



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. Distribute talking points to members to use at public meetings. Utilize the UPHS Advocacy Guide to establish comfortability among member participation.	Begin October 1, 2021	
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	
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. Identify key events/issues for mobilizing members. Identify communication tool(s) for member mobilization. Draft a mobilization plan.	By January 31, 2022	
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. 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.	Ongoing and As Needed	
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. 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	

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. (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. (Phase II)		Measure improvement in operationalizing DEI through initial post-assessments follow up responses.	By October 1, 2022	