



# STRATEGIC PLAYBOOK

How We Advance Our Mission  
& What Guides Us

*January 2023*

**INFLUENCE • BUILD • CONNECT**



# **We Believe the Human Services System is a Cornerstone of Community Well-Being that:**



## **Builds Resilience**

**Through services and supports that help people through life's inevitable ups and downs.**



## **Fosters Social & Economic Mobility**

**By providing access to the key elements necessary for children and families to be well and thrive.**

# ABOUT US



## Member Driven

Representing leaders from state, county, and city human services agencies across the country.



## Bipartisan

With a focus on building common ground and generating practical solutions that work for people and communities.



# OUR MEMBERS

Administer and align services that build resilience and bolster family well-being through access to food, health care, housing, employment, child care, and many other key building blocks necessary for thriving communities.



Drive innovation in complex Information Technology (IT) systems, performance measurement and data analysis, legal considerations, and workforce development and training.



# MISSION & VISION



## Mission

APHSA advances the well-being of individuals, families, and communities nationwide by **influencing** modern approaches to sound policy, **building** the capacity of public agencies to enable healthy families and communities, and **connecting** leaders to accelerate learning and generate practical solutions together.



## Vision

**Thriving communities** built on human potential.



# OUR GUIDING PRINCIPLES



Equity, diversity, inclusion, and belonging must be advanced in all we do.

Decisions should be informed by data and evidence that are placed-based and contextual to the experiences of the community.

People who experience the human services system must be meaningfully involved in planning and policy decisions.

Cross-system and cross-sector partnerships are essential to innovating and accelerating progress.

Effective solutions consider the whole family.

Advancing race equity requires that structural inequities and systemic biases be intentionally dismantled.

# OUR FOCUS AREAS

## **Moving Human Services Upstream**

Proactively Promoting  
Well-Being

## **Advancing Social & Economic Mobility**

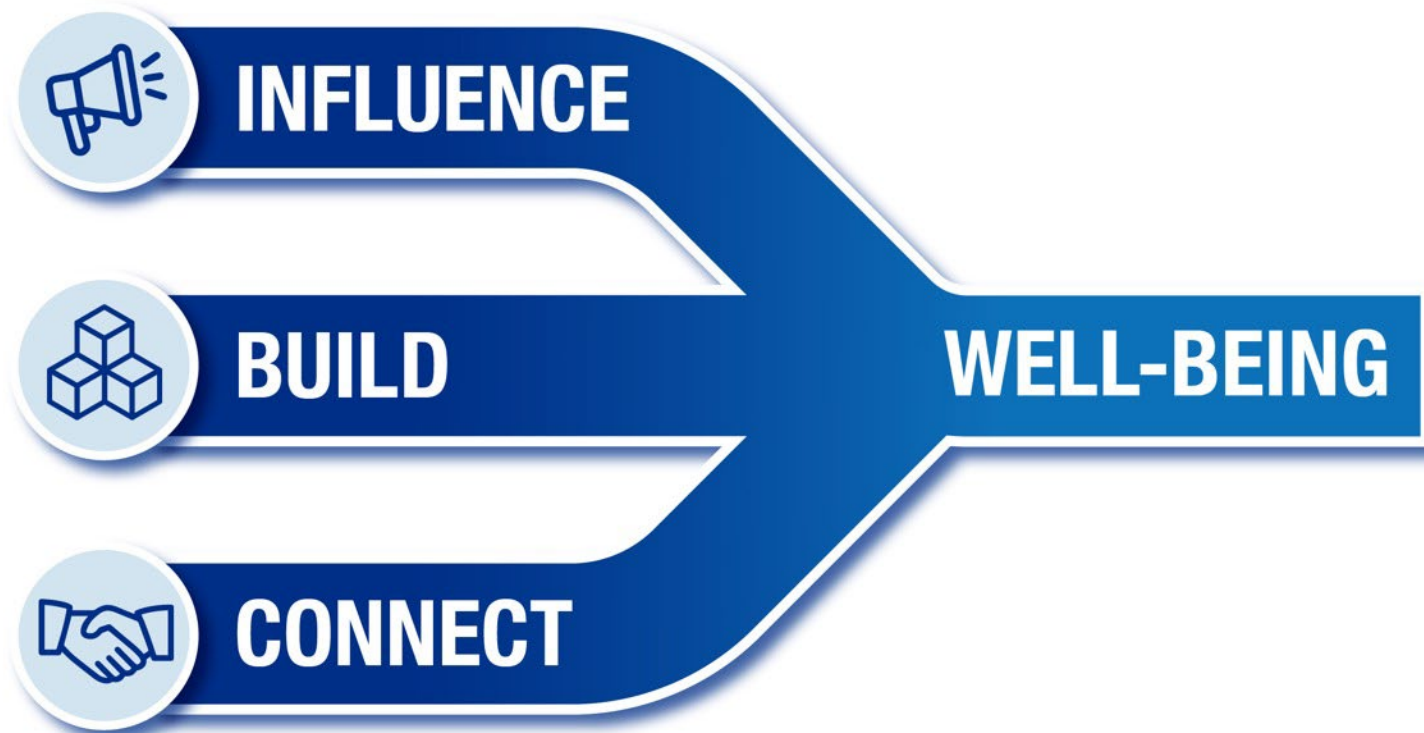
Co-Creating Pathways  
for Long-Term Success

## **Strengthening the Human Services Sector**

Supporting People  
and Systems to  
Move Us Forward



# OUR APPROACH

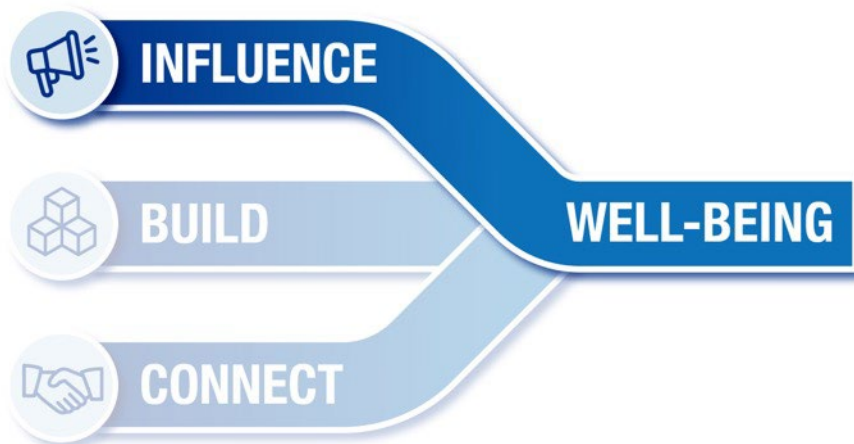




# INFLUENCE

## Advancing policy, practice, and process innovations

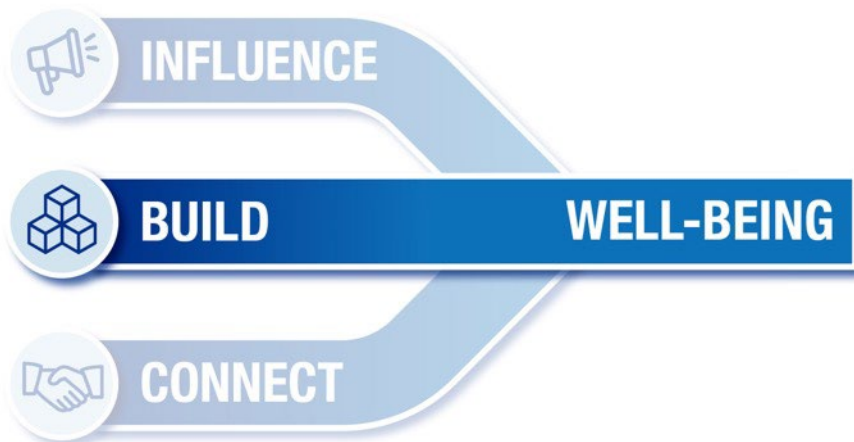
- ⚙️ **Developing** and **advancing** national policy strategies
- ⚙️ **Leading** practice strategies within and across human services policy portfolios
- ⚙️ **Exploring** and **improving** the delivery of human services through process innovation



# BUILD

## Supporting human services through technical assistance, training, and coaching

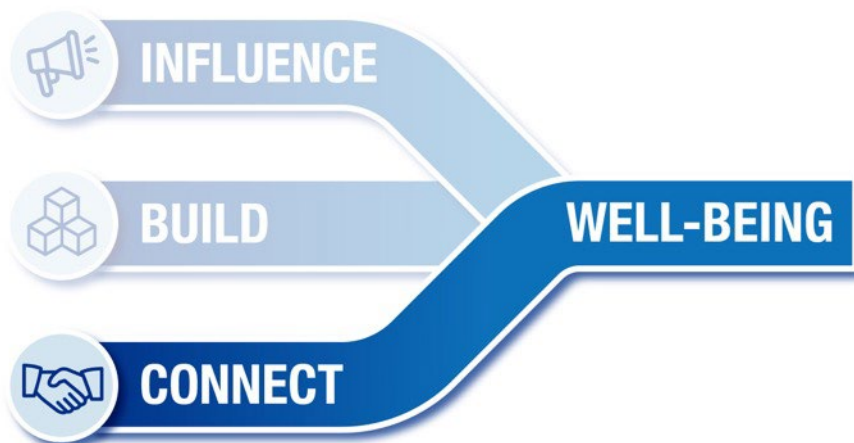
- ⚙️ **Facilitating** the capacity of communities, systems, organizations, departments, and individuals to advance their desired vision
- ⚙️ **Co-creating** tools and frameworks to enhance organizational practices
- ⚙️ **Designing** and **delivering** organizational-specific training



# CONNECT

## Engaging with our members and partners

- ⚙️ **Accelerating** peer-to-peer learning through convenings and information sharing
- ⚙️ **Strengthening** cross-sector partnerships that drive system change
- ⚙️ **Developing** pathways for people with lived experience to lead change



# OUR DESIRED STATE FOR HUMAN SERVICES

**Led by People With Lived Experience**

**Driven by a Fierce Commitment to Equity,  
Diversity, Inclusion, and Belonging**

**Human Services that are  
Human-Centered and  
Community-Driven**

**Embedded with a  
Workforce Culture  
of Safety, Well-Being,  
and Belonging**

**Aligned with Other  
Systems to Foster  
Thriving Communities**

# OUR SUCCESS MARKERS



**Elevating racial equity as a priority in human services**

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**Promoting community voice through our work**

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**Co-creating pathways for long-term success**

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**Increasing system capacity**

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**Fostering spaces and opportunities for healing**

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# OUR DISTINGUISHING FACTORS

## What Sets Us Apart? We Are:

A **committed voice** elevating and sharing the lived experience of families and community leaders to drive community-led solutions.

A **trusted broker** connecting human services leaders to federal policymakers and thought leaders to advance sound national policy.

**Expert facilitators** skilled at enhancing the capacity of human services agencies using proven tools and methodologies to strengthen organizational effectiveness.

A **strategic partner** advancing human-centered solutions across employment, education, health, justice, and other systems that improve the well-being of all people.

A **comprehensive learning hub** providing opportunities for leadership development, technical policy guidance assistance with practice innovation, and peer-to-peer support.

A **driver of productive narratives** that help build common ground and promote systems-level change.



**Learn more about  
APHSA and our partners**

[www.aphsa.org](http://www.aphsa.org)

