

EXECUTIVE COMMITTEE



REPORTS ITEMS #2.4

SUBMITTAL DATE: August 8, 2007

SUBJECT: Strategic Planning Process

– INFORMATION –

Now that the Workforce Development Board (WDB) has selected Strumpf and Associates to continue to assist both the WDB and the staff in their strategic planning and continuous quality improvement processes, the Executive Committee needs to review and provide input to the process to develop our next 5-Year Strategic Plan for the period of July 2008 to June 2011. After consultation with Lori Strumpf, staff is proposing the following process in order to take full advantage of our regional committees and the engagement of an expanded circle of stakeholders:

1. EDA Regional Managers will identify businesses, job seekers and stakeholders to participate in regional focus groups during the Fall of 2007. Strumpf Associates will conduct the environmental scan by conducting up to five customer, partner, and stakeholder focus groups.
2. Working with the Economic Development Agency's Business Intelligence Unit, data books will be prepared for each of the four regions with economic, education, labor force and focus group data.
3. The WDB Director and the Regional Committee Chairs will identify and invite WDB members and stakeholders to participate in a series of three meetings in each region to determine the strategic direction. Criteria for these regional strategy panels are:
 - a. Members must commit to attending all three meetings of the regional team in their entirety. They will be given at least 30 days notice of the meeting.
 - b. Members will include WDB members, Workforce Development Center partner staff, educators, economic development entities, other social service entities, labor entities, local government and other businesses.
4. Each Regional Team will meet three times. If possible, the first meeting should be for a full day, with the subsequent meetings being a half day. The Regional Teams will be engaged in the strategic planning process by participating in an environmental scan focused on how they see the current and future strategic imperatives created by the macro environment.
5. The culminating event of the regional planning process will be a one-day strategy setting retreat in April where the results of the regional efforts will be examined to create one county workforce strategic plan which addresses each area's objectives and challenges. The retreat will include members of each of the Regional Teams and the entire WDB and will encourage dialogue around the 9-step planning strategic thinking process:

Step 1: Conduct an Environmental Scan

- Review of Data Related to the Current Environment
- Review the Givens – constraints the organization works under (e.g., legislative constraints)

Step 2: Identify Strategic Imperatives Derived from the Environmental Scan

Step 3: Conduct a SWOT Analysis

- Analyze the organization's current strengths, weaknesses, opportunities and threats in relationship to the strategic imperatives

Step 4: Identify Primary Customers**Step 5: Analyze Gaps**

- Using the SWOT, analyze the gaps between where the organization is now and where it needs to be.

Step 6: Establish Goals**Step 7: Identify Core Business and Establish Mission, Vision, and Values**

- Identify what the organization can be the very best in the world at doing

Step 8: Develop Action Plan

- Identify strategies
- Develop measures of success
- Allocate Resources

Step 9: Construct the Strategic Plan Document

The process outlined above is designed to answer several key strategic planning questions, including:

- What impact do we want to have on our customers?
- What impact do we want to have in the community?
- What business is the organization in?
- Who is our primary customer(s)?
- What are the future opportunities?
- What strategic alliances need to be built?
- What do our stakeholders expect?
- What do our customers expect?
- What do we do well that we need to continue to do?
- What do we need to do differently?
- How do we leverage our new opportunities?
- What core competencies and knowledge does the organization need to survive and thrive into the future?

6. The full Board will approve the strategic plan in May 2008. This information will be used by the WDB in planning the organization's future directions, identifying customers, and aligning the organizational structure.

Timeline

To develop the plan will be a process conducted over a 9-month period from the project's start. The process should start in September of 2007 and complete in May 2008

Outcome

The outcome of the process will be to provide a clear vision and action plan for the future by thinking through the organization's core business within the context of current and future political and economic challenges. A set of overarching strategies for the WDB and 3-year strategic action plans for each region will be established. The strategic plan will establish a vision and agenda for the organization and specific goals and objectives and strategic outcomes for Program Years 2008-2011.