



**City of Phoenix  
Human Services Department  
Community Services Division  
Strategic Plan 2007**

**Tactical Planning Session  
Agenda – December 14, 2004**

1:00 p.m. Please sit at a table marked for the Strategic Objective that most interests you  
Welcome: Moises Gallegos, Deputy Human Services Director

Participant Introductions

Big Picture: Where we've been, and where we're going;  
Overview of today's Agenda: Phillip Blackerby

Review lists of strategies, and pick:

- Top 3 in terms of impact on achieving the related Goal
- One "low hanging fruit" (can be accomplished in 6 months or less, with no significant new resources required)

Training: *How to Write Tactical Objectives*: Phillip Blackerby

Write Tactical Objectives for the top 3 strategies and one "low hanging fruit"

Report to larger group

*Break*

Complete Implementation Planning Form

Create three workgroups:

- Communication Planning
- Project Tracking and Reporting
- Timeline Management

Communications Planning | Project Tracking, Rptg. | Timeline Management

Report to larger group

Session evaluation

5:00 p.m. Adjourn



## Facilitator Role

- Like to be involved but avoid having a stake in it
- Conceptual/teaching, i.e. problem solving processes, etc.
- Coaching (looking at things a different way)
- Process observations
- Confidential listener
- Making the implicit explicit
- Facilitate to the ground rules
- Ask stupid questions

## Ground Rules

- Participate in the process, i.e. get your own voice heard
- One voice at a time
- Speak for yourself
- Tell the truth but with respect, i.e. be candid.
- Truth above harmony
- Confidentiality
- No side bars
- Discussion not debate—use active listening skills
- No lobbying
- Stay on track
- There is no right or wrong, it is just the way you see it from your perspective
- Ask stupid questions





**City of Phoenix**

**Community Services Division  
Strategic Plan 2007**

**Plan-to-Plan**

<b>Phase 1 Plan-to-Plan</b>	Create project timeline Create monitoring web site	May 11-19
<b>Phase 2 Environmental Scan (Gather information)</b>	Review and analyze documents: <ul style="list-style-type: none"> <li>• Internal employee surveys, 2001-03</li> <li>• Community Services Committee Survey</li> <li>• Human Services Dept. 2003-04 Operating Budget</li> <li>• Human Services Dept. 2004-05 Draft Budget</li> <li>• Service Delivery Model</li> <li>• Internal communications</li> <li>• Brochures and marketing materials</li> </ul>	May 12-24
<b>Phase 3 Focus Groups (Gather information)</b>	Four facilitated focus groups: <ul style="list-style-type: none"> <li>• Community Services Division senior staff</li> <li>• Service delivery employees (group A)</li> <li>• Service delivery employees (group B)</li> <li>• Community Services Division Executive Mgmt.</li> </ul>	May 26 May 26 May 26 May 27
<b>Phase 4 Strategic Planning Team (Make decisions)</b>	Two-day facilitated strategic planning retreat: <ul style="list-style-type: none"> <li>• Mission and issues</li> <li>• Goals and objectives</li> </ul>	June 29 June 30
<b>Phase 5 Communications</b>	<ul style="list-style-type: none"> <li>• Draft Strategic Plan</li> <li>• Final Strategic Plan and Year 1 Action Plan</li> <li>• Other communications activities</li> </ul>	July 14 August 5 June 30 (plan)
<b>Phase 6 Implementation</b>	Implementation Selection & training for Strategic Work Groups Quarterly update reports Strategic plan adjustment meetings	Jul./04-Jun./07 Jul./04 Sep./04 qtrly. Dec./04-07 ann.





**City of Phoenix  
Human Services Department**

**Strategic Plan Highlights<sup>1</sup>**

**Statement:**

Human Services Department provides comprehensive social services to improve the quality of life of Phoenix residents.

**Vision:**

Excellence in Human Services – We Make Phoenix Better!

**Core Values:**

- Respect
- Trust
- Teamwork
- Work Ethic/Professionalism
- Customer Driven

**Strategic Choices:**

HSD will use technology to facilitate the achievements of the strategic goals  
*“Technology achieves strategic goals”*

HSD is a nationally recognized model for “best practices”  
*“Model Best Practices”*

HSD is committed to developing its workforce  
*“Develops workforce”*

HSD is committed to allocate resources to implement key strategies  
*“Allocate resources, implement key strategies”*

HSD is committed to promoting effective communication and collaboration  
*“Effective communication and collaboration”*

HSD is committed to providing customer services in a seamless integrated environment  
*“Customer service, seamless and integrate”*

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<sup>1</sup> 2002 Strategic Planning, January 22-24, 2002.



## Project Timeline

<b>Phase 1: Plan-to-Plan</b>	
Create Project timeline	May 11-19, 2004
Create monitoring web site	
<b>Phase 2 Environmental Scan</b>	
Review and analyze documents	May 12-24
<b>Phase 3 Focus Groups</b>	
Four facilitated focus groups	May 26-27
<b>Phase 4 Strategic Planning Team</b>	
Two-day facilitated Strategic Planning Retreat: <ul style="list-style-type: none"> <li>• Mission and Issues</li> <li>• Goals and Objectives</li> </ul>	June 29-30
Meet with CSD Management Team	August 3
Half-day facilitated Strategic Planning Team meeting: <ul style="list-style-type: none"> <li>• Categorize Goals</li> <li>• Re-write Strategic Objectives</li> <li>• Integrate current activities in Strategies list</li> </ul> Product: <i>CSD Strategic Plan 2007</i>	August 13
Half-day All-Staff meeting: <ul style="list-style-type: none"> <li>• Review Goals and Objectives with All Staff</li> <li>• Brainstorm ideas for Strategies</li> </ul>	October 8
Meet with CSD Management	October 21
Meet with CSD Management Team	December 1
<b>Half-day facilitated Tactical Planning Session</b> <ul style="list-style-type: none"> <li>• Product: <i>CSD First Year Action Plan FY 2004-2005</i> (with Implementation Plans and Communications Plan)</li> </ul>	<b>December 14</b>
CSD Management Team reviews Strategic Plan: <ul style="list-style-type: none"> <li>• Revises consistent with available resources</li> <li>• Revises consistent with City, Department policy</li> </ul>	
<b>Phase 5 Communications</b>	
CSD Management Team presents <i>Strategic Plan</i> and <i>First Year Action Plan</i> to HSD Management	
CSD Management receives feedback from HSD Management	
CSD Management Team reports final <i>Strategic Plan</i> and <i>First Year Action Plan</i> to Strategic Planning Team	
Strategic Planning Team reports final <i>Strategic Plan</i> and <i>First Year Action Plan</i> to All Staff	
<b>Phase 6 Implementation</b>	
Implementation	
Selection & training for Strategic Work Groups	
Quarterly update reports	
<i>Strategic Plan</i> adjustment meetings	



**CSD Strategies**  
**Developed August 13, 2004**  
**Strategic Planning 2007 Follow-up Session 1**

## I. Program Development: What we will do...

**Goal 1.** To increase CSD's capacity to promote effective community-based services

**Strategic Objective 1.1.** To implement at least 7 community initiatives with desired outcomes by June 2006.

### Current activities

- Citywide Food Security Council
- NSD collaboration (phone call)
- Food Security outreach
- CAP Plan modifications

### Most impact

- Food Security Outreach
- Develop COP Food Policy Council
- Community Council Strategic Planning / Needs Assessment
- ID community needs
- Community focus groups, include FBO's and CBO's
- ID existing community needs assessments
- Financial literacy
- EITC
- CHP Plan modification
- Food Stamp awareness
- Identify partnerships.
- Measurement tool

### Low hanging

- Need additional CI staff
- ID community needs
- ID outcomes
- Meet with NSD, Housing, Parks, and Mayor's office
- Obtain in kind contributions from graphic designer
- ID church partners/Faith Based Orgs
- Develop food security task force



## Other ideas

- Identify CSD/HSD service gaps
- Identify initiative partnerships
- Broaden and increase coalitions
- Build collaborations
- Network
- Private sector
- Outreach team
- Recruitment effort
- Volunteer
- Research best practices
- Explore outside: other states' resources
- Consider levels of service plans based on accomplishment of goals
- Voc rehab
- Classes in centers
- Training to community
- Teach community to advocate for themselves
- Implement financial literacy programs
- Identify new EITC tax prep sites
- Add financial literacy to Centers
- WOSP should be year-round
- Create Center Advisory Boards with schools, churches, police, etc.
- Mental Health Providers
- Child care coops
- Life skills
- Diet and nutrition
- Partnership with COP Housing, Police, NSD
- Partner with drug and alcohol programs to eliminate homelessness
- Mental health
- Veterans homeless program
- Clothing bank
- Community gardens
- Childcare
- Partner with training/employment
- Bring counseling services to centers
- Partner with collaboration goal
- Partner with Value Options
- Purchase housing in partnership with Value Options
- Partner with Veterans Homeless Program
- Assist the disabled
- Coaching & Mentoring
- Celebrate and market successes



**Strategic Objective 1.2.** To develop and implement a comprehensive CSD plan to address homelessness by June 2007.

### Current activities

- Family Transitional Living Center
- 2005-2010 Consolidated Plan (Homeless)/Annual Action Plan/CAPER
- WOSP
- Veteran's Stand Down
- Summer and Winter Respite Programs
- SHP panning, application, contracts
- CDBG/ESG/GPF contracts
- Technical assistance (non-profits who need assistance)
- Coordination (regional planning, annual reporting)
- Low Demand Shelter
- CARE Connection
- Increased Street Outreach

### Most impact

- Assess and evaluate current activities and needed activities.
- Develop Homeless Programs Plan to address Contract, Special Projects and Planning and Coordination. (Develop recommendations to management re; what to keep/add/drop)
- Develop a multi-disciplinary team to assist in the assessment.
- Increase homeless contract staff
- Integrate Homeless Program Plan with other CSD activities

### Low hanging

- Educate center staff and front desk
- Centers serve homeless needs—need clarity on what is not being provided
- Build stronger relationships with agencies we fund
- Riann should supervise homeless CW's. Fragmented process with service delivery out of centers – not consistent

### Other ideas

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Separate as specialty program with dedicated staff and resources full time</li> <li>• Address causes for chronic issues</li> <li>• Assess/address substance addiction</li> <li>• Mental health counseling</li> <li>• COP Channel 11 information to public</li> <li>• Comprehensive case management with individuals and families</li> </ul> | <ul style="list-style-type: none"> <li>• Educating others about homeless population</li> <li>• Community councils</li> <li>• Community activist awareness</li> <li>• ID activity</li> <li>• Develop expertise in dealing with homeless family</li> <li>• Year round, specialized homeless team</li> <li>• Secure funding for more staff</li> </ul> |
|--|--|





- More employment programs for the homeless
- Host special events or homeless symposium
- Coaching & mentoring
- Council approval
- More follow up to see what is working
- Collaborations locally
- Involve community center councils
- Delegate staff
- Training
- Advocacy (lobbying)
- Integrate services
- Move into permanent housing only people who achieve basic case plan goals
- Incentives
- Fund raising spokesperson
- Integrate services
- Purchase/upgrade facilities
- Partner with Housing Dept
- Help single adults



## II. Process Development: How we will do it...

**Goal 2.** To provide the structure to help all stakeholders achieve their goals.

**Strategic Objective 2.1.** To increase number of CSD staff following consistent operational procedures by 75% by January 2006.

### Current Activities

- Define Case management model

### Most impact

- Define case management
- PMG
- How many are not following?
- Take inventory of what procedures exist
- Analyze & restructure
- Operations and Procedures Manual
- Define clearly what is to be done.
- Communication is Key – Information needs to be shared.

### Low hanging

- Mystery client evaluation
- Employee recognition
- Staff survey of supervisors

### Other ideas

- Monitor for fairness
- Coaching
- Communication
- Consistent and ongoing updates
- Use developed monitoring process
- Incentives
- Mentoring
- Develop measures to ensure operational measures are followed
- Training – Formalize and make more intensive (Not just trained by other staff)
- Training for new staff and refresher/ongoing courses
- Surveys
- CWIII meetings
- Consistent - Balance & checks within/across the Centers
- Uniformity among Supervisors/Center Managers/Admin



**Strategic Objective 2.2.** To baseline now and then improve customer satisfaction with the service delivery model by June 2007.

#### Current activities

- New family services centers
- SMART system
- Phone Intake system
- Make time in lobby more productive

#### Low hanging fruit

- Phone Intake system
- Monthly meeting
- Seminars
- Educational information on our goals, limits and procedures in Centers – ie videos in lobbies.

#### Most impact

- Develop, administer and analyze surveys: baseline and ongoing.
- Monitor new Service Delivery Model/Phone System/etc. – Employee feedback
- Make changes based on results
- Conduct staff training based on results – including clerical operations
- Community needs assessment
- Revise matrix to be more reflective regarding client outcomes

#### Other ideas:

- Determine whether financial services provided
- Create a longer term follow up tool
- Satisfaction?
- Satisfaction vs. improvement
- Client focus groups
- Why only clients?
- Community focus groups
- Incentives
- Mystery customers: walk in and phone
- Agency (partners) focus groups
- Citywide department evaluation
- Client Needs Assessment
- Satisfaction with our system vs. what needs they identify
- Evaluate workflow in centers, including clerical
- Identify Employee strengths



**Strategic Objective 2.3.** To increase the number of Case Managers who are carrying standard case management caseloads to 80% by June 2006.

### Current Activities

- R. Marketing case management

### Most impact

- Define Case Management for CSD – determine priorities
- Conduct skills gap
- Do staff training – focus on general CM model and specific areas (DV, homelessness, mental health, how to engage clients, etc)
- Develop training and monitoring tools
- Make matrix user friendly

### Other ideas

- All vs. a number
- Develop marketing strategy as to what we do for clients
- Client focus groups
- Uniform implementation: supervisory practices: refine PMG's
- Weekly management staffing
- Increase 80% to 100%
- Mandatory job specific employee orientation (1 week) prior to assignment
- Check monthly CM log and address/coach
- More outreach and take referrals from other service providers within the Human Service Centers, i.e. Head Start, Salvation Army, AWEE, CASS
- 3 years to begin doing what we already committed to do?
- Mentoring
- Reports and monitoring
- Accountability (PMG)
- Understand and engage staff attitudes
- Clarify job duties
- Onsite mental health specialists
- Cross trains caseworkers on strengths



### III. Employee Development: Who will do it...

**Goal 3.** To increase the application of staff expertise, talents, experience and skills.

**Strategic Objective 3.1.** To develop core training and ensure that 100% of staff complete the core training by June 2007.

#### Low hanging fruit

- Identify needs
- Coordinator involvement
- Training and curriculum
- Identify and define core staff training needs
- Develop the content of the core training. Make sure not duplicating with things that exist (HSU)

#### Most impact

- Consider a training center for new struggling staff
- Separate case management from financial
- Develop calendar of training

#### Other ideas

- Build in orientation/training for new staff
- Coaching
- Mentor
- Create classes from waitlists
- Policy/procedure manual
- Location—centralized training
- Mandatory deadlines
- Build in quarterly designated times
- Who will do training
- Curriculum
- Designate 2% of the budget for training
- Determine who will provide/present the staff training.
- Make core training mandatory and develop a system to ensure all staff participate in core as well as refresher training.
- Ensure that core/ongoing training is a priority; afford all staff an opportunity/time to attend training and that adequate training dollars exist.



**Strategic Objective 3.2.** To ensure that 100% of employees have an opportunity for ongoing staff development by June 2007.

### Low hanging

- Onsite education
- In service training
- Identify needs

### Most impact

- Increase training funds
- Equal training funds for all staff
- Mentor coaching
- Cross pollinate with outside trainers
- Management/supervisors should support staff development and ensure equitable opportunities as well as time off to attend

### Other ideas

- Include on PMG
- Allow time
- Specific education/training tools
- HSU
- Job related
- Credit courses offered through HSU
- No. o hours per three year period
- ID mandatory training
- Educate on what regulations are
- What requirements
- Identify staff training needs and desires
- Make ongoing staff development/training mandatory
- Increase/equalize training dollars so all staff have equal access to training
- Determine who will provide training/staff development
- Management/supervisors should support staff development and ensure equitable opportunities as well as time off to attend
- There should be more flexible training options including outside city opportunities, more locations, and times offered



**Goal 4.** To ensure uniformity in operational and personnel management guidelines followed by all supervisors.

**Strategic Objective 4.1.** To achieve 80% uniformity in operational and personnel management guidelines by January 2006, and 100% by June 2007.

#### Low hanging

- Process personnel issue at center manager and CW III meeting monthly to ensure equity
- Anonymous client evaluations
- Incentives

#### Most impact

- PMGs
- Complete standard procedures guide/manual.
- Establish Monitoring Tool / Periodic monitoring and random testing to ensure conformity. Hold supervisors accountable for distribution of information.

#### Other ideas

- Accountability
- Monthly meetings
- Training by HSD Personnel
- Increase to 100%
- Survey staff to identify discrepancies.
- Coaching
- To establish baseline regarding uniformity and consistency.
- Consistent training on procedures.
- Keep staff informed on new changes consistently.
- Supervisors should be appropriately trained. Know the job description & responsibilities of case workers as well as A/R's and City regulations.
- Center Managers/CWIII's discuss how handle personnel issues.
- Staff evaluate their supervisors.
- Staff needs support from both supervisors.
- Equalization of job duties.



**Strategic Objective 4.2.** To reduce performance issues by 10% by January 2007.

### Low hanging

- Determine root of the problem/issues then deal with it
- Improve personnel support
- Labor relations training
- Mentoring
- PMG measurements
- Supervisory training
- Coaching for supervisors to improve morale
- Monitor and ID specific performance measures
- On-going dialogue.
- Use recognition and rewards.
- Support from upper management.

### Most impact

- 360 evaluation
- Survey – Determine baseline.
- Incentives
- Meetings among supervisory staff re: personnel issues
- Empower supervisors to effectively and consistently resolve employee performance issues.
- Clearly define goals and responsibilities.
- Building “Team Spirit” increasing morale within each center and within the entire division.

### Other ideas

- Do not allow problem staff transfers from other divisions
- Employee to employee support
- Employee training
- Enforcing rules across the board with all staff.
- Monitor supervisors who favor staff and don't address issues
- Do not social work your staff
- Employee morale team
- Employee recognition
- Specialized training based on current issues.
- Try to resolve issues in-house before asking for personnel assistance.
- Re-evaluate current PMG
- COA's concerns not heard.





**Strategic Objective 4.3.** To delegate decision making or planning to the appropriate task level for 90% of CSD staff by June 2007.

### Low hanging

- Eliminate time wasting by workers seeking approval for trivial matters...unnecessary staffings for rent and utilities
- Trust people that you hire
- Openness

### Most impact

- Create standard procedure how to ID the lowest level for staff decisions
- Baseline current decision making: management vs. line staff
- Develop parameters for staff input
- Survey (define) task levels: baseline: ask –start—at lowest level
- Work out decision authority with employees
- Define decision making areas clearly and standardize. Review current decision-making process.
- Fair representation of people who carry out and who do the work. Involve them in planning process.
- Have decision-makers observe consequences of their decisions.
- Work overload prevention on specific multi-tasked employees. Not taking advantage of productive staff.

### Other ideas

- Measure for EI
- ID key staff
- Committee process in decisions
- Training
- Community involvement
- Type of complaints to mayor/council/staff
- Start from top down
- Allow time for staff involvement
- Train and educate staff on parameters
- Have supervisory uniform guidelines.
- “Brief” the person in charge as to what’s going on prior to supervisor’s leaving for the day or for long periods of time.
- Bring all up to appropriate task level (1st), training issue, self-esteem/ability.



**Goal 5.** To guarantee fair hiring and promotion practices by implementing fair and consistent criteria, and ensuring that City of Phoenix hiring practices are followed.

**Strategic Objective 5.1.** To increase the level of staff satisfaction to 70% on the employee survey questionnaire related to hiring and promotion opportunities by June 2005.

#### Low hanging fruit

- Inform staff about current hiring plan/procedures
- Feedback when you don't get a job (honest)
- Promote based on seniority and performance
- Educate hiring panel members on duties of position

#### Most impact

- Develop employee morale team
- Independent review committee to review all hiring decisions to ensure fairness.
- Remove director's veto power
- Goal: Hire the best qualified candidate

#### Other ideas

- Independent hiring agency (other city department)
- Should not be based on relationships
- Create annual CSD staff survey
- Eliminate "de facto" affirmative action hiring practices
- Staff accountability for interview improvement
- Define what is the best candidate
- Supervision equal
- Training to enhance job interviewing skills
- Market information
- Bring staff up to date with COP personnel hiring practices
- Train staff on criteria on hiring rules
- Allow supervisory hiring—need to have input
- Focus group --brainstorming
- Community input
- Promote based on merit, PMG and experience
- Train everyone on how to hire the best. Do not limit to just supervisors.
- The process should be fair and open. Show matrix or other hiring criteria
- First panel should be from outside HSD
- No retaliation for expressing opinions
- Hold new hires accountable to perform their new job
- What can management do for a person in their job for 5-7 years?



## Tactical Objectives

### Definition

A *Tactical Objective* describes an intended output, supporting a strategic objective. It clearly states:

- *What* you are going to produce
- *How many* you are going to produce
- *By when* you are going to produce them

Accomplishing all the tactical objectives leads to achieving the strategic objective.

### Tactical Objective Formula

**Strategic Objective:** \_\_\_\_\_

“To” + product verb + product + quantity + “by” + date

*Edit for syntax:*

Example:

**Strategic Objective:** “To ensure that 100% of employees complete core training by June 2007.”

**Tactical Objective:** “To train 40 employees in ‘Customer Services Basics’ by June 2005.”

“To” + train + employees in  
“Customer Services Basics” + 40 + “by” + June  
2005.

“To train 40 employees in customer service basics by June 2005”



### Change Verbs

- to close
- to create
- to decrease
- to degrade\*
- to destroy
- to diminish
- to eliminate
- to empower
- to enhance
- to eradicate
- to guarantee
- to improve
- to increase
- to lower
- to open
- to prevent
- to protect
- to raise
- to reduce
- to solve
- to stop
- 
- 
- 

### Process or Product Verbs

- to build
- to benefit
- to communicate
- to deliver
- to give
- to invest
- to process
- to program
- to promulgate
- to provide
- to publish
- to serve
- to submit (*trans.*)
- to train
- to write
- 
- 
- 



### Write Tactical Objectives

Strategic Objective: \_\_\_\_\_

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

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## Implementation Planning

### Definition

An *implementation plan* is a program of action, based around tactical objectives supporting a strategic objective, showing:

- The *performance measure* (how you will know that the objective has been achieved)
- The *accountable person* (who is responsible for ensuring the tactical objective is achieved)
- The *estimated cost* (include all resources: time, money, expenses, etc.)
- The *time frame* (start date and end date)

Example:

**Strategic Objective:** “To ensure that 100% of employees complete core training by June 2007.”

**Tactical Objective:** “To train 40 employees in ‘Customer Services Basics’ by June 2005”

**Performance Measure:** “Number of employees trained (June 2005)”

**Accountable Person:** “J. Jamison”

**Estimated Costs:** “3,200 staff hours, + \$5,000 trainer fee”

**Time Frame: Start** “March 1, 2005;” **End** “May 30 2005.”



**Implementation Planning Worksheet**

**Strategic Objective:** \_\_\_\_\_

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>



**Communications Plan for Strategic Plan**

<i>Who needs to know about the plan? Who are audience or stakeholders?</i>	<i>What message do they need to know? What will you tell them?</i>	<i>Who will tell them?</i>	<i>How will you tell them? 1:1, meetings, e-mail, newsletter, etc.?</i>	<i>On what dates? Completed by when? How often do you tell them?</i>





**Strategic Planning Team Members**

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Billy Rhymes  
Briselda Rodriguez  
Alex Romero  
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Carolyn Ross  
Terri Taylor  
Wayne Tormala  
Marcia Widmer

**Facilitators**

Phillip Blackerby  
Lynne Brown

