

32<sup>nd</sup> District Agricultural Association

## Board Policies

### 4.03 Organizational Planning

*Date Adopted/Last Revised: Month #, 20XX*

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*Note: Capitalized terms not otherwise defined in this Board Policy have the meanings set forth in the Definitions section of Board Policy 1.01. Should any provision in this policy contradict any provision of California law, California law shall control.*

#### Purpose

One of the most important responsibilities of the Board is to manage the affairs of the 32nd DAA, which necessarily includes the provision of general guidance and direction for the organization. The purpose of this policy is to outline the Board's major planning responsibilities for the 32nd DAA.

#### Policy

A comprehensive framework for planning, setting priorities, and reporting is essential to effective and responsible organizational stewardship. As such, the Board is responsible for developing a strategic plan to guide the organization's work and establish CEO performance expectations.

#### Strategic Plan

The Board—with the assistance of staff and in consultation with key stakeholders—establishes the 32nd DAA's overall direction through the development and approval of a Strategic Plan. This plan provides a blueprint for the 32nd DAA's general direction for the next three to five years by identifying priority goal areas to focus the activities of the organization, along with high-level objectives, strategies, and performance indicators for each area.

#### Annual Operating Plan

Based on the general blueprint outlined by the Strategic Plan, the 32nd DAA's CEO works with staff to develop an annual operating plan. The 32nd DAA's annual operating plan will be the basis of its annual budget containing revenue and expenditure forecasts related to planned programs and services. This plan will contain more specific objectives than contained in the Strategic Plan, expected results for each objective, the time period during which those results will be sought, and criteria for measuring the achievement of those results.

## **Procedure**

### **Strategic Plan Development**

The development and approval of the Strategic Plan takes place in a three- to five-year cycle. The Board will initiate a new strategic plan no later than the start of the fiscal year in the fifth year of a given plan's lifecycle.

This Board is responsible for overseeing the development of a new strategic plan. The strategic plan should include input from a diverse range of stakeholders—including both members of the 32nd DAA's staff and the public—to enrich the quality of the analysis. The Board may also engage outside consultation to help design and guide the planning process.

Typically, the strategic planning process involves:

- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine external and internal factors that will impact the organization
- Staff input via surveys, interviews, or focus groups
- Public input via surveys, focus groups, or open houses

### **Annual Work Plan Development**

The Board delegates the responsibility of developing annual work plans to the CEO. The annual work plan will be developed in the fourth quarter of the previous fiscal year.

## **Reporting**

The Board is responsible for monitoring performance toward strategic goals on at least an annual basis, at the end of the fiscal year. While the Board delegates the responsibility to develop annual and periodic reports on progress to the CEO, the Board may revoke that delegation at any time.