

STRATEGIC PLAN 2023



**ONE
ALBUQUE
ROQUE**

senior affairs



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EXECUTIVE SUMMARY

In preparation of the growing older adult population in Bernalillo County, the Department of Senior Affairs (DSA) has launched a Strategic Plan to **1) help the City prepare for this seismic demographic shift 2) ensure that the future DSA maintains focus on the concentrated services and programs that can benefit the independence and safety of Albuquerque's seniors.** While the Department remains **committed to providing resources with care and compassion that help our community thrive while embracing aging,** it is only through thoughtful planning that we ensure operational capacity can continue to meet the needs of the most vulnerable in our community.

The COVID-19 pandemic highlighted the Department's resiliency while also bringing visibility to its services on an unprecedented scale, to a growing market of older adults. DSA began to pinpoint ways in which the City could become more Age-Friendly for all and researched best practices of how the City could utilize its resources and planning to do so. DSA also took lessons learned from the pandemic, looking at its own valuable internal resources, on how best to prepare for a growing demand for services.

This Strategic Plan work was predicated by a series of efforts highlighting the senior population, beginning with the successful 2019 National Senior Games (NSG), the largest multi-sport championship event in the world for adults 50 years and older.

No more than 6 months after the NSG, our City had to respond to the public health emergency of the COVID-19 pandemic and quickly form a safety net of services by pivoting programs and services to meet the evolving challenges to Albuquerque's vulnerable, older adult population.

DSA's engagement in the proposed Strategic Plan was additionally influenced by external and internal events.

- DSA Leadership Strategic Programming Session: **November 2021**
- City of Albuquerque Council Resolution R-21-221: **February 2022**
- Senior Affairs Employee Engagement Survey: **July 2022**
- SiS Group Employee Survey: **August 2022**
- DSA Leadership Strategic Programming Session: **October 2022**



GOAL 1 – DELIVER CRITICAL SERVICES EFFICIENTLY

Being committed to improving efficiency is foundational to the overall success and sustainability of the department.

Strategy 1: Meet or exceed all performance goals for services

- Initiative 1: Improve operational delivery of services
- Initiative 2: Maximize capacity of AmeriCorps Seniors Volunteer Programs

Strategy 2: Maximize community engagement

- Initiative 1: Create a robust volunteer program to expand access to critical services
- Initiative 2: Develop a comprehensive partnership program

GOAL 2 – MEET EVOLVING DEMAND FOR SERVICES

Embracing change that challenges the status quo will help meet the increasing demand from an emergent aging population.

Strategy 1: Create a systematic planning process responsive to changing trends

- Initiative 1: Engage in annual assessments of department assets to pursue sustainable funding to meet emerging needs
- Initiative 2: Embed data tracking plan

Strategy 2: Explore intentional generational programming

- Initiative 1: Champion program development that changes the perspective of aging
- Initiative 2: Exhibit flexibility in how we design programming and facility use to bridge generations

GOAL 3 – BECOME A DATA DRIVEN ORGANIZATION

Embedding data into the day to day operations and strategic planning will allow DSA to be focused and decision ready.

Strategy 1: Formalize data tracking plan

- Initiative 1: Identify critical functions within the department to determine impact of services
- Initiative 2: Use a “best practices” approach to gather data and create goal-oriented benchmarks

Strategy 2: Align priority objectives, performance measures and budget requests

- Initiative 1: Department will convene internal stakeholders to analyze data
- Initiative 2: Establish process for quality assurance

GOAL 4 – BUILD INTERNAL CAPACITY

Growing the department’s internal human resources capacity is critical to meeting the increasing and changing demand for services.

Strategy 1: Create a culture of excellence

- Initiative 1: Build robust interdepartmental training program
- Initiative 2: Engage supervisors on performance management process with employees
- Initiative 3: Explore and provide opportunities for professional development

Strategy 2: Maximize employee engagement

- Initiative 1: Engage in analysis of positions
- Initiative 2: Align staffing and budget
- Initiative 3: Create interdepartmental communication channels

Strategy 3: Bolster alternative employment partnerships

- Initiative 1: Target and formalize a campaign to increase the number of “outside” employee partners

GOAL 5 – BE THE TRUSTED VOICE FOR OLDER ADULTS IN THE COMMUNITY

Become the known expert in the aging field and lead the local and statewide community discussions surrounding aging and aging issues.

Strategy 1: Proactively contribute to aging conversation

- Initiative 1: Explore opportunities to expand and share knowledge on aging issues
- Initiative 2: Create branded annual report on facts and figures
- Initiative 3: Make informed recommendations to City leadership

Strategy 2: Convene stakeholders on issues important to older adults

- Initiative 1: Lead Age-Friendly initiatives in the City
- Initiative 2: Create a platform to elevate discussion of gaps identified in the system/community



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