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**City of Phoenix**

**Human Services Department  
Community Services Division**

## ***Strategic Plan 2007***

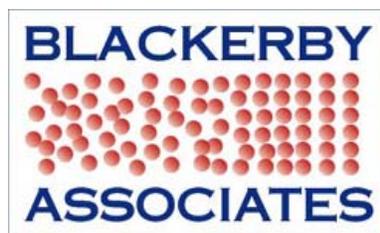
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Community Services Division  
200 West Washington Street  
Seventeenth Floor  
Phoenix, Arizona 85003

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This document was prepared by:



*Transforming Organizations*

**BLACKERBY ASSOCIATES, INC.**  
5402 East Exeter Blvd. • Phoenix, Arizona 85018  
Tel 602-908-1082 • Fax 602-952-1310  
info@BlackerbyAssoc.com • www.BlackerbyAssoc.com

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City of Phoenix  
Human Services Department  
Community Services Division

*Strategic Plan 2007*

## Background

In April 2004, the Community Services Division (CSD) of the City of Phoenix Human Services Department began to create a strategic plan to guide its development for three years, through June 2007.<sup>1</sup> Goals of the strategic planning project include:

- To produce a strategic plan for the Community Services Division, including the mission, strategic issues, goals and high-level action plan, for three years, through 2007.
- To produce an implementation plan for CSD that will address the action steps necessary to implement the strategic plan.
- To ensure that every voice is heard.

## Process Overview

The CSD Strategic Plan was developed in several phases (a more complete description of the process is in Appendix A):

- A Plan-to-Plan outlining steps, participants and schedule;
- A review of key documents describing CSD's employee perceptions, customer satisfaction, budget and marketing materials;
- Four focus groups and two individual interviews, including 39 of CSD's 96 employees (41%) and 8 members of the Community Services Community;
- Two and one-half days of facilitated deliberations by 35 CSD employees (36%);
- Continual communications, including an advance survey to validate and prioritize the common themes of the focus groups; 55 CSD employees (57%) responded.
- Implementation: July 1, 2004, through June 30, 2007.

## Strategic Plan Structure

The CSD Strategic Plan 2007 has four levels; each successive level is more specific and measurable than levels above it. At top, the *mission statement* describes CSD's purpose. Eight *goals* indicate the direction of the changes that CSD intends to realize; they are not necessarily measurable. Under each goal, *strategic objectives*—13 in all—describe the outcomes CSD intends to achieve; they are SMART: **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound. CSD plans a follow-up planning session, at which it will write a series of *tactical objectives* under each strategic objective, describing projects that will lead to outcomes described by the strategic objectives. Tactical objectives are also SMART. For each tactical objective, an *implementation plan* will describe related performance measures, accountable individual, estimated costs and starting and ending dates.

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<sup>1</sup> The Community Services Division competitively engaged a Phoenix consulting firm, Blackerby Associates, Inc., to assist it in developing this strategic plan.

## Mission Statement

The Strategic Planning Team (made up of 37 CSD employees attending), in small groups, wrote several potential *mission statements* defining the Division's purpose, reason for its existence and its unique contribution. A working group—the Mission Team—then drafted a three slightly different versions of the *mission statement*. The Strategic Planning Team reviewed the drafts and then underwent a voting process to pick the best one. A large majority approved the final *mission statement*.

Mission Team members included: R. Balch, T. Blanco, S. Crawford and P. Aro-Trejo.

The final *mission statement* is:

The Community Services Division improves lives and strengthens communities.

## Strategic Issues

Extensive documentary review, four focus groups, two lengthy interviews and individual communications generated a long list of internal strengths and weaknesses and external opportunities and threats (“*SWOT*” analysis). Most CSD employees reviewed this list, and 57% validated items and ranked the most important issues. The Strategic Planning Team identified the *strategic issues* that have the biggest impact on CSD's clients.

The *strategic issues* are:

*Innovation:* Community Initiatives Team is an innovation; they look at issues differently. CSD should innovate to see fewer people; reduce need. Ideas need elaborate proposals, approvals; process bogs down great ideas; causes loss of creativity, fear of mistakes; limits risk taking and experimentation; little division empowerment. Management doesn't support, value or commit to employee ideas; doesn't challenge State policies; should empower employees and tap into their strengths; management does not close the loop on ideas, so people feel they aren't important, heard or acknowledged. Strategic plan ideas should not be shut down by management; need an action plan more than a strategic plan.

*Collaboration:* Collaborate with churches, foundations, specialty organizations, jobs program; get staff from: college interns; trained, long-term volunteers; DES JOBS volunteers. Community outreach: education; bilingual flyers; community advocacy; speak to churches, neighborhood associations, community centers, schools, PTAs; Center managers do outreach. Do cross-Departmental planning in housing and transportation; same issues and population; leverage them; focus is on money; but bring all resources to bear.

*Marketing:* Market case management; based on success. Define focus: case management or emergency services; define what case management is; right now it is inconsistent between workers and Centers. Agencies and clients think of us as a cash cow.

*Organization:* Homeless program: define goal, mission, work; learn how to implement cutting edge; attend conferences, training; follow legislation; build community relationships; get grants for opportunities for more staff; provide technical assistance and get new money; give money directly to service provider agencies.

*Human Resources:* Strength is employees: competent, knowledgeable; just too few; client base is growing, but no new staff; hiring freeze prevented keeping up with client base. Employees are in the profession because they care about people. Promotions: not based on education or length of service; Center managers are not in the process; few opportunities exist; outside hiring; noise-makers are overlooked; reasons why people are not promoted are not stated. Not enough staff development: little job-related training for case workers, such as domestic violence; little consistency among Centers; classes have waiting lists; must project needs too far in advance.

*Management:* Supervisors treat employees inconsistently: problem employees are transferred with the problem; must adapt to many different supervisors, each with his or her own approach. Clients calls downtown or to Council member get action without case manager input.

*Service delivery model:* Service delivery model needs improvement: community sees a cash cow; staff could be managing cases after the 3<sup>rd</sup> day of the month; queues could endanger public safety. Staff does eligibility, like bank teller; no time for case management. Staff feels burned out; like assembly line workers; system doesn't allow enough time for good customer service.

## Goals

Based on the strategic issues, the Strategic Planning Team ultimately wrote *goals* that indicate the direction of the changes that CSD will pursue during the three years of the strategic plan. To improve clarity, CSD chose to categorize the goals into three categories related to process development, program development and personnel development

The categorized *goals* are:

### **I. Program Development: What we will do...**

Goal 1. To increase CSD's capacity to promote effective community-based services

### **II. Process Development: How we will do it...**

Goal 2. To provide the structure to help all stakeholders achieve their goals.

### **III. Employee Development: Who will do it...**

Goal 3. To ensure uniformity in operational and personnel management guidelines followed by all supervisors.

Goal 4. To guarantee fair hiring & promotion practices by implementing fair and consistent criteria, and ensuring that City of Phoenix hiring practices are followed.

Goal 5. To increase the application of staff expertise, talents, experience and skills.

## Strategic Objectives

For each goal, the Strategic Planning Team developed *strategic objectives*, or statements of an intended outcome that are also specific, measurable, achievable, relevant and time-bound (SMART).

The *strategic objectives* associated with each goal are:

### I. Program Development: What we will do...

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.

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

### II. Process Development: How we will do it...

Goal 2. To provide the structure to help all stakeholders achieve their goals.

Strategic Objective 2.1. To increase number of CSD staff following consistent operational procedures by 75% by January 2006.

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

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

### III. Employee Development: Who will do it...

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.

Strategic Objective 3.2. To ensure that 100% of employees have an opportunity for ongoing staff development by 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 January 2006, and 100% by June 2007.

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

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

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.

## **Appendix A**

### **Strategic Planning Process**

Community Services Division personnel underwent a structured, facilitated process to develop its strategic plan. The following sections describe key elements of that process.

#### **Phase 1. Plan-to-Plan**

On May 11, 2004, the Lead Deputy Human Services Director, two CSD project managers and the consulting project manager<sup>2</sup> reviewed project objectives, process elements, key participants and target dates. CSD managers expressed their intention that every voice be heard, and that the resulting plan contribute to the Human Services Department strategic plan. On May 19, the Deputy Human Services Director for Community Services met with the consulting team to review the project objectives and process.

On May 20, the consultants documented a *Plan-to-Plan* outlining: project goals and objectives; scope; timeline; participants; environmental scan; focus groups; events management, and posted it on a special web site created to support the project, [www.BlackerbyAssoc.com/CSD/](http://www.BlackerbyAssoc.com/CSD/). The consultants also produced a one-page *Plan-to-Plan* summary.

#### **Phase 2. Environmental Scan:**

The consultants analyzed documents to develop insights into SSD's internal strengths and weaknesses and its external opportunities and threats. These documents included:

- Human Services Dept. Strategic Plan, January 2002.
- Human Services Dept. 2003-2004 Operating Budget.
- Human Services Dept. Organization Chart, April 8, 2004
- Human Services Dept. 2002-03 Annual Report.
- Community Services Division Organizational Report Card, 2001-2003.
- Community Services Client Survey responses (n=58), May 2004.
- Brochures and marketing materials, undated.

#### **Phase 3. Focus Groups**

The consulting team conducted small group discussions with three groups of employees, plus two individual in-depth interviews. A total of 39 employees—or 41%—participated in these discussions. In addition, eight members of the Community Services Committee participated in a separate focus group, for a total of 47 participants. Each focus group started with an overview of the strategic planning process and a summary of environmental scan findings. A standard set of open-ended questions stimulated discussions. The focus groups, dates and number of participants included:

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<sup>2</sup> The Youth Opportunities Unit competitively engaged a Phoenix consulting firm, Blackerby Associates, Inc., to assist it in developing this strategic plan.

<b>Focus Group</b>	<b>Date, 2004</b>	<b>Participants</b>
CSD senior staff (group A)	May 26	13
CSD employees (group B)	May 26	11
CSD employees (group C)	May 26	13
CSD individual interview	May 26	1
CSD individual interview	June 3	1
Community Services Committee	June 9	8
<b>Total, Focus Group Participants</b>		<b>47</b>

The consultants analyzed detailed notes of focus group comments and compiled lists of common themes, categorized as “mission thoughts,” internal strengths and weaknesses and external opportunities and threats (*SWOT analysis*).

The lists were then distributed to all 96 CSD employees, with instructions to mark common themes that do *not* ring true with an “X,” and to mark the ten most important common themes—in terms of their impact on customers—with a “+.” A total of 55 anonymous employees responded, a 57% response rate.

The consultants compiled those answers and arrayed them for participants in the Strategic Planning Retreat.

#### **Phase 4. Strategic Planning Retreat**

A total of 35 CSD employees (36%) met as a Strategic Planning Team in a two-day facilitated planning retreat June 29 and 30, 2004. Appendix B lists the Strategic Planning Team members.

Twelve Strategic Planning Team members had earlier participated in focus groups; 23 had not. With the 38 employees who participated in the focus groups, a total of 61 unduplicated employees (64%) directly participated in the strategic planning process.

#### **Strategic Planning Retreat, Day 1: Mission, Issues and Goals**

Key activities in the first day of the strategic planning retreat included:

- *Mission:* In small groups, Team members wrote draft CSD mission statements, in two rounds of drafts. A member of each group then served on a Mission Team that later wrote a single mission statement.
- *Strategic issues:* Based on the SWOT survey data, Team members selected SWOT issues in terms of their importance to clients, and in moving the organization in the direction indicated by the draft mission. Team members then consolidated related issues, ultimately identifying seven strategic issues.

## ***Strategic Planning Retreat, Day 2: Goals, Objectives and Implementation***

Activities in the second day of the strategic planning retreat included:

- *Goals:* Small groups of Team members wrote goal statements describing outcomes that would address each of the strategic issues. The Team developed eight goals.
- *Mission statement:* The Mission Team reported its recommended mission statement. Participants discussed several issues, and reached consensus (see page 2).
- *Strategic objectives:* Team members wrote SMART strategic objectives (statements of intended outcome that are **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound) that contribute to achieving a goal. Team members wrote 13 strategic objectives under the seven goals.
- *Strategies:* In small groups, Team members used mind-mapping techniques to brainstorm alternative strategies for each strategic objective.
- *Strategy priorities:* Team members selected strategies that (a) would have the biggest impact on customers, and (b) are “low-hanging fruit,” or strategies that could be implemented easily within six months with no significant new resources.

### ***Strategic Planning Follow-up Meeting 1: Review of Goals and Strategic Objectives***

Members of the CSD Strategic Planning Team met for a half-day facilitated session to review and update the goals and strategic objectives. Accomplishments included:

- Clustered previously-written strategic objectives into three categories: program development, process development and employee development.
- Integrated current Division activities as strategies for achieving strategic objectives.
- Identified category champions for each cluster of strategic objectives.
- Analyzed, edited and rewrote goals and strategic objectives.
- Outlined procedures for communicating and obtaining feedback from stakeholders before the next meeting of the Strategic Planning Team.

### ***Interim Communications with Stakeholders***

Before their next meeting, the Strategic Planning Team members will communicate their work so far with other employees of the Community Services Division and other stakeholders, and solicit their feedback. This feedback will then be used by the Strategic Planning Team in developing implementation plans, time lines and communication plans for the Strategic Plan 2007.

The approach for communications with stakeholders will be a half-day series of small-group discussions. All CSD employees and other stakeholders will be invited to attend each of three meetings, based around the goal categories, to discuss the goals, strategic objectives and prospective strategies associated with each category. A standard agenda and procedure for developing, receiving and recording feedback is under design.

## ***Strategic Planning Follow-up Meeting 2: Implementation Planning, Master Time Line, Communications & Reporting***

CSD plans an additional, follow-up meeting to continue development of its strategic plan. At that meeting, CSD will:

- *Tactical objectives:* Small groups of Team members will write tactical objectives (statements of intended outputs meeting the SMART criteria) based on the selected strategies.
- *Implementation planning:* Small groups will write implementation plans for each tactical objective, including: performance measure, accountability, estimated costs and time frame.
- *Master time line:* A small group will develop a master time-line, and edit start and end dates as needed to balance the overall plan within available resources.
- *Progress reporting procedures:* A small group will write procedures for tracking progress against the implementation plans, and reporting progress and issues to appropriate management for facilitation or barrier removal, and to CSD employees.
- *Communications plan:* A small group will develop a communications plan to ensure that all employees and other stakeholders are aware of the CSD Strategic Plan 2007.

### **Phase 5. Communicating the Strategic Plan**

CSD plans to develop a communications plan at its follow-up planning meeting, to be scheduled. This plan will identify the key audiences, the message tailored to each audience, the person or groups who will be responsible for the communications, the media that will be used and the appropriate time-frame for the communications.

### **Phase 6. Implementation**

The implementation phase of the *CSD Strategic Plan 2007* extends three years, from July 1, 2004 to June 30, 2007. The *CSD Strategic Plan 2007* anticipates regular project status reports, periodic strategic reviews and annual implementation planning in connection with the budget development process.

**Appendix B**  
***Strategic Planning Team Members***

Phyllis Aro-Trejo  
Riann Balch  
Pamela Ball  
Trang Blanco  
Julie Bosshart  
Jacqueline Ciccolo  
Lance Crow  
Phyllis Crawford  
Shirley Crawford  
Tammy Fields  
Jane Forino  
Ernie Foulenfont  
Moe Gallegos  
Jessica Gonzalez  
Pamela Griffith  
Anette Hall  
Heidi Hastings  
Sandra Hernandez  
Grace Hernandez-Bernal  
Jeff Jamison  
Sandra Jones

Deanna Jonovich  
Beverly Keita  
Joe Kress  
Yvonne Maestas  
Margo Mance  
Carol Montes  
Jeannette Neal-Diggs  
Joely Nelson  
Robert Parra  
Anamaria Quintanilla  
Billy Rhymes  
Briselda Rodriguez  
Carolyn Ross  
Terri Taylor  
Wayne Tormala  
Marcia Widmer

**Facilitators**  
Phillip Blackerby  
Lynne Brown