

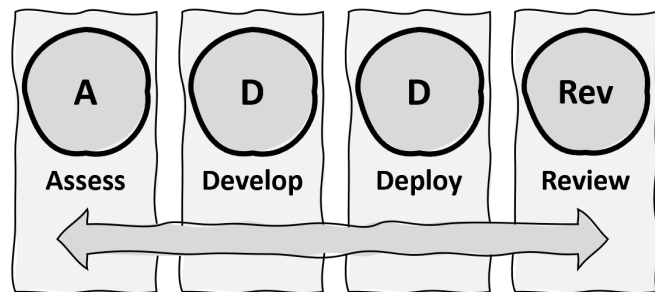
(ii) Detailed Project Plan for Golden Sierra Workforce Development Board's Three-Year Strategic Plan

Overview

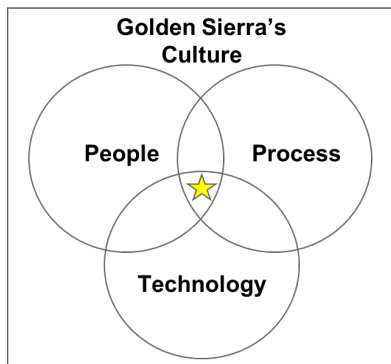
Golden Sierra Workforce Development Board (GSWDB) aims to design, develop, implement, and manage a new Three-Year Strategic Plan to guide its activities, practices, goals, and aspirations. This plan will require an understanding of both historical context and future needs. The NiVACK Group will collaborate with GSWDB to deliver tangible results in the form of an achievable Strategic Plan with measurable objectives and milestones, aligned closely with GSWDB's mission, vision, values, and underlying cultural needs.

Approach

Our approach will focus on four key phases: Assess, Develop, Deploy, and Review (ADDRev). This method ensures a thorough understanding of GSWDB's current state, engages stakeholders, and creates a robust plan for achieving GSWDB's strategic goals.



A propriety planning framework from The NiVACK Group, LLC



Prime opportunities to propel any organization forward often do not exist along a single axis, but optimally fall at the nexus of people, process, and technology, inherently supported by the organization's culture and leadership. We will, therefore, utilize the NiVACK ADDRev framework to execute the Internal and External Assessment, focusing on each of these 4 critical areas.

Project Framework: PMO Structure

We will establish a Project Management Office (PMO) to oversee the entire strategic planning process, ensuring structured governance and clear accountability.

PMO Structure:

- GSWDB Project Sponsor: Senior GSWDB leader accountable for the project.
- PMO Leadership: GSWDB leader and NiVACK Engagement Manager.

- Project Management Team: NiVACK Project Manager.
- Communication Lead: GSWDB leader Responsible for internal and external communication.

PMO Responsibilities and Accountabilities:

- Approve project scope, timeframes, resources, and key deliverables.
- Act as the decision-making and conflict-resolution body.
- Provide guidance and decisions, as necessary.

Project Plan

STAGE 1: Strategic Planning Framework

Objective:

Develop a comprehensive project framework and work plan detailing deliverables, timelines, meeting schedules, and outreach.

Activities:

1. Establish PMO: Define roles, responsibilities, and decision-making authority.
2. Kick-off Meeting: Align on project goals, scope, and timelines.
3. Stakeholder Engagement: Identify key stakeholders and develop an engagement plan. Identification will be done through conducting a stakeholder mapping exercise.
4. Communication Plan: Create a detailed communication strategy.

Deliverables:

- Approved project framework and work plan.

Timeline: *all timelines are subject to change depending on the contract process

- Start: Nov 4th, 2024
- End: Jan 3rd, 2025

STAGE 2: Internal and External Assessment

Objective:

Conduct a comprehensive assessment of GSWDB's internal and external environment.

Activities:

1. SWOT Analysis: Conduct a two-hour SWOT workshop.
2. Review of Existing Plans: Evaluate existing strategic plans and relevant reports.
3. Stakeholder Feedback: Collect input from board members, staff, partner agencies, and other key stakeholders. Data collection will be conducted through interviews, focus groups, surveys, and existing data analysis.
4. Benchmarking: Compare GSWDB with peer organizations to identify best practices.

Deliverables:

- Comprehensive report on internal and external assessment.

Timeline:

- Start: January 6th, 2025
- End: February 28th, 2025

STAGE 3: Strategic Plan Development

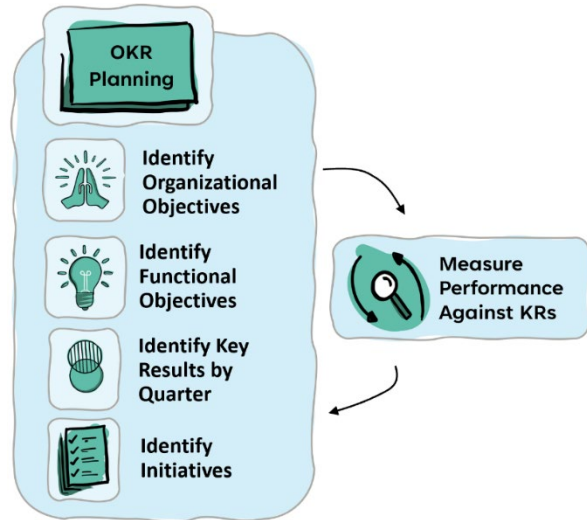
Objective:

Develop a detailed Strategic Plan with specific, measurable, achievable, relevant, and time-bound (SMART) objectives (e.g., increase job placement rates by 15% over three years).

Activities:

1. Define Mission, Vision, and Core Values: Facilitate two separate one-hour workshops to revisit and revise these statements.

2. Set Goals and Objectives: Facilitate two separate one-hour workshops to define SMART goals for the next three years.
3. Develop Strategies: Identify strategic initiatives to achieve goals.
4. Create Implementation Plan: Develop a detailed roadmap with timelines and responsibilities.
5. Establish Monitoring Framework: Develop a framework to monitor progress and effectiveness.



Deliverables:

- Draft Strategic Plan for review and feedback.
- Final Strategic Plan document.

Timeline:

- Start: March 3rd, 2025
- End: March 31st, 2025

STAGE 4: Strategic Plan Implementation Training

Objective:

Provide training to GSWDB's Executive Leadership team to ensure effective implementation of the Strategic Plan.

Activities:

1. Develop Training Materials: Create comprehensive training materials and process documentation.
2. Conduct Training Sessions: Deliver two 4-hour sessions, either in-person or virtually.
3. Develop Implementation Support Tools: Provide tools such as Project Data Sheet templates, status reports, and communication strategies.

4. Post-Implementation Support: The NiVACK Group project team will check in at three and six months after the delivery of the final deliverable. These check-ins will be to address any challenges and ensure the implementation plan is working.

Deliverables:

- Up to eight hours of group coaching and mentoring sessions.
- Implementation support materials.

Timeline:

- Start: April 1st, 2025
- End April 25th, 2025

Assumptions

- Sufficient access to GSWDB resources will be provided.
- GSWDB is open to reviewing and possibly revising its Core Values, Mission, and Vision.
- Engagement from GSWDB leadership at both senior and mid-levels.
- Availability of appropriate training facilities or virtual collaboration technology.
- GSWDB personnel are capable of effective teleworking.

Measuring, Monitoring, and Reporting Progress

Status reports will be delivered by the Project Managers to the PMO on a pre-agreed cadence using standardized templates. Off-track initiatives will require a Corrective Action Plan (CAP). NiVACK will adhere to the scope of work, deliverables, and timelines specified in the contract, with all deliverables considered complete only when satisfactorily accepted by GSWDB.

Monitoring and Continuous Improvement:

- Establish a feedback loop through OKR Status Reports.
- Continuous assessment and adjustment of initiatives based on feedback and progress reviews.

By following this structured approach, The NiVACK Group will ensure that GSWDB receives a comprehensive, actionable, and effective Three-Year Strategic Plan that aligns with its mission, vision, and values, and addresses the organization's future challenges and opportunities.