



City of Phoenix

# Senior Services Division Strategic Plan 2009

Senior Services—  
the heart of our community:

- ♥ Choices
- ♥ Opportunities
- ♥ Collaboration
- ♥ Resources



# Strategic Planning Process

1. Plan-to-Plan
2. External Scan: Key Documentation
3. Eight Focus Groups, 106 Participants
4. Three Days of Facilitated Deliberations
5. Continual Communications
6. Implementation: July 2004 – June 2009



# Strategic Plan Structure

City of Phoenix





# Vision Statement

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- ♥ Choices
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City of Phoenix

# Mission Statement

The City of Phoenix Senior Services Division is committed to promote independence, maintain dignity and maximize quality of life for its customers through socialization opportunities, supportive services and resource referrals.



# SWOT: Strategic Issues

- Staffing
- Communications
- Outreach & marketing
- Decision-making
- Finance
- Processes
- Problem-solving



# Goals

City of Phoenix

1. Increase staff for high-level customer service
2. Improve communications, increase sources, share knowledge
3. Increase public awareness
4. Enable individuals to make decisions
5. Diversify program funding
6. Improve workflows by 40%
7. Develop problem-resolution process for customers



# Compare Plans: HSD and SSD

## Human Services Dept.

- Technology for goals
- Model best practices
- Develop workforce
- Allocate resources to implement strategies
- Communication, collaboration
- Seamless, integrated service

## Senior Services Div.

- Improve workflows
- Decision-making
- Staff for high-level customer service
- Diversify funding
- Communications
- Public awareness
- Problem resolution







# Strategic Objectives (p. 1)

1: Increase staff for high-level customer service

1.1: Reduce turnover 25%

1.2: Fill vacancies to increase staff 10%

2: Improve communications; increase sources, share knowledge

2.1: Focus groups, shadowing, small group discussions

2.2: Quarterly job classification staff meetings



## Strategic Objectives (p. 2)

### 3: Increase public awareness

3.1: Increase public awareness 25%

3.2: Increase baby boomer involvement

### 4: Enable individuals to make decisions

4.1: Inventory decision-making processes

4.2: Streamline decision-making processes

4.3: Enable individuals to make decisions



## Strategic Objectives (p. 3)

### 5: Diversify program funding

5.1: Private & public support, funding partnerships to 5% of budget

5.2: Identify new resources for staffing

### 6: Improve workflows by 40%

6.1: Improve productivity: key areas by 40%

### 7: Develop problem-resolution for customers

7.1: Task Force to review, recommend process for non-personnel issues



# Communications: Audiences

- Senior Services Division staff
- Advisory Board and seniors
- Department management team
- City Council, City Manager's Office
- Funding sources
- Senior Services Committee
- Focus Groups



# Implementation Tracking

- Project Coordinator
- Accountable individuals
- Project control systems: Project, Notes
- Monthly reports: 5<sup>th</sup> day; standard format
- Automated prompts
- Monthly master report
- Distribution: Master & highlights
- Management review & supportive action



# Key Project Managers

- **Management:**
  - ▶ Human Services Director, G. Hurtado
  - ▶ Deputy Human Services Director, Senior Services, D. Marshall
- **Project Coordinators:**
  - ▶ R. Ragland
  - ▶ A. Olguin
- **Consultants:**
  - ▶ Blackerby Associates, Inc