Senior Services Division Strategic Plan 2009
Goals, Strategic Objectives and
Potential Implementation Strategies
April 2, 2004

<u>Goal 1:</u> To increase SSD staffing to provide consistent high-level customer service delivery.

 <u>Strategic Objective 1.1:</u> To reduce SSD staffing turnover by 50% by June 2005.

 <u>Strategic Objective 1.2:</u> To identify new financial resources to fund additional SSD staffing, by June 2005.

 <u>Strategic Objective 1.3:</u> To enhance SSD staffing levels by 50% by June 2006.

<u>Goal 2:</u> To create opportunities for employees to work as a team and to increase communication methods to strengthen common vision among staff.

 <u>Strategic Objective 2.1:</u> To guarantee Strategic Planning Team meetings quarterly to assess progress on plan goals by June 2005.

<u>Goal 3:</u> To increase and improve communication sources for SSD staff, and to guarantee shared knowledge and regular staffing opportunities within each work classification in the Division.

 <u>Strategic Objective 3.1:</u> To increase and improve using three methods of communications with all Divisional staff, to be implemented by July 2004 (Focus groups, shadowing with various levels of the staff, small group discussion with service programs).

 <u>Strategic Objective 3.2:</u> To establish staff meetings within all work classifications on quarterly basis by July 2004.

<u>Goal 4:</u> To increase public awareness of SSD through marketing and outreach.

 <u>Strategic Objective 4.1:</u> To increase public awareness of SSD 25% over FY 2004-05 levels by June 2009.

 <u>Strategic Objective 4.2:</u> To Increase Baby Boomer awareness and involvement in the design, planning, and implementation of Senior Centers by December 2004.

Goal 5: To identify the decision-making process and enable the individual to make that decision.

Strategic Objective 5.1: To Inventory Decision Making Process of All Categories by June 2005.

Strategic Objective 5.2: To streamline the decision-making process by all by June 2005.

Strategic Objective 5.3: To enable and encourage the individual's ability to make decisions by June 2006.

Goal 6: To diversify program funding for SSD in order to remain competitive and enhance service delivery to eligible individuals.

Strategic Objective 6.1: To create private and public support and funding partnerships for SSD programs to 5% of current budget by 2009.

Goal 7: To evaluate and improve workflows in identified SSD work areas by X % by 2009.

Strategic Objective 7.1: To improve productivity in identified SSD work areas by 40% by 2009.

Goal 8: To develop a process for problem resolution for our customers.

Strategic Objective 8.1. To develop a Task Force by September 2004 that will be responsible for review and recommendation for resolution of non-personnel issues within 30 days.

SWOT Issues: Bureaucratic and slow hiring practices; lack of adequate coverage and staff; more work for the same amount of staff

Goal 1: **To increase SSD staffing to provide consistent high-level customer service delivery.**

Strategic Objective 1.1: *To reduce SSD staffing turnover by 50% by June 2005.*

Potential Implementation Strategies:
- Job share (part timers too)
- Develop career path
- Identify ways to move part-timers to full-time
- Improve working conditions
- Team-building
- More recognition for a job well done
- Tele-commuting
- Make opportunities for fun
- Increase wages
- Job rotation
- Improve morale
- Better training
- 3% job training
- Flex schedules 4-10's, 9-80's, hours
- Expedite hiring process
- Update equipment
- Standardized transfer policy
- Opportunity for new challenges
- Mentoring
- Identify ways of benefit part-timers
- Have ASU Human Resources Class check out "best practices" for part-time employees

<u>Goal 1:</u> To increase SSD staffing to provide consistent high-level customer service delivery.

<u>Strategic Objective 1.2:</u> To identify new financial resources to fund additional SSD staffing, by June 2005.

<u>Potential Implementation Strategies:</u>
- Employee input for solutions
- Campaign among current customers
- Federal funding programs
- Word-of mouth
- Advertise
- Seek new grants
- Hire grant-writer
- Transportation grants and bonds
- Contact current funders
- Merge with Parks and Recs
- Partnering
- Children of seniors
- Make bequests available
- In-kind
- Hire marketing person
- Hire fund raising person
- Put together fund raising team
- Talk to outside businesses

Goal 1: To increase SSD staffing to provide consistent high-level customer service delivery.

Strategic Objective 1.3: To enhance SSD staffing levels by 50% by June 2006.

Potential Implementation Strategies:
- Explore use of student workers
- College workers/interns
- Advocate for more staff
- Work with universities and colleges to solicit interns
- Develop ideally staffed senior centers
- Identify position gaps
- Identify needs/shortages
- Identify positions
- Job analysis
- Consolidate centers/kitchens
- Hire outside consultant to analyze division
- Benchmarking in industry
- Identify current programming
- Identify future programming

SWOT Issues: Employees are hard-working, committed; common vision; work as a team.

Goal 2: To create opportunities for employees to work as a team and to increase communication methods to strengthen common vision among staff.

Strategic Objective 2.1: To guarantee Strategic Planning Team meetings quarterly to assess progress on plan goals by June 2005.

Potential Implementation Strategies:
- Maintain process ongoing with opportunity for new members to join
- Include negative people in process
- One member per job class
- Meetings one hour max
- Disseminate information to all staff
- All staff should have access to information—supervisors can't filter information
- Have staff mailboxes for all on site (or email)
- Publish results in SSD newsletter
- Post information on division internet
- Identify delivery contact for each site for specific tasks
- Utilize "All Division" Staff Meetings to give information and get feedback on Strategic Plan
- Turn quarterly meetings over to the employees

SWOT Issue: Lack of information, *i.e.,* communication (up and down)

Goal 3: **To increase and improve communication sources for SSD staff, and to guarantee shared knowledge and regular staffing opportunities within each work classification in the Division.**

Strategic Objective 3.1: To increase and improve using three methods of communications with all Divisional staff, to be implemented by July 2004 (Focus groups, shadowing with various levels of the staff, small group discussion with service programs).

Potential Implementation Strategies:
- Ask staff
- One message for all
- Establish log of issues/problems
- 1:1 meetings and direct reports: establish among centers, *etc.*
- 1X meetings with Senior Program Supervisors
- Ensure newsletter gets to all staff: hard copy for some staff
- Staff meetings
- Quarterly review
- Mentoring program
- Suggestion program to establish better procedures
- FYI line
- Allow confidentiality or anonymous opinion
- Newsletter
- Small groups discussions with service groups
- Shadowing
- Rotation for all staff
- All divisional staff meeting
- Direct report meetings
- Active listening by supervisor
- Joint meetings among coordinators for consistency
- Use all division quarterly meeting to get input from employees
- Goal: everyone has access to email and everyone can use a computer to access

<u>Goal 3:</u> To increase and improve communication sources for SSD staff, and to guarantee shared knowledge and regular staffing opportunities within each work classification in the Division.

<u>Strategic Objective 3.2:</u> To establish staff meetings within all work classifications on quarterly basis by July 2004.

<u>Potential Implementation Strategies:</u>
- Establish training; develop ideas for training
- Create a training committee to identify training needs for division
- Allow time in schedule to meet
- Record minutes and prioritize action items
- Encourage staff to attend with food and door prizes
- Have meetings at central location with parking
- Develop dollars to establish meeting schedule
- Reward staff for attendance
- Make it fun
- Significant recognition
- Change leadership role within group
- Networking among same classifications essential to growth
- Encourage best practices
- Career development process
- Periodic speakers
- No meetings on Friday
- Presentations at all division meetings, *i.e.,* each classification take turns telling others what they do
- Evaluate work processes and make recommendations
- Look within classifications to see feasibility of meeting timelines
- Deputy director attend at least one meeting throughout year for each classification

SWOT Issue: Inadequate focus on outreach and marketing of services.

Goal 4: To increase public awareness of SSD through marketing and outreach.

Strategic Objective 4.1: To increase public awareness of SSD 25% over FY 2004-05 levels by June 2009.

Potential Implementation Strategies:

- Community newspaper
- City Connection newspaper
- Flyers
- Updated brochures
- Mass mailing
- E-mail campaign/advertising
- Internet
- Improved website
- Television
- Cable TV ad
- Menu on Channel 11
- Infomercials
- PBS Messages
- Radio
- Radio talk show
- Arizona Senior World
- City utility bills
- Billboards
- Grocery basket ads
- Restroom stall ads
- Trucks (ads)
- Buses (ads) R A R and Metro
- Fire/Police
- Schools
- Churches
- Casinos
- Celebrity ad option
- Open house
- Volunteers
- Senior night at events
- Retiree associations
- Create PR committee/consultant
- Hire PR consultant
- Hire outreach staff
- Develop campaign
- Conduct needs analysis in communities
- Interview people who left centers to find out why
- Retiree associations
- Sporting events
- Homeowner's associations
- Flex hours for staff
- Block watch committees

<u>Goal 4:</u> To increase public awareness of SSD through marketing and outreach.

Strategic Objective 4.2: To Increase Baby Boomer awareness and involvement in the design, planning, and implementation of Senior Centers by December 2004.

Potential Implementation Strategies:
- Change current senior center activities
- Change exercise program to be inclusive
- Encourage choices and variety
- Menu choices
- Flexibility of hours and activities
- Name change for centers
- Community colleges
- Sporting events
- Movie theater ads
- Sponsor Expo
- Access existing databases re: County
- YMCA
- Outreach
- Channel 11
- Donuts AM
- Starbucks
- Café
- Health clubs
- Health food stores
- COP retirement system
- Major corporations
- Use internships for PR and Outreach
- Retired celebrity adoption
- Think outside the box
- Radio
- Cable TV ad
- Casinos
- AARP
- Retirement communities
- Focus groups of boomers
- Advisory board of baby boomers
- Baby boomers volunteers
- Baby boomer advocates for senior centers
- Civic Plaza events
- Community events
- Internet pop-ups

SWOT Issues: Lack of clarity, *re:* decision-making authority; flatten decision-making process.

Goal 5: **To identify the decision-making process and enable the individual to make that decision.**

Strategic Objective 5.1: To Inventory Decision Making Process of All Categories by June 2005.

Potential Implementation Strategies:
- Let staff know and train on decisions they can make
- Stakeholder has input
- List decisions each person makes himself
- Identify technology to help with inventory control
- Do we need all that we order?
- Are there ways to save/reduce costs?

Goal 5: **To identify the decision-making process and enable the individual to make that decision.**

Strategic Objective 5.2: *To streamline the decision-making process by all by June 2005.*

Potential Implementation Strategies:
- Encourage "stupid questions."
- Be proactive instead of reactive
- Decide which topics are:
  - Consensus (buy-in by everyone)
  - Directive (top down driven)
  - Consultative (asking for recommendation but may not use it)
- Simplify decision-making process—eliminate steps or delegate
- What's the bottom line?
- Discuss and clarify
- Increase decision-making at "center/front-line level" reduces frustration/ time delay
- Some issues have to go to the law department/director before a decision can be made—do we need this? Why?

Goal 5: To identify the decision-making process and enable the individual to make that decision.

Strategic Objective 5.3: To enable and encourage the individual's ability to make decisions by June 2006.

Potential Implementation Strategies:
- Set a process for feedback on decisions
- Positively support people who take the initiative
- Support by upper management
- I support my staff at every level
- Decision must be made at the lowest possible level
- Closest to the work
- Promote ideas from all staff
- Ask for input
- Provide constructive feedback
- Develop skills where needed
- Provide guidance
- Allow risk taking
- Reward risk takers
- List of what you can't do should be shorter than the list of what you can do
- Training on the "big picture" Senior Services as a "whole"
- Support decisions
- Know the purpose of in mandated decisions

SWOT Issues: Diversify funding sources, cut costs, maintain quality; partner with public and private organizations; support from current City Council from budget and bond funds.

Goal 6: **To diversify program funding for SSD in order to remain competitive and enhance service delivery to eligible individuals.**

Strategic Objective 6.1: To create private and public support and funding partnerships for SSD programs to 5% of current budget by 2009.

Potential Implementation Strategies:
- Hire a grant writer
- Sally Bartsch
- Virginia Piper
- Public support: casinos, Safeway, Fry's, Albertson's, hospitals, nursing homes
- Wal-Mart
- Walgreen's
- AARP
- Product: Depends
- Drug companies
- Telethon
- Walkathon
- Raffle
- Charitable donations (tax write offs)
- Sporting organization
- Harkins Theatres
- Home builders
- Sales
- Sponsor a senior expo and charge entrance
- Door knocking
- Check with charitable organizations to see how they raise $
- Identify the real financial need for the division
- Adoption program—adopt a highway
- Faith based organizations
- Partner with Wal-Mart: you give them workers; they give you $
- Hire a point of contact person (for fund raising)
- Get donations through utility bills
- Adopt a senior center (corporations)
- Direct mail campaigns
- Allow opportunity to bequeath money in wills

SWOT Issue: Conduct work process flow, paperwork reduction and technology enhancements.

Goal 7: To evaluate and improve workflows in identified SSD work areas by X % by 2009.

Strategic Objective 7.1: To improve productivity in identified SSD work areas by 40% by 2009.

Potential Implementation Strategies:
- Purchase Order process
- Decrease meetings
- Assess purpose of meetings to decide if they are necessary or not
- Process improvement
- Process improvement team across the division
- Accounts Receivable process
- Administrative regulation review
- Management level of authority
- Data collection for management authority
- Database management updating records
- Automated volunteer time tracking
- Computer upgrade as needed
- Case workers need laptops
- All forms on line, including mileage reimbursement
- Mileage per diem by route
- Increase MDA routes
- Time management study
- Meal prep
- Automate/standardize ordering to warehouse food/supplies
- Decrease number of steps for ordering
- Different food process commissary
- Centralize purchasing and inventory
- Standardize paperwork
- Information sharing Best Practices FYI Newsletter
- Report sharing SCAATS
- Employee suggestions and rewards
- Proper training
- Employee input

SWOT Issue: Problem solving process: target it (the problem) then performance manage it.

Goal 8: To develop a process for problem resolution for our customers.

Strategic Objective 8.1. *To develop a Task Force by September 2004 that will be responsible for review and recommendation for resolution of non-personnel issues within 30 days.*

Potential Implementation Strategies:
- Let staff make non-critical decisions without administrative input.
- Chain of command problem solving
- Consensus of stakeholders
- Framed boundaries or a "charter" for this task force
- Set parameters to guide task force
- Instant positive support for problem resolutions kudos
- Good idea award
- What if decisions are arbitrary
- Empower employees
- Task force for each group to solve issues or challenges impacting group
- Task force must represent all levels of staff
- All members equal
- Best practice: encouragement
- Lateral decision making/problem solving
- Upward communication of problem solving