

**Enter Plan Date Here**

**Enter Jurisdiction Name**

**Enter Governance Board Name**

*[Type, e.g., Information Sharing] Strategic Plan*

**Enterprise Strategic Plan**

**[Submission Date]**

***Prepared by:***

[Enter the parties responsible for

preparing the strategic plan, conducting and

participating in the strategic planning process]

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# I. Introduction

[Introduce the reader to the strategic plan, what organizations are involved in the program, and any specific focus of the plan.]

## Approach

This plan is the product of a strategic planning workshop with [list stakeholders present and agencies they represent.] This strategic plan is based on a strategic planning methodology called *Enterprise Strategic Planning*, and guides participants through a series of problem-solving activities from SEARCH, The National Consortium for Justice Information and Statistics.

[Provide data for the workshop and any other details related to the approach.]

## Enterprise Strategic Planning Methodology

A *strategic plan* is a document that clarifies where a business enterprise wants to go, and how it will get there. To do this most effectively, a strategic plan follows a certain structure that ensures coverage of the right topics in a way that builds a case for the envisioned future. The diagram in Figure 1 depicts the major sections of the plan and their relationships to one another:

Figure 1: Strategic Plan Sections



The purpose of each section of the plan is as follows:

* **Strategic Context:** This section documents the factors—from the enterprise executive leadership, key external stakeholders, and environmental factors—that will inform and constrain what the enterprise expects to accomplish.
* **Strategic Intent:** This section identifies what the enterprise is to accomplish during the period covered by the plan. It includes:
	+ Mission – a description of the enterprise’s business
	+ Vision – a description of the end of the planning horizon
	+ Goals and Objectives – specific, measurable, business-oriented accomplishments that collectively lead to the vision
	+ Guiding Principles – statements of value that help the enterprise make decisions in fulfilling the plan.
* **Capability Gap Analysis:** This section identifies current and future capabilities necessary to fulfill the goals and objectives. The gap between current and future capabilities identifies what work the enterprise must do in order to achieve the vision.
* **Capability Improvement Plan:** This section describes, at a high level, the investments, projects, programs, and/or policies necessary to build or enable the future capabilities.

# II. Strategic Context

*Strategic context* establishes the foundation for a strategic plan by describing an agency’s IT situation in terms of business drivers and environmental trends. *Business drivers* identify products, services, or capabilities demanded by customers, users, or stakeholders. *Environmental trends* identify economic, demographic, legal, and other “external” factors that affect enterprise operations. Together, these drivers and trends will justify and form the basis for the vision, goals, and objectives identified in the plan.

## Business Drivers

The stakeholders identified the following business drivers: [Use this section to document each business driver — factors that will influence or require a response from the information sharing program. Here is an example of business drivers.]

1. **Demands for services/improved delivery of information**

Each agency needs to share information within its organization, as well as with other agencies and the public. Information needs to be readily available to help prevent issues such as wrongful arrests and misidentification of suspects.

* 1. ***Improved decision-making through sharing accurate, timely, and relevant information and statistics***

[Provide brief paragraph with examples to explain the business driver.]

* 1. ***Increased demands for accountability and public safety***
	2. ***Increased field personnel and public safety through improved accessibility to information***

**Environmental Factors**

The stakeholders expect the following environmental factors to influence the enterprise and consider them when establishing vision, goals, and objectives: [Use this section to document the environmental factors: Document environmental trends in terms of factors you must “live with.” Most programs have limited funds and resources. However, other external issues—geography and connectivity challenges, changes to statutes or administrative rules, and agency independence—are also environmental trends to address. Here is an example of environmental factors.]

1. **Geography challenges**

Technology capabilities continue to grow and present new opportunities within the public safety communications community. Adaptable information systems are better able to support new technologies.

[Provide examples of the factors and state the reason why it is important to consider in the strategic plan.]

1. **Funding limitations and the budget process**
2. **Agency independence, yet shared responsibility**
3. **Cultural factors**
4. **Limited technical and business resources**
5. **Issues with connectivity**
6. **IT infrastructure**
7. **Future technology**

# III. Strategic Business Intent

The *strategic business intent* defines and outlines the organizational purpose of the stakeholder as reflected in each section.

## Mission

[Include the mission statement for the information sharing program.]

## Vision

[Include the vision or future state of the information sharing program.]

## Guiding Principles

In fulfilling the mission and vision, the stakeholders will consider the following guiding principles when implementing solutions (technologies, business processes, information standards, and information exchanges): [This section documents the Guiding principles, which are short declarations of the most important values or beliefs that guide the justice system officials in performing their duties and pursuing their goals. The following are examples of guiding principles that focus on collaboration, cooperation and meeting the needs of multiple partners while allowing the business needs to drive technology.]

* + 1. Ensure the safety of first responders and the community.
		2. Foster collaborative and cooperative integration that promotes awareness across agencies through technology and other opportunities.
		3. When delivering services that share information between agencies, the security, privacy, usability, and availability of relevant information will be priorities.
		4. A well-trained and disciplined public safety staff capable of assessing and responding to the changing needs of the community it serves, to include delivering swift emergency response when required in a prompt and professional manner.
		5. A proactive governing body designed to assure safe and expedient public safety communications services.
		6. A community relations effort charged with educating the public about 9-1-1 issues, with emphasis on the community's role and responsibilities with respect to emergency and non-emergency responses.
		7. An unrelenting quest to reduce call processing and response times, with special emphasis on those associated with mutual aid and closest unit response.

# IV. Goals and Objectives

*Goals* are explicitly stated achievements or expectations stated in terms of the results to be achieved in the medium- or long-term. Goals should relate to the expectations and requirements of major stakeholders and should reflect the underlying reasons for running the business. Objectives are specific interim or ultimate time-based steps to be achieved in pursuit of specific goals. Objectives should be quantifiable, consistent, realistic, and achievable.

[When defining the goals, ask if the goal is obtainable, realistic and meets the needs of the information sharing partners. There can be multiple objectives for each goal. They need to follow the SMART principle:

* **S**pecific
* **M**easurable
* **A**ttainable
* **R**elevant
* **T**ime-bound.

The participants may also define action items or specific tasks (tactical in nature) used to achieve the goals and objectives. Each goal should include performance metrics to identify measurable outcomes and sourcing decisions to identify the sourcing options that provide the participants with the foundation for accomplishing the goals. Copy and paste to document additional goals.]

## Goal 1:

### Objectives:

### Actions:

### Performance metrics:

### Sourcing decisions:

## Goal 2:

### Objectives:

### Actions:

### Performance metrics:

### Sourcing decisions:

# V. Capabilities Architecture and Opportunities for Growth

## Business Architecture

The *business architecture* reflects the core business capabilities supported by information technology. [This section is used to document the stakeholders’ business capabilities and expectations that will continue to evolve as they design and develop improvements to the information sharing environment.]

## Technology Architecture

*Technology Architecture* is defined as a minimal set of rules governing the arrangement, interaction, and interdependence of the elements whose purpose is to ensure that a conformant system satisfies the business requirements. [This section outlines the computer systems, business system and protocols; standards in place and any shared services.]

## Information Architecture

*Information Architecture* (IA)[[1]](#footnote-2) refers to the data and business requirements of the enterprise. [Stakeholders should use this section to document how the information needs of the enterprise align with business processes—along with what information is needed by whom and when, as well as the expectations of where the information comes from.]

## Solution Architecture

*Solution Architecture* focuses on developing and implementing a solution or service created for the enterprise. [This section documents the features of shared system to help automate business process—where efficiencies are or can be created to improve information sharing.]

# VI. Capability Improvement Plan – Tactical Priorities

The *capability improvement plan* identifies steps toward achieving the goals and objectives of this strategic plan. Each tactical priority represents a separate project or activity. Once executive management approves this plan and allocates resources to these activities, each activity will require further definition and management as a separate project. Each of these tactical priorities represents an appropriately scoped and achievable project.

[Stakeholders will need to work through the goals, objectives and action items to identify the priority projects. Each of the items list here should be a project with a start date, end date, and specific outcomes.]

## Priority 1:

## Priority 2:

## Priority 3:

## Traceability Matrix

A *Traceability Matrix* helps stakeholders associate each tactical item with related goals, action items, and strategic context. The matrix illustrates how the tactical items from the Capability Improvement Plan align with the goals and action items. Using the action items to implement the recommendations discussed in the Capability Improvement Plan, the stakeholders can work toward overcoming issues outlined in the strategic context—**business drivers** and **environmental factors**—and achieve the strategic goals. [Most likely there will not be a one-to-one match of priority to goals, objectives, action items and the strategic context. The traceability matrix provides a tool to map the plan components to allow stakeholders to track progress and determine where to focus resources to meet the plan goals and objectives.]

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** | **Goal** | **Action Items** | **Strategic Context** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# VII. Conclusion

[Include a brief summary of the ESP.]

1. Definition of IA: <http://en.wikipedia.org/wiki/Information_architecture> [↑](#footnote-ref-2)