



**City of Phoenix Human Services Department
Youth Opportunities Unit**

***Strategic Plan 2007
Plan-to-Plan***

Introduction

City of Phoenix Human Services Department, Youth Opportunities Unit (YOU) has engaged Blackerby Associates to facilitate development of a strategic plan covering the three years from July 1, 2004 through June 30, 2007. Additional deliverables include a more-detailed action plan for the first year, July 1, 2004 through June 30, 2005.

This Plan-to-Plan document will guide YOU's strategic planning processes. It is subject to change over time, as dates and participants are firmly established. Key elements of the Plan-to-Plan will also be tracked on the project web site, at www.BlackerbyAssoc.com/Youth/. This Plan-to-Plan satisfies the required submission of a Project Timeline, RFQ section 6.1.

Project Goals and Objectives

YOU has established key goals for this project:

- Produce a strategic plan for YOU, including the mission, strategic issues, goals and a high-level action plan.
- Produce an implementation plan for YOU that will address the action steps necessary to implement the strategic plan.
- Ensure that every voice is heard.

YOU has also established several specific objectives for this project, to ensure that the goals are accomplished in a timely manner. Key objectives include:

- Submit a Draft Strategic Plan document, within two of the planning sessions, containing, at a minimum, the results of the planning sessions with internal and external customers.
- Submit a Final Strategic Plan within 15 days after approval of the Draft.

Project Scope

The YOU Strategic Plan will address all activities under YOU, including City Hall staff, small business youth employment program, student work study program, summer youth work experience program, Youthbuild Phoenix program, school-based programs, youth employment services, young families CAN program, young first offender program, YES program, AIM program, safe school teams program and other activities. YOU management has identified no specific constraints on the scope of the project.

Project Timeline

The YOU strategic planning processes will include the following key events and activities (Note: all dates are 2004 unless specifically noted):

YOU Strategic Plan 2007 – Proposed Project Timeline

<i>Event/Activity</i>	<i>Responsibility</i>	<i>Target Date</i>	<i>Proposed Date</i>
Kick-off meeting	<ul style="list-style-type: none"> YOU project team Blackerby Assoc. 	May 11	Tue., May 11, Wed., May 19
Publish Plan-to-Plan	<ul style="list-style-type: none"> Blackerby Assoc. YOU project team 		Fri. May 21
Conduct environmental scan	<ul style="list-style-type: none"> Blackerby Assoc. 		Wed., May 12- Mon., May 24
Assign focus groups participants	<ul style="list-style-type: none"> YOU project team 		Fri., May 21
Conduct focus groups	<ul style="list-style-type: none"> Blackerby Assoc. and... 	May 24-28	See detail below:
<ul style="list-style-type: none"> Field Personnel (A) 	<ul style="list-style-type: none"> Services delivery personnel 		Tue. May 25, 8:30 a.m., Rm. 150 Williams Center
<ul style="list-style-type: none"> Field Personnel (B) 	<ul style="list-style-type: none"> Services delivery personnel 		Tue. May 25, 10:30 a.m., Rm. 150 Williams Center
<ul style="list-style-type: none"> YOU senior staff 	<ul style="list-style-type: none"> YOU senior staff 		Tue. May 25, 1:30 p.m.
Compile results of focus groups	<ul style="list-style-type: none"> Blackerby Associates 	June 01-14	by Mon., June 14
Strategic planning retreat (2- days)	<ul style="list-style-type: none"> Strategic Planning Team Blackerby Assoc. 		Tue., June 15- Wed., June 16 8:30 a.m.-4:30 p.m. Flinn Foundation
Submit Draft Strategic Plan	<ul style="list-style-type: none"> Blackerby Assoc. 	2 weeks after retreat	Wed., June 30
City reviews Draft Strategic Plan	<ul style="list-style-type: none"> YOU & HSD mgmt. 	As needed	Wed., July 7
Submit Final Strategic Plan	<ul style="list-style-type: none"> Blackerby Assoc. 	15 days after City approval	Thu., July 22
Strategic Plan implementation	<ul style="list-style-type: none"> YOU 	July 1, 2004- June 30, 2007	July 01, 2004- June 30, 2007

Environmental Scan

The environmental scan will focus on the previously-developed materials provided to Blackerby Associates, which include:

- 2002-03 Annual report, City of Phoenix Human Services Department.
- 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.
- Human Services Department Diversity Survey, October 15, 2002.
- Human Services Department Organizational Report Card, 2001-2003, undated.
- Human Services Department Strategic Plan, January 2002.
- Human Services Department 2003-2004 and draft 2004-2005 Operating Budgets.
- Various brochures and marketing materials, undated.

Blackerby Associates will review existing data and documentation, rather than conduct primary research.

Focus Groups: Analysis and Validation of Fact-Finding

To ensure that every voice is heard, Blackerby Associates will facilitate a series of three focus groups, with 8-12 participants in each group, comprising all employees in YOU.

The purposes of the focus group sessions include:

- To validate the research conclusions regarding the “current state” of services to customers.
- To stimulate discussion about community needs, issues and strategic opportunities.
- To assess the present expectations and interactions among participating employees.

Two focus groups will be made up of field service delivery personnel; the third will be made up of senior staff.

Strategic Planning Retreat

A Strategic Planning Team, made up of all 25-30 YOU employees, will meet in a two-full-days retreat to make decisions about the YOU Strategic Plan 2007.

First Session: Mission and Issues (full day: 8:30 a.m. to 4:30 p.m.)

- Participant introductions.
- Review conclusions from environmental scan; facilitate discussion.
- Develop mission statement following a structured approach focused on customers and needs.
- Use small-group mind-mapping techniques to identify opportunities and barriers (threats) to meeting the mission
- Using mind-mapping techniques, identify organizational strengths and weaknesses to take advantage of opportunities, or overcome barriers, and meet the mission.
- Use multiple-vote and other group processes to identify the most important strengths, weaknesses, opportunities and threats (“strategic issues”), in terms of their impact on customers.

The consulting team will compare the strategic issues to the HSD Strategic Plan of March 2002, to ensure consistency and contribution.

Second Session: Goals and Objectives (full day: 8:30 a.m. to 4:30 p.m.)

- Review the previous day's work; modify the list of the strategic issues (most important strengths, weaknesses, opportunities and threats affecting customers), as needed.
- Write long-term outcome-focused goals, based around the most important strategic issues showing the direction that indicates performance improvement, including the organization's "BHAG" ("big hairy audacious goal").¹
- Compare the goals to the HSD Strategic Plan of March 2002, to ensure they are consistent with and contribute to the Department's mission, vision, core values and strategic choices (the consulting team will have already done this comparison at the strategic issues step, above; this exercise enables participants to see that they are under a consistent umbrella.)
- Identify measurable outcomes—SMART objectives (specific, measurable, achievable, relevant, time-based)—that will contribute to the accomplishment of the organization's goals. These SMART objectives are high-level action steps for the organization.
- If time allows, brainstorm strategies—methods, approaches—to achieve SMART objectives.

Key Participants

Responsibility for each step in the Project Timeline is assigned to a group of individuals. In general, the Blackerby Associates Project Manager (Mr. Blackerby), acting in concert with the YOU Project Coordinator (Ms. Emerson, primary; Ms. Nightingale, backup), will prompt these groups and individuals to accomplish their responsibilities in a timely manner. The key participants include:

YOU project team consists of the Lead Deputy Human Services Director (Neal Young), the YOU Strategic Plan Project Coordinator (Jennifer Emerson), YOU Human Services Program Coordinator (Patricia Nightingale), YOU Human Services Program Coordinator (Jack Lujan) and any other individuals they may designate from time-to-time.

Blackerby Associates includes Phillip Blackerby, Principal and Project Manager, and Lynne Brown, Senior Associate and Facilitator. In most cases, Mr. Blackerby and Ms. Brown will work together as a team.

YOU Employees includes all approximately 31 paid employees of YOU. All YOU Employees are encouraged to provide input into the strategic planning process, so that every voice is heard.

Strategic Planning Team members are the approximately 31 individuals who are YOU employees. Selected other stakeholders may also be named. Members of the Strategic Planning Team will participate in a two-day Strategic Planning Session, make decisions about the future development of YOU.

¹ See, James C. Collins and Jerry I. Porras, "Building Your Company's Vision," *Harvard Business Review*, Sept.-Oct. 1996, reprint 96501; or, by the same authors, *Built To Last*, HarperBusiness: New York, 2002, p. 9.

Focus Groups are made up of people—8-12 individuals per group—who will participate in group discussions, giving their input into the strategic planning process. Each focus group session will begin with a brief review of key themes derived from the environmental scan, followed by a facilitated discussion. Focus group participants are YOU employees. Each focus group will be facilitated by a consultant (Ms. Brown), while another consultant (Mr. Blackerby) takes detailed notes on the discussion.

The three focus groups include:

- *YOU employees (2)*: two focus groups will be made up of front-line employees.
- *YOU Senior Staff* are key YOU employees charged with managing, overseeing, evaluating and allocating resources within the Unit.

YOU and Human Services Dept. Management includes the YOU Human Services Program Coordinators (Ms. Nightingale and Mr. Lujan), Lead Deputy Human Services Director (Mr. Young), the Director of Human Services (Gloria Hurtado) and others whom they may name.

Events Management

Throughout the process, YOU will be responsible for inviting participants to all scheduled events, reserving and configuring meeting locations, ordering catering for breakfast, breaks and lunch (as appropriate). Blackerby Associates will coordinate with the YOU Project Manager on these logistical issues.