



## **UPHS 2021-2023 Strategic Plan**

*The Voice for Human Services*

### **Mission Statement**

A collective voice empowering human service organizations through advocacy, engagement, and education which positions each member organization to perform and serve at its highest capacity.

### **Vision Statement**

An integrated human services landscape that supports the community to achieve greatness.

### **Values**

Collaboration  
Integrity  
Accountability  
Impactful  
Respect  
Diversity  
Excellence



## Advocacy Committee Public Policy Engagement

**Goal:** Be recognized as the expert in the human services sector.

| Objectives   | Strategies  | Tactics  | Timeline              | Progress |
|--|---|--|-----------------------|----------|
| Advocacy Committee will track member attendance of meetings and will report to board and membership on a quarterly basis.                  |   | Seek membership input when drafting UPHS statements/positions.   | Begin October 1, 2021 |          |
|  |   | Distribute talking points to members to use at public meetings.  |                       |          |
|  |   | Utilize the UPHS Advocacy Guide to establish comfortability among member participation.                |                       |          |
| Advocacy Committee to create a phone tree system to call members on actionable items.  | Develop a member mobilization plan.   | Identify how best to engage members in advocacy efforts.   | By November 15, 2021  |          |
|  |   | Identify key events/issues for mobilizing members.   |                       |          |
|  |   | Identify communication tool(s) for member mobilization.  |                       |          |
|  |   | Draft a mobilization plan.   |                       |          |
| Find two (2) alternatives to the UPHS column to present to Board by December 31, 2021.   | Create a mechanism for demonstrating needs, impact, and value of members and sector.  |  | By December 31, 2021  |          |
| Communicate with City/County Commissioners, Children Services' Council Stakeholders, and key staff monthly, in a manner of their choosing. |   | Invite elected officials, stakeholders, and key staff to UPHS Member Meetings.                         | Ongoing and As Needed |          |
|  |   | Engages in exchanges that allow them to represent their district priorities related to human services. |                       |          |
|  |   | Provide information on UPHS policy statements/positions.   |                       |          |
|  |   | Ensure elected officials can connect with UPHS Members.  |                       |          |
| Engage in informational and educational speaking opportunities with non-traditional industries and potential partners in the               | Expand awareness of UPHS, human services and the sector to non-traditional industries to demonstrate needs, impact, value of members. |  | Ongoing               |          |

|   |  |  |           |  |
|---|--|--|-----------|--|
| amount of one (1) per quarter.  |  |  |           |  |
| Executive Director and Advocacy Committee to alert and mobilize members on emerging issues within 24 hours. |  |  | As Needed |  |
| Advocacy Committee attends meetings when needed, with at least 90% participation.                           |  |  | As Needed |  |

**Goal:** Ensure coordination of services with funders, ensure gaps are communicated to funders and unmet needs addressed in the community.

| Objectives   | Strategies | Tactics   | Timeline                             | Progress |
|--|------------|---|--------------------------------------|----------|
| Engage with City, County and FSU Askew School on contract to assess CHSP performance and outcome measure alignment.                            |            | Bi-weekly meetings with funded agencies and stakeholders. | Through next CHSP grant cycle (2022) |          |
| Engage with all human service nonprofit funders to be responsible for relaying information multi-directionally between funders and nonprofits. |            |   | By January 31, 2022                  |          |
| Explore contract opportunities as they develop to facilitate these discussions and as additions to City and County contracts.                  |            |   | By September 20, 2022                |          |
| Develop any Advocacy strategies around any opportunities or challenges as needed.  |            |   | Ongoing                              |          |



## Education & Training Committee

### Professional Development & Capacity Building

**Goal:** Be the community’s trusted source for sector news and information.

| Objectives   | Strategies                                  | Tactics  | Timeline         | Progress |
|--|---|--|------------------|----------|
| Provide industry-leading professional development and capacity building opportunities to UPHS Members. |   | Conduct three (3) trainings/workshops per quarter.                 | Ongoing          |          |
|  |   | Create a training library for members and non-members (for a fee). | By April 1, 2022 |          |
| Provide technical assistance and support to human service organizations.                               |   |  | Ongoing          |          |
| Grow footprint and participation of Annual Conference.   | Establish an Annual Conference Growth Plan. |  | By April 1, 2022 |          |



## Membership Committee

### Member Engagement

**Goal:** Create meaningful member experiences and provide access to sector and agency resources.

| Objectives  | Strategies   | Tactics   | Timeline              | Progress |
|---|--|---|-----------------------|----------|
| Grow membership by 2% annually.   |  | Committee to establish a targeted membership strategy.  | By May 31, 2022       |          |
| Increase brand awareness among members and potential members through participation in member surveys and increased training participation | Engage staffing at all UPHS member organizations, not just top executive   | Focus on increased brand awareness in Leon County.  | By September 30, 2022 |          |
|   |  | Focus on increased brand awareness in surrounding counties (Big Bend Region).   | By September 30, 2023 |          |
|   | Participate in community events and host UPHS Member Networking events.  | UPHS to be present at member events, when possible, as well as City and County events.                                  | Ongoing               |          |
|   |  | Host “coffee hours/breakfasts” in which members (particularly newer members) get the opportunity to meet other members. | Ongoing               |          |
| Engage current members and increase overall participation in UPHS programming and events by 2-5% annually.                                | Host at least three (3) small focus groups annually for ideation and feedback on member needs to be incorporated into UPHS Service offering. | Track attendance at meetings, and survey members to ensure content/programming is of interest to them.                  | By September 30, 2022 |          |
|   | Continue meeting one-on-one with UPHS Members annually.  | Assess value of membership and encourage participation of upcoming trainings and events.                                | Ongoing               |          |
| Develop and maintain “Resource Hub” and engage members in submitting resources for distribution.  |  | Once a quarter, encourage members to share resources that could be of value to overall UPHS Membership.                 | Ongoing               |          |



## Executive Committee Organizational Capacity & Development

**Goal:** Ensure that UPHS is a well-run, adequately governed and resourced, and transparent organization.

| Objectives  | Strategies   | Tactics   | Timeline              | Progress |
|---|--|---|-----------------------|----------|
| Develop and implement an Annual Communications Plan that engages all stakeholders and members.  | Work with all Committees to create an annual communications plan.            | Potential tactics include development of collateral materials, social media presence, op-ed's, etc. | By January 31, 2022   |          |
| Conduct Technology Audit to understand needs, assets, gaps, and deficits from a technological standpoint with emphasis on equipment, telephone system, and members management.                              |  |   | By January 31, 2022   |          |
| Conduct HR Audit to assess compensation packages, staffing needs, succession planning, benefits options, and professional development opportunities   |  |   | By March 31, 2022     |          |
| Create and execute a three-year resource development plan that provides for growth in operational, capital, and other revenue opportunities.  | Create diversification among funding streams for UPHS.                       | Continually review membership dues structure.   | Ongoing               |          |
|   |  | Review ongoing opportunities for capacity building contracts.                                       | Ongoing               |          |
| Review and implement robust Marketing/Outreach/Organizational Rebranding Process that ensures messaging, image, and brand of UPHS is consistent, intentional, and relevant to all stakeholders and members. | Refresh UPHS logo.   |   | Begin October 1, 2022 |          |
|   | Develop "Proud Member of UPHS" graphic for members to use on their websites. |   | By November 1, 2022   |          |
|   | Create, maintain, and use style guide to ensure consistent UPHS branding.    |   | By December 1, 2022   |          |
|   | Develop UPHS branded items.  |   | By December 31, 2022  |          |

|   |  |  |                      |  |
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| Identify and regularly publish both internal and external impact reports that provide reliable and measurable dashboard findings on organizational success. | Determine mechanisms for collecting impact data, both internally and externally. | Develop main impact points internally to report on.  | By December 31, 2021 |  |
|   |  | Develop tool/form for members to submit impact data, potentially including impact questions in Annual Member Survey. | By April 1, 2022     |  |
|   |  | Engage City & County for existing data on human service funded contracts.  | Ongoing              |  |



## Diversity, Equity & Inclusion Taskforce Operationalizing DEI

**Goal:** Lead the human service sector through systems change that fosters diversity, equity, and inclusion at all levels.

| Objectives   | Strategies   | Tactics   | Timeline           | Progress  |
|--|--|---|--------------------|-----------|
| Develop a UPHS DEI strategy as a resource/model for member organizations.<br>(Phase I) | Develop and distribute a DEI Guidebook and Toolkit to begin the conversation on how to operationalize DEI in member organizations. |   | By October 1, 2021 | Completed |
| Develop a UPHS DEI Accountability and Support Framework.<br>(Phase II)                 |  | Measure improvement in operationalizing DEI through initial post-assessments follow up responses. | By October 1, 2022 |           |