



STRATEGIC PLAN



2020 - 2023



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 10 staff. Since its inception, UServeUtah has worked to inspire, equip, and mobilize individuals and organizations to take action to transform their communities. To further its mission, UServeUtah concentrates efforts in two focus areas: **National Service** and **Community Engagement**.

NATIONAL SERVICE

AmeriCorps, the Domestic Peace Corps, annually engages more than 80,000 Americans nationwide in intensive, results-driven service in the areas of education, public safety, health and the environment.

UServeUtah manages the Utah AmeriCorps State program portfolio comprised of programs that target underserved and at-risk populations in the areas of: Economic Opportunity, Education, Environmental Stewardship, Disaster Preparedness, Healthy Futures and Veterans and Military Families.

UServeUtah administers all Utah AmeriCorps State grants and provides administrative, fiscal and programmatic oversight, technical assistance and program development in accordance with the guidelines set forth by the Corporation for National and Community Service (CNCS).

COMMUNITY ENGAGEMENT

UServeUtah seeks to establish a strong infrastructure to support community engagement in Utah and functions as a consultant and training resource to expand organizational capacity and increase volunteer utilization. UServeUtah also actively promotes civic participation and is committed to supporting quality community engagement opportunities.

UServeUtah accomplishes this by: 1) Providing successful statewide trainings that ensure organizations are prepared for effective community engagement; 2) Supporting local organizations to recognize effective volunteer efforts; 3) Fostering civic engagement and leadership development.



VISION

Our vision is to have vibrant, inclusive, productive communities in Utah with active, engaged individuals.



MISSION

Our mission is to strengthen and unify Utah communities through national service, volunteerism, and broader community engagement.



PURPOSE

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 national service and community engagement within the state.

FUNDAMENTALS

OBJECTIVES:

UServeUtah furthers its vision, mission, and purpose by:

- Building and cultivating capacity for effective national service and community engagement
- Promoting and inspiring national service and community engagement
- Recognizing outstanding impacts through service

CORE VALUES:

People - We value people and believe that through national service and community engagement, people have the capacity to enrich their own lives and improve the quality of life in their communities. We believe that an active volunteer community creates an environment in which all people thrive.

Impact - We value impact and commit to implementing innovative and effective strategies, holding ourselves accountable for results, and sharing our knowledge and best practices with others.

Diversity, Equity, and Inclusion - We value diversity, equity, and inclusion. We recognize that people of all ages, abilities, and origins have talents to share and that communities are strengthened when people connect across their unique backgrounds through national service and community engagement.

Innovation - We value innovation and exploring new ideas and solutions that best meet the needs of Utah communities. We commit to identifying and sharing research and best practices for effective community engagement.

Collaboration - We value collaboration and realize that we are at our best when we engage in collaborative efforts that bring together individuals, neighborhoods, schools, businesses, government, nonprofit, faith-based and other community organizations to achieve a common vision of stronger communities.

CORE STRENGTHS:

We offer state leadership. As a branch of state government and a Commission of the Office of the Lieutenant Governor, we have the ability to promote national service and community engagement with authority.

We have data. We collect, analyze, and share the impact national service and community engagement have in our lives and communities.

We have perspective. Our years of experience working with the public and private sectors give us a unique collaborative and strategic position.

We have expertise. Our training suite helps organizations better use and support national service and community engagement.

We bring resources to the table. Our grants and programs connect local needs with philanthropic and human capital in a cost-effective and efficient way.

PLAN DEVELOPMENT

BACKGROUND

The Utah Commission on Service and Volunteerism, as a state commission, is governed by the Serve America Act, which mandates all commissions develop and annually update a statewide plan for service covering a three-year period that is consistent with the broad goals of the Corporation for National and Community Service.

A. The plan must be developed through an open and public process that allows for maximum participation and input from a broad cross-section of individuals and organizations with a demonstrated record of providing educational, public safety, human, or environmental services, residents of the State, State Educational Agencies, traditional service organizations, local government, labor unions, and other interested members of the public.

B. The plan must ensure outreach to diverse, broad-based community organizations that serve underrepresented populations by creating state networks and registries or by utilizing existing ones.

C. The plan must set forth the State's goals, priorities, and strategies for promoting national and community service and strengthening its service infrastructure, including how Corporation-funded programs fit into the plan.

PROCESS

This Strategic Plan builds on the work of the 2017-2019 Strategic Plan, drafted by the Utah Commission on Service & Volunteerism and staff in 2016. This new plan was developed through an open and public process that provided for maximum participation and input from key stakeholders across the state. An electronic survey was distributed to the public and solicited over 1,200 responses, with every county in Utah represented. In addition, a listening tour was conducted across the state in 8 locations including Logan, Vernal, Ogden, Salt Lake, Provo, Moab, Cedar City and St. George. Participants in the listening tour sessions represented government agencies, private sector businesses, educational institutions, non-profits, national service programs and the general public.

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 a roadmap to building systems that harness and focus our unique and invaluable resource – the cultural ethic of giving back that exists among Utah citizens. The plan lays out a comprehensive framework based on guiding objectives and impacts. The plan will be executed through the oversight of the Utah Commission on Service & Volunteerism. Bimonthly Commission meetings are facilitated to evaluate progress toward the goals and objectives of the Strategic Plan with updates implemented as needed. The UServeUtah staff will be responsible for the progress in meeting the plan objectives.

With a fresh perspective on our mission, understanding what we do well, and the environment in which we operate, all UServeUtah strategies and activities are consolidated under the three Commission objectives listed below.

- **Build & Cultivate Capacity for Effective National Service and Community Engagement** – A primary aim of UServeUtah is to help organizations effectively use national service and community engagement as strategies to fulfill their mission and to address critical community needs.
- **Promote & Inspire National Service and Community Engagement** – UServeUtah is committed to inspiring action and creating ways for all Utahns to identify and participate in quality national service and community engagement opportunities.
- **Recognize Outstanding Impacts through Service** – UServeUtah is dedicated to recognizing and acknowledging individuals and organizations for their outstanding national service and community engagement efforts and impact.

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 our vision and the key objectives we believe we must meet in order to achieve that vision.

The plan does not reflect everything that UServeUtah hopes to accomplish 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 national service and community engagement sectors.

ACTION PLAN

OBJECTIVE 1:

BUILD AND CULTIVATE CAPACITY FOR EFFECTIVE NATIONAL SERVICE AND COMMUNITY ENGAGEMENT

IMPACTS:

- Strong national service programs are compliant with federal regulations and focused on continual program improvement to meet critical needs within the community.
- Diverse national service members that will continue a lifetime of service.
- Organizations have increased capacity to develop meaningful, effective community engagement opportunities to address needs across the state.

STRATEGIES:

- Provide statewide trainings that ensure individuals and organizations effectively meet local needs through national service and community engagement.
- Expand capacity of organizations to be diverse and inclusive.
- Collect and leverage data to support continuous improvement and results-driven strategies.
- Foster networks that enhance collaboration across organizations and sectors.

OBJECTIVE 2:

PROMOTE AND INSPIRE NATIONAL SERVICE AND COMMUNITY ENGAGEMENT

IMPACTS:

- Expanded capacity to address critical community needs through new and innovative national service programming.
- National service is seen as an opportunity to develop real-world skills through hands-on service and individuals are inspired to serve.
- Utahns understand the value of community engagement and are effectively engaged in addressing community needs.

STRATEGIES:

- Facilitate opportunities for all to actively participate in their communities.
- Encourage national service and community engagement as a mechanism to gain and use real-world skills.
- Share data to raise awareness of needs throughout the state and demonstrate the impact of national service and community engagement.
- Promote innovative strategies for enhanced national service and community engagement.

OBJECTIVE 3:

RECOGNIZE OUTSTANDING IMPACTS THROUGH SERVICE

IMPACTS:

- National service is recognized as a valuable tool to strengthen and unify Utah communities.
- Individuals and organizations are a part of a greater culture of community engagement, which we celebrate and from which we learn.

STRATEGIES:

- Elevate recognition of national service and community engagement throughout the state.
- Increase opportunities for and levels of recognition.
- Leverage statewide recognition to raise awareness of national service and community engagement impacts.