



**City of Phoenix**  
**Senior Services Strategic Plan 2009 – Plan-to-Plan**

<b>Phase 1</b> <b>Plan-to-Plan</b>	Create project timeline Create monitoring web site	Jan. 22-27
<b>Phase 2</b> <b>Environmental Scan</b> (Gather information)	Review and analyze documents: <ul style="list-style-type: none"> <li>• Internal employee surveys, 2001-03</li> <li>• Customer satisfaction surveys, 2001-03</li> <li>• Measuring the Benefits of Senior/Adult Centers (ASU West, R. Gitelson and others)</li> <li>• Human Services Dept. 2003-04 Operating Budget</li> </ul>	Jan. 15-Feb. 9
<b>Phase 3</b> <b>Focus Groups</b> (Gather information)	Eight facilitated focus groups: <ul style="list-style-type: none"> <li>• Senior Services Committee</li> <li>• Community leadership</li> <li>• Clients</li> <li>• Senior Center leadership</li> <li>• Social services providers</li> <li>• Volunteers &amp; Companions</li> <li>• Transportation &amp; food service workers</li> <li>• Senior Services Division senior staff</li> </ul>	Feb. 11 Feb. 23 Feb. 23 Feb. 23 Feb. 24 Feb. 24 Feb. 24 Feb. 25
<b>Phase 4</b> <b>Strategic Planning Team</b> (Make decisions)	Three 1-day facilitated working meetings: <ul style="list-style-type: none"> <li>• Envisioning the future state</li> <li>• Establishing strategic outcomes</li> <li>• Implementation Planning</li> </ul>	Mar. 5 Apr. 2 Apr. 30
<b>Phase 5</b> <b>Communications</b>	<ul style="list-style-type: none"> <li>• Discuss project at full staff meeting</li> <li>• Strategic Planning Team interim communications <ul style="list-style-type: none"> <li>♦ Visioning and Outcomes</li> </ul> </li> <li>• Strategic Planning Team interim communications <ul style="list-style-type: none"> <li>♦ Outcomes and Implementation</li> </ul> </li> <li>• Strategic Planning Team communications <ul style="list-style-type: none"> <li>♦ Implementation leadership</li> </ul> </li> <li>• Report to management for approval</li> <li>• Final Strategic Plan and Year 1 Action Plan</li> </ul>	Feb. 27 Mar. 8-Apr. 1 Apr. 5-29 May 3 ongoing May 14 Jun. 10
<b>Phase 6</b> <b>Implementation</b>	Implementation Selection & training for Strategic Work Groups Quarterly update reports Strategic plan adjustment meetings Strategic Work Group rotations	Jul./04-Jun./09 Jul./04 Sep./04 qtrly. Dec./04-09 ann. Jul./05-09 ann.

## Senior Service Division Focus Group Questions

1. What is your idea of a Senior Center? What are your expectations for it?
2. Are the Senior Centers pretty much all the same, or is each one different? Should they be pretty similar, or should they be unique?
3. What do you think the Senior Services Division's strengths are? ...weaknesses?
4. What do you think the Senior Services most important "big goals" should be; that is, what should it focus on?
5. What obstacles do you think keep the Senior Services Division from doing its work the way it would like to be doing it?
6. What role should the Division Headquarters staff play in relation to the Senior Centers?
7. If Senior Services Division had to reduce its budget significantly, where would you make adjustments?
8. Is there anything else we should be asking that we haven't?

# Senior Services Strategic Plan 2009 Environmental Scan

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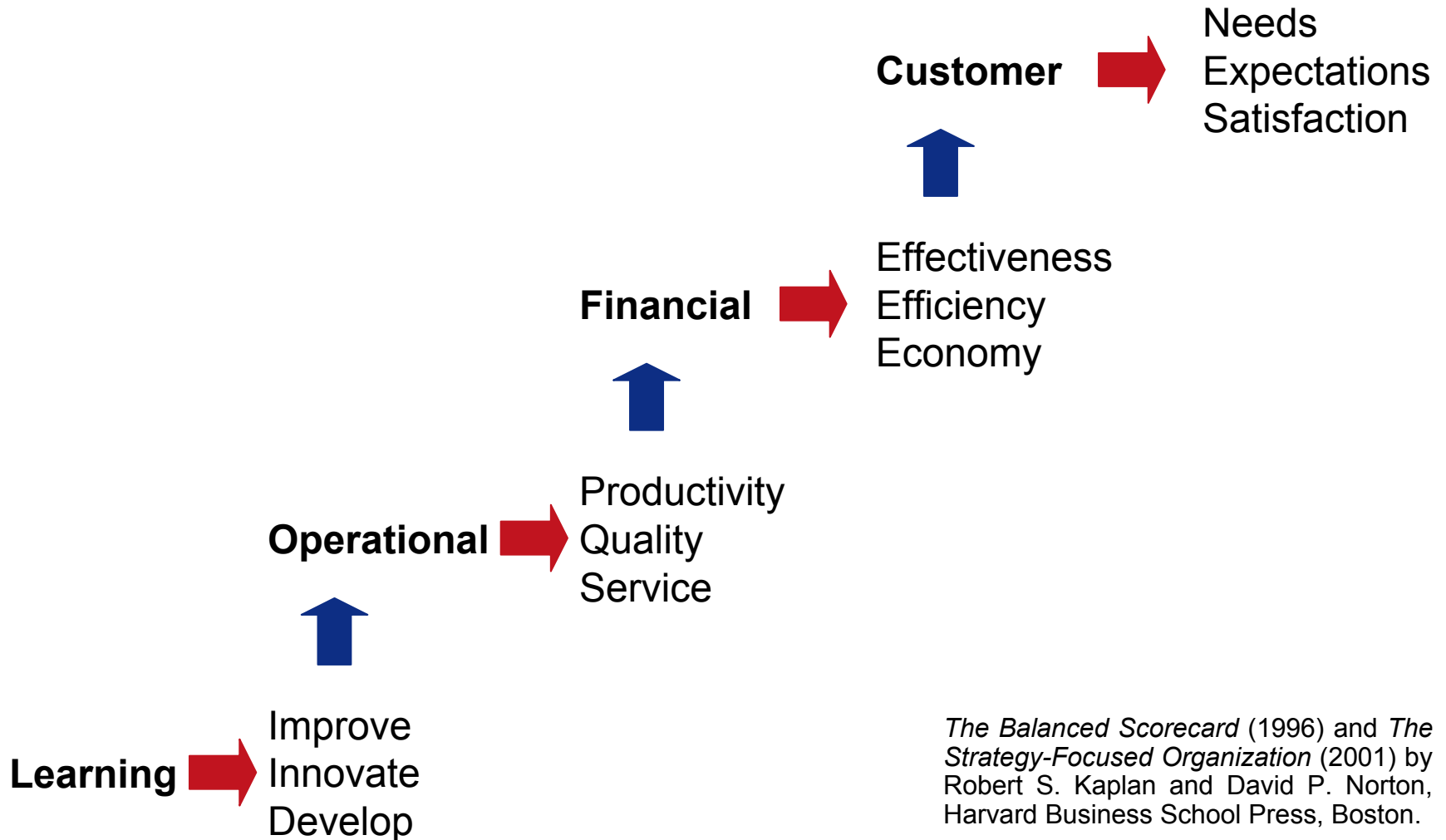
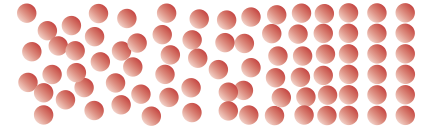


Phillip Blackerby, M.P.Aff  
Lynne Brown, M.S.  
[www.BlackerbyAssoc.com](http://www.BlackerbyAssoc.com)  
[info@BlackerbyAssoc.com](mailto:info@BlackerbyAssoc.com)  
Tel 602-908-1082 • Fax 602-952-1310



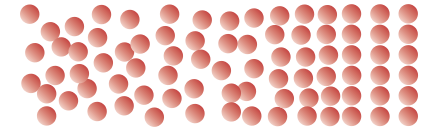
City of Phoenix  
Human Services Department  
Senior Services Division  
February 2004

# Perspectives



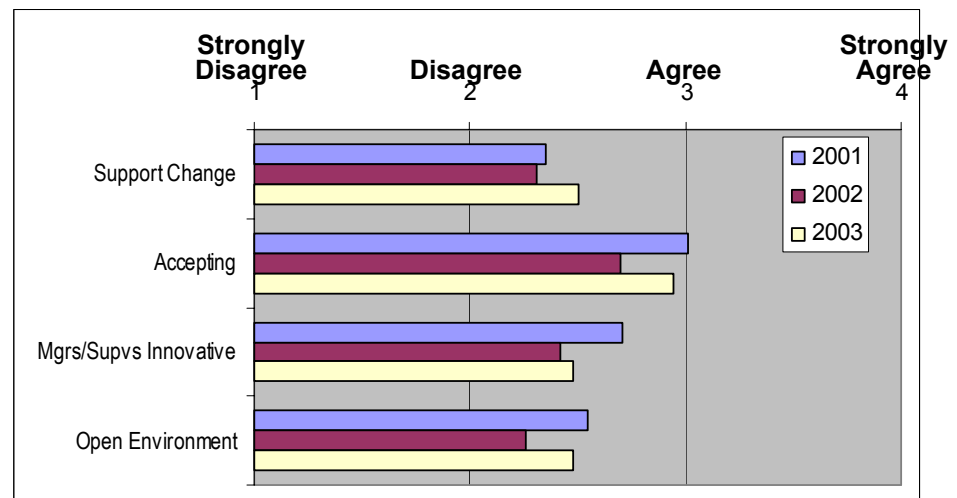
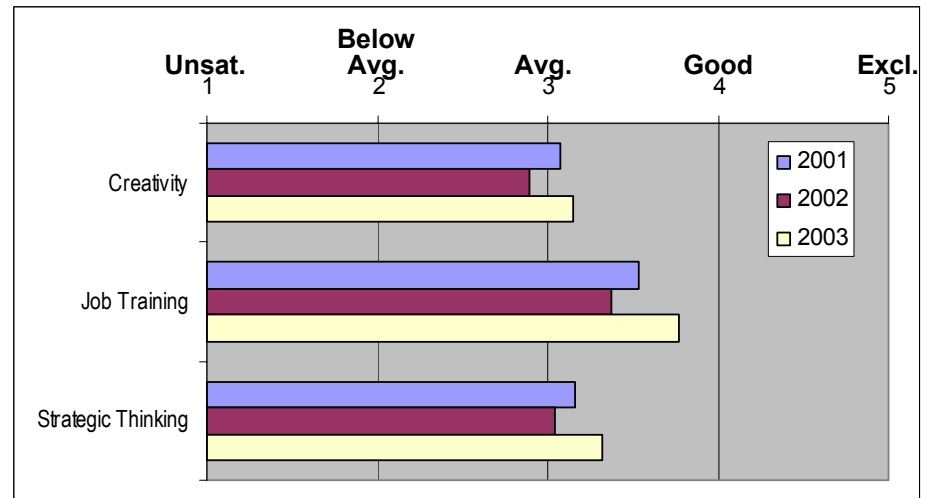
*The Balanced Scorecard* (1996) and *The Strategy-Focused Organization* (2001) by Robert S. Kaplan and David P. Norton, Harvard Business School Press, Boston.

# SSD Learning Factors

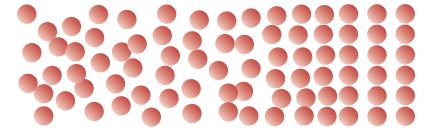


## Employee Survey 2003

- Job Training has highest value, 2<sup>nd</sup> most improved in 2003
- All values are below “good” or “agree”
- Three Learning Factors have lowest values of 16 Diversity Factors
- Little change since 2001; culture supports the *status quo*

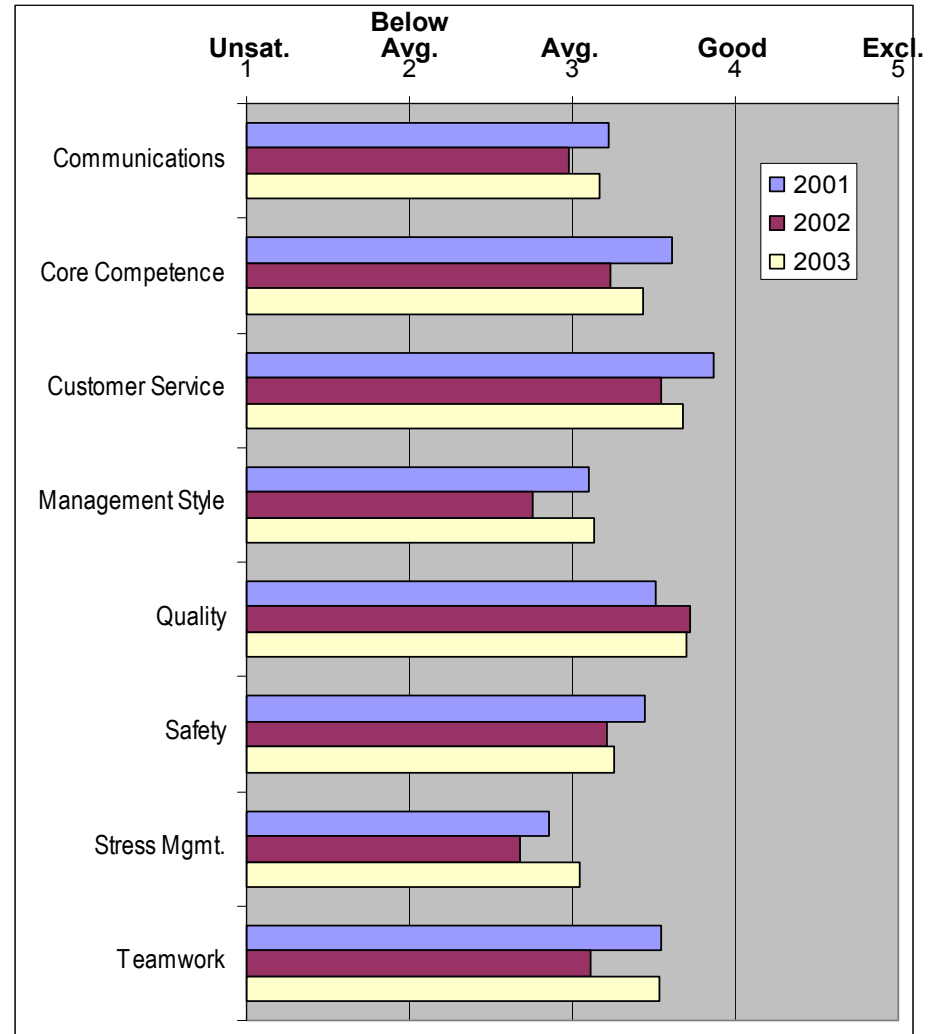


# SSD Operational Factors

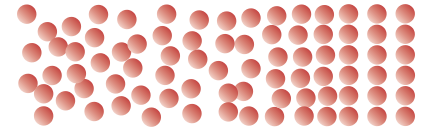


## Employee Survey 2003

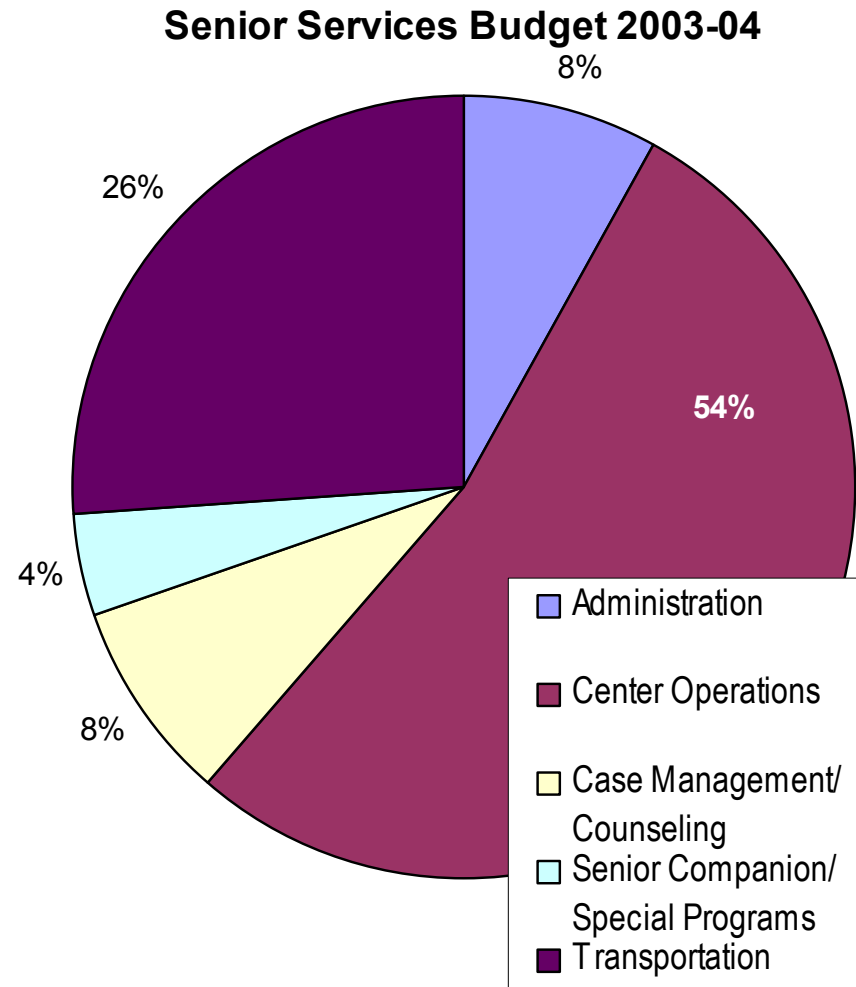
- Best factors are customer service, quality
- All factors are below “good”
- 2003 not significantly above 2001
- No significant change over two years



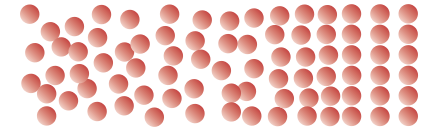
# Financial Perspective



- Administration is a small part of the program; 92% is field client services
- New facilities to meet growing client base, but staff positions frozen at 165.6

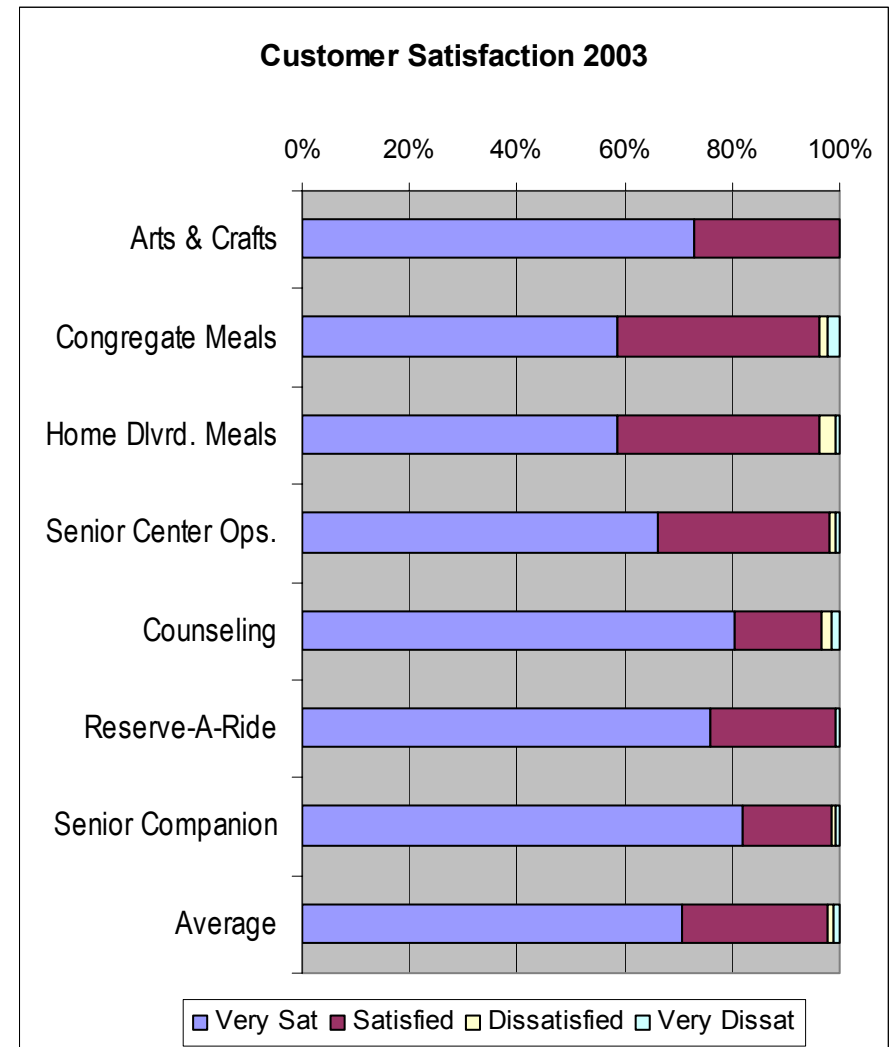


# Customer Perspective



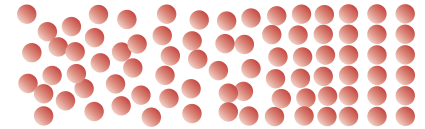
## Customer Satisfaction Survey 2003

- Satisfaction rate = 94-98%
- Very Satisfied = 58-80%
- Dissatisfaction rate = 4% or less
- Counseling satisfaction rate grew most, from 74% in 2001 to 97% in 2003
- Meals have lowest scores
- Paradox: internal survey vs. customer satisfaction





# Customer Perspective



## ASU Study 2002 - Gitelson

- 43-68% of clients want to spend more time at the Center
- Participants are busy, active people
- Lots of variability by Center
- South Mountain: transportation issue

