



STRATEGIC PLAN OUTLINE

Vision, Mission and Values

Objectives (related to the mission, vision and values)

Major Service/Business Areas

(For achieving vision, mission, values and objectives)

External Environment Analysis

(Political, economic, technological, social demographic, market analysis; barriers to entry/exit from services/businesses, benchmarks and performance standards)

Internal Resource Analysis

(Strengths and weaknesses related to achieving objectives; capabilities for innovation; elector/property owner and employee satisfaction survey results; gap analysis results; key success factors; plans for overcoming weaknesses or strengthening advantages)

Methods of entry into (or exit from) major service/business areas

(New investment, joint venture, strategic alliance, divestment/closure)

Risk Analysis

(Major internal and external risks, risk impact analysis and outcomes, risk management/abatement tactics)

Assumptions

(Qualitative and quantitative)

Major Strategic Alternatives

(Major changes required for proposed/future strategy in relation to current strategy: description of strategic alternatives considered and rejected and why)

Rationales for proposed strategy

(How the proposed/future strategy will optimize achievement of objectives)

Strategic Organization Alignment/Strategy Implementation

(Organization chart; major changes in job descriptions, information systems, human resource practices)

Financial and other measurements

(Projected financial impact for at least 3 years; key performance indicators; milestones)