Acknowledgements

Many board members, staff, partners, stakeholders, and customers have provided valuable time and input into the creation of this strategic plan, which outlines a regional vision for workforce development in the NoRTEC region. This process would not have been possible without the involvement of these individuals, and their efforts are greatly appreciated.

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Survey and Input Session Participants

The NoRTEC Workforce Development Board would like to thank the hundreds of individuals who participated in input sessions across the region, as well as the businesses that gave their input through surveys. Your feedback has been invaluable to this process.
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Introduction

The goal of this strategic plan is to create a regional vision for workforce development for the NoRTEC region. Consisting of 11 counties – Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Sierra, Shasta, Siskiyou, Tehama, and Trinity – the region covers a vast geographical area, with diverse landscapes and economies. Though the region contains many local communities, each with unique strengths and needs, stakeholders identified common opportunities and challenges across county lines and municipal borders. Moreover, these stakeholders recognize the role NoRTEC can play in creating and maintaining a regional network to address and share successes, resources, labor market information, and best practices. Together, participants in this workforce development network can strengthen communities across the entire region through collaborative efforts to serve businesses, support job seekers, and engage partners in a shared vision for success and opportunity.

The goals outlined in this plan provide guidance for the work of the NoRTEC Workforce Development Board and its engagement with regional partner organizations. Goals identified by the Board include:

- **Goal 1:** Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.
- **Goal 2:** Implement career pathway strategies to fulfill the employment needs of the region.
- **Goal 3:** Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.
- **Goal 4:** Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.

The plan that follows provides a rationale for each goal and identifies strategies that can serve as a roadmap to achieve these goals through implementation.

Many community members were engaged throughout this strategic planning process and made this plan a truly collaborative effort. Their engagement has been crucial in the creation of the plan and will be even more important for implementation. Active partners will bring this plan and the vision for workforce development to life in each of the region’s communities. We hope that as a result of the implementation of this plan, the NoRTEC region will be home to a strong coordinated workforce development system, serving our many healthy and thriving communities.
Strategic Planning Process

The NoRTEC Workforce Development Board began this strategic planning process in early 2016, with an eye toward a completed strategic plan by Fall 2016. The process included a variety of information gathering and data analysis activities to gather a baseline of information from which to discuss strategic priorities. In addition to these activities, the Board held three strategic planning sessions to discuss its goals and priorities for the process and final plan. Each element of the strategic planning process is described below.

![Diagram of strategic planning process]

### Data Analysis

A data-driven picture of the region’s economy and labor market is essential to creating effective strategies. To that end, the Board conducted an industry sector analysis and regional and county labor market profiles. The industry sector analysis identified strong and emerging industries for the region based on a variety of elements, including:

- Regional competitive advantages;
- Wage trends;
- Employment size;
- Relative employment concentration;
- Presence of supporting educational and training programs;
- Matching of area strengths to industry needs;
- Positive outlook with consideration of the impact of macroeconomic trends;
- Economic impact multipliers; and
- Workforce availability.
This information was used to identify the Board’s priority sectors for the strategic plan. Regional and county labor market profiles were also created to describe demographics, labor force characteristics, and industry and occupational trends and needs at both the regional and sub-regional levels.

**Business Survey**

NoRTEC’s Service Providers conducted nearly 300 surveys with businesses across the region to capture their talent and skill needs, hiring projections, and the workforce-related factors that accelerate or inhibit their business growth. In most cases, surveys were conducted in person to allow for connections and relationships to be built between the businesses and service providers. All responses were captured in an online tool to allow for analysis within and across industries and counties.

**Asset Inventory**

One of the primary roles of the Board is to be a convener and to develop partnerships with other entities around the region with similar or supporting missions and services. An asset inventory was completed to pull together a listing of as many of these partners and potential partners as possible in one central location. This research has multiple goals. First, the inventory can serve as a quick reference to partners across the region to find details and contact information for other organizations for referrals, networking, and/or collaborative efforts. The inventory is also intended to help paint a picture of the current regional workforce development system and can be used to identify where there may be gaps. These gaps may indicate where new partnerships need to be formed or where current partners may need to create or promote innovative solutions to fill a need. The inventory is intended to be a living document with new organizations and programs continually added as they come to light.

**Input Sessions**

It was very important to the Board that each of the regional communities was involved in the planning process and had input into the Board’s goals and strategies. Seventeen input sessions were held around the region, one with service providers, and at least one in each of NoRTEC’s 11 counties. Service providers were integral in advertising the county sessions and inviting key local businesses and community partners.

The service provider session lasted 90 minutes and included a mixture of large group discussion and small group conversations with report outs. Each county session also lasted approximately 90 minutes and began with introductions around the room. Across many of these sessions, attendees were able to make new connections with others and began to discuss ideas among themselves for new ways to partner and collaborate. County sessions were conducted as large group discussions, and the topics covered in the discussion included:

- Challenges and opportunities for local businesses
- Service needs and availability
- Workforce challenges and skills gaps
- Priorities for regional workforce development

**Strategic Planning Sessions**

Three strategic planning sessions were held with the Board in April, August, and October 2016.
Session One
At the first session, national workforce consultants delivered a presentation to the Board about its role within the Workforce Innovation and Opportunity Act as well as characteristics of high impact workforce boards across the country. Following this presentation, the Board discussed where its strengths and opportunities for improvement existed in relation to these roles and characteristics. The board also began to discuss its mission and vision. Finally, during this session the Board began to brainstorm and prioritize the high level strategic issues that members believed would be most important to address in the strategic plan.

Session Two
At the second session, the Board reviewed the findings from the business survey, county input sessions, and a high-level report of the industry data analysis. After the first planning session, the Executive Committee reviewed and edited several sample Mission and Vision statements; these were then presented to the Board for review and discussion. After discussing and revising the sample statements, the board adopted a Mission and Vision. To finish the meeting, the Board divided into groups to review the focus areas that had been identified during the first planning session and brainstormed goals and strategies that would address the identified strategic issues and make up the strategic plan.

Session Three
The third planning session included a final presentation of the data analysis and a discussion around prioritizing targeted industry sectors. This session was also used to present the strategic plan elements as created and refined throughout the planning process. Examples of ways to engage partners in implementation as well as action steps and measures of success were discussed. This conversation was the first step to discussing implementation and planning to ensure that the strategic plan momentum is maintained and carried to all communities within the region.

Strategic Plan
The strategic plan that resulted from the process described above can be found on the following pages. This plan includes Mission and Vision statements for the Board as well as four goals and accompanying strategies. The final section of the plan includes implementation recommendations and progress tracking tools.
NoRTEC Workforce Development Board Strategic Plan 2016

VISION
Partners combining their diverse strengths to support healthy and thriving communities.

MISSION
To develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of our region.

GOALS

ONE
Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.

TWO
Implement career pathway strategies to fulfill the employment needs of the region.

THREE
Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.

FOUR
Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.
### GOAL ONE STRATEGIES:

1. Leverage Board members’ connections with employers.
2. Convene sector conversations and partnerships in key regional industries. Increase the number of employers reached to better understand needs and emerging industries.
3. Identify core services available to businesses throughout the region and retain information in a centralized format.
4. Expand business outreach through a unified regional approach.
5. Educate employers on effective hiring and screening practices, succession planning, navigating the system, etc.
6. Develop and implement a communication strategy and outreach plan.

### GOAL TWO STRATEGIES:

1. Map career pathways for each identified industry sector.
2. Work with educational partners to incorporate soft skill training into career programs.
3. Educate youth on local opportunities and career pathways through connections with employers for exposure and mentorship.
4. Promote the value of work-based learning to employers and facilitate increased participation.
5. Increase and improve distance learning opportunities and access.
6. Identify the career expectations and desires for each generational group and customize approaches accordingly.

### GOAL THREE STRATEGIES:

1. Create a central hub to communicate information about collaborative efforts and results, community happenings, and resources available.
2. Promote county- or region-wide collaboration to leverage resources and expand innovative solutions.
3. Promote common recruitment and talent attraction strategies.
4. Convene meetings with local workforce leaders to maintain momentum and progress on strategic plan implementation and regularly evaluate the relevance of the identified strategies.
   a. Create annual action plans, identifying resources needed, partner roles and responsibilities, and timelines for completion.
   b. Share progress regularly.

### GOAL FOUR STRATEGIES:

1. Personally invite local (State and Federal) representatives to attend NoRTEC board meetings and communicate about the work of the Board.
2. Increase connections with local economic development organizations for collective advocacy.
3. Regularly collect information about the impact of the workforce system to use when communicating the value of the system, its partners, and services to policy makers.
4. Develop and share a tagline for board members and others to begin using.
5. Contribute to the regional conversations about access to internet, housing, and transportation and how this affects workforce development.
VISION
Partners combining their diverse strengths to support healthy and thriving communities.

MISSION
To develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of our region.

GOALS AND STRATEGIES

GOAL 1: Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.

Rationale:
The best way to understand the needs of businesses in the local economy is to hear it directly from business customers. Increasing connections with businesses will provide a clearer picture of the local demand for talent. Coordinated outreach through multiple local partners will help to reach a greater breadth of businesses without sacrificing the quality of these connections. This will also minimize duplication of outreach, which can lead to employer fatigue. Furthermore, coordinating with other agencies will also provide business services representatives with a larger toolbox from which to help businesses meet their needs. The more connections that can be made, the more awareness will be built of NoRTEC, its services, and the services of its partners. It will be important to coordinate business outreach at two levels: across sector to identify and address common needs and individually to businesses to introduce them to and assist them in accessing partner services.

Recognizing the opportunities presented by small business development, entrepreneurship is also included within this goal. This is particularly important in the more rural communities within the region and will be integral to their economic development.

STRATEGIES:
1. Leverage Board members’ connections with employers.
2. Convene sector conversations and partnerships in key regional industries. Increase the number of employers reached to better understand needs and emerging industries.
3. Identify core services available to businesses throughout the region and retain information in a centralized format.
4. Expand business outreach through a unified regional approach.
5. Promote entrepreneurship and small business development.
6. Educate employers on effective hiring and screening practices, succession planning, navigating the system, etc.
7. Develop and implement a communication strategy and outreach plan.
GOAL 2: Implement Career Pathway strategies to fulfill the employment needs of the region.

Rationale:
Career Pathway strategies allow regions and service providers to prioritize resources to those areas of employment that provide the most opportunity for jobseeking customers. While identifying priority sectors for service clearly benefits business customers within those sectors, it is also a great benefit to individuals who are pursuing training or exploring career opportunities. Creating awareness of the region’s most prominent and emerging industries provides a target for those who are deciding what area will give them the greatest chance for employment and advancement. Career pathways are essential to this awareness, showing young people and exploring workers of all ages the opportunities that are available for growth in the local economy through work experience and further training.

STRATEGIES:
1. Map career pathways for each identified industry sector.
2. Work with educational partners to incorporate soft skill training into career programs.
3. Educate youth on local opportunities and career pathways through connections with employers for exposure and mentorship.
4. Promote the value of work-based learning to employers and facilitate increased participation.
5. Increase and improve distance learning opportunities and access.
6. Identify the career expectations and desires for each generational group and customize approaches accordingly.
GOAL 3: Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.

Rationale:
Cultivating a network of partners and promoting aligned and collaborative efforts is critical for success, especially because of the large geographic area and diversity of the NoRTEC region. This network and communication will help to keep local community members and organizations engaged without feeling like they are lost in a larger regional organization. Collaboration is key to leveraging resources as far as they can go for communities across the region. While there is a great deal of excellent work happening on a smaller scale in many communities, a regional network can help to bring those efforts to a larger scale, sharing best practices, learning from others’ mistakes, and benefitting from others’ wins.

STRATEGIES:

1. Create a central hub to communicate information about collaborative efforts and results, community happenings, and resources available.
2. Promote county- or region-wide collaboration to leverage resources and expand innovative solutions.
3. Promote common recruitment and talent attraction strategies.
4. Convene meetings with local workforce leaders to maintain momentum and progress on strategic plan implementation and regularly evaluate the relevance of the identified strategies.
   a. Create annual action plans, identifying resources needed, partner roles and responsibilities, and timelines for completion.
   b. Share progress regularly.
**GOAL 4:** Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.

**Rationale:**
In order to become a hub for communication about workforce development issues throughout the region, NoRTEC and the Board must increase the awareness and understanding of its mission and vision, thus increasing its influence and bringing attention to the region. This involves clear communication about who the Board and the organization is, what it does, and the value it provides as well as sharing information about trends and issues in workforce development.

Part of this awareness is contributing to regional advocacy. Advocacy is a role of the Board that can be an overarching tool to support all of the Board’s efforts – those working toward the other goals listed above as well as its collaborative efforts with other agencies and partners. Some of the issues that necessarily affect workforce development, such as infrastructure needs like housing, transportation, and internet access, are outside of the Board’s direct influence. Yet, the Board’s focus on advocacy can lead to a greater understanding and awareness of these issues that are so vitally important to the regional communities, even if directly serving these needs is not possible.

**STRATEGIES:**
1. Personally invite local (State and Federal) representatives to attend NoRTEC board meetings and communicate about the work of the Board.
2. Increase connections with local economic development organizations for collective advocacy.
3. Regularly collect information about the impact of the workforce system to use when communicating the value of the system, its partners, and services to policy makers.
4. Develop and share a tagline for board members and others to begin using.
5. Contribute to the regional conversations about access to internet, housing, and transportation and how this affects workforce development.
Implementation Strategies

The approved goals and strategies must be supported by a detailed action plan and structure for implementation. This will ensure that the strategic plan does not just sit on the shelf, rather it is used as a guidepost for action and continuing work toward a stronger regional workforce development system that supports employment opportunity and a thriving economy. Strategies for a successful implementation of the strategic plan are included below.

1. **Develop an overarching communication strategy.** Communicating about the results of the strategic planning process and all implementation efforts will be important to keep stakeholders engaged and to ensure a consistent message is disseminated throughout the region. NoRTEC’s monthly newsletter presents a great opportunity for this communication. Through this channel, the plan can be rolled out, stakeholders can be invited to participate, and progress can be reported on a regular basis as implementation moves forward. Efforts will be made to proactively identify additional stakeholders who should be added to the distribution of this and other communications as implementation gets underway. NoRTEC also will seek opportunities to spread the word about the plan and opportunities to become involved through speaking engagements.

2. **Identify local champions to maintain momentum in local communities.** So many individuals were involved in the planning process, especially through the county input sessions held throughout the region. There was a high level of enthusiasm around being a part of the solution and a willingness to contribute to the strategic plan’s implementation. Keeping these individuals engaged in action planning and implementation and communicating updates on the progress toward the strategic plan will be important to keeping a local focus in each community. Towards this end, the board will identify individuals who are enthusiastic and hold influence in their communities to serve as strategic plan champions, keeping a focus on local implementation and a connection to the larger regional strategy.

3. **Create Regional Action Teams as a mechanism to tie ongoing work together.** As initiatives will have regional, sub-regional, and local work, it is important to have a mechanism to tie these levels together. One way to do this is through the use of regional action teams and a network of local partners who are engaged in implementing. Regional action teams can be developed at the goal level (i.e., career pathways) or around specific strategies (i.e., entrepreneurship). In either case, regional action teams would assess the region’s success and needs in the particular area (career pathways, entrepreneurship, etc.), identify the specific steps that would be necessary to advance the goal or strategy, and identify the partners and assets throughout the region who can contribute to the Board’s action plan. These steps can be converted into an action plan to guide the team (See Implementation Strategy #6 below). In many cases, planning and assessment will be done at the regional level, but action will happen in local communities and be communicated back to regional groups. As work is completed and new needs are identified, the regional action team can continually assess the feedback that is coming from local communities and determine what other partners need to be included in implementation.
4. **Balance regional vision and local action.** The asset inventory was a first step to identifying some of the important work that is happening locally that can be leveraged to contribute to the Board’s strategic goals. Continuing to identify and build upon these local efforts will help to ensure that local action is at the center of regional plan implementation. The asset map will be updated on a regular basis to provide an accurate representation of the workforce development system and serve as a reference for partners when creating and implementing regional action plans. As described above, reengaging the individuals who were involved in the county input sessions is also important to maintaining local connections. It is important for the Board to continue to cultivate relationships with these individuals to tie together regional and local action. Board meetings also will be a time to keep the regional vision at the forefront, reporting out on all the local activities that are taking place and making connections across the region to expand successful efforts and share best practices.

5. **Utilize board members as Action Team Chairs.** Each regional action team engaging in planning, convening partners, and implementing strategies should have a chair who is a member of the Board who is particularly passionate about that area. This person would be responsible for leading meetings and reporting back to the full Board on progress. This will help to ensure that the strategies are Board-driven, board members are engaged, and board meetings are focused on the strategic work happening through all areas of the plan.

6. **Create annual Action Plans.** Annual action plans will help to focus the Board’s work even more specifically than is laid out at the strategy level of this plan. Action plans may be created for a goal or a particular strategy. That said, it will be important to for the plan as a whole, as much of the work will be intertwined. For example, the understanding of business need described in goal 1 is critical for the creation of career pathway strategies described in goal 2. Partnerships will be vital to ensuring the work continues at the local level across the region. Staff will be key to ensuring communication happens among different groups or subcommittees that are action planning and focusing on implementation initiatives.

   A good action plan includes detailed tasks for completion, including timelines and deadlines, champions, partners to be engaged, resources needed, and potential obstacles to address. A sample template for these action plans is found in Appendix A.

7. **Continuously track progress.** Continuous updates about strategic plan progress help to keep board members and other participants engaged and making connections across different efforts and initiatives. It is important to update on all types of progress—whether it is a completed task, a breakthrough, or an obstacle met. Structuring the board meeting agenda around report outs on work toward each goal is a great way to ensure the strategic plan is always at the forefront of the Board’s conversations. A sample template for reporting on progress is also found in Appendix A. Tracking metrics will also help to assess the success of the strategic plan and implementation. Some metrics should be process-based (i.e. monitoring the tasks completed, or “checking off boxes”) while others should be outcome-based, measuring the key indicators that are expected to be moved by progress on the strategic plan. One method of tracking these indicators is through the use of a balanced scorecard. A sample template for a balanced scorecard may also be found in Appendix A.
8. Tie the strategic plan to the WIOA Regional and Local Plan and California State priorities. The strategic plan will naturally inform several of the WIOA Local Plan requirements, establishing the region’s vision and goals and supporting the priorities that were set by the State workforce board. Weaving this strategic vision throughout the operational requirements of the plan will help to take the current work of the Board to the next level, providing a basis for aligning, recognizing, and leveraging the strengths of regional partners. While some of these connections and efforts may not be completely new to the Board, the established vision will help to create a guidepost and an additional purpose behind this work. Clearly tying regional goals and strategies to State priorities will also help to make connections with others across the state who are undertaking similar strategies and can share best practices.
Appendix A: Implementation Templates
# Action Planning Template

<table>
<thead>
<tr>
<th>Action</th>
<th>Deadline</th>
<th>Responsible</th>
<th>Resources Needed</th>
<th>Measure of Progress</th>
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<tbody>
<tr>
<td><strong>Strategy 1.</strong></td>
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<td><strong>Strategy 2.</strong></td>
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</table>
# Progress Reporting Template

**Goal:**

**Strategy:**

**Champion:**

**Date:**

<table>
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<th>Actions completed since last report:</th>
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<table>
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<th>Actions behind schedule:</th>
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<tr>
<th>Issues or concerns:</th>
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<table>
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<tr>
<th>Have any changes or amendments been made to the action plan?</th>
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<tr>
<th>Are there any additional resources needed at this time?</th>
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<tr>
<th>Are there any decisions that need to be made by the Board at this time?</th>
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<table>
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<tr>
<th>Next Steps:</th>
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<tbody>
<tr>
<td>GOAL 1</td>
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<td>GOAL 2</td>
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<td>GOAL 3</td>
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<td>GOAL 4</td>
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