



## **UPHS 2023-2025 Strategic Plan**

*The Voice for Human Services*

*The Power of the Collective*

### **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:** Conduct research to provide evidence of needed Human Services funding.

**Goal:** Continue to be recognized as the expert in the human services sector.

**Goal:** Encourage coordination of services with funders, ensuring gaps are communicated and unmet needs are addressed.

Objectives	Strategies	Tactics	Timeline	Progress
Stay abreast of funding opportunities that advance the work of the human services sector and distribute to UPHS Membership.			Ongoing	
Develop a plan for demonstrating needs, impact, and value of members and sector.	Executive Director to research communities where local government investment for human services funding exists, as well as a CSC to establish baseline of % of budget allocation when advocating for greater investment in meeting local human services needs.	Distribute research and data to all elected leaders and community stakeholders.	By September 30, 2024	
	Utilize existing data from Sachs Media Group on <i>The Capital of Nonprofits</i> to articulate ROI of investment in human services.			
	Leverage community partners to jointly advocate for essential community needs (i.e. CoC and HLC specific to need for increased affordable housing stock).			
Advocate for maximum increase in CHSP funding.	Utilize data to advocate for increased CHSP Funding for all agencies and categories.	At a minimum advocate for cost-of-living standard increases in CHSP year over year in multi-year funding.	For implementation of the 2024-2026 CHSP Funding Process	
Communicate with City/County Commissioners, Children Services'	Invite elected officials, stakeholder, and key staff to UPHS Member Meetings.		Ongoing	

Council Stakeholders, and key staff to ensure coordination of funding and education of needs for human services sector.	Engaged and familiarize elected officials and candidates with human services sector.	Each election year, coordinate completion of questionnaire by candidates demonstrating their commitment to the human services sector.	By August 2024	
		Each election year, coordinate and host candidate forums for UPHS Members to engage directly on issues pertaining to the human services sector.	By October 2024	
Advocacy Committee attends public meetings where issues specific to UPHS and its members are on the agenda, with at least 90% participation.	Notice UPHS Members of activation where participation is necessary within 72 hours of public meeting.		As Needed	
	Provide information, education on issues, as well as UPHS policy statements/positions within 72 hours of public meeting.		As Needed	
Develop Advocacy strategies around any opportunities or challenges as needed and develop process for creating more effective advocates among members.	Create opportunities for developing advocates among members through utilization of the UPHS Advocacy Guide.	Engage BODs of Member Agencies, as well as Clients when needed to have a stronger, unified voice.	Ongoing	
Explore ways to encourage the integrity of the CSC funding processes while being mindful of political sensitivities.	Notice UPHS Members not seeking funding of activation where participation is necessary within 72 hours of public meeting.		As Needed	
	Provide information, education on process issues/fatal flaws, as well as talking points for greatest advocacy impact.		As Needed	



## Education & Training Committee

### Professional Development & Capacity Building

**Goal:** Be the community’s trusted source for technical assistance and capacity building.

Objectives	Strategies	Tactics	Timeline	Progress
Provide industry-leading professional development and capacity building opportunities to UPHS Members.		Conduct three (3) trainings/workshops per quarter based on member needs and as identified as areas of focus in the annual member survey.	Ongoing	
		Thought Leader Forums focused for Executive Director discussions and Middle Manager focused discussions at least twice per year.	Ongoing	
Provide technical assistance support to human service organizations via contracts with City, County and CSC and look for opportunities for expansion.	Ensure UPHS technical assistance and capacity building contracts require mandatory participation by target agencies based on funding entity (i.e. City, County, CSC, Gilead, etc.)	Work to update language in current contracts regarding mandatory participation, and increase dollar amounts of city, county, and CSC contracts.	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.	Increase net revenue from conference by 10% annually.		By May 2024	



## Membership Committee

### Member Engagement

**Goal:** Create meaningful member experiences, access to capacity building and accountability for members to perform at their highest capacity.

Objectives	Strategies	Tactics	Timeline	Progress
Review possibility of Membership Tiers with Membership Committee that align with organizational need and capacity.		Evaluate pros, cons, and cost of change.	By September 30, 2024	
Review opportunities for implementing minimum standards for Members and Prospective Members to meet before joining the UPHS Network.		Develop an exploratory sub-Committee to assess implementation of credentialing process.	By September 30, 2025	
		Develop an exploratory sub-Committee to assess ways to reduce duplication of member service delivery and foster greater coordination and collaboration, as well as the possibility of consolidation of like organizations.	By September 30, 2025	
		Review and refine Member Removal Policy and ensure implementation as necessary.	By September 30, 2024	
Develop TA contracts and MOUs for Members seeking TA assistance under their membership benefits.	Committee establish a written document that outlines parameters on amount of TA a member receives annually.		By September 30, 2024	
	Hold agencies seeking TA accountable for the progress needed for their improvement.		Ongoing	
Explore opportunities to provide shared services to members (i.e. back-office services).		Evaluate UPHS internal capacity to support initiatives like this.	By September 30, 2025	



## 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 a funding plan that explores additional diversified funding opportunities for financial sustainability.	Analyze planned growth given organizational capacity, especially when it comes to capacity building contracts to meet budgetary goals.		By September 30, 2024	
	Evaluate opportunity to monetize UPHS model and replicate in other regions/markets across the state.		By September 30, 2024	
Create Long-Term Succession Plan for Executive Director.	Develop a plan and process (who, what, when) for a planned exit and replacement for the ED.		By September 30, 2024	
	Revise and renew Executive Director Contract.		October 1, 2023	
Crosstrain staff as much as feasible to ensure Operational Continuity.	Executive Director to develop an operational contingency plan for staff departures for Committee approval.		By September 30, 2024	
Consider and review a member benefit cap that limits the number of hours that come “free” with membership.	Create a cap on member benefits for individual TA hours	ED to develop and EC to approve	By January 2024	
		Review ongoing opportunities for capacity building contracts.	Ongoing	
Implement a 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.		October 1, 2023	
	Create, maintain, and use style guide to ensure consistent UPHS branding.		October 1, 2023	
	Develop “Proud Member of UPHS” graphic for members to use on their websites, that links back to UPHS website.		By January 2024	
	Develop UPHS branded items (including brochure) with emphasis on <i>The Power of the Collective</i> .		By March 2024	

