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**City of Phoenix**

**Human Services Department  
Youth Opportunities Unit**

## ***Strategic Plan 2007***

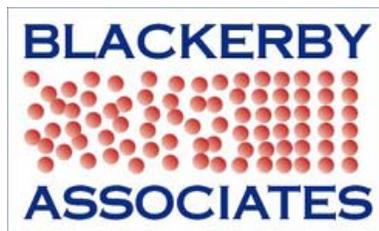
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Youth Opportunities Unit  
200 West Washington Street  
Eighteenth Floor  
Phoenix, Arizona 85003

**DRAFT**

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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  
Youth Opportunities Unit**

***Strategic Plan 2007  
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City of Phoenix  
Human Services Department  
Youth Opportunities Unit

*Strategic Plan 2007*

## Background

In April 2004, the Youth Opportunities Unit (YOU) 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 Youth Opportunities Unit, including the mission, strategic issues, goals and a high-level action plan, for three years, through 2007.
- To produce an implementation plan for YOU that will address the action steps necessary to implement the strategic plan.
- To ensure that every voice is heard.

## Process Overview

The YOU 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 documentation describing YOU's performance and budget
- Four focus groups with virtually all YOU employees participating;
- Two days of facilitated deliberations by virtually all YOU employees;
- Continual communications, including an advance survey to validate and prioritize the common themes of the focus groups; 71% of YOU employees responded.
- Implementation: July 1, 2004, through June 30, 2007.

## Strategic Plan Structure

The YOU Strategic Plan 2007 has four levels; each successive level is more specific and measurable than levels above it. At top is the YOU *mission statement*, describing the organization's purpose. Seven *goals* then indicate the direction of the changes that YOU intends to realize. Goals are not necessarily measurable. Under each goal is a series of *strategic objectives*—17 in all—that describe the outcomes YOU intends to achieve; strategic objectives are SMART: **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound. Under each strategic objective is a series of *tactical objectives* describing projects that will lead to 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.

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<sup>1</sup> The Youth Opportunities Unit 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 virtually all YOU employees), 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 single *mission statement*. The Strategic Planning Team reviewed the working group draft and provided feedback. The working group then refined the *mission statement*.

Mission Team members included: R. Hayes, C. Johnson, J. Marlara, S. Valadez and C. Wood.

The final *mission statement* is:

The Youth Opportunities Unit partners with youth and families in their communities to empower youth to make healthy choices and strengthen family foundations.

## Strategic Issues

Extensive documentary analysis, four focus groups and individual communications generated a long list of internal strengths and weaknesses and external opportunities and threats (“*SWOT*” analysis). Most YOU employees (71%) reviewed this list, validated items and ranked the most important issues. The Strategic Planning Team then identified the *strategic issues* that have the biggest impact on YOU’s clients.

The *strategic issues* are:

*Performance measurement process*: time-based measurement; standardized measures; consistency; measuring impacts and outcomes connected to services; system changes; client assessment tools; staff empowerment, autonomy and flexibility.

*Employee development tool kit*: coach staff how to get promoted; continual learning, job enrichment, networking; technical career path; lateral transfers; supervisors bring staff new information, brief on forums; YOU staff is experienced, knowledgeable, dedicated, excellent.

*Communications between upper management and staff* regarding budget, rumors and speculations; increase staff collaboration and planning; value of meetings: management interaction, staffing of cases and breakout structures; supervisors’ priorities and roles in staff meetings; horizontal communications mechanisms.

*Build a team*: strategic planning; accounting for goals; brief job descriptions; cross-training; job shadowing.

*Collaboration with others*, within YOU and with other city departments.; collaboration under service delivery model development process.

*Follow-through* from management: sustaining training and sharing; sustaining strategic planning commitments.

*Funding stability and sustainability*: financial scarcity mentality: employee turnover, potential funding levels and morale; unfilled positions; case worker funding; supplies availability; grants, general funds to sustain programs; grants expirations; grants increase staff opportunities

*Advocates* for YOU; Mayoral and City Council commitment to YOU programs.

## Goals

Based on the strategic issues, the Strategic Planning Team wrote *goals* that indicate the direction of the changes that YOU will pursue during the three years of the strategic plan.

The *goals* are:

- Goal 1. To improve the performance standards to measure the right things (*Champion:* T. Valenzuela).
- Goal 2. To create service delivery models with appropriate client outcome measures (*Champion:* J. Emerson).
- Goal 3. To develop tools with supervisors that will enhance overall effectiveness and achieve client outcomes, through training and development opportunities (*Champion:* J. Lujan).
- Goal 4. To enhance communications between upper management and field staff, peer-to-peer and intra-departmentally (*Champion:* J. Emerson).
- Goal 5. To build a team to increase the level of trust (*Champion:* M. Garcia).
- Goal 6. To increase collaboration efforts within Human Services Department programs, with other City of Phoenix departments and with other agencies (*Champions:* G. Gray; M. Wright).
- Goal 7. To guarantee the highest quality outcomes for Youth Opportunity Unit youth and families (*Champion:* P. Nightingale).

## 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:

Goal 1. To improve the performance standards to measure the right things.

Strategic Objective 1.1. To ensure that all staff have appropriate job duties and goals by December 2005.

Goal 2. To create service delivery models with appropriate client outcome measures.

Strategic Objective 2.1. To engage 100% of clients utilizing an effective and appropriate service delivery model by May 2005.

Goal 3. To develop tools with supervisors that will enhance overall effectiveness and achieve client outcomes, through training and development opportunities.

Strategic Objective 3.1. To increase use of Blue Money by 10% by June 2006.

Strategic Objective 3.2. To increase leadership opportunities for staff by 10% by June 2006.

Strategic Objective 3.3. To increase training and networking opportunities by 20% by June 2006.

Strategic Objective 3.4. To Increase use of HSDU, City Employee Development and Casework Academy by 10% by June 2006.

Goal 4. To enhance communications between upper management and field staff, peer-to-peer and intra-departmentally.

Strategic Objective 4.1. To create a process that allows YOU staff to contribute ideas, opinions, comments and suggestions by October 2004.

Strategic Objective 4.2. To increase “all-YOU-staff” meetings to bimonthly, to include feedback and interactions from all staff, by September 2004.

Strategic Objective 4.3. To ensure that all YOU staff are aware of strategic plan progress monthly.

Goal 5. To build a team to increase the level of trust.

Strategic Objective 5.1. To decrease the number of entries in the YOU programmatic rumor log by 50% by June 2005.

Strategic Objective 5.2. To increase YOU employee trust survey scores by 10% by October 2005.

Strategic Objective 5.3. To eliminate the threat of retribution by October 2005, as indicated by the YOU employee trust survey.

Strategic Objective 5.4. To improve management follow-up by 50% by October 2005 as indicated by the YOU employee trust survey.

Goal 6. To increase collaboration efforts within Human Services Department programs, with other City of Phoenix departments and with other agencies.

Strategic Objective 6.1. To increase resource partners by 20% per year for the next three years.

Strategic Objective 6.2. To raise awareness of YOU programs by 20% through semi-annual presentation within HSD and outside agencies.

Goal 7. To guarantee the highest quality outcomes for Youth Opportunities Unit youth and families.

Strategic Objective 7.1. To ensure increased funding for all YOU programs through 2007.

Strategic Objective 7.2. To create funding that provides supportive services to guarantee the highest level of quality services.

## Implementation Planning: 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, the 50 *tactical objectives* are SMART: specific, measurable, achievable, relevant and time-bound. The *tactical objectives* for each goal and strategic objective are:

Goal 1. To improve the performance standards to measure the right things.

Strategic Objective 1.1. To ensure that all staff have appropriate job duties and goals by December 2005.

Tactical Objective 1.1.1. To survey and understand the history of current PMG goals and duties by October 2004.

Tactical Objective 1.1.2. To recommend new PMG goals and duties by April 2005.

Tactical Objective 1.1.3. To implement new PMG by July 2005.

Tactical Objective 1.1.4. To review and modify PMG goals and duties by January 2006.

Goal 2. To create service delivery models with appropriate client outcome measures.

Strategic Objective 2.1. To engage 100% of clients utilizing an effective and appropriate service delivery model by May 2005.

Tactical Objective 2.1.1. To publish all current service delivery models by August 2004.

Tactical Objective 2.1.2. To research, design and recommend best practices models by January 2005.

Tactical Objective 2.1.3. To implement chosen pilot models by June 2005.

Tactical Objective 2.1.4. To review, improve and celebrate pilot model implementations by March 2006.

Tactical Objective 2.1.5. To implement revised models by July 2006.

Goal 3. To develop tools with supervisors that will enhance overall effectiveness and achieve client outcomes, through training and development opportunities.

Strategic Objective 3.1. To increase use of Blue Money by 10% by June 2006.

Tactical Objective 3.1.1. To survey 100% of staff to identify training need by November 2004.

Tactical Objective 3.1.2. To train a minimum of 15 staff in order to promote self-development by May 2005.

Strategic Objective 3.2. To increase leadership opportunities for staff by 10% by June 2006.

Tactical Objective 3.2.1. To survey 100% of staff to identify leadership opportunity needs by January 2005.

Tactical Objective 3.2.2. To investigate and report on alternative leadership programs by 2006.

Strategic Objective 3.3. To increase training and networking opportunities by 20% by June 2006.

Tactical Objective 3.3.1. To survey 100% of staff to identify training and networking opportunities by February 2005.

Tactical Objective 3.3.2. To compile and share data with staff through appropriate media by March 2005.

Strategic Objective 3.4. To Increase use of HSDU, City Employee Development and Casework Academy by 10% by June 2006.

Tactical Objective 3.4.1. To survey 100% of staff to identify training needs by June 2005.

Tactical Objective 3.4.2. to compile and report data to staff by April 2005

Tactical Objective 3.4.3. To develop a technical career path by 2007.

Goal 4. To enhance communications between upper management and field staff, peer-to-peer and intra-departmentally.

Strategic Objective 4.1. To create a process that allows YOU staff to contribute ideas, opinions, comments and suggestions by October 2004.

Tactical Objective 4.1.1. To create a “virtual suggestion box” by October 2004.

Tactical Objective 4.1.2. To produce an “ask Neal” form to provide a direct and safe line of communication between YOU staff and N. Young by October 2004.

Tactical Objective 4.1.3. To schedule four informal lunches with Neal per year, the first to occur in August 2004.

Tactical Objective 4.1.4. To provide all YOU staff Intranet connectivity by July 2006.

Strategic Objective 4.2. To increase “all YOU staff” meetings to bimonthly, to include feedback and interactions from all staff, by September 2004.

Tactical Objective 4.2.1. To create a master schedule assigning each program unit to host and facilitate a bimonthly meeting to begin in July 2004.

Tactical Objective 4.2.2. To assign YOU secretary to attend all bimonthly staff meetings, take minutes and distribute to all YOU staff by August 2004 and ongoing.

Tactical Objective 4.2.3. To invest time in interactive play during each bimonthly meeting by September 2004.

Strategic Objective 4.3. To ensure that all YOU staff are aware of strategic plan progress monthly.

Tactical Objective 4.3.1. To ensure that strategic plan updates are presented at every YOU bimonthly staff meeting by September 2004.

Tactical Objective 4.3.2. To develop a communication plan that will inform the market about the success of the strategic plan by September 2004.

Tactical Objective 4.3.3. To engage 65% of YOU staff in strategic plan implementation by June 2007.

Goal 5. To build a team to increase the level of trust.

Strategic Objective 5.1. To decrease the number of entries in the YOU programmatic rumor log by 50% by June 2005.

Tactical Objective 5.1.1. To create a rumor bowl and guidelines for use by September 2004.

Tactical Objective 5.1.2. To address issues at each monthly meeting by September 2004.

Tactical Objective 5.1.3. To track data to monitor the decrease in rumors monthly on an ongoing basis.

Strategic Objective 5.2. To increase YOU employee trust survey scores by 10% by October 2005.

Strategic Objective 5.3. To eliminate the threat of retribution by October 2005, as indicated by the YOU employee trust survey.

Strategic Objective 5.4. To improve management follow-up by 50% by October 2005 as indicated by the YOU employee trust survey.

Tactical Objective 5.4.1. To develop an anonymous survey by October 2004.

Tactical Objective 5.4.2. To compile survey data by November 2004.

Tactical Objective 5.4.3. To develop a safe and comfortable process to address concerns by January 2005.

Goal 6. To increase collaboration efforts within Human Services Department programs, with other City of Phoenix departments and with other agencies.

Strategic Objective 6.1. To increase resource partners by 20% per year for the next three years.

Tactical Objective 6.1.1. To provide a web link on the intranet page connecting to the GUI resource page by August 2005.

Tactical Objective 6.1.2. To provide internet chat capabilities, including a message board, by October 2005.

Tactical Objective 6.1.3. To give HSD staff the ability to add and update referral resources on intranet by July 2005.

Tactical Objective 6.1.4. To distribute a survey to you staff to evaluate current resource partners by February 2006.

Strategic Objective 6.2. To raise awareness of YOU programs by 20% through semi-annual presentation within HSD and outside agencies.

Tactical Objective 6.2.1. To develop a PowerPoint (audio/visual) presentation of all YOU programs by July 2005.

Tactical Objective 6.2.2. To prepare YOU staff to present information about their own program services by December 2004.

Tactical Objective 6.2.3. Publish new brochures and fliers for each YOU program, and a Division brochure/flyer by June 2005.

Goal 7. To guarantee the highest quality outcomes for Youth Opportunities Unit youth and families.

Strategic Objective 7.1. To ensure increased funding for all YOU programs through 2007.

Tactical Objective 7.1.1. To present a CCR to City Council, re: LLEBG and JAIBG by October 1, 2004.

Tactical Objective 7.1.2. To research federal, state and foundation grant announcements at least monthly by September 2004.

Tactical Objective 7.1.3. To write a supplemental request to City Council by January 1, 2005.

Strategic Objective 7.2. To create funding that provides supportive services to guarantee the highest level of quality services.

Tactical Objective 7.2.1. To write a report that identifies and prioritizes program support services needs by September 2004.

Tactical Objective 7.2.2. To request support services funds through 3+9 process by September 2004.

Tactical Objective 7.2.3. To research federal state and foundation grant announcements at least monthly beginning September 2004.

Tactical Objective 7.2.4. To write a supplemental request to City Council by January 2005.

## Implementation Plan FY 2004-2005

**Goal 1.** To improve the performance standards to measure the right things (*Champion:* T. Valenzuela).

**Strategic Objective 1.1.** To ensure that all staff have appropriate job duties and goals by December 2005.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
1.1.1. To survey and understand the history of current PMG goals and duties by October 2004.	Create a report based on results of survey given to all YOU staff.	T. Valenzuela	39 staff hours	August 2004 – October 2004
1.1.2. To recommend new PMG goals and duties by April 2005.	Create draft goals and duties for each program; produce draft recommendation.	R. Carr	44 staff hours	February 2005 – April 2005
1.1.3. To implement new PMG by July 2005.	Revised PMG will be administered by program supervisors.	Supervisors	11 staff hours; 1 staff hour per program	June 2005 – July 2005
1.1.4. To review and modify PMG goals and duties by January 2006.	Survey staff satisfaction with PMG goals and duties.	A. Ingram	12 staff hours	June 2005 – January 2006

**Goal 2.** To create service delivery models with appropriate client outcome measures (*Champion:* J. Emerson).

**Strategic Objective 2.1.** To engage 100% of clients utilizing an effective and appropriate service delivery model by May 2005.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
2.1.1. To publish all current service delivery models by August 2004.	Written report of each delivery model.	Supervisors	8 staff hours	July 2004 – August 2004
2.1.2. To research, design and recommend best practices models by January 2005.	Compile descriptions of top 15 models.	N. Cafiero	60 staff hours	August 2004 – February 2005
2.1.3. To implement chosen models as a pilot by June 2005.	Disseminate new models and training for staff.	Supervisors	40 staff hours	June 2005 – April 2006
2.1.4. To review, improve and celebrate pilot model implementations by March 2006.	Written report on strengths and weaknesses of pilot.	N. Young	40 staff hours	March 2006 – May 2006
2.1.5. To implement revised models by July 2006.	Date implemented.	Supervisors		July 2006 – ongoing

**Goal 3.** To develop tools with supervisors that will enhance overall effectiveness and achieve client outcomes, through training and development opportunities (*Champion:* J. Lujan).

**Strategic Objective 3.1.** To increase use of Blue Money by 10% by June 2006.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
3.1.1. To survey 100% of staff to identify training need by November 2004.	51% of staff will return surveys	J. Lujan	\$1,500	November 2004
3.1.2. To train a minimum of 15 staff in order to promote self-development by May 2005.	15 staff will attend Staff Development Training	J. Lujan	\$13,125	May 2005

**Strategic Objective 3.2.** To increase leadership opportunities for staff by 10% by June 2006.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
3.2.1. To survey 100% of staff to identify leadership opportunity needs by January 2005.	51% of staff will return surveys	M. Carr	\$1,500	January 2005
3.2.2. To investigate and report on alternative leadership programs by 2006.	100% of staff will receive report on leadership	M. Carr	\$1,000	January 2006

**Strategic Objective 3.3.** To increase training and networking opportunities by 20% by June 2006.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
3.3.1. To survey 100% of staff to identify training and networking opportunities by February 2005.	51% of staff will return surveys	N. Cafiero	\$1,500	February 2005
3.3.2. To compile and share data with staff through appropriate media by March 2005.	All staff will receive data	N. Cafiero	\$1,000	March 2005 – Ongoing

**Goal 3. (cont.)** To develop tools with supervisors that will enhance overall effectiveness and achieve client outcomes, through training and development opportunities (*Champion: J. Lujan*).

**Strategic Objective 3.4.** To Increase use of HSDU, City Employee Development and Casework Academy by 10% by June 2006.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
3.4.1. To survey 100% of staff to identify training needs by June 2005.	51% of staff will return surveys	A. Jernigan	\$1,500	June 2005
3.4.2. To compile and report data to staff by April 2005	100% of staff will receive information	A. Jernigan	\$1,000	April 2005
3.4.3. To develop a technical career path by 2007.	Date developed	To be assigned	Estimate not available	2007

**Goal 4.** To enhance communications between upper management and field staff, peer-to-peer and intra-departmentally (*Champion: J. Emerson*).

**Strategic Objective 4.1.** To create a process that allows YOU staff to contribute ideas, opinions, comments and suggestions by October 2004.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
4.1.1. To create a “virtual suggestion box” by October 2004.	Date available for use	J. Emerson	Cost to be determined; 8 staff hours.	July 2004 – October 2004
4.1.2. To produce an “ask Neal” form to provide a direct and safe line of communication between YOU staff and N. Young by October 2004.	Date available for distribution	E. Angelini	5 staff hours	October 2004
4.1.3. To schedule four informal lunches with Neal per year, the first to occur in August 2004.	To be seen on schedule; flyers distributed	M. Garcia J. Emerson	8 staff hours	July 2004 – August 2004
4.1.4. To provide all YOU staff Intranet connectivity by July 2006.	Go live, up and running	HSD management	To be determined	October 2004 – July 2006

**Strategic Objective 4.2.** To increase “all YOU staff” meetings to bimonthly, to include feedback and interactions from all staff, by September 2004.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
4.2.1. To create a master schedule assigning each program unit to host and facilitate a bi-monthly meeting to begin in July 2004.	The list/schedule.	P. Nightingale J. Lujan	To be determined	July 2004 – Ongoing
4.2.2. To assign YOU secretary to attend all bi-monthly staff meetings, take minutes and distribute to all YOU staff by August 2004 and ongoing.	Transcribed meeting minutes distributed to staff	M. Garcia	8 staff hours	August 2004 – Ongoing
4.2.3. To invest time in interactive play during each bi-monthly meeting by September 2004.	Staff survey/feedback	Meeting host	To be determined	September 2004 – Ongoing

**Goal 4. (cont.)** To enhance communication between upper management and field staff, peer-to-peer and intra-departmentally  
(*Champion:* J. Emerson).

**Strategic Objective 4.3.** To ensure that all YOU staff are aware of strategic plan progress monthly.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
4.3.1. To ensure that strategic plan updates are presented at every YOU bi-monthly staff meeting by September 2004.	Ongoing agenda item with minutes kept	Unit supervisor for agenda; M. Garcia for minutes	None	July 2004 – September 2004
4.3.2. To develop a communication plan that will inform the market about the success of the strategic plan by September 2004.	Review of action items	Unit supervisor for each bi-monthly meeting	3 staff hours	July 2004 – September 2004
4.3.3. To engage 65% of YOU staff in strategic plan implementation by June 2007.	Review of action plan and assigned persons	N. Young	Staff time	July 2004 – June 2007.

**Goal 5.** To build a team to increase the level of trust (*Champion:* M. Garcia).

**Strategic Objective 5.1.** To decrease the number of entries in the YOU programmatic rumor log by 50% by June 2005.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
5.1.1. To create a rumor bowl and guidelines for use by September 2004.	Published guidelines for using rumor bowl	D. Reagan	Negligible	July 2004 – September 2004
5.1.2. To address issues at each bi-monthly meeting by September 2004.	Ongoing agenda item with minutes kept	L. Bojorquez	Negligible	September 2004 – Ongoing
5.1.3. To track data to monitor the decrease in rumors monthly on an ongoing basis.	Percentage reduction in log entries.	N. Rubio	2 staff hours per month	September 2004 – Ongoing

**Strategic Objective 5.2.** To increase YOU employee trust survey scores by 10% by October 2005.

**Strategic Objective 5.3.** To eliminate the threat of retribution by October 2005, as indicated by the YOU employee trust survey.

**Strategic Objective 5.4.** To improve management follow-up by 50% by October 2005 as indicated by the YOU employee trust survey.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
5.4.1. To develop an anonymous survey by October 2004.	Date survey finalized	S. Starr	Staff hours	September 2004 – October 2004
5.4.2. To compile survey data by November 2004.	Date summary survey data published	M. Garcia	Staff hours	October 2004 – November 2004
5.4.3. To develop a safe and comfortable process to address concerns by January 2005.	Date process documented and distributed to staff	L. Bojorquez	Staff hours	January 2005 – January 2006

**Goal 6.** To increase collaboration efforts within Human Services Department programs, with other City of Phoenix departments and with other agencies (*Champions:* G. Gray; M. Wright).

**Strategic Objective 6.1.** To increase resource partners by 20% per year for the next three years.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
6.1.1. To provide a web link on the intranet page connecting to the GUI resource page by August 2005.	Date web link is working	S. Scott	500 staff hours	July 2004 – August 2005
6.1.2. To provide internet chat capabilities, including a message board, by October 2005.	Date message board is working	K. Blea	500 staff hours	October 2004 – October 2005
6.1.3. To give HSD staff the ability to add and update referral resources on intranet by July 2005.	Date update capability is on the intranet	S. Scott	500 staff hours	November 2004 – July 2005
6.1.4. To distribute a survey to YOU staff to evaluate current resource partners by February 2006.	Date survey report is published	J. Emerson	500 staff hours	August 2004 – February 2006

**Strategic Objective 6.2.** To raise awareness of YOU programs by 20% through semi-annual presentations within HSD and outside agencies.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
6.2.1. To develop a PowerPoint (audio/ visual) presentation of all YOU programs by July 2005.	Date CD is in hand	W. Berns	Negligible outlays; 200 staff hours	February 2005 – July 2005
6.2.2. To prepare YOU staff to present information about their own program services by December 2004.	Date training completed and presentations begin	M. Wright	100 staff hours	February 2005 – December 2005
6.2.3. Publish new brochures and fliers for each YOU program, and a Division brochure/flyer by June 2005.	Date printed fliers are ready to distribute	S. Scott	\$15,000 100 staff hours	September 2004 – June 2005

**Goal 7.** To guarantee the highest quality outcomes for Youth Opportunities Unit youth and families (*Champion:* P. Nightingale).

**Strategic Objective 7.1.** To ensure increased funding for all YOU programs through 2007.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
7.1.1. To present a CCR to City Council, <i>re:</i> LLEBG and JAIBG by October 1, 2004.	Date CCR is written; Date CCR is presented	P. Nightingale	To be determined	July 2004 – October 2004
7.1.2. To research federal, state and foundation grant announcements at least monthly by September 2004.	Grant logs turned in monthly	P. Nightingale	2 staff hours per month	September 2004 – Ongoing
7.1.3. To write a supplemental request to City Council by January 1, 2005.	Dates supplemental request is written, submitted	P. Nightingale J. Lujan	10 staff hours	October 2004 – January 2005

**Strategic Objective 7.2.** To create funding that provides supportive services to guarantee the highest level of quality services.

<b>Tactical Objectives</b>	<b>Performance Measures</b>	<b>Accountable Person</b>	<b>Estimated Costs</b>	<b>Time Frame: Start-End</b>
7.2.1. To write a report that identifies and prioritizes program support services needs by September 2004.	Date service support survey completed; Date service support needs prioritized	G. Gray	10 staff hours	August 2004 – September 2004
7.2.2. To request support services funds through 3+9 process by September 2004.	Date budget report reviewed; date support services requested	N. Young	5 staff hours	August 2004 – September 2004
7.2.3. To research federal state and foundation grant announcements at least monthly beginning September 2004.	Monthly log of contacts turned in	P. Nightingale	2 staff hours per month	September 2004 – Ongoing
7.2.4. To write a supplemental request to City Council by January 2005.	Date supplemental request written, submitted	P. Nightingale J. Lujan	10 staff hours	October 2004 – January 2005

### 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>
G. Hurtado	Everything	YOU Staff	Bi-monthly YOU meeting. PowerPoint Presentation	October (previewed at August meeting).
City Council: ECG and DS Committees	Selected components	G. Hurtado and Administration	Council meeting, mailing; PowerPoint presentation	TBD by G. Hurtado. Annual report in August.
Partners: Housing, Parks and Recreation, schools, etc.	Some funding and services goals, mission and vision.	Administration: P. Nightingale, Caseworker IIIs	Staff meetings, newsletters (coalitions) and PowerPoint presentation	Ongoing basis
Agencies	Some funding and services goals, mission and vision.	Caseworkers	PowerPoint presentation	Ongoing basis
Clients	Elements that will affect them	Caseworkers	Focus groups (PowerPoint presentation), individually	Ongoing basis
Arizona State Youth & Education Division	Some funding and services goals, mission and vision	?	PowerPoint presentation	ongoing
Sunnyslope Alliance, other neighborhood groups	Some funding and services goals, mission and vision	?	PowerPoint presentation	ongoing
Greater Phoenix Economic Council	Some funding and services goals, mission and vision	?	PowerPoint presentation	ongoing
Business Coalitions	Some funding and services goals, mission and vision	?	PowerPoint presentation	ongoing
Chamber of Commerce	Some funding and services goals, mission and vision	?	PowerPoint presentation	ongoing

## Progress Tracking and Reporting Procedures

<b>Goal Champions</b>	<p>For each goal, a Champion will ensure that the goal is achieved. The Champion will monitor and facilitate action to achieve tactical objectives, leading to achieving strategic objectives, which lead to achieving goals. Key duties of goal champions include:</p> <ul style="list-style-type: none"> <li>• Periodically check with the person accountable for each tactical objective to monitor progress in achieving tactical objectives.</li> <li>• Review monthly status reports with the person accountable for each tactical objective to understand issues and barriers to accomplishment.</li> <li>• Eliminate barriers and facilitate action to ensure that tactical objectives are achieved on schedule and within budget.</li> </ul>
<b>Accountable Person</b>	<p>Each tactical objective has a single individual assigned to be accountable for achieving the tactical objective. Key duties of an accountable person include:</p> <ul style="list-style-type: none"> <li>• Recruit implementation team members as needed to accomplish the tactical objective.</li> <li>• Take action to implement tactical objectives in a timely manner.</li> <li>• Report progress in achieving tactical objectives with the last weekly report of each month.</li> <li>• Communicate regularly with Goal Champion regarding status, issues and barriers to achieving tactical objectives.</li> </ul>
<b>Status Reports</b>	<p>Each person accountable for a tactical objective files a status report form for each tactical objective with the last weekly report of the month.</p>
<b>Compile Reports</b>	<p>Key management personnel (J. Emerson, J. Lujan, and P. Nightingale) compile status reports by goal, and pass unfiltered status reports to goal champions and management team members.</p>
<b>Status Meeting</b>	<p>Monthly, the management team (N. Young, J. Emerson, J. Lujan, and P. Nightingale) meets with all goal champions and appropriate tactical accountable individuals to discuss status, issues and barriers for each tactical objective. The management team takes actions to:</p> <ul style="list-style-type: none"> <li>• Eliminate barriers to achieving tactical objectives; and</li> <li>• Facilitate actions to achieve tactical objectives.</li> </ul>
<b>Communications</b>	<p>Achievements and major changes brought about by implementing the Strategic Plan will be communicated to staff through:</p> <ul style="list-style-type: none"> <li>• Feed back at bi-monthly staff meetings;</li> <li>• Regular newsletter column and success reports.</li> </ul>

## **Appendix A**

### **Strategic Planning Process**

Youth Opportunities Unit 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 YOU project managers and the consulting project manager<sup>†</sup> reviewed project objectives, process elements, key participants and target dates. YOU managers expressed their intention that every voice be heard, and that the resulting plan contribute to the Human Services Department strategic plan.

On May 21, 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/Youth/](http://www.BlackerbyAssoc.com/Youth/). 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:

- 2002-2003 School Based Program Survey.
- STEP-Up Client Survey, summary report, June 2003.
- Young Families CAN Client Survey, summary report, June 2003.
- Young First Offender Program, Parent Evaluation Report, 2002-2003 Data Comparison report.
- Human Services Dept. Strategic Plan, January 2002.
- Human Services Dept. 2003-2004 Operating Budget.
- Human Services Dept. Organization Chart, April 8, 2004
- 2002-03 Annual report, Human Services Dept.
- Brochures and marketing materials, undated.

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

The consulting team conducted small group discussions with four groups of employees. A total of 27 employees—or 87%—participated in these discussions. 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>†</sup> The Youth Opportunities Unit competitively engaged a Phoenix consulting firm, Blackerby Associates, Inc., to assist it in developing this strategic plan.

Focus Group	Date, 2004	Participants
YOU employees (group A)	May 25	9
YOU employees (group B)	May 25	9
YOU senior staff	May 25	5
YOU executive management	June 3	4
<b>Total, Focus Group Participants</b>		27

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 YOU 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 22 responses were received, a 71% response rate.

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

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

Virtually all YOU employees met as a Strategic Planning Team in a two-day facilitated planning retreat June 15 and 16, 2004; a follow-up meeting on July 12, 2004 completed the 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 YOU 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 constituent feedback and partial survey data, Team members selected SWOT items in terms of their importance in moving the organization in the direction indicated by the mission. Team members then consolidated related issues, ultimately identifying eight strategic issues (see page 3).
- *Goals:* Small groups of Team members wrote goal statements describing outcomes that would address each of the strategic issues. The Team developed seven goals (see page 4).

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

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

- *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 17 strategic objectives under the seven goals (see pages 5-6).
- *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.
- *Tactical objectives:* Small groups of Team members wrote tactical objectives (statements of intended outputs meeting the SMART criteria) based on the selected strategies. In the end, the strategic plan contains seven goals, 17 strategic objectives and 49 tactical objectives (see pages 7-11).
- *Implementation plans:* Small groups wrote implementation plans for each tactical objective, including: performance measure, accountability, estimated costs and time frame (see pages 12-20).

## **Strategic Planning Follow-Up Meeting: Communications and Implementation Management**

Activities in the July 12, 2004 follow-up meeting included:

- *Master time-line:* A small group reviewed all the tactical objective start dates to distribute the workload more evenly throughout the year, ensuring greater success;
- *Communications planning:* A small group developed a plan to communicate the strategic plan to employees, departmental and City management, partners and other stakeholders (see page 21).
- *Progress tracking and reporting:* A small group developed procedures for tracking and reporting progress in achieving the tactical objectives and goals (see page 22). A *Champion* was appointed for each goal to provide leadership and accountability and to ensure that each goal is achieved (see pages 4 and 12-20).

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

Strategic Objective 4.3. is, “to ensure that all YOU staff are aware of strategic plan progress monthly.” An associated Tactical Objective 4.3.2 is, “to develop a communication plan that will inform the market about the success of the strategic plan.” The communications plan resulting from this Tactical Objective was developed by the Strategic Planning Team July 12, and is included on page 21 of this *YOU Strategic Plan 2007* document.

## **Phase 6. Implementation**

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