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City of Phoenix

**Human Services Department
Senior Services Division**

Strategic Plan 2009

October 2004

Senior Services Division
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Draft 3 Version 2004.10.26

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Human Services Department
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***Strategic Plan 2009
Table of Contents***

	<u>Page</u>
Background	1
Process Overview	1
Strategic Plan Structure	2
Vision Statement	3
Mission Statement	3
Strategic Issues	4
Goals	5
Strategic Objectives.....	6
Tactical Objectives	9
Appendix A: Strategic Planning Process.....	16



City of Phoenix
Human Services Department
Senior Services Division

Strategic Plan 2009

Background

In January 2004, the Senior Services Division (SSD) of the City of Phoenix Human Services Department began to create a strategic plan to guide its development for five years, through June 2009.¹ Goals of the strategic planning project include:

- To produce a strategic plan and organizational direction for the Senior Services Division for five years, through 2009.
- To create a Year One action plan to drive and support implementation of the strategic plan.
- To ensure that every voice is heard.

Process Overview

The SSD Strategic Plan was developed in six 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 documentation* describing the Division's performance, budget and employee perceptions and attitudes;
- Eight *focus groups* with 106 participants: customers, volunteers, community leaders, Senior Services Committee members and four groups of Division employees;
- Three days of *facilitated deliberations* by a 25-member Strategic Planning Team representing a "diagonal slice" of employees by job category, level and geography;
- *Continual communications* and feedback from virtually every employee about the decisions and planning process;
- *Implementation*: July 1, 2004, through June 30, 2009.

¹ The Senior Services Division competitively engaged a Phoenix consulting firm, Blackerby Associates, Inc., to assist it in developing this strategic plan.

Strategic Plan Structure

The SSD Strategic Plan 2007 has four levels; each successive level is more specific and measurable than levels above it:

- At top is the SSD *mission statement*, describing the organization's purpose.
- Seven *goals* indicate the direction of the changes that SSD intends to realize. Goals are not necessarily measurable.
- Under each goal is a series of *strategic objectives*—13 in all—describing the outcomes SSD intends to achieve; strategic objectives are SMART: **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound.
- Under each strategic objective are *tactical objectives* describing projects that will lead to achieving the outcomes described by the strategic objectives. Tactical objectives are also SMART. For each tactical objective, an *implementation plan* describes related performance measures, accountable individual, estimated costs and starting and ending dates.

A companion document, the SSD Tactical Plan 2004-2005, describes the tactical objectives more fully, including related performance measures, accountable persons, estimated costs and time frames.

Vision Statement

In small groups, the Strategic Planning Team envisioned the Senior Services Division's future. A working group then developed a single *vision statement* describing the Division's intended future state. The *vision statement* is a like a lighthouse showing direction rather than a specific destination. This *vision statement* was refined by the entire Strategic Planning Team and reviewed by most Division employees.

The *vision statement* is:

Senior Services—the heart of our community:

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

Mission Statement

The Strategic Planning Team, again in small groups, wrote several potential *mission statements* defining the Division's purpose, reason for its existence and its unique contribution. A working group then drafted a single *mission statement*. The Strategic Planning Team and most Division employees reviewed the working group draft and provided feedback. The working group then refined the *mission statement*.

The final *mission statement* is:

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.

Strategic Issues

Extensive documentary analysis, eight focus groups, individual interviews and communications and Strategic Planning Team brainstorming generated a long list of internal strengths and weaknesses and external opportunities and threats (a “SWOT” analysis). Most Division employees reviewed this list, and ranked the most important issues. The Strategic Planning Team then identified the *strategic issues*, or those issues that would have the biggest impact on Division customers.

The *strategic issues* are:

- *Staffing issues*: Hiring practices slow; coverage adequacy and staff; more work for the same amount of staff.
- *Communications issues*: Information, *i.e.*, communications (up and down); employees are hard-working, committed; common vision; work as a team.
- *Outreach & marketing issues*: Focus on outreach and marketing of services.
- *Decision-making issues*: Clarity regarding decision-making authority; flatten decision-making process.
- *Finance issues*: Diversify funding sources, cut costs, maintain quality; partner with public and private organizations; strong support from current City Council in budget and bond funds.
- *Process issues*: Conduct work process flow, paperwork reduction and technology enhancements.
- *Problem-solving issues*: Problem solving process: target it (the problem) then performance manage it.

Goals

Based on each of the strategic issues, the Strategic Planning Team wrote *goals* that indicate the direction of change that the Division will pursue during the five years of the strategic plan.

The *goals* are:

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

Goal 2: To increase and improve communication sources for SSD staff, and to share knowledge and regular staffing opportunities within each work classification in the Division.

Goal 3: To increase public awareness of SSD through marketing and outreach.

Goal 4: To identify the decision-making process and enable the individual to make that decision.

Goal 5: To diversify program funding for SSD in order to remain competitive and enhance service delivery to eligible individuals.

Goal 6: To evaluate and improve workflows in identified SSD work areas by 2009.

Goal 7: To develop a process for problem resolution for our customers.

Strategic Objectives

For each goal, the Strategic Planning Team developed *strategic objectives*, or statements of an intended outcome that are also **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound (SMART).

The *strategic objectives* associated with each goal are:

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

Strategic Objective 1.1: To reduce part-time and full-time staffing turnover 25% by June 2005.

Strategic Objective 1.2: To review and fill staffing vacancies within 4-6 weeks, starting January 2005.

Goal 2: To increase and improve communication sources for SSD staff, and to share knowledge and regular staffing opportunities within each work classification in the Division.

Strategic Objective 2.1: 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 2.2: To establish staff meetings within all work classifications on quarterly basis by September 2004.

Goal 3: To increase public awareness of SSD through marketing and outreach.

Strategic Objective 3.1: To increase public awareness of SSD through strategic marketing and outreach, by 5% per year over the years from FY 2004-2005 through FY 2008-2009.

Strategic Objective 3.2: To Increase Baby Boomer awareness and involvement in the design, planning, and implementation of Senior Centers by December 2004.

Goal 4: To identify the decision-making process and enable the individual to make that decision.

Strategic Objective 4.1: To inventory the decision-making processes of all categories by July 2005.

Strategic Objective 4.2: To streamline the decision-making process by all by December 2005.

Strategic Objective 4.3: To enable and encourage the individual's ability to make decisions at the appropriate level by June 2006.

Goal 5: To diversify program funding for SSD in order to remain competitive and enhance service delivery to eligible individuals.

Strategic Objective 5.1: To create private and public support and funding partnerships for SSD programs to 1% of current budget by 2009.

Strategic Objective 5.2: To identify new financial resources to fund additional SSD staffing, by June 2005.

Goal 6: To evaluate and improve workflows in identified SSD work areas by 2009.

Strategic Objective 6.1: To improve productivity in selected SSD work areas by up to 20% in those areas by 2009.

Goal 7: To develop a process for problem resolution for our customers.

Strategic Objective 7.1: To develop a Task Force by February 2005 that will be responsible for review and recommendation for resolution of non-personnel issues within 30 days.

Tactical Objectives

The Strategic Planning Team brainstormed *strategies*—implementation methodologies or approaches—for each strategic objective. The Team then selected *strategies* that either (a) have the biggest impact, or (b) are easily achieved within six months without significant new resource requirements.

The Team wrote *tactical objectives* for each selected strategy, describing specific projects to help achieve the strategic objectives. Like the strategic objectives, *tactical objectives* are **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound.

Tactical objectives for each goal and strategic objective are:

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

Strategic Objective 1.1: To reduce part-time and full-time staffing turnover 25% by June 2005.

Tactical Objective 1.1.1: To conduct a cost analysis of part-time and full-time staff turnover by October 2004.

Tactical Objective 1.1.2: To identify the causes of turnover by conducting exit interviews with all departing part-time staff.

Tactical Objective 1.1.3: To increase training opportunities, consistent with professional development plans, for all part-time staff.

Strategic Objective 1.2: To review and fill all staffing vacancies within 4-6 weeks, starting January 2005.

Tactical Objective 1.2.1: To perform a needs analysis of “model” staffing levels to identify gaps in critical service areas and turnover rates by February 2005.

Tactical Objective 1.2.2: To submit recommendations to streamline hiring plans to minimize disruptions of service delivery and improve employee morale by December 2004.

Tactical Objective 1.2.3: To systematically advocate to the Director for action on job benefits for SSD part-time staff by March 2005.

Tactical Objective 1.2.4: To provide opportunity to full-time employees for flex schedule by April 2005.

Tactical Objective 1.2.5: To advocate to the Council for customer-workload-based funding formulas.

Tactical Objective 1.2.6: To research retention and recruitment strategies for part-time employees by February 2005.

Goal 2: To increase and improve communication sources for SSD staff, and to share knowledge and regular staffing opportunities within each work classification in the Division.

Strategic Objective 2.1: To increase and improve communications, 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).

Tactical Objective 2.1.1: To provide computer e-mail access to all sites by October 2004.

Tactical Objective 2.1.2: To establish opportunities for productivity improvement suggestions and provide feedback for such information all Division Staff Meetings by July 2005.

Strategic Objective 2.2: To establish staff meetings within all work classifications on quarterly basis by September 2004.

Tactical Objective 2.2.1: To establish quarterly meetings and create agendas by classification by September 2004.

Tactical Objective 2.2.2: To evaluate effectiveness of all regularly scheduled meetings by August 2004.

Goal 3: To increase public awareness of SSD through marketing and outreach.

Strategic Objective 3.1: To increase public awareness of SSD through strategic marketing and outreach, by 5% per year over the years from FY 2004-2005 through FY 2008-2009.

Tactical Objective 3.1.1: To advertise SSD programs in water bills in key strategic areas 2-4 times per year during FY 2004-2005.

Tactical Objective 3.1.2: To identify strategic outreach opportunities, and publicize SSD in community newspapers during FY 2004-2005.

Tactical Objective 3.1.3: To conduct an annual marketing survey.

Strategic Objective 3.2: To Increase baby boomer awareness and involvement in the design, planning and implementation of Senior Centers by December 2004.

Tactical Objective 3.2.1: To develop a strategy to create Centers for the future using input from members of the Baby Boom generation (1946-64), by February 2006.

Goal 4: To identify the decision-making process and enable the individual to make that decision.

Strategic Objective 4.1: To inventory the decision-making processes of all categories by July 2005.

Tactical Objective 4.1.1: To obtain input and develop guidelines enabling staff to make sound, job-related decisions by July 2005.

Strategic Objective 4.2: To streamline the decision-making process by all by December 2005.

Tactical Objective 4.2.1: To develop a plan to simplify decision-making, and delegate decisions to the appropriate level December 2005.

Strategic Objective 4.3: To enable and encourage the individual's ability to make decisions at the appropriate level by June 2006.

Tactical Objective 4.3.1: To train management to guide employees in making their own decisions by December 2005.

Goal 5: To diversify program funding for SSD in order to remain competitive and enhance service delivery to eligible individuals.

Strategic Objective 5.1: To create private and public support and funding partnerships for SSD programs to 1% of current budget by 2009.

Tactical Objective 5.1.1: To elevate budgetary need of the division and identify and address needs annually, starting December 2005.

Strategic Objective 5.2: To identify new financial resources to fund additional SSD staffing, by June 2005.

Tactical Objective 5.2.1: To create a fund raising committee to explore potential areas of funding and start effort by June 2005.

Tactical Objective 5.2.2: To create a grant-writer position, and fill it with a qualified grant-writer.

Goal 6: To evaluate and improve workflows in identified SSD work areas by 2009.

Strategic Objective 6.1: To improve productivity in selected SSD work areas by up to 20% in those areas by 2009.

Tactical Objective 6.1.1: To select a process implementation team, train and develop a process improvement plan by December 2004.

Tactical Objective 6.1.2: To evaluate, create, improve and standardize existing forms into an on-line system accessible to all staff by July 2005.

Note: See also Goal 1, Strategic Objective 1.2, Tactical Objective 1.2.2. related to streamlining hiring planning.

Goal 7: To develop a process for problem resolution for our customers.

Strategic Objective 7.1: To develop a Task Force by February 2005 that will be responsible for review and recommendation for resolution of non-personnel issues within 30 days.

Tactical Objective 7.1.1: To develop the criteria for selection (election) of a Task Force, including a representative from all levels of staff, by February 2005.

Tactical Objective 7.1.2: To develop the criteria (parameters) to guide the Task Force efforts by February 2005.

Appendix A

Strategic Planning Process

Senior 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 January 13, 2004, the Deputy Human Services Director for Senior Services, two SSD project managers and the consulting project manager² reviewed project objectives, process elements, key participants and target dates. SSD expressed its intention that every voice be heard, and that the resulting plan contribute to the Human Services Department strategic plan.

The consultants documented a *Plan-to-Plan* outlining: project goals and objectives; scope; timeline; participants; environmental scan; focus groups; events management. A version was posted at, www.BlackerbyAssoc.com/Senior/. 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:

- 2003 Customer Satisfaction Survey, Report on Results, Senior Services Division, May 2003.
- Human Services Dept. Organizational Report Card, 2001-2003, undated.
- Human Services Dept. Diversity Survey, October 15, 2002.
- Human Services Dept. Strategic Plan, January 2002.
- Human Services Dept. 2003-2004 Operating Budget.
- 2002-03 Annual report, Human Services Dept.

² The Senior Services Division competitively engaged a Phoenix consulting firm, Blackerby Associates, Inc., to assist it in developing this strategic plan.

- Site Assessment Report for 02-03, Human Services Dept./ Senior Services Division, undated.
- *Measuring the Benefits of Senior/Adult Centers*, 2003 NCOA/ASA Workshop on Senior Centers, by R. Gitelson, J. McCabe, T. Fitzpatrick, Arizona State Univ. West, College of Human Services, and A. Case, Coastal Carolina Univ.
- Brochures and marketing materials, undated.

The consultants summarized their findings for the Human Services Director, Deputy Human Services Director for Senior Services and SSD project managers, and updated the materials based on their feedback.

Phase 3. Focus Groups

The consulting team conducted eight discussions with different stakeholder populations. 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:

<i>Focus Group</i>	<i>Date, 2004</i>	<i>Participants</i>
Senior Services Committee members	Feb. 11	9
Community leadership	Feb. 23	7
Customers	Feb. 23	19
Senior Center leadership	Feb. 23	15
Social services providers	Feb. 24	17
Volunteers and Companions	Feb. 24	15
Transportation/Food Service workers	Feb. 24	14
Senior Services Division senior staff	Feb. 25	11
<i>Subtotal, Focus Group Participants</i>		108
Duplicated Focus Group Participants		-2
<i>Total, Unique Focus Group Participants</i>		106

The consultants analyzed detailed notes of focus group comments and compiled lists of internal strengths and weaknesses and external opportunities and threats (*SWOT analysis*).

Phase 4. Strategic Planning Sessions

Strategic Planning Team members participated in full-day facilitated planning sessions March 5, April 2 and April 30, 2004.

Strategic Planning Team

SSD selected a cross-section of 25 employees to serve on a Strategic Planning Team, including SSD's management team and a "diagonal slice" of employees, representing every job description and Senior Centers across the city. While some noted that the same people are routinely selected for such intra-divisional efforts, actual Strategic Planning Team discussions indicated a wide diversity of opinions.

Strategic Planning Session 1: Envisioning the Future

Key activities in the first strategic planning session included:

- *Vision:* Small groups of participants drew illustrated their vision of SSD's future, and described their images to the full Strategic Planning Team. A member of each group comprised a Vision Team that later drafted the vision statement.
- *Mission:* In small groups, Team members drafted SSD mission statements, and explained them to the full Team. A member of each group served on a Mission Team that later wrote a single mission statement.
- *SWOT analysis:* Team members edited the SWOT analysis, adding, clarifying and moving items between categories.

Between Strategic Planning Sessions 1 and 2:

Team members returned to their constituent groups to get feedback on the vision and mission. Employees also ranked the top issues on each SWOT list; 146, or 74%, responded. Team members later reported that many employees appreciated the feedback opportunity and provided valuable input.

Strategic Planning Session 2: Establishing Strategic Outcomes

Activities in the second strategic planning session included:

- *Vision statement:* The Vision Team reported to the full Strategic Planning Team its recommended vision statement. Participants discussed several issues, but reached consensus only at the third strategic planning session (see below).
- *Mission statement:* The Mission Team reported its recommended mission statement. Participants discussed several issues, but reached consensus only after the third strategic planning session (see below).
- *Strategic issues:* Based on constituent feedback and partial survey data, Team members selected SWOT items in terms of their impact on SSD customers. Team members then consolidated related issues, creating eight strategic issues.
- *Goals:* Small groups of Team members converted each of the eight strategic issues into goal statements.
- *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 14 strategic objectives under the eight goals.
- *Strategies:* In small groups, Team members brainstormed alternative strategies for each strategic objective.

Between Strategic Planning Sessions 2 and 3

Team members met with constituents to discuss the strategic planning elements developed so far and the results of the SWOT survey. They reported that employees appreciated being consulted, and provided useful feedback.

Strategic Planning Session 3: Implementation Planning

Key activities in the third strategic planning session included:

- *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.
- *Tactical objectives:* Small groups of Team members wrote tactical objectives (statements of intended outputs meeting the SMART criteria) based on the selected strategies. In discussions, the Team edited its plan into seven goals, 13 strategic objectives and 25 tactical objectives.
- *Implementation planning:* Small groups wrote implementation plans for each tactical objective, including: performance measure, accountability, estimated costs and time frame.
- *Master time line:* The small groups developed a master timeline. Another group edited some start and end dates to balance the overall plan within available resources.
- *Progress reporting procedures:* A small group wrote procedures for tracking the implementation plans. It calls for a single coordination point with automated project tracking, reminder and reporting. Monthly status reports and highlights will be compiled.
- *Communications planning:* Another small group developed a communications plan to ensure that all employees and other stakeholders were aware of *SSD Strategic Plan 2009*.
- *Vision statement:* The Team revisited the vision statement, and reached consensus on a modified version.
- *Mission statement:* The Team revisited the mission statement. but achieved no consensus. The Team delegated to the Mission Team responsibility to resolve these issues.

Phase 5. Communicating the Strategic Plan

The Strategic Planning Team identified seven audiences of stakeholders, and wrote a communications strategy for each (see *Communications Plan for the Strategic Plan*).

Members of the Strategic Planning Team presented the draft *SSD Strategic Plan 2009* to the Director of Human Services on June 7. The Director provided questions, comments and suggestions regarding the draft *Plan*.

After informal discussions, the Senior Staff of SSD met on September 2 and October 26 to consider the Director's comments and re-examine the draft *Plan*. The resulting third draft was prepared for presentation and discussion with members of the Strategic Planning Team.

Phase 6. Implementation

The implementation phase of the *Strategic Plan* extends five years, from July 1, 2004 to June 30, 2009. The *Strategic Plan* anticipates monthly project status reports, quarterly strategic reviews and annual implementation planning in connection with the budget development process.