



**City of Phoenix  
Human Services Department  
Senior Services Division  
Strategic Plan 2009**

**Strategic Planning Session 3  
Implementation Planning  
Agenda – April 30, 2004**

- 8:00 a.m. Networking breakfast; seat by Goal Groups from last time
- 8:30 a.m. Welcoming remarks
- 8:40 a.m. Review where we've gone so far
- 8:50 a.m. Introductions:  
What did you do to generate input from constituents during the interim?  
How did it go? Tell about:
- SWOT Feedback
  - Mission and Vision
  - Goals & Objectives
- 9:30 a.m. Review comments from previous discussion and from the field, to see if goals or objectives need additions or changes
- 9:40 a.m. Pick Strategies:  
(a) Pick Champion for each Goal, to stand by and answer questions.  
(b) Go to each station, and draw a tally mark (|) by the "low hanging fruit" (strategy or project that can be easily accomplished in 6 months or less with few or no new resources).  
(c) Go to each station a second time, and draw a tally mark (|) by the top TWO among only the remaining strategies, in terms of the ones with the biggest impact on accomplishing the Goal.  
(d) Champions make a quick circuit to vote under steps (b) and (c).
- 10:20 a.m. Break
- 10:35 a.m. Goal groups will then review strategy picks; reality check: any strategies that *must* be added to list? ...that *must* be deleted from list?
- 10:50 a.m. Self-select new groups: Select next-favorite goal area to work on, with new team members – mix it up rather than just rotating.  
Training in Tactical Objectives and Performance Measures



- 11:05 a.m. Write Tactical Objectives and Performance Measures in small groups
- 11:45 a.m. Small group reports
- 12:00 noon Lunch
- 1:00 p.m. Master Time-Line Group (1 from each goal group) | Progress Reporting Procedure Group (8) | Communications Planning Group (8)
- 1:45 p.m. Master Time-Line Group report
- 2:30 p.m. Progress Reporting Procedure Group report
- 3:00 p.m. Communications Planning Group report
- 3:15 p.m. Assignments for May-June deliverables: Execute communications plan
- 3:30 p.m. Process Check: How did the day go?
- 3:45 p.m. Clean-up and adjourn





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Break

Goal groups review strategy picks. Reality check:

Any strategies that *must* be added to list? ...that *must* be deleted from list?

Self-select new groups: Select next-favorite goal area to work on, with new team members – mix it up rather than just rotating.

Training in Tactical Objectives and Performance Measures

Write Tactical Objectives and Performance Measures in small groups



. Small group reports

12:00 noon Lunch

1:00 p.m. Master Time-Line Group | Progress Reporting | Communications  
 (1 from each goal group) | Procedure Group (8) | Planning Group (8)

Master Time-Line Group report

Progress Reporting Procedure Group report

. Communications Planning Group report

Assignments for May-June deliverables: Execute communications plan

Process Check: How did the day go?

4:00 p.m. Clean-up and adjourn



## Facilitator Role

- Like to be involved but avoid having a stake in it
- Conceptual/teaching, i.e. active listening, problem solving processes, etc.
- Coaching (looking at things a different way)
- Process observations
- Confidential listener
- Advisor
- Individual feedback if asked
- Making the implicit explicit
- Ask stupid questions
- 
- 
- 



## Ground Rules

- Participate in the process, i.e. get your own voice heard
- Speak for yourself
- Tell the truth, with respect
- Truth above harmony
- One voice at a time
- No side-bars
- Discussion, not debate—use active listening skills
- See solutions, not just problems
- Stay on track
- There is no right or wrong, it just is—because you are in a safe environment
- Ask stupid questions
- Have fun!
- 
- 
- 



## **Instructions for April Feedback Sessions Strategic Planning Team, April 2, 2004**

### ***Instructions for discussion of SWOT concerns:***

- Tell employees to blame the SWOT and the “well-worded opinions” on the consultants’ attempt to protect individuals’ anonymity.
- Tell employees that the purpose for running the SWOT by them in March was to make sure that what the consultants heard was what they had said in the focus groups. If they were not in the focus groups, then their words were not part of the SWOT.

### ***Another thought...***

Just as important, the remarks from the Squaw Peak Center reflect a lack of trust that this planning project is being done in the employees’ best interest. If this issue—lack of trust—arises, ask employees how they believe trust can be built within the Division.

### ***Instructions for vision presentation and discussion with employees:***

1. Walk through the definition of “vision.”
2. Remind them of the previous vision pictures that were created by the planning team members. These were taken into account by the Vision Team when creating the final vision recommendation.
3. Walk through the brainstorming the vision team did.
4. Present the recommended Vision Statement.
5. Ask for their reactions. Ask them if they can live with this statement or are there parts of it that just will not work at all for them. Let them know that their thoughts will be heard but the final decision will be made by the planning team based on everyone’s input.

### ***Instructions for mission presentation and discussion with employees:***

1. Walk through the definition of “mission.”
2. Remind them of the previous mission statements that were created by the strategic planning team members. These were taken into account by the Mission Team when creating the final mission recommendation.
3. Walk through the brainstorming the mission team did.
4. Present the recommended Mission Statement.
5. Ask for their reactions. Ask them if they can live with this statement or are there parts of it that just will not work at all for them. Let them know that their thoughts will be heard but the final decision will be made by the planning team based on everyone’s input.



### ***Instructions for SWOT Feedback Presentation***

1. Walk through feedback items listed above.
2. Tell employees that these items were taken into account when creating the Division's goals and objectives for the next five years.
3. Tell employees that their survey results for weaknesses were also included when creating the goals and objectives but that the rest of their survey responses will be taken into account during the next session (to be scheduled) in the creation of the goals and objectives and action plans.

### **Instructions for Goals/Objectives Discussion**

1. Distribute the Goals and Objectives document BEFORE THE MEETING so that people have a chance to think about it.
2. During the meeting, ask people if they have any questions about the material. Answer as best you can. Then ask people to add their own suggestions.
3. Bring these questions and suggestions to the next meeting.





**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.

## City of Phoenix, Human Services Department Strategic Plan Highlights<sup>1</sup>

### **Statement:**

Human Services Department provides comprehensive social services to improve the quality of life of Phoenix residents.

### **Vision:**

Excellence in Human Services – We Make Phoenix Better!

### **Core Values:**

- Respect
- Trust
- Teamwork
- Work Ethic/Professionalism
- Customer Driven

### **Strategic Choices:**

1. HSD will use technology to facilitate the achievements of the strategic goals  
*“Technology achieves strategic goals”*
2. HSD is a nationally recognized model for “best practices”  
*“Model Best Practices”*
3. HSD is committed to developing its workforce  
*“Develops workforce”*
4. HSD is committed to allocate resources to implement key strategies  
*“Allocate resources, implement key strategies”*
5. HSD is committed to promoting effective communication and collaboration  
*“Effective communication and collaboration”*
6. HSD is committed to providing customer services in a seamless integrated environment  
*“Customer service, seamless and integrated”*

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<sup>1</sup> 2002 Strategic Planning, January 22-24, 2002.



## **Vision Statement**

Senior Services—the heart of our community for optimizing maturity:

- ♥ Choices
- ♥ Opportunities
- ♥ Cooperation
- ♥ Resources

## **Mission Statement**

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



## Goals and Strategic Objectives

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.

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

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

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.

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).

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

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.

Strategic Objective 4.2: 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.



## Goals, Strategic Objectives and Potential Implementation Strategies

**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



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

**Strategic Objective 1.2: To identify new financial resources to fund additional SSD staffing, by June 2005.**

**Potential Implementation Strategies:**

- 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



**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 3.2: To establish staff meetings within all work classifications on quarterly basis by July 2004.**

**Potential Implementation Strategies:**

- 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



**Goal 4: 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



## Tactical Objectives

### Definition

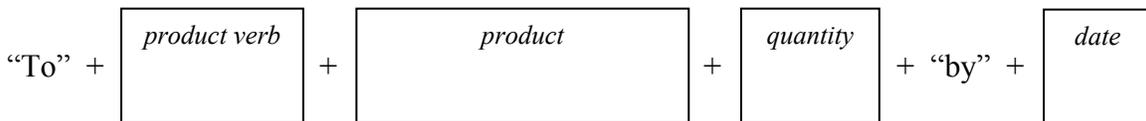
A *Tactical Objective* describes an intended output, supporting a strategic objective. It clearly states:

- *What* you are going to produce
- *How many* you are going to produce
- *By when* you are going to produce them

Accomplishing all the tactical objectives leads to achieving the strategic objective.

### Tactical Objective Formula

*Strategic Objective:* \_\_\_\_\_



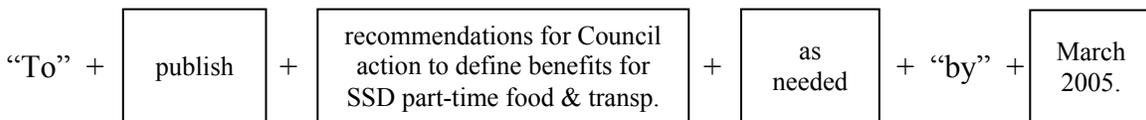
*Edit for syntax:*

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Example:

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

*Tactical Objective:* “To publish recommendations for City Council action to define job benefits for SSD part-time food & transport staff by March 2005.”



“To recommend Council action on job benefits for SSD part-time staff by March 2005”



## Change Verbs

- to close
- to create
- to decrease
- to degrade\*
- to destroy
- to diminish
- to eliminate
- to empower
- to enhance
- to eradicate
- to guarantee
- to improve
- to increase
- to lower
- to open
- to prevent
- to protect
- to raise
- to reduce
- to solve
- to stop
- 
- 
- 

## Process or Product Verbs

- to build
- to benefit
- to communicate
- to deliver
- to give
- to invest
- to process
- to program
- to promulgate
- to provide
- to publish
- to serve
- to submit (*trans.*)
- to write
- 
- 
- 



## Write Tactical Objectives

Strategic Objective: \_\_\_\_\_

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---

“To” + 

<i>product verb</i>
---------------------

 + 

<i>product</i>
----------------

 + 

<i>quantity</i>
-----------------

 + “by” + 

<i>date</i>
-------------

*Edit for syntax:*

---



## Implementation Planning

### Definition

An *implementation plan* is a program of action, based around tactical objectives supporting a strategic objective, showing:

- The *performance measure* (how you will know that the objective has been achieved)
- The *accountable person* (who is responsible for ensuring the tactical objective is achieved)
- The *estimated cost* (include all resources: time, money, expenses, etc.)
- The *time frame* (start date and end date)

Example:

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

**Tactical Objective:** “To recommend Council action on job benefits for SSD part-time staff by March 2005”

**Performance Measure:** “March 2005 publication date”

**Accountable Person:** “R. Ragland”

**Estimated Costs:** “160 hours, + \$3,000 research study”

**Time Frame:** *Start* “November 2004;” *End* “June 30 2005.”



## Implementation Planning Worksheet

**Strategic Objective:** \_\_\_\_\_

<i>Tactical Objective</i>	<i>Performance Measure</i>	<i>Accountable Person</i>	<i>Estimated Costs</i>	<i>Time Frame: Start-End</i>

**Communications Plan for Strategic Plan**

<i>Who needs to know about the plan? Who are audience or stakeholders?</i>	<i>What message do they need to know? What will you tell them?</i>	<i>Who will tell them?</i>	<i>How will you tell them? 1:1, meetings, e-mail, newsletter, etc.?</i>	<i>On what dates? Completed by when? How often do you tell them?</i>

## Strategic Planning Team Members

<i><b>Job Classification</b></i>	<i><b>Organization</b></i>	<i><b>Staff Representative</b></i>
Consultants	Blackerby Associates	Lynne Brown Phillip Blackerby
Division Deputy Director	Division Management	Doris Marshall
Program Coordinators	Division Management	Cathy Walsh Jerlene Malone Jose Mercado Maxine Anderson
Admin I	Division Management	Linda Anderson
Admin II Facilitation	Division Management	Reginald Ragland Anissa Olguin
Secretary	Division Management	Sally Roberts
Dietician	Nutrition	Joanne Cherry
Case Worker III	Counseling Services	Sonja Spell
Case Worker II	South Mountain Squaw Peak	Carmen Hernandez Marty Koellner
Assistant Transportation Supv.	Reserve-a-Ride	Robin Licata
Center Supervisors	Marcos de Niza Goelet Beuf	Becky Franco Johnny Riggins
Community Worker	Manzanita Shadow Mountain	Luci Mancuso Wendy Rudick
Full-time cook	Deer Valley	Lorey Thomas
Part-time cook	South Mountain	Mary Bass
Meal Delivery Aide	Paradise Valley McDowell Place	Roger Reesor Patty Flores
Meal Delivery Sup.	Desert West	Lindy Garewal
Laborer	Warehouse	Ed Bennett
Driver	Reserve-a-Ride	Tom Eber

