



City of Phoenix
Human Services Department
Community Services Division
Tactical Plan 2004-2005

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.

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
1.1.1: To hold 5 community strategic planning events by March 2005.	Number of community events held; number of participants	W. Tormala	30 staff hours; \$1,000	Dec. 2004 – Mar. 2005
1.1.2: To conduct a needs survey for all five identified communities by March 2005.	Date needs survey is published	W. Tormala	10 staff hours; printing & mailing costs.	Jan. 2005 – Feb. 2005
1.1.3: To recruit 10 community members to serve on the Food Policy Council by May 2005.	Number of members registered for the Food Policy Council	W. Tormala	Staff hours	Jan. 2005 – May 2005
1.1.4: To develop a financial literacy program by June 2005.	Date program guidelines to establish a Financial Literacy Council are completed	W. Tormala	100 staff hours	Jan. 2005 – June 2005
1.1.5: To hold collaborative meetings with Neighborhood Services Department, Housing, Parks and Recreation, and representatives of the Mayor's Office by February 2005.	Date meeting is held	W. Tormala	50 staff hours.	Dec. 2004 – Feb. 2005

Strategic Objective 1.2: To develop and implement a comprehensive CSD Plan to address homelessness by June 2007

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
1.2.1: To establish a family transitional living center that provides shelter and comprehensive services to 200 people by June 2006.	Date shelter opens	R. Balch	\$9.5 million	Jan. 2005 – June 2006
1.2.2: To create and integrate the Homeless Program Plan with other CSD activities by Dec. 2005	Date changes in policies and procedures are implemented	R. Balch	Staff hours	Jan. 2005 – Dec. 2005
1.2.3: To assess and evaluate the current services to people who are homeless by June 2005	Date new strategic plan for Homeless Program is approved	R. Balch	Staff hours	Jan. 2005 – June 2005
1.2.4: To develop expertise for all caseworker staff by Mar/ 2006	Date all caseworker staff are trained; Reduction in recidivism rate; Change in client satisfaction rate; Change in employee satisfaction rate	T. Taylor	Staff hours for development; caseworker training hours	Apr. 2005 – Mar. 2006

Goal 2: To provide the structure to help all stakeholders achieve their goals.**Strategic Objective 2.1: To increase the number of CSD staff following consistent operational procedures by 75% by January 2006.**

Tactical Objective	Performance Measure	Accountable Person	Estimated Costs	Time Frame: Start-End
2.1.1: To define 100% of CSD staff procedures by Feb. 2005.	Date list of procedures is complete	M. Gallegos	750 staff hours	Jan. 2005 – Feb. 2005
2.1.2: To determine the percentage of staff who are following procedures by April 2005.	Date percentage is determined	M. Gallegos	40 staff hours	Mar. 2005 – Apr. 2005
2.1.3: To develop an operations procedures manual that encompasses clerical, caseworker and supervisor procedures by Oct. 2005.	Date the operations procedures manual is completed.	M. Gallegos	1,200 staff hours; \$750 printing cost	Apr. 2005 – Oct. 2005
2.1.4: To train 100% of CSD staff in correct use of operations procedures manual by Dec. 2005.	Date 100% of staff are trained	M. Gallegos	800 staff hours	Oct. 2005 – Dec. 2005
2.1.5: To provide monthly 'mystery client' evaluations of 25% of CSD staff by Dec. 2005	Date the first monthly evaluations occur Percentage of staff evaluated	M. Gallegos	7 staff hours	Dec. 2005 – Ongoing

Strategic Objective 2.2: To baseline new, and then improve, customer satisfaction with the service delivery model by June 2007.

Tactical Objective	Performance Measure	Accountable Person	Estimated Costs	Time Frame: Start-End
2.2.1: To design and administer a survey to staff, agencies and community in the five service delivery areas by June 2005.	Date analysis of survey data is completed	J. Gonzalez D. Jonovich	72 staff hours: 3 staff for 24 hours	Feb. 2005 – June 2005
2.2.2: To revise the monitoring tool by June 2005.	Date tool is revised	J. Gonzalez D. Jonovich	126 staff hours: 7 staff, 2 hours per week, 9 weeks	Jan. 2005 – June 2005
2.2.3: To implement revised monitoring tools at the 5 family services centers by Oct. 2005	Date findings report is completed	D. Jonovich	168 hours: 7 staff, 24 hours	July 2005 – Oct. 2005
2.2.4: To design a clerical and casework staff training based on funding by Dec. 2005.	Date training plan is completed	D. Jonovich	112 staff hours: 7 staff, 2 hours per week, 8 weeks	Nov. 2005 – Dec. 2005
2.2.5: To conduct staff trainings at the 5 family services centers by Mar. 2006	Number of staff trained	D. Jonovich	Unknown at this time	Jan. 2006 – Mar. 2006

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

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
2.3.1: To define the case management model for all caseworkers by June 2005.	Date case management model is defined	P. Crawford; J. Kress	Staff hours	Jan. 2005 – June 2005
2.3.2: To assess the training components needed to implement the case management model.	Date assessment is completed	P. Crawford; J. Kress	Staff hours	May 2005 – June 2005
2.3.3: To provide training identified in skills assessment to all appropriate staff by June 2007.	Percentage of caseworkers who have received training	P. Crawford; J. Kress	Staff hours	July 2005 – June 2007
2.3.4: To monitor staff implementation of case management model and compliance with caseload size.	Percentage of PMG's updated for Caseworker I's, II's and III's	Caseworker III's	Staff hours	July 2005 – Continuous

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.**

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
3.1.1: To identify 7-10 core training classes for each job category by Mar. 2005 (Supervisors, Caseworkers, Clerical and COA)	Date lists of core training classes are completed	C. Montes Committee of experienced staff from each job category	72 staff hours: 2 meetings per month	Jan 2005 – Mar. 2005
3.1.2: To produce a calendar with scheduled core training by June 2005	Date calendar is emailed to staff	J. Jamison; C. Wiestling	20 staff hours	Mar. 2005 – June 2005
3.1.3: To develop a CSD Clerical Academy by June 2006	Date Clerical Academy training schedule is completed	M. Gallegos; C. Wiestling; Secretary III to be named	576 staff hours	June 2005 – June 2006

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

Tactical Objective	Performance Measure	Accountable Person	Estimated Costs	Time Frame: Start-End
3.2.1: To identify 5 areas as a baseline for professional development by June 2005.	Percentage of CSD staff having a professional development performance goal on their PMG's	J. Gonzalez	360 staff hours \$2,500	Apr. 2005 – June 2005
3.2.2: To ensure that management and supervisors allow each staff person the opportunity to develop a personal baseline to enhance their professional skills by 2005	Percentage of staff with baseline developed.	J. Gonzalez; Center Managers	10,000 – 20,000 staff hours	July 2005 – Sep. 2005
3.2.3: To ensure education liaison identifies in-service training needed by CSD staff by Jan 2006	Percentage of data used	M. Gallegos	\$30,000	Oct. 2005 – Jan. 2006
3.2.4: To implement training funds of equal portion for 100% of CSD staff by 2007	Attendance record	G. Hurtado	\$100,000	July 2006 – June 2007

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 Jan. 2006, and 100% by June 2007.

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
4.1.1: To identify a list of variations currently existing within CSD.	Date staff survey analysis is completed	Management team	200 staff hours.	Jan. 2005 – Mar. 2005
4.1.2: To establish a baseline of uniformity and consistency in standards.	Date report is published	Management team	120 staff hours: 3 staff, 40 hours each	Apr. 2005 – June 2005
4.1.3: To deliver standard operational guideline manual to all CSD employees.	Date procedure manual is completed	Management team	700 staff hours (including IMS staff)	July 2005 – Dec. 2005
4.1.4: To review and revise PMG's to support the standard and uniform procedures.	Date PMG's are revised	Management team	135 staff hours	Jan. 2006 – June 2006

Strategic Objective 4.2: To reduce performance issues by 10% by Jan. 2007.

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>
4.2.1: To develop a 360 evaluation for 75% of CSD staff by Oct. 2005.	Percentage of CSD staff evaluated	Work group	20 staff hours: 2 hours for 10 weeks	Feb. 2005 – Oct. 2005
4.2.2: To review 100% of CSD current PMG's by June 2005.	Percentage of CSD PMG's reviewed	J. Jamison	120 staff hours	Jan. 2005 – June 2005
4.2.3: To provide 100% of upper management with 'Managing Managers' training by Sep. 2006.	Percentage of upper management trained	M. Gallegos	Unknown at this time	Jan. 2006 – Sep. 2006

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

Tactical Objective	Performance Measure	Accountable Person	Estimated Costs	Time Frame: Start-End
4.3.1: To identify decision-making areas for all staff, by June 2005.	Date written recommendations sent to Deputy Director	L. Crow	Staff time	Jan. 2005 – June 2005
4.3.2: To develop parameters for all staff to provide input to the decision-making process, by June 2005.	Date written recommendations sent to Deputy Director	L. Crow	Staff time	Jan. 2005 – June 2005
4.3.3: To develop a process that involves all staff in organizational decision-making.	Date flow chart is sent to Deputy Director	L. Crow	Staff time	July 2005 – Sep. 2005
4.3.4: To identify and eliminate time-wasting approval processes for all staff.	Date written recommendations sent to Deputy Director; number of 'time-wasting' processes eliminated	L. Crow	Staff time	Oct. 2005 – Dec. 2005

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.

Tactical Objective	Performance Measure	Accountable Person	Estimated Costs	Time Frame: Start-End
5.1.1: To provide comprehensive guidance to all panel members by June 2005.	Date guidance manual is completed.	J. Jamison	Staff hours; printing costs	Jan. 2005 – June 2005
5.1.2: To build an employee morale team of 10 members by June 2005.	Date morale team members are identified	B. Keita	Staff hours; printing costs	Jan. 2005 – June 2005
5.1.3: To create an independent decision review team of 5 people by Dec. 2005.	Date independent decision review team members are identified	M. Gallegos	Staff hours	Jan. 2005 – Dec. 2005
5.1.4: To publish a checklist sheet of qualifications for 100% of jobs hired by Dec. 2005	Percentage of job hiring processes with checklist	J. Gonzalez	Staff hours; printing costs	Jan. 2005 – Dec. 2005