



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
Executive Director and Advocacy Committee to alert and mobilize members on emerging issues within 24 hours.	Educate and train members on UPHS Advocacy and was to engage.		Ongoing and As Needed	
	Distribute talking points to members to use at public meetings.			
	FY 22-23, implement a code of conduct form to be signed annually at time of renewal by all members, acknowledging our expectations of their participation in collective advocacy.			
	Members are to notify UPHS when they plan to advocate on behalf of the sector outside of UPHS noticed advocacy alerts. When this is not done, UPHS Staff may notice the Committee about potential breach of code of conduct.			
Create a mechanism for demonstrating needs, impact, and value of members and sector.	Utilize TLH Democrat Column for important op-ed articles, and the member highlight series for highlighting members and their community impact.		Ongoing	
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	Ongoing.
	Starting September/October 2022, implement a questionnaire for candidates to complete to demonstrate their commitment to the human services sector.			
	Provide information on UPHS policy statements/positions.			
	Ensure elected officials can connect with UPHS Members.			
Advocacy Committee attends meetings when needed, with at least 90% participation.			As Needed	As Needed. To date, one activation required participation, and eight Committee

			members were present (92%).
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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)	Ongoing.
Engage with all human service nonprofit funders to be responsible for relaying information multi-directionally between funders and nonprofits.			By January 31, 2023	First meeting planned with CHSP and CSC Funders is being scheduled for early Fall.
Explore contract opportunities as they develop to facilitate these discussions and as additions to City and County contracts.			By September 30, 2023	Ongoing, and increased funding discussions for FY 23-24 at both City and County level.
Develop any Advocacy strategies around any opportunities or challenges as needed.			Ongoing	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	Exceeded. UPHS averages two trainings/workshops per month. As of June 30, 2022, UPHS has hosted 22 trainings/workshops and an annual conference inclusive of 18 additional sessions totaling 40.
		Repurpose Thought Leader Forums to lead Executive Director and Middle Manager focused discussions at least twice per year.	By October 1, 2022	
Provide technical assistance and support to human service organizations.		Track number of hours provided monthly to UPHS Member agencies, to report to City/County/CSC.	Ongoing	Ongoing
		Based on TA provided and areas of support, have UPHS members sign a form indicating their commitment to advancing areas sought for support within 90-days and use as a feedback loop with City/County/CSC if funded through those entities.		
Grow footprint and participation of Annual Conference.	Establish an Annual Conference Growth Plan to attract at least 50% UPHS Member participation.		By April 1, 2023	



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 inclusive of organizations/entities that would be great members. UPHS Staff to provide a Top 10 list to the Committee to assist with linkage and member onboarding.	By May 31, 2022	Ended 21-22 with 18% membership growth.
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 among all levels of staffing at UPHS member agencies.	By September 30, 2023	Ongoing.
		Create and maintain a position-specific listserv where members and their staffs can ask questions and information share.	By September 30, 2023	Ongoing.
	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	Ongoing.
		Host at least 3 socials in which members (particularly newer members) get the opportunity to meet other members.	Ongoing	To date, one coffee hour has been hosted, with plans for 2 more before December 31, 2022.
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 December 31, 2022	To begin August and September 2022 as an extension of the annual survey process.
		Assess value of membership and encourage participation of upcoming trainings and events.	Ongoing	Ongoing.

	Continue meeting one-on-one with UPHS Members annually.	Track number of hours spent monthly with UPHS Member agencies.		
Develop and maintain "Resource Hub" and engage members in submitting resources for distribution.		Once a quarter, Board responsible for encouraging members to share resources that could be of value to overall UPHS Membership. These resources could include trainings, podcasts, policies/procedures, etc.	Ongoing	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	Established and Ongoing.
Conduct Technology Audit to understand needs, assets, gaps, and deficits from a technological standpoint with emphasis on equipment, telephone system, and members management.			By May 31, 2022	Completed.
Conduct HR Audit to assess compensation packages, staffing needs, succession planning, benefits options, and professional development opportunities			By March 31, 2022	Completed.
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	Established and Ongoing.
		Review ongoing opportunities for capacity building contracts.	Ongoing	Ongoing. Currently working with CSC Leon to contract for capacity building starting October 2022.
Review and implement robust Marketing/Outreach/Organizational Rebranding Process that ensures messaging, image, and brand of UPHS is consistent, intentional, and	Refresh UPHS logo.		Begin October 1, 2022	Planning and Research with start date of October 1, 2022.
	Develop "Proud Member of UPHS" graphic for members to use on their websites.		By November 1, 2022	See above.

relevant to all stakeholders and members.	Create, maintain, and use style guide to ensure consistent UPHS branding.		By December 1, 2022	See above.
	Develop UPHS branded items with emphasis on Power of the Collective.		By December 31, 2022	See above.
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.	Executive Committee to work with Executive Director to develop main impact points internally to report on.	By December 31, 2022	Power BI Dashboard in establishment. KPIs from Board Retreat will help narrow focus on areas to measure.
		Develop tool/form for members to submit impact data, potentially including impact questions in Annual Member Survey.	By April 1, 2023	Planning and Research Phase.
		Engage City & County for existing data on human service funded contracts.	Ongoing	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	In Development, Committee currently narrowing down Top 5 most feasible/important actions to begin operationalizing DEI.