



BAY AGING BOARD GOVERNANCE

Organizational Planning

Planning is a responsibility that is best shared with the President and staff of Bay Aging. There are two broad categories of planning that are critical to the long-term success of an organization: strategic planning and organizational planning.

Strategic planning involves several steps:

- Assessing Bay Aging's strengths and weaknesses
- Assessing the external environment that the organization operates in
- Setting measurable goals
- Establishing strategies for achieving those goals
- Assigning responsibilities to carry out the plan
- Drafting/documenting the plan
- Establish a system for evaluating the results

Some of these steps illustrate how several areas of responsibilities of the Board of Directors are interconnected. For instance, establishing goals and strategies involves re-evaluating Bay Aging's mission and programs. Likewise, assessing the external environment overlaps in certain respects with risk management.

Strategic plans should address short-term (within 1 year) and long-term goals and objectives (5+ years). Generally it is best to not cover more than three years in a strategic plan as too many variables come into play in attempting to prepare a plan beyond these three years—unless Bay Aging limits the long-term plan to very broad goals and objectives.

Strategic planning should be a group effort involving both the Board and Bay Aging's senior staff. Both groups need to be actively involved in this process and the Board may delegate a committee of board members the responsibility for making recommendations for approval by the entire Board.

Operational planning involves the more detailed plan for implementing the strategic plan. Unlike the strategic planning process, operational planning is best developed primarily by the Bay Aging staff. Based on the strategic plan that has been established, Bay Aging staff should develop a detailed operational plan and present the plan to the Board of Directors for its approval. The operational plan should account for each goal and objective established in the strategic plan and a timeline for achieving each. The operational plan should also clearly assign responsibilities to specific individuals and/or departments and address in sufficient detail the specific steps that are to be taken to accomplish the planned results.