



UServeUtah Strategic Plan

2017-2019



UServeUtah

Utah Commission on Service & Volunteerism





2017-2019 STRATEGIC PLAN / STATE SERVICE PLAN

ORGANIZATIONAL OVERVIEW

About the Commission

UServeUtah, the Utah Commission on Service and Volunteerism, was created by state statute in 1994 and is comprised of 20 members representing local government; community based organizations and statewide networks as well as 8 staff. As the state's central coordinating body for service and volunteerism, the Commission is responsible for developing, implementing, and sustaining a vision and culture of civic engagement and national and community service within the state.

Since its inception in 1994, UServeUtah has focused on increasing the capacity of organizations to serve, strengthen and transform communities through service and volunteerism. It furthers its mission by: promoting volunteerism, administering National Service programs, connecting people with opportunities to serve, building organizational capacity for effective volunteer engagement, and participating in strategic initiatives that mobilize volunteers to meet local needs.

Fundamentals

The **purpose** of the Utah Commission on Service and Volunteerism is to enable individuals, communities and organizations in Utah to benefit from the service, power, skills, and passion of volunteers.

Our **mission** is to strengthen and grow bonds across Utah communities through the uniting power of service and volunteerism.

Our **vision** is to have vibrant, inclusive, productive communities with active, engaged citizens.

Our work is based in these core **values**:

- Service Unites-Volunteering collectively grows bonds across various experiences, beliefs, backgrounds and barriers.
- We believe that volunteerism is a uniquely American form of civic engagement that is fundamental to our democracy and critical to our communities.
- We believe volunteers build strong communities and have a lasting impact on local needs.
- Utah volunteers are exceptional. They are willing to make the time, and the connections that come from reaching out in service to and with others.
- We know that volunteers are bedrock in any community. Neighborhoods where volunteers gather and serve are more vibrant, safe, and engaged.
- People who volunteer feel a unique sense of ownership and responsibility and are in turn transformed by the experience.

UServeUtah has a long history of advocating the value of volunteerism, training skilled volunteers, coordinating a statewide system to facilitate service, developing innovative AmeriCorps programs, and promoting Utah's national leadership in volunteerism. Our **competitive advantages** include:

- *We offer state leadership.* As a branch of the state government and a program of the Office of the Lieutenant Governor, we can use our bully pulpit to promote volunteerism with authority.
- *We collaborate.* We have years of experience working in the public and private sectors to focus resources on volunteerism.
- *We have data.* Our studies measure the impact volunteers have on our lives and our communities.
- *We have expertise.* Our training to volunteer organizations helps them better use and support volunteers
- *We bring resources to the table.* Our nationally-recognized AmeriCorps programs connect local needs with manpower in a cost effective and efficient way.

PLAN DEVELOPMENT

Process

This Strategic Plan builds on the work of the 2014-2016 Strategic Plan/State Service Plan, drafted by the Utah Commission on Service & Volunteerism and staff in 2013. This plan was developed through an open and public process that provided for maximum participation and input from key stakeholders across the state. Surveys were conducted by UServeUtah to a network which included; Commissioners, government agencies, educational institutions, non-profits, national service programs and volunteers.

The strategic direction and goals included in this plan are a response to the understanding of what these stakeholders identified as challenges or issues across the state. The process of developing this plan has provided an opportunity for assessing and deepening UServeUtah approaches to its work.

Implementation

This 3-year plan is the roadmap to building systems that harness and focus our unique and invaluable resource – the cultural ethic of service and volunteerism that exists among Utah citizens. The plan lays out a comprehensive framework based on guiding objectives with strategies and specific activities outlined.

The plan will be executed through the oversight of the Utah Commission on Service & Volunteerism. Biannual Commission meetings will be coordinated and facilitated to evaluate progress toward the goals and objectives of the Action Plan with updates implemented as needed. The UServeUtah staff will be responsible for the progress in meeting the plan objectives.

The plan does not reflect everything that UServeUtah hopes to do over the next three years; nor does it represent a binding set of directives, since the planning process must be fluid and flexible. It will, however, serve as the framework by which we will make decisions, focus our resources, and work to expand our reach in the service and volunteerism sector



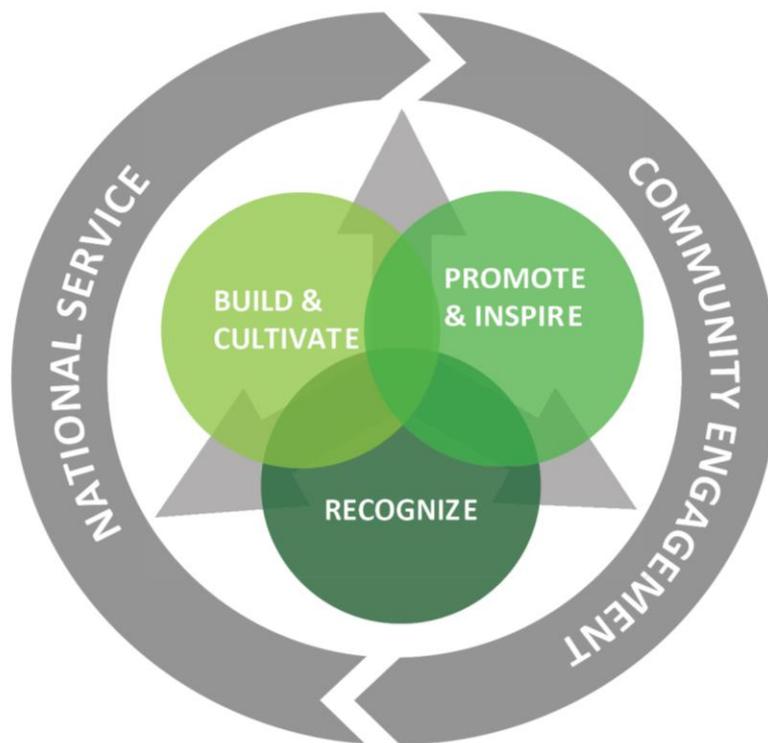
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BUILD & CULTIVATE

UServeUtah functions as a consultant and training resource to expand public and private partnerships and help organizations effectively use service and volunteerism to fulfill their mission and address critical community problems. For example, UServeUtah administers and oversees all Americorps programs in Utah through grants, training, and technical assistance.

PROMOTE & INSPIRE

Utah has a culture of volunteerism. UServeUtah is committed to creating ways for Utahns to identify and engage in quality volunteer and service opportunities. One way UServeUtah promotes and inspires statewide National Service is through our support of national days of service with grants and media marketing promotion.

RECOGNIZE

UServeUtah is dedicated to recognizing and acknowledging individuals for their outstanding volunteer efforts. The Lt. Governor's Volunteer Recognition Certificate program is an opportunity for nonprofit, faith-based, corporate, and government agencies to recognize volunteer efforts in their own agencies with a FREE prestigious certificate.

STRATEGIC ACTION PLAN

Strategies and outcomes are consolidated under three Commission objectives listed below.

Objective 1: Build and Cultivate Capacity in the Volunteer and Service Community

A primary aim of the Commission is to help organizations effectively use service & volunteerism as a strategy to fulfil their mission and to address critical community problems.

Strategies:

- ◇ Provide successful statewide trainings and technical assistance that will ensure organizations are prepared to use volunteers effectively.
 - ▲ Develop trainings that focus on engaging underrepresented populations in volunteerism.
 - ▲ Develop trainings for the AmeriCorps program portfolio focused on improving programmatic quality, enhancing member develop efforts, strengthening capacity to successfully administer CNCS grants and advancing programs' ability to measure results.
 - ▲ Develop trainings that will ensure jurisdictions are prepared to use volunteers effectively in times of disaster.
- ◇ Support business in creating employee volunteer programs.
- ◇ Help local municipalities recognize and utilize volunteers as an effective means of addressing community needs.

Outcomes:

- ◇ Increased implementation of VMT best practices.
- ◇ Increased organizational return on volunteer investment (ROVI).
- ◇ Increased quality and quantity of volunteer opportunities focused on addressing community needs.
- ◇ Underrepresented populations are more integrated into community as volunteers.
- ◇ Increased capacity of local jurisdictions to engage volunteers in times of disaster.
- ◇ National Service programs have capacity to prove and improve impact.
- ◇ Positive volunteering experience.

Objective 2: Promote and Inspire Statewide National Service and Volunteerism

Utah has a culture of volunteerism, but individuals need to be made aware of needs and occasions to serve. We are committed to creating ways for Utahns to identify and engage in quality volunteer and service opportunities.

Strategies:

- ◇ Promote value and benefits of skills based volunteerism through strategic use of social media, marketing and communications.
- ◇ Inform and market volunteering to general public to increase awareness of opportunities to serve.
- ◇ Educate local elected officials on impact of AmeriCorps programs within the state.
- ◇ Develop or engage with initiatives to maximize the profile of service & volunteering within the state.
- ◇ Develop plan to support recruitment of AmeriCorps members in Utah.
- ◇ Develop partnerships and collaborative working relationships with relevant organizations to enhance the sector.
- ◇ Facilitate online technology system to match individuals with opportunities to serve.

Outcomes:

- ✧ Increased utilization of skills based volunteers.
- ✧ Increased awareness of community needs & opportunities to serve.
- ✧ Elected officials endorsing and supporting national service.
- ✧ Increased perception of volunteerism as a valuable tool for addressing critical needs.
- ✧ Increased AmeriCorps member applications.
- ✧ Strong strategic partnerships which support and enhance national service & volunteerism.

Objective 3: Recognize the Efforts of Outstanding Volunteers

Utahns are exceptional. They are willing to make the time, and the connections that come from reaching out in service to and with others. We are dedicated to recognizing and acknowledging individuals for their volunteer efforts

Strategies:

- ✧ Develop plan to increase distribution of Lt. Governors Recognition Certificate.
- ✧ Develop Commission level recognition for AmeriCorps State programs.
- ✧ Use social media to showcase excellent service.
- ✧ Develop data collection & reporting mechanisms that will validate recognition.
- ✧ Establish partnerships/collaborations to promote recognition of exceptional volunteer efforts.

Outcomes:

- ✧ Increased culture and climate for service & volunteerism
- ✧ Increase in data-driven volunteer strategies
- ✧ Positive volunteering experience
- ✧ Increased retention of volunteers

CONCLUSION

This strategic plan conveys for the Commission and for our constituents an understanding of who we are, what we do, and the values by which we define ourselves. It outlines as well our vision and the key objectives we believe we must meet in order to achieve that vision. We hope the plan will be a useful tool in supporting and guiding service and volunteerism in Utah.

2017 UServeUtah Commission Support Grant Logic Model

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Needs	Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> • Build & Cultivate Capacity in the Volunteer and Service Sector • Promote and Inspire Statewide National Service and Volunteerism • Recognize the Efforts of Outstanding Volunteers: 	<ul style="list-style-type: none"> • Staff Time • Financial Resources • Technology Resources • Research & Data Collection • Community Partner Collaboration • Commissioner Engagement • Media Support • Public Policy 	<ul style="list-style-type: none"> • Provide successful statewide trainings to organizations across the state • Develop appropriate programming elements to be provided at training • Develop resources for engaging underserved populations in service • Strategic use of social media, marketing, and communications • Educate political, community and business leaders on the significance & impact of National Service and volunteerism in the state of Utah • Develop new online resource to enable volunteers to find opportunities • Recognize the efforts of exceptional volunteers in Utah via partnerships with other organizations and through UServeUtah recognition events 	<ul style="list-style-type: none"> • # of organizations receiving training/technical assistance • # of online CSR resources accessed • # of surveys distributed • # of respondents to surveys • # of volunteers for grantee day of service projects • # of resources developed for website • # of outreach contacts made • # of partner agencies engaged • # of social media followers as determined by baseline metrics • # of meetings with political, community and business leaders • # of presentations to community organizations • # of individuals accessing online volunteer engagement system to search for volunteer opportunities • # of organizations requesting certificates • # of certificates distributed 	<ul style="list-style-type: none"> • Increased implementation of VMT best practices. • Increased organizational return on volunteer investment (ROVI) • Increased quality and quantity of volunteer opportunities • Increased integration of underserved populations into community as volunteers. • Increased capacity of local jurisdictions to engage volunteers in times of disaster. • Increased Capacity of National Service programs to prove and improve impact. • Increased utilization of skills based volunteers. • Increased awareness of community needs & opportunities to serve. • Increased support and endorsement of national service by elected officials. • Increased perception of volunteerism as a valuable tool for addressing critical needs • Increased AmeriCorps member applications. • Increase in data-driven volunteer strategies • Increased retention of volunteers 	<ul style="list-style-type: none"> • Service unites Utahns • Exceptionally strong culture and climate for service & volunteerism • Service & volunteerism is recognized as valuable tool to address community needs • Organizations use volunteers effectively • Solid national service program quality • Individuals are recognized and acknowledged for their exceptional service • Positive national service & volunteer experiences increase individuals commitment to a lifetime of service • Utahns become active engaged citizens

Logic Model

This logic model provides a snapshot of our our service and volunteerism work in Utah and the key objectives we are striving for. We believe it will be a useful tool in supporting and guiding our efforts in the coming years.