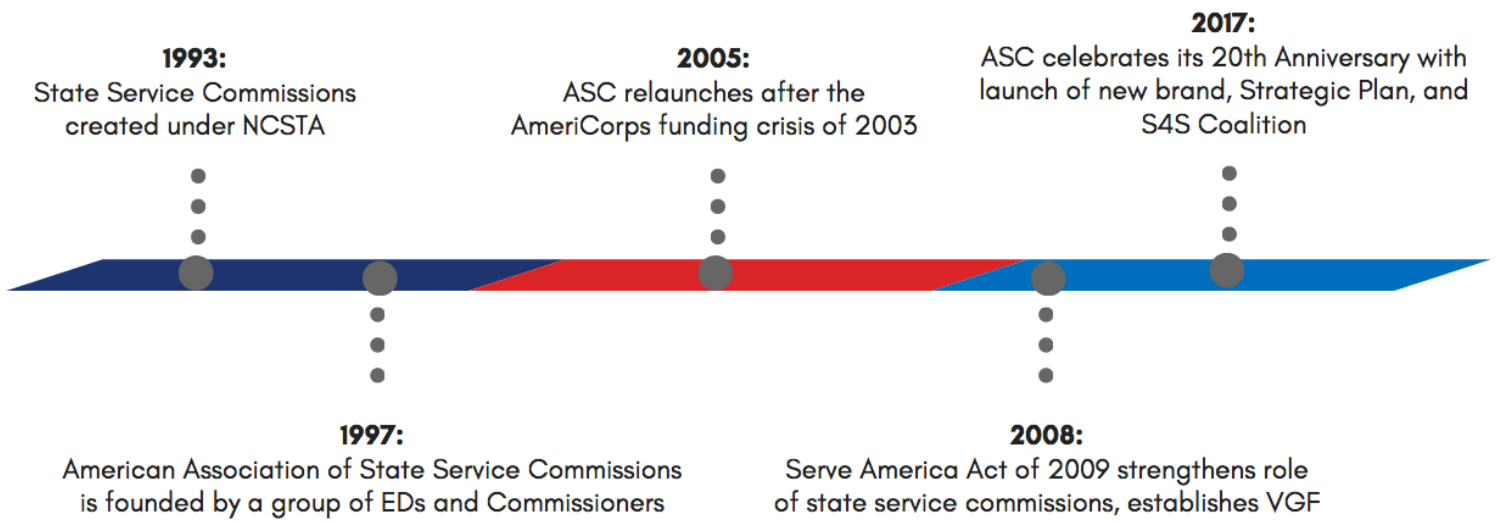






# Our 20-Year History

## 1997 - 2017





# The ASC 20 Awards

To honor our 20th anniversary, we were proud to spotlight the following 20 individuals as 'the ASC 20', longtime state service champions who have made our work possible since our organization's inception in 1997.

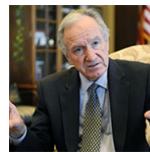


**Senator Thad Cochran (MS)**

Carrying the torch for national service and state service commissions in Congress

**Senator Tom Harkin (IA)**

Leading congressional efforts for national service and state service commissions



**Senator Orrin Hatch (UT)**

Statesman for the role of state service commissions

**Senator Harris Wofford (PA)**

Establishing the value proposition for national service and state service commissions



**Governor Haley Barbour (MS)**

Recognizing the role of national service and state service commissions in times of disaster and beyond

**Governor Terry Branstad (IA)**

Taking state service to the next level from the Governor's Office

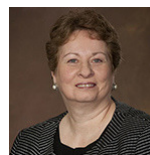


**Governor Arnold Schwarzenegger (CA)**

Elevating state service to the highest levels of state government

**Diana Rodriguez Algra**

Leading state service efforts at the state and national level from 1991 and beyond



**William Basl**

Demonstrating the power of state service for more than three decades

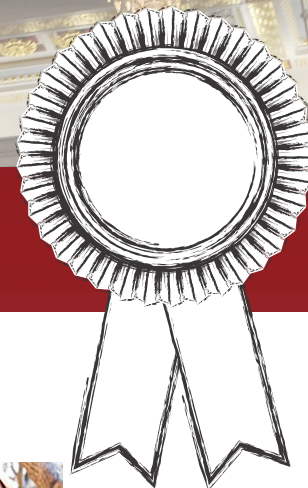
**Tom Branen**

Advocate for state service commissions and their programs



# Congratulations and thank you for 20 years of supporting ASC and state service!

## The ASC 20 Awards



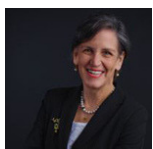
**Kyle Caldwell**

Critical leader in transitioning ASC and state service commissions to their next stage of growth



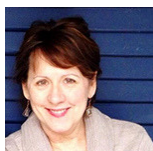
**Nicky Goren**

Positioning state service commissions for growth and impact



**Deborah Jospin**

Recognizing and supporting the need for a national association as a national service leader



**Rosie Mauk**

Leveraging the role of ASC and state service commissions to advance service



**Shirley Sagawa**

Visionary for national service and the roles that states can play in developing service opportunities



**Wendy Spencer**

First state service commission and ASC leader to serve as the CEO of the Corporation for National and Community Service



**Eizabeth Darling**

Maximizing service as a strategy at both the federal and state levels



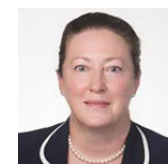
**Bill Hultstrom**

Long-standing Board member and backbone for America's Service Commissions



**Michael Kenefick**

Equipping state service commissions with the tools to be successful in advancing state service



**Marsha Meeks Kelly**

Advocate for state service commissions both in and outside the Corporation for National and Community Service

# ASC Training & Support

2017 was a year of launching new initiatives and training for state service commissions and their programs:

# 80

Program staff  
trained

## New AmeriCorps Program Start Up Training Series

ASC launched the New AmeriCorps Program Start Up Training Series, a 10 part webinar series available for AmeriCorps State program staff. The series provides critical training for new AmeriCorps program staff on topics ranging from financial management to member management. The series supported more than 80 AmeriCorps program and state service commission staff.

## New Program Officer Training Series

The New Program Officer Training Series is an eight part webinar series designed for new commission staff members with responsibilities related to AmeriCorps program and grants management. The training was launched in the fall of 2017 with more than 20 registrants. The training series covers topics ranging from grantmaking to monitoring.

# 20

New commission staff  
supported

# 9,000

AmeriCorps members  
enrolled

## Member Assistance Program

After years of hearing from our members that AmeriCorps member mental health continues to be a top challenge for the field, ASC was proud to launch the AmeriCorps Member Assistance Program (MAP) as a low-cost resource for AmeriCorps programs to offer counseling to their members. For any question or issue, no matter how big or small, AmeriCorps members can call 24/7 for in-the-moment telephonic counseling. Our provider, AllOne Health, specializes in employee assistance programs and worked with ASC to tailor a program for AmeriCorps programs. In its first year, ASC has enrolled almost 200 programs with more than 9,000 AmeriCorps members. In addition to the 24/7 telephonic counseling available in more than 140 languages, the program also provides a mobile app for AmeriCorps members to schedule telephonic counseling and access information and resources on a range of topics from budgeting to stress management.

## National Direct Consultation Pilot

For more than two years, ASC has facilitated a National Direct Consultation Work Group comprised of state service commissions staff and AmeriCorps National program staff with the goal to support the efficient use of national service resources and improve collaboration. A primary activity of the group has been to improve the national direct consultation process, part of the annual AmeriCorps competition. In 2017, the work group piloted a new single online form for national directs to initiate consultation with state service commissions. The form serves as a tool and starting point for collecting information state service commissions need to understand a multi-state applicant's plan to place members in a state. From there, commissions can follow up for additional information and provide guidance and support as needed. The form is just one step in the consultation process, but aims to streamline and simplify what has historically been a time-consuming and burdensome process for programs proposing to place members in numerous states, each with a different consultation form and process. As part of the pilot, ASC had 43 state service commissions participate and more than 50 multi-state applicants utilize the single form with positive initial feedback from both groups!

# 43

States participating

# ASC Training & Support...



## Mott Afterschool Program Development

In 2017, ASC was awarded a \$250,000 two-year grant by the Charles Stewart Mott Foundation to explore the opportunity for national service to expand the quality and quantity of afterschool programming. ASC will work with the National Network of Statewide Afterschool Networks, state service commissions and other key stakeholders to identify and replicate promising practices that expand the capacity of afterschool programs through the inclusion of national service members/resources, as well as ways in which high-quality community service elements can be incorporated into afterschool programs. ASC awarded eight sub-grants totaling \$100,000 to state service commissions including Serve Idaho, Serve Indiana, Volunteer Iowa, Kansas Volunteer Commission, Maine Commission for Community Service, Serve Rhode Island, Volunteer West Virginia, and Serve Wisconsin. Funding will support staff and consultant time to develop a better understanding of the local afterschool landscape and identify potential paths for developing national service programming that will expand the quality and quantity of afterschool opportunities in their respective states.

2

year project

\$100,000

awarded to state service commissions  
for afterschool development

8

states selected



# Member Engagement & Satisfaction

# 90

members engaged  
in peer sharing

# 9

active  
work groups

## Peer Learning and Work Groups

Peer learning is a key component of ASC's work. By connecting state service commission staff and commissioners the network leverages the collective knowledge and expertise to support all state service commissions.

In 2017, more than 90 state service commission staff participated in ASC work groups focused on sharing best practices and identifying solutions to common challenges. ASC launched four new work groups in 2017 including the Executive Director Planning Work Group, Commission VISTA Sponsor Work Group, Unexpended Funds Work Group and Fixed Amount Grants Work Group. These work groups expand on the existing work of the Communications, Staff Support, National Direct Consultation, Monitoring Tool Review and National Service Criminal History Check (NSCHC) Work Groups.

## Learning Communities

In 2017, ASC facilitated four regular Learning Community Calls related to Executive Directors, Program Officers, Volunteer Generation Fund and Program Evaluation. Call topics ranged from communication strategies to unexpended funds, and from evidence reviews to pro-bono volunteer initiatives.

# 4

monthly learning  
communities

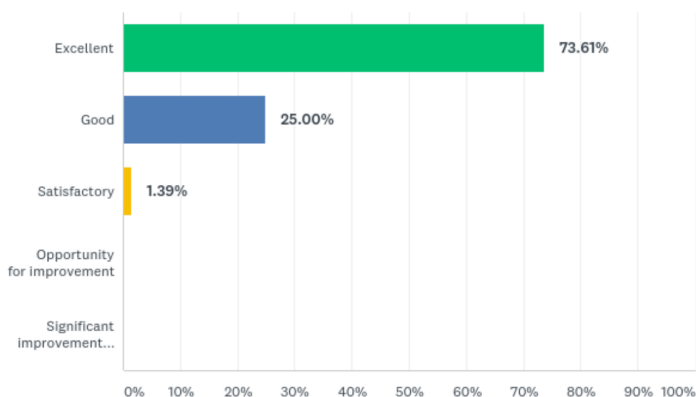
# 99%

rated ASC services as  
good or excellent

## Membership Satisfaction

As a membership organization, feedback from our members is critical input for ASC to refine its services and ensure we are adding value to the work of our members. In 2017, we encouraged all state service commissions to complete our annual satisfaction survey reflecting the period July 2016 - June 2017. In total, we received 73 responses from 42 commissions.

Overall, how would you rate the services you received from ASC in 2016-17?



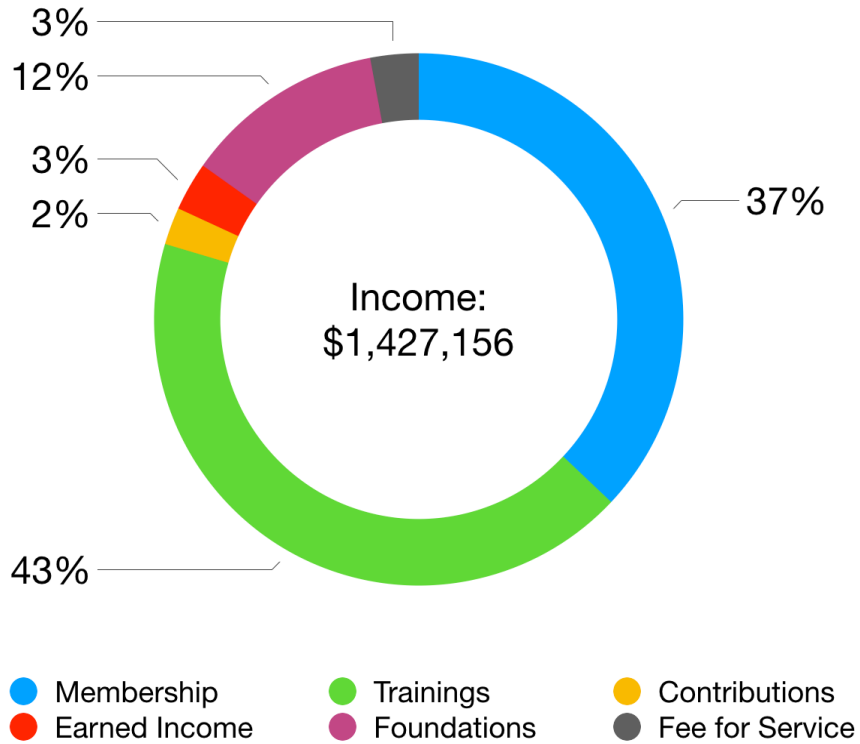
# 92%

say ASC communications are  
helpful to advancing their work

Generally, is the information provided by ASC (via e-mail/phone, newsletters/updates, Basecamp, regional conference pre-sessions, etc.) helpful to you in advancing your work?

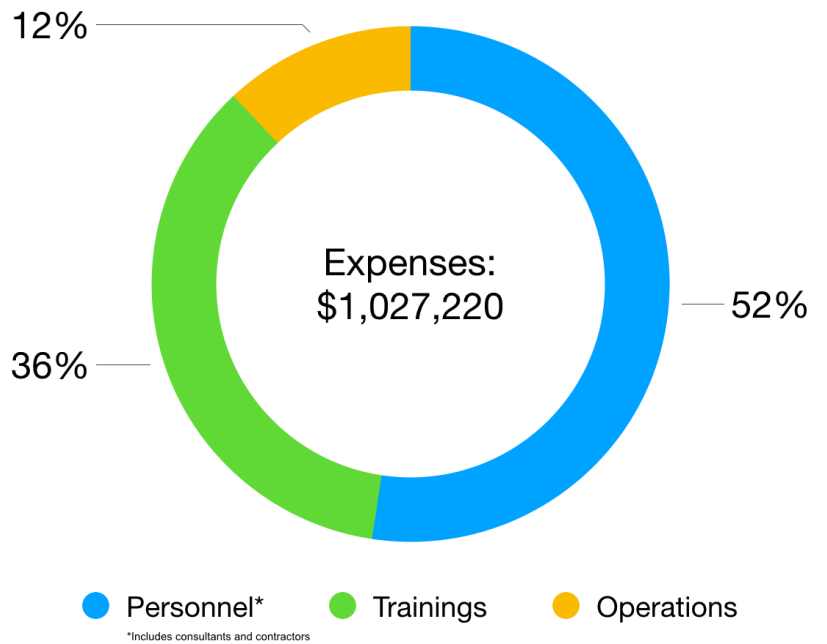


# Financials: 2017



**Key Indicators:**

- ✔ 57% growth in income over 2016
- ✔ 28% of income put in reserve/ deferred revenue
- ✔ All 49 state-based service commissions and the District of Columbia paid membership dues



# 2017-2018 Board of Directors

\* As of December 31, 2017



ASC Board of Directors - Washington, D.C.

## Fast Fact:

ASC maintains a

**100%**

**Board Giving Rate**



Liz Darling, OneStar Foundation - *Chair*  
LaDawn Stoddard, UServeUtah - *Vice Chair/Membership Chair*  
Emily Haber, Massachusetts Service Alliance - *Secretary*  
Scott McFarland, Serve Illinois - *Public Policy Chair*  
Amber Martin-Jahn, Nevada Volunteers - *Treasurer*  
Debbie Schuffenhauer, Serve Washington - *Resource Development Chair*

Diana Algra, Michigan Community Service Commission  
Patricia Chavez, New Mexico Commission for Community Service  
Celeste Connors, Hawaii Green Growth  
Lindsay Dolce, Reading Corps  
Maureen Eccleston, PennSERVE  
Stacy Higa, Hawaii Commission on National & Community Service  
Beverly Hoster, Oklahoma Community Service Commission  
Bill Hulterstrom, United Way of Utah County  
Phil Kolling, SerVermont  
Adam Lounsbury, Volunteer Iowa  
Jeff Mixon, North Carolina  
Peter Sacco, Serve DC  
Leslie Silverman, The Giving Practice  
Jim Snell, Volunteer Tennessee  
Don Stamper, Missouri Community Service Commission  
Audrey Suker, ServeMinnesota  
Linda Thompson, Georgia Commission for Service & Volunteerism

## Thank you to our outgoing Board members who departed in 2017:

John Albright, Pamela Ballard, Jon Mason, and Chester Spellman





# Thank You, 2017 Donors and Sponsors!



**OnCorps Reports™**  
On task. On time. Online.

## Commission and Individual Champions:

ALIVE (Association of Leaders in Volunteer Engagement)  
Arizona Governor's Commission on Service and Volunteerism  
CaliforniaVolunteers  
Comcast  
Conservation Corps Minnesota & Iowa  
Emily Steinberg  
Jim Snell  
Kaira Esgate  
Kris Tecce, Tecce Consulting  
Kyle Caldwell  
Leading to Change  
Liz Darling  
Massachusetts Service Alliance  
Michael Kenefick  
Michigan Community Service Commission  
Mississippi Commission for Volunteer Service/Volunteer Mississippi  
Missouri Community Service Commission  
Nevada Volunteers  
Oklahoma AmeriCorps  
On3Learn – Amy Salinas and Jennifer Cowart  
Paula Kaiser Van Dam  
Rachel Bruns  
Rodriguez-Algra Family  
Rosie Mauk  
Serve Connecticut  
Serve DC  
Serve Indiana  
ServeMinnesota  
ServeMontana  
ServeNebraska Commission  
Serve Washington  
Shannon Stober  
Southwest Airlines  
Stacy Higa  
United Way Association of South Carolina  
UServeUtah  
Volunteer Florida  
Volunteer Louisiana  
Volunteer West Virginia



The background of the entire page is a photograph of a grand, ornate ceiling, likely from a government building. The ceiling features a complex grid of decorative panels with intricate carvings and a central recessed area. Two large, multi-tiered chandeliers hang from the ceiling, each with numerous light bulbs and crystal accents. The overall color palette is muted, with greys, whites, and soft blues, giving it a formal and historical appearance.

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**2017**