



HUMAN SERVICES

STRATEGIC PLAN

2022-2024

REVISED

|

OCTOBER 2021



Did Pete cry?
Goodness, no!

He kept walking along and singing his songs.





TABLE OF CONTENTS

Message from the Director	1
Introduction	2
Who We Are and What We Do	3
The Organization	5
The Process	7
Department Mission, Vision, and Values	8
Department Goals and Strategies	9
Division/Section Missions, Goals, and Strategies	13
▪ Business and Workforce Development Division	13
▪ Community and Senior Services Division	15
▪ Education Division	19
▪ Homeless Services Division	21
▪ Management Services Division	23
▪ Strategic Initiatives Section	25
▪ Victim Services Division	27

MESSAGE FROM THE HUMAN SERVICES DEPARTMENT DIRECTOR

I am pleased to present the 2022–2024 City of Phoenix Human Services Department's (HSD) Strategic Plan. More than 400 department staff work daily to provide essential services to enhance the health, wellness, and quality of life for Phoenix residents.

This Strategic Plan reflects the values and goals that inspire our work and strategies we will undertake to address current and future needs. In all we do, we strive to be impactful, innovative, and people-focused. We have six clear goals: (1) develop and implement a three-year comprehensive operational strategic plan for the HSD, (2) teambuilding, (3) train the next generation of subject-matter experts, (4) ensure all HSD facilities exhibit a welcoming environment/atmosphere, (5) begin a branding and marketing campaign, and (6) ensure member knowledge of the role and function of the Human Services Commission, Human Services Advisory Committee, and Head Start Policy Council, which are tripartite or advisory boards for HSD. This plan supports the City of Phoenix mission statement, "To improve the quality of life in Phoenix through efficient delivery of outstanding public services." The plan is designed to be dynamic so that HSD can be responsive in an ever-changing environment, including impacts related to COVID-19.

Each member of the Human Services Department plays an important role in carrying out our mission. Together, we will pursue our goals and implement our strategies with a spirit of excellence.

Marchelle F. Franklin



INTRODUCTION

The City of Phoenix Human Services Department 2022-2024 Strategic Plan is grounded in the Department's mission, vision and values, through leadership, collaboration, education, and essential services. The Human Services Department will further advance its mission to enhance the health, wellness, and quality of life for Phoenix residents by working toward the following goals:

- 1** **Develop and implement a three-year comprehensive operational Strategic Plan for the Human Services Department**
- 2** **Teambuilding**
- 3** **Train the next generation of subject-matter experts**
- 4** **Ensure all Human Services Department facilities exhibit a welcoming environment/atmosphere**
- 5** **Begin a branding and marketing campaign, and**
- 6** **Ensure member knowledge of the role and function of the Human Services Commission, Human Services Advisory Committee, and Head Start Policy Council.**

WHO WE ARE & WHAT WE DO



The Human Services Department provides a comprehensive array of services to assist Phoenix residents in achieving their highest self-sufficiency level. Services and programs reach a diverse population of Phoenix residents, from preschool children participating in Head Start programs to older adults attending Senior Center activities.

The Human Services Department programs provide a safety net of services for the community, work to prevent homelessness, help individuals maintain independent living, prepare children for success in school, and provide a helping hand to residents in times of crisis or urgent need. In addition, the Human Services Department is a federally designated Community Action Agency responsible for addressing needs through a comprehensive range of coordinated programs designed to have an impact on poverty.

The Department has over 400 employees with staff across 15 Senior Centers, 167 Head Start classrooms, three Family Services Centers, three City of Phoenix ARIZONA@WORK job centers and the Family Advocacy Center. The department's budget for Fiscal Year 2021-2022 is \$147,632,936.





HUMAN SERVICES DEPARTMENT
VICTIM SERVICES DIVISION

FAMILY ADVOCACY CENTER



PHOENIX.GOV/FAC



LOCATION

2120 N. CENTRAL AVE., 2ND FLOOR
PHOENIX, AZ 85004

CONTACT

PHONE: 602-534-2120
FAX: 602-534-2122
EMAIL: FAC.VICTIM.SERVICES@PHOENIX.GOV

HOURS OF OPERATION

MONDAY-FRIDAY: 8AM - 5PM



Family Advocacy Center

SAFE
PLACE

THE ORGANIZATION

The Human Services Department is a multi-disciplinary organization comprised of six distinct divisions and one functional section: Business and Workforce Development, Community and Senior Services, Education, Homeless Services, Management Services, Strategic Initiatives Section, and Victim Services.



Business and Workforce Development

The Business and Workforce Development Division is part of the statewide workforce development network ARIZONA@WORK that helps employers of all sizes and types recruit, develop and retain the best employees for their needs. For job seekers throughout the state, services and resources are provided to help pursue employment opportunities. By developing the state's workforce and matching employers with job seekers, we strengthen Arizona's economy.



Community and Senior Services

The Community and Senior Services Division develops, implements and operates human services programs to meet the emergency, short and long-term needs of eligible low-income residents, to include the elderly and individuals with disabilities. Services include emergency rent and utility assistance, case management, senior center programming, landlord and tenant education and workshops, free year-round tax preparation, and nutritional meals to senior center members, homebound and disabled seniors.



Education

City of Phoenix Head Start Birth to Five Program provides comprehensive early childhood development and family support services to income-eligible families with children ages 0-5 and at-risk pregnant women. The program has an emphasis on school readiness through early learning opportunities that promote strong child outcomes in the areas of social and emotional development, language, cognitive, early reading, science, math, and physical development.



Homeless Services

The Homeless Services Division provides street outreach, emergency shelter, rapid rehousing, permanent supportive housing and other supportive services for Veterans, single individuals and families with children experiencing homelessness through contracts with community based organizations.



Management Services

The Management Services Division coordinates information management services, budget oversight, procurement and contracting, facilities operations, human resources-related functions, and other support services for Human Services Department divisions and programs.



Strategic Initiatives Section

The Strategic Initiatives Section provides support to city sponsored campaigns and initiatives. These campaigns provide education and awareness to the community with the goal to end domestic violence, human and sex trafficking, and the spread of HIV.



Victim Services

The Victim Services Division provides advocacy services to victims and their families. Services are offered to individuals who have been victimized by crimes, such as domestic and sexual violence, homicide, sex trafficking, cold case sexual assault, and other violent crimes.



THE PROCESS

The strategic planning process included five wide-ranging data gathering questionnaires, a SWOT analysis identifying the department's strengths, weaknesses, opportunities, and threats, and one-on-one virtual interviews designed primarily to capture an organizational scan and the department's readiness for strategic change. This data gathering process gleaned more than 120 points of input to the findings and path forward. As a result, six primary goals were identified for the Human Service Department's three-year strategic plan.



VISION, MISSION, AND VALUES

Our Vision

The Human Services Department makes a positive difference in the lives of the people we serve.

Our Mission

Through leadership, collaboration, education, and essential services, the Human Services Department enhances the health, wellness, and quality of life for Phoenix residents.

Our Values

- We use open communication about the way business is conducted to promote trust and mutual respect.
- We listen to the needs of our customers and respond with empathy and compassion.
- We respect the dignity and well-being of all people through equitable and inclusionary practices.
- We adhere to high principles and professional standards in serving our community.
- We engage in a collaborative manner with our clients, partners, and the public to achieve the best outcomes for those we serve.

DEPARTMENT GOALS AND STRATEGIES



GOAL ONE: DEVELOP AND IMPLEMENT A THREE YEAR COMPREHENSIVE OPERATIONAL STRATEGIC PLAN FOR THE HUMAN SERVICES DEPARTMENT

Advocacy Center

Strategies

- Rollout the Strategic Plan to the entire department by March 30, 2022.
- Develop and implement an external (city, City Council and public) communication plan for the Strategic Plan by May 30, 2022.
- Management Team will review previously identified opportunities for organizational improvement from the August 2021 SWOT Analysis by the October 31, 2022.
- Create and implement a plan to fortify opportunities for organizational improvements from the August 2021 SWOT Analysis by December 31, 2024.
- Utilize the updated core values in employee performance management guides beginning July 1, 2022.
- Aim to have the Human Services Department recognized locally and nationally for its transformative programming and operational excellence by 2023.
- Utilize the concept of North Star to ensure all projects, initiatives, and practices are aligned with the Strategic Plan.

GOAL TWO: TEAMBUILDING

Strategies

- Employ the HSD Core Values as a foundation for interdivisional collaboration starting June 1, 2022.
- Implement quarterly meetings to enhance cohesiveness amongst all staff beginning September 1, 2022.

GOAL THREE: TRAIN THE NEXT GENERATION OF SUBJECT-MATTER EXPERTS

Strategies

- Identify case management competencies for each division by December 31, 2023.
- Create three career pathways for managers, administrative, and program staff within the Human Services Department by December 31, 2024.

GOAL FOUR: ENSURE ALL HUMAN SERVICES DEPARTMENT FACILITIES EXHIBIT A WELCOMING ENVIRONMENT/ ATMOSPHERE

Strategies

- Develop and implement an external Human Services Department customer satisfaction survey by June 30, 2022.
- Ensure a welcoming public environment (i.e. signage, furniture, greeting) for all Phoenix residents in all Human Services Department facilities by December 31, 2022.
- Create and use a departmentwide seamless approach to customer service by December 31, 2023.

GOAL FIVE: BEGIN A BRANDING AND MARKETING CAMPAIGN

Strategies

- Identify staff within each division to work with the Department's assigned Public Information Officer on updating HSD content on phoenix.gov and City intranet webpages by January 31, 2022.
- Create a comprehensive branding and marketing campaign for the Human Services Department by December 31, 2022.
- Recruit a Human Services Department Intern to manage social media content by August 31, 2022.
- Launch the branding and marketing campaign by January 31, 2023.

GOAL SIX: ENSURE MEMBER KNOWLEDGE OF THE ROLE AND FUNCTION OF THE HUMAN SERVICES COMMISSION, HUMAN SERVICES ADVISORY COMMITTEE, AND HEAD START POLICY COUNCIL

Strategies

- Clearly distinguish and document the roles and purposes of the Human Services Commission, Human Services Advisory Committee, and Head Start Policy Council and how these boards work together by March 30, 2022.
- Provide an overview of roles and purpose for members of the Human Services Commission, Human Services Advisory Committee, and Head Start Policy Council beginning at the next available respective meeting after April 30, 2022.
- Provide an annual orientation to the Human Services Commission, Human Services Advisory Committee, and Head Start Policy Council to ensure member understanding of purpose, role, and sphere of influence by December 31, 2022.



DIVISION GOALS AND STRATEGIES

BUSINESS AND WORKFORCE DEVELOPMENT DIVISION



The Business and Workforce Development Division meets the needs of residents, businesses and industries in Phoenix through diverse training and educational opportunities, support services, and quality career paths designed to improve individual and family economic well-being.



Goal One: Create a culture of exceptional client experience.

- Hire a consultant to design the exceptional client experience program.
- Establish and implement the program, including staff training.
- Ensure ongoing customer service training for all staff.

Goal Two: Ensuring alignment of employee career development and division operational needs.

- Implement an annual career development/training plan for staff.
- Establish a Career Development Skills Series.

Goal Three: Centralize communication efforts.

- Expand the frequency of communication updates to staff.
- Centralize information on the Intranet/SharePoint site.

Goal Four: Develop partnerships to expand workforce services in the community.

- Develop opportunities and build relationships to support non-federal workforce programs and initiatives.
- Evaluate existing programming to determine areas of opportunity and community alignment.

Goal Five: Support Diversity, Equity and Inclusion (DEI) in workforce by aligning program services with the needs of the community.

- Develop a DEI Plan based on community data and feedback collected.
- Identify supplemental community partnerships and resources to better serve target populations.

Goal Six: Create a culture of Continuous Improvement and Innovation.

- Establish a Continuous Improvement and Innovation Committee.
- Develop an implementation plan that addresses identified needs, actions, timelines and anticipated outcomes.
- Present a division-wide update of the Continuous Improvement and Innovation initiative results on a biannual basis.

DIVISION GOALS AND STRATEGIES

COMMUNITY AND SENIOR SERVICES DIVISION (CSSD)



The Community and Senior Services Division provides holistic and coordinated services to low-income, vulnerable and senior residents of Phoenix through a qualified and dedicated workforce.



Goal One: Increase community awareness about the City's Landlord and Tenant and Volunteer Income Tax Assistance (VITA) Programs.

- Transition from current email distribution list to the GreenRope customer relationship management platform.
- Distribute information quarterly through GreenRope about ongoing offerings of the programs.
- Establish new community partnerships to present Landlord and Tenant Program workshops.

Goal Two: Ensure a well-trained Senior Programs workforce.

- Provide training for Senior Programs staff three times a year.
- Develop training content to include information on social services, recreation best practices, and other senior related areas.
- Provide quarterly professional development for Senior Center Assistants and Secretaries.
- Develop a team of subject matter experts to address ongoing training needs.

Goal Three: Ensure an inviting public environment that welcomes members and guests at Senior and Family Service Centers.

- Add multi-lingual greetings to all digital display monitors at all 15 senior centers and three family services centers.
- Conduct a facility assessment of CSSD buildings for needed building updates, including painting, flooring, decorations, and furniture.
- Develop a plan and ongoing timeline to keep senior centers updated, fresh and relevant.

Goal Four: Increase the quality and efficiency of distributing emergency financial assistance programs through implementation of innovative service delivery models.

- Offer on-line application portal for rent and utility assistance.
- Streamline the client application process.
- Increase public access to emergency services by additional locations.
- Evaluate the current process for scheduling emergency assistance appointments.

Goal Five: Expand the congregate meal program's quality, nutritional value and diversity of menu options.

- Distribute daily and bi-annual surveys to senior center members to solicit feedback on meal quality, nutritional value and diversity.
- Facilitate Nutrition Councils at each senior center that allow both members and staff to provide feedback and suggestions for meal services improvements.

Goal Six: Increase coordination of social services for Phoenix residents in need.

- Create resource libraries for casework staff at each Family Services Center.

Goal Seven: Expand access to Volunteer Income Tax Assistance services year-round.

- Implement a second year-round VITA site in north Phoenix.

Goal Eight: Increase visibility of senior centers in the community and ensure broadest access to services and programming for all older adults in Phoenix.

- Keep current with senior resources and center programming information available on the website.
- Provide senior center information to be distributed through Phoenix Water Services bills at least twice a year.
- Develop a Senior Programs marketing brochure for distribution in the community.

Goal Nine: Connect Phoenix residents in need to social services.

- Provide linkages to job training and other employment and educational resources.
- Connect residents to safe and affordable housing opportunities.
- Expand emergency services to Phoenix seniors through the LIHEAP Senior Recertification Program.
- Provide linkages to specialized services for unique populations (i.e. veterans, refugees).

Goal Ten: Explore restaurant voucher and private pay nutritious meal programs.

- Research and evaluate existing programs.
- Provide a recommendation on whether to implement a program.



DIVISION GOALS AND STRATEGIES

EDUCATION DIVISION



The Education Division ensures Phoenix's most vulnerable young children succeed in school and life beyond school through high-quality learning experiences and family and community engagement.



City of Phoenix

HEAD START
BIRTH TO FIVE PROGRAM



Goal One: Children will leave Head Start with a lifelong desire to learn.

- All children will reach age-appropriate benchmarks aligned to the school readiness goals.
- Children will attend 95% of available school days.
- Staff will implement the tiered support model for social and emotional development.

Goal Two: Families will be actively engaged in their child's education and wellbeing.

- Parents will support their child's social and emotional development at home.
- Fathers or male role models will engage in school readiness activities with their children at home.
- Families will engage in school readiness activities in their homes using provided tools and strategies.

Goal Three: Through community engagement, families will access services to create a safe, healthy, and economically viable environment for their children.

- Connect families with community partners to support their needs.
- Ensure the Head Start Birth to Five Policy Council and the Health Services Advocacy Committee includes community members with connections to needed services.

Goal Four: Develop a highly effective workforce.

- Participate in ongoing professional development related to staffs' area of expertise.
- The Education Division will hire highly qualified staff. initiative results on a biannual basis.

DIVISION GOALS AND STRATEGIES

HOMELESS SERVICES DIVISION



The Homeless Services Division provides hope, creates opportunities, and transforms the lives of individuals and children experiencing homelessness by connecting people to resources and services.



Goal One: Through outreach, connect individuals or families experiencing homelessness with services.

- Place caseworkers in strategic locations to obtain referrals and case manage clients.
- Utilize PHX C.A.R.E.S. data to identify hotspot locations.
- Deploy outreach teams to meet with individuals or families experiencing homelessness on-site to offer services.

Goal Two: Develop partnerships in the community to connect individuals and families experiencing homelessness to services.

- Work closely with City of Phoenix contracted providers to be utilized as a resource.
- Use data to reflect outcomes of individuals and families experiencing homelessness.

Goal Three: Develop a network to assist individuals or families experiencing homelessness in need of mental health or substance abuse services.

- Identify agencies with expertise in providing mental health, substance abuse, and crisis intervention services.
- Create and utilize a referral system with the identified agencies for individuals and families experiencing homelessness.

DIVISION GOALS AND STRATEGIES

MANAGEMENT SERVICES DIVISION



The Management Services Division provides foundational support to the Human Services Department through budget oversight, information management services, procurement and contracting, facilities operations, and human resources-related functions.



Goal One: Determine Human Services Department customer satisfaction with the Management Services Division.

- Issue a survey annually to internal customers to determine customer satisfaction.
- Use survey data to identify a baseline and identify areas for improvement.

Goal Two: Ensure Human Services Department's compliance with federal funding regulations.

- Require semi-annual or annual training for staff on federal funding requirements and Uniform Guidance.
- Conduct annual risk assessments and fiscal audits to ensure compliance.

Goal Three: Maintain safe and functional building systems.

- Assess building systems and structure at all Human Services Department owned/managed properties for potential disruption.
- Administer the preventative maintenance program for all major building systems.
- Work in concert with the Public Works Department to address responsibilities outlined in the executed Memorandum of Understanding.

Goal Four: Obtain user friendly state of the art information management systems for program divisions.

- Identify technology needs for each program division.
- Procure third party systems and ongoing maintenance agreements to meet the needs of the divisions.

Goal Five: Issue City and federally compliant procurements and contracts.

- Require ongoing training for procurement officers on City procurement processes and various federal fund sources.
- Provide annual training for program divisions on the procurement process and roles and responsibilities.

Goal Six: Provide timely and accurate payroll and human resources related transactions.

- Require ongoing training for staff who administer payroll entry and approval processes.
- Streamline processes for communication and interactions with assigned Human Resources Department team members.

DIVISION GOALS AND STRATEGIES

STRATEGIC INITIATIVES SECTION



Through collaboration with community partners, the Strategic Initiatives section combats domestic violence, sexual assault, unhealthy youth relationships, human trafficking, and ending the HIV/AIDS epidemic. We achieve this mission through prevention, training, community awareness, and enhancing services for the overall well-being of those we serve.



Goal One: To support initiatives, work with a variety of community partners including advocacy groups, businesses, law enforcement agencies, schools, and medical professionals.

- Collaborate with outside organizations to provide education and resources.
- Maintain long-term community relationships and develop new partnerships to address the needs of each initiative.

Goal Two: Increase City of Phoenix employee awareness in addressing domestic violence, sexual assault, unhealthy youth relationships, human trafficking and ending the HIV/AIDS epidemic.

- Provide education and training on initiatives to City of Phoenix employees.
- Encourage City of Phoenix employees to participate in initiative efforts in their departments and communities.

DIVISION GOALS AND STRATEGIES

VICTIM SERVICES DIVISION



Through collaboration with community partners, the Victim Services Division provides safe, confidential, and comprehensive services to victims of domestic violence and sexual assault, homicide, and other violent crimes.



Goal One: Address the client's most immediate needs at initial contact.

- Conduct a needs assessment at initial engagement.
- Conduct a safety assessment at initial engagement.
- Provide safety equipment as appropriate in support of an individualized safety plan.

Goal Two: Make referrals to service provider(s) based on needs assessment.

- Referral(s) shall be documented in case notes within two business days.
- Follow up with the client within two business days to determine if contact has been made by service provider(s).
- Establish a process to ensure the quality of services and programs delivered.

Goal Three: Promote an environment of continuous self-care.

- Develop internal self-care program(s) to provide staff members with self-help and stress coping mechanisms.
- Dedicate funding for staff training opportunities directed at dealing with vicarious trauma.

Goal Four: Promote and participate in citywide strategic initiatives designed to reduce the incidents of domestic violence, sexual assault and human trafficking.

- Engage the community at public events to promote awareness, education and prevention.
- Share annual statistics reflecting the number of clients served by case type.

Goal Five: Provide a safe environment for clients and staff at the Family Advocacy Center.

- Make access control improvements at the Family Advocacy Center to preserve the integrity of staff areas.
- Provide security monitoring using closed-circuit TV systems.

 HUMAN SERVICES

STRATEGIC PLAN

2022-2024