



Newport News 
Human Services

Newport News Department of Human Services Strategic Plan



2019 - 2024 | Strategic Plan

MISSION

The mission of the Newport News Department of Human Services is to contribute to the quality of life in Newport News by promoting empowerment and independence through human services and community partnerships.

VISION

A safe, healthy, and productive community that supports and values all individuals. The Department of Human Services strives to provide efficient, responsive, and excellent customer service through caring, commitment, and collaboration.

STRATEGIC PLAN PROCESS AND ACTIVITY TIMELINE

In the late spring of 2018, the City of Newport News Department of Human Services (DHS) initiated an extensive strategic planning process. By robustly engaging key agency stakeholders throughout the community, as well as more than 300 of the Department’s staff, the process was designed to clarify the opportunities for the Department to better serve the residents of Newport News. The Department engaged the Richmond-based strategic planning firm, Floricane, to help shape and guide the process.

During the summer, the team from Floricane worked closely with a small project team within the Department to engage with more than four dozen stakeholders—including city leadership, community partners, and residents—in a mix of one-on-one conversations and small focus group discussions. Floricane also facilitated six sessions with Human Services employees.

The Strategic Plan represents the transition from those detailed, idea-rich conversations to a broad strategic document that begins to map the best opportunities for the Department of Human Services to expand its work and its impact.

The Strategic Plan establishes a set of specific strategic outcomes, along with supporting strategies designed to help the agency achieve those objectives.

Activity Timeline

Activities with Floricane	Date
<i>Initial Meeting with Executive Team</i>	Thursday, May 3, 2018
<i>Initial Meeting with Strategic Planning Committee</i>	Monday, May 14, 2018
<i>Focus Group Meeting- City & Community Leaders</i>	Various dates scheduled by Floricane
<i>Focus Group Meeting-City Staff</i>	Monday, June 11, 2018
Focus Group Meeting-Community Partners	Monday, June 11, 2018
Focus Group Meeting-DHS Frontline Staff	Thursday, June 21, 2018
Focus Group Meeting-Human Services Advisory Board	Thursday, June 21, 2018
Focus Group Meeting- DHS Customers	Thursday, June 21, 2018
Focus Group Meeting-City Staff	Wednesday, July 25, 2018
Focus Group Meeting-DHS Customers	Wednesday, July 25, 2018
DHS Employees Sessions	Tuesday, August 7, 2018
DHS Employees Sessions	Tuesday, August 16, 2018
Employee Session- Prevention & Self-Sufficiency Services	Tuesday, August 16, 2018
Focus Group & Employee Meeting Results with Committee	Monday, August 27, 2018
Charette Presentation Preparation Meeting	Thursday, September 13, 2018
Final DHS Employee Sessions	Monday, October 15, 2018
Charette	Thursday, November 1, 2018
Final Meeting with Strategic Planning Committee	Tuesday, January 15, 2019
Final Strategic Plan Approved	Wednesday, May 1, 2019

Engaged and Skilled Employees

Strategy #1

We will ensure that every employee has meaningful opportunities to learn and grow.

Tactic #1A Provide employees with increased opportunities to broaden their understanding and appreciation for the work of DHS, and of their own work team.

- The Management Team will work with the Chief of Administrative Services and the Training Coordinator to evaluate and develop a plan for:
 1. An enhanced orientation program for new employees
 2. New opportunities to share expertise within units
 3. Staff to increase their exposure to and knowledge of other units;
 4. Formal and informal, staff-led workshops, discussions and lunch-and-learn events
 5. High potential employees to deepen their knowledge of DHS and its work in the community.

Tactic #1B Increase awareness of professional development and career training opportunities offered to all employees.

- The DHS Training Coordinator will work with the Chief of Administrative Services and the Management Team to develop an approach to identify and consistently communicate opportunities for professional development to DHS staff.

Strategy #2

We will complete the development of a long-term staffing plan with an emphasis on clear staff ratios and best practice models.

Tactic #2 Strengthen the Agency's organizational structure and staffing model to increase efficiency, performance, and client engagement.

- The DHS Management Team will approve a long-term staffing plan based on the recommendations of the Chief of Administrative Services, along with the Integrated Monitoring Policy and Compliance (IMPACT) Team and best practices shared by the Trauma Informed Care Committee.

Strategy #3

We will create a more uniform, empathetic and supportive workplace culture at DHS.

Tactic #3A *Provide all leadership staff with a common set of skills to better support, engage, and develop their team members.*

- The DHS Training Coordinator and the Chief of Administrative Services will form a small workgroup to develop an overall set of performance expectations and training. The workgroup should:
 1. Work with the Policy and Procedures and Trauma Informed Care Committees to identify, clarify, and align performance expectations for managers.
 2. Create a training curriculum and training schedule to support skill and performance development.
 3. Evaluate existing training for new managers and leaders; i.e., the Supervisor Using Comprehensive, Collaborative Experience to Strengthen Supervisors (SUCCESS) program for new managers.
 4. Develop a process and identify opportunities for coaching and mentoring for management level staff.
 5. Communicate new training opportunities.

Tactic #3B *Strengthen the Agency's emphasis on a healthy and supportive workplace culture.*

- The Leadership Team, with the support of the Communications and Engagement and the Trauma Informed Care Committees, will develop a plan to clarify, create, and champion a healthy and supportive workplace culture.

Visible and Active In The Community

Strategy #4

We will increase our visibility in the community to raise awareness of DHS and its programs, build relationships with the residents of Newport News, and better connect staff and citizens.

Tactic #4 *Increase the ways in which we communicate our services, programs, and expertise to Newport News residents.*

- The Community Relations Specialist will work with the DHS Marketing Team to develop a comprehensive communications and engagement plan to inform and engage residents about our services. The plan will:
 1. Identify a multi-level communications strategy to include print material, social media, online resources, and outreach at community events, etc.
 2. Engage the Human Services Advisory Board to have a greater presence in departmental and community activities.
 3. Develop a plan to increase collaborations with community organizations throughout the city.

Strategy #5

We will work to make all DHS locations easier to access as well as more visible, inviting and personal.

Tactic #5A *Continue our efforts to make all of our offices and locations safe, inviting, and customer-friendly.*

- The Business Project Manager will work with the Safety and Security Committee on a comprehensive security plan.

Tactic #5B *Continue our efforts to enhance customer service and be more accessible to residents of Newport News.*

- The Management Team will expand new ways to increase client access, including satellite locations, transportation solutions, new technologies, expanded hours, and other approaches.

Tactic #5C *Increase technology usage to provide residents more effective access to information and services.*

Balancing Service and Support

Strategy #6

We will ensure that every customer's engagement with DHS is comprehensive and supportive.

Tactic #6A Create a broader approach to wrap-around services that support clients' needs.

- The Trauma Informed Care Committee will work with the Management Team to develop more comprehensive wrap-around services for clients.

Tactic #6B Strengthen the ways in which we assess and support new clients.

- The Trauma Informed Care Committee will develop a process to screen every new client for additional services provided by DHS.

Strategy #7

We will fully integrate mental health and trauma-informed care training and best practices to support and empower clients and employees.

Tactic #7 Integrate trauma-informed support into every interaction with clients, employees, and Newport News residents

- The Trauma Informed Care committee will provide training to better equip DHS to deliver quality services and support by:
 1. Improving customer care and service.
 2. Providing mental health education.
 3. Strengthening connections to mental health services.

Partnering For Connection and Impact

Strategy #8

We will cultivate strong partnerships and working relationships with city and community partners.

Tactic #8A Educate City of Newport News employees about programs, services, and resources available through DHS.

- The Community Relations Specialist, in conjunction with the DHS Marketing Team, will develop a Speakers Bureau that shares DHS service information with other city departments and community stakeholders.

Tactic #8B Collaborate with community partners to better address key issues that impact the residents of Newport News.

- The Community Relations Specialist, in conjunction with the Human Services Advisory Board, will regularly engage community partners to share information, best practices and develop ways to address community challenges.

Tactic #8C Engage the Newport News community in exploring poverty-reduction and wealth creation opportunities for residents.

- The Management Team will work with key city departments and community organizations to develop initiatives focused on reducing poverty and creating collective impact models for wealth-building in our community.

Assessing and Strengthening Outcomes

Strategy #9

DHS staff will develop innovative solutions for service delivery using data analysis to enhance the quality of life for Newport News residents.

Tactic #9A Evaluate the Strategic Plan implementation to ensure accountability and effectiveness.

- The Strategic Planning Committee will develop an evaluation process to monitor progress and provide updates to DHS staff and other community stakeholders.

Tactic #9B Prepare DHS to achieve national accreditation.

- The Management Team, in conjunction with the IMPACT Team, will obtain information and analyze data to assess service delivery effectiveness and prepare documentation in pursuit of accreditation from the Council on Accreditation.

STRATEGIC PLANNING COMMITTEE

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