



**City of Phoenix Human Services Department
Community Services Division**

***Strategic Planning Process
Plan-to-Plan***

Introduction

City of Phoenix Human Services Department, Community Services Division (CSD) has engaged Blackerby Associates to facilitate development of a strategic plan covering the three years from July 1, 2004 through June 30, 2007. Additional deliverables include a more-detailed action plan for the first year, July 1, 2004 through June 30, 2005.

This Plan-to-Plan document will guide CSD's strategic planning processes. It is subject to change over time, as dates and participants are firmly established. Key elements of the Plan-to-Plan will also be tracked on the project web site, at www.BlackerbyAssoc.com/CSD/. This Plan-to-Plan satisfies the required submission of a Project Timeline, RFQ sections. 3.1 and 6.1.

Project Goals and Objectives

CSD has established key goals for this project:

- Produce a strategic plan for CSD, including the mission, strategic issues, goals and a high-level action plan.
- Produce an implementation plan for CSD that will address the action steps necessary to implement the strategic plan.
- Ensure that every voice is heard.

CSD has also established several specific objectives for this project, to ensure that the goals are accomplished in a timely manner. Key objectives include:

- Submit a Draft Strategic Plan document, within two of the planning sessions, containing, at a minimum, the results of the planning sessions with internal and external customers.
- Submit a Final Strategic Plan within 15 days after approval of the Draft.

Project Scope

The CSD Strategic Plan will address all activities under CSD, including City Hall staff, case management, financial assistance, emergency housing, utility assistance, appliance repair, food distribution, operations of five family service centers, youth programs in schools, winter overflow shelters for people who are homeless, cooler startup, Step-up, Young Families CAN and Family Self-Sufficiency education and vocational training, and all support services for these activities throughout the City of Phoenix government and the community. CSD management has identified no specific constraints on the scope of the project.

Project Timeline

The CSD strategic planning processes will include the following key events and activities (Note: all dates are 2004 unless specifically noted):

CSD Strategic Plan 2007 – Proposed Project Timeline

<i>Event/Activity</i>	<i>Responsibility</i>	<i>Target Date</i>	<i>Proposed Date</i>
Kick-off meeting	<ul style="list-style-type: none"> • CSD project team • Blackerby Assoc. 	May 11	Tue., May 11
Publish Plan-to-Plan	<ul style="list-style-type: none"> • Blackerby Assoc. • CSD project team 		Fri. May 21
Conduct environmental scan	<ul style="list-style-type: none"> • Blackerby Assoc. 		Wed., May 12- Mon., May 24
Request focus groups volunteers	<ul style="list-style-type: none"> • CSD project team • CSD employees 		Mon., May 17
Assign focus groups participants	<ul style="list-style-type: none"> • CSD project team 		Fri., May 21
Conduct focus groups	<ul style="list-style-type: none"> • Blackerby Assoc. and... 	May 24-28	See detail below:
<ul style="list-style-type: none"> • CSD senior staff 	<ul style="list-style-type: none"> • CSD senior staff 		Wed. May 26, 10:00 a.m.
<ul style="list-style-type: none"> • Field Personnel (A) 	<ul style="list-style-type: none"> • Services delivery personnel 		Wed. May 26, 1:00 p.m. , Rm. A Burton Barr Library
<ul style="list-style-type: none"> • Field Personnel (B) 	<ul style="list-style-type: none"> • Services delivery personnel 		Wed. May 26, 3:00 p.m., Rm. A Burton Barr Library
Compile results of focus groups	<ul style="list-style-type: none"> • Blackerby Associates 	June 01-14	by Mon., June 28
Request volunteers and nomi- nees for Strategic Planning Team (meet certain attributes)	<ul style="list-style-type: none"> • CSD project team • CSD employees 		After selecting focus groups, about Mon., May 24
Name Strategic Planning Team	<ul style="list-style-type: none"> • CSD management 		About Mon., June 4
Strategic planning retreat (2- days)	<ul style="list-style-type: none"> • Strategic Planning Team • Blackerby Assoc. 		Tue., June 29- Wed., June 30 8:30 a.m.-4:30 p.m. Flinn Foundation
Submit Draft Strategic Plan	<ul style="list-style-type: none"> • Blackerby Assoc. 	2 weeks after retreat	Wed., July 14
City reviews Draft Strategic Plan	<ul style="list-style-type: none"> • CSD & HSD mgmt. 	As needed	Wed., July 21
Submit Final Strategic Plan	<ul style="list-style-type: none"> • Blackerby Assoc. 	15 days after City approval	Thu., August 05
Strategic Plan implementation	<ul style="list-style-type: none"> • CSD 	July 1, 2004- June 30, 2007	July 01, 2004- June 30, 2007

Environmental Scan

The environmental scan will focus on the previously-developed materials provided to Blackerby Associates, which include:

- 2003 Customer Satisfaction Survey, Report on Results, Community Services Division, May 2003.
- 2002-03 Annual report, City of Phoenix Human Services Department.
- Human Services Department Diversity Survey, October 15, 2002.
- Human Services Department Organizational Report Card, 2001-2003, undated.
- Human Services Department Strategic Plan, January 2002.
- Human Services Department 2003-2004 and draft 2004-2005 Operating Budgets.
- Various brochures and marketing materials, undated.

Blackerby Associates will review existing data and documentation, rather than conduct primary research.

Focus Groups: Analysis and Validation of Fact-Finding

To ensure that every voice is heard, Blackerby Associates will facilitate a series of three focus groups, with 8-12 participants in each group, or up to about one-third of the employees in CSD. Each focus group should have about eight to twelve participants.

The purposes of the focus group sessions include:

- To validate the research conclusions regarding the “current state” of services to customers.
- To stimulate discussion about community needs, issues and strategic opportunities.
- To assess the present expectations and interactions among participating employees.

Two focus groups will be made up of field service delivery personnel; the third will be made up of senior staff.

Participation in focus groups does not disqualify an individual from participating on the Strategic Planning Team; indeed, participants in the third focus group, senior staff, will likely also be members of the Strategic Planning Team. But to the degree that field delivery personnel who participate in focus groups are not also members of the Strategic Planning Team, more voices will be heard in the strategic planning process.

Strategic Planning Retreat

A Strategic Planning Team, made up of 25-30 CSD employees, will meet in a two-full-days retreat to make decisions about the CSD Strategic Plan 2007.

First Session: Mission and Issues (full day: 8:30 a.m. to 4:30 p.m.)

- Participant introductions.
- Review conclusions from environmental scan; facilitate discussion.
- Develop mission statement following a structured approach focused on customers and needs.
- Use small-group mind-mapping techniques to identify opportunities and barriers (threats) to meeting the mission

- Using mind-mapping techniques, identify organizational strengths and weaknesses to take advantage of opportunities, or overcome barriers, and meet the mission.
- Use multiple-vote and other group processes to identify the most important strengths, weaknesses, opportunities and threats (“strategic issues”), in terms of their impact on customers. The consulting team will compare the strategic issues to the HSD Strategic Plan of March 2002, to ensure consistency and contribution.

Second Session: Goals and Objectives (full day: 8:30 a.m. to 4:30 p.m.)

- Review the previous day’s work; modify the list of the strategic issues (most important strengths, weaknesses, opportunities and threats affecting customers), as needed.
- Write long-term outcome-focused goals, based around the most important strategic issues showing the direction that indicates performance improvement, including the organization’s “BHAG” (“big hairy audacious goal”).¹
- Compare the goals to the HSD Strategic Plan of March 2002, to ensure they are consistent with and contribute to the Department’s mission, vision, core values and strategic choices (the consulting team will have already done this comparison at the strategic issues step, above; this exercise enables participants to see that they are under a consistent umbrella.)
- Identify measurable outcomes—SMART objectives (specific, measurable, achievable, relevant, time-based)—that will contribute to the accomplishment of the organization’s goals. These SMART objectives are high-level action steps for the organization.
- If time allows, brainstorm strategies—methods, approaches—to achieve SMART objectives.

Key Participants

Responsibility for each step in the Project Timeline is assigned to a group of individuals. In general, the Blackerby Associates Project Manager (Mr. Blackerby), acting in concert with the CSD Coordinator (Mr. Jamison, primary; Ms. Jonovich, backup), will prompt these groups and individuals to accomplish their responsibilities in a timely manner. The key participants include:

CSD project team consists of the Lead Deputy Human Services Director (Neal Young), Deputy Human Services Director for Community Services (Moises Gallegos), the CSD Strategic Plan Project Coordinator (Jeffrey Jamison), CSD Client Services Coordinator (Deanna Jonovich) and any other individuals they may designate from time-to-time.

Blackerby Associates includes Phillip Blackerby, Principal and Project Manager, and Lynne Brown, Senior Associate and Facilitator. In most cases, Mr. Blackerby and Ms. Brown will work together as a team.

CSD Employees includes all approximately 100 paid employees of CSD. All CSD Employees are encouraged to provide input into the strategic planning process, so that every voice is heard.

Strategic Planning Team members are a group of up to 40 individuals who volunteer, are nominated by peers or are selected by CSD management from among CSD employees. Selected other stakeholders may also be named. Members of each Strategic Planning Team will

¹ See, James C. Collins and Jerry I. Porras, “Building Your Company’s Vision,” *Harvard Business Review*, Sept.-Oct. 1996, reprint 96501; or, by the same authors, *Built To Last*, HarperBusiness: New York, 2002, p. 9.

participate in a two-day Strategic Planning Session, make decisions about the future development of CSD, and communicate the substance of the Team's discussions and decisions back to constituent CSD employees. CSD Strategic Planning Team members will include most CSD senior staff; other members must meet specific attributes, to ensure that, taken together, Strategic Planning Team members broadly represent a "diagonal slice" of CSD employees, including all hierarchical levels, job categories and geographic areas. Most of the non-senior staff Team members will not have participated in the focus groups. Participation on the Strategic Planning Team may be considered a leadership development activity.

Focus Groups are made up of people—8-12 individuals per group—who will participate in group discussions, giving their input into the strategic planning process. Each focus group session will begin with a brief review of key themes derived from the environmental scan, followed by a facilitated discussion. Focus group participants are volunteers who meet the qualifications for each group; the CSD Project Team will invite potential participants to volunteer, and will then select participants from the list of volunteers. Each focus group will be facilitated by a consultant (Ms. Brown), while another consultant (Mr. Blackerby) takes detailed notes on the discussion.

The three focus groups include:

- *CSD employees (2)*: two focus groups will be made up of front-line employees who agree to participate. Some focus group members will be volunteers; others will be selected by CSD management to ensure that representative voices are heard.
- *CSD Senior Staff* are key CSD employees charged with managing, overseeing, evaluating and allocating resources within the Community Services Division.

CSD and Human Services Dept. Management includes the Deputy Human Services Director for Community Services (Mr. Gallegos), Lead Deputy Human Services Director (Mr. Young), the Director of Human Services (Gloria Hurtado) and others whom they may name.

Events Management

Throughout the process, CSD will be responsible for inviting participants to all scheduled events, reserving and configuring meeting locations, ordering catering for breakfast, breaks and lunch (as appropriate). Blackerby Associates will coordinate with the CSD Project Manager on these logistical issues.