

ATTACHMENT D

STRATEGIC PLAN ELEMENTS

The following is a list of basic elements that comprise a strategic plan.

Brief Introduction

The introduction provides a brief description of the process used by the Workforce Investment Board (WIB) to develop its strategic plan. All stakeholders who participated in the process should be identified. The introduction should clearly demonstrate how input from business representatives and industry leaders contributed significantly to the planning process.

Analysis of Current Environment

A clear and thorough analysis of environmental trends based on categories such as local labor market information, demographics, economic and social conditions, education and training needs, and other factors related to the local workforce development system must inform the development of a strategic plan. The analysis should significantly contribute to identification of the dominant strategic issues facing the local area and should suggest possible strategic initiatives and solutions for the WIB to undertake and implement as part of its plan to address those issues.

Vision/Mission

The vision and mission can be written in two separate statements or be combined into one mission statement. The vision typically describes a possible and future state for the workforce board (where we are going), whereas the mission describes purpose and behavior (who are we, and what do we do). It is a matter of preference whether these concepts are combined into one global “mission statement” or stated separately.

Identify Strategic Issues and Strategic Initiatives

As a result of the analysis of the current environment, a number of strategic issues should emerge. The board decides which specific issues it chooses to address through its strategic plan. The strategic initiatives are the major courses of action the board decides to implement, in order to address the specified issues.

Define Strategic Goals

Strategic goals are broad statements of what the board hopes to achieve during the next three to five year cycle and must be defined in terms of the specific strategic initiatives the board has identified and intends to address through its plan.

Define Strategic Objectives

Each goal needs one or more objectives. Objectives specify the outcome or the end products. Objectives are measurable outcomes that help define the methods to be employed. Objectives must be realistic, specific, measurable and achievable in a specified time period. This section should also identify the resources which will be utilized to attain these objectives and how those resources will be allocated.

Evaluation System or Strategy Scorecard

The board needs to develop a plan or methodology for periodically evaluating its progress in achieving its planned objectives. The evaluation plan or “scorecard” identifies specific measures and time frames that provide the board, local stakeholders, and its customers with a mechanism for monitoring progress on the implementation of the area’s strategic plan.