

STRATEGIC PLANNING COMMITTEE REPORT & RECOMMENDATIONS FOR BOARD ACTION

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THE RECOMMENDED VISION

This vision answers the question "what do we want CANGC to become?"

CANGC will be the unifying voice for the shared interests of the California nursery industry.

THE RECOMMENDED MISSION

This mission answers the question "why does CANGC exist?"

To promote and protect the interests of the California nursery industry.

THE RECOMMENDED VALUES

These six values will form the new CANGC culture that will let us implement our mission and work to fulfill this vision.

Effective Listening, Clear Communication, and Member Participation are required to deliver the **Transparency** and **Accountability** that is fundamental to CANGC's **Sustainability** through our second century.

OVERVIEW

RECOMMENDATION #1

The CANGC Vision, Mission and Values become our operational litmus tests.

STRATEGIC RECOMMENDATION #2

CANGC hires a CANGC Ambassador to focus on personifying our organization with members and within the industry.

STRATEGIC RECOMMENDATION #3

CANGC must closely manage the current budget AND the Board must develop bridge funding for this new beginning.

STRATEGIC RECOMMENDATION #4

CANGC “products to sell members” must fit one of three legs of the stool: Legislation/Regulation, Products, or Communication and meet pre-defined performance standards.

STRATEGIC RECOMMENDATION #5

CANGC becomes transparent in its financial accounting and reporting.

STRATEGIC RECOMMENDATION #6

Feedback to/from members will be actively provided and sought, and is required for member satisfaction.

STRATEGIC RECOMMENDATION #7

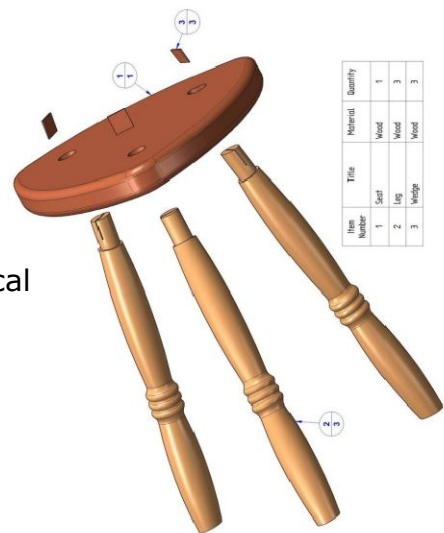
CANGC must grow membership dramatically to become “the unifying voice for the shared interest of the California nursery industry.”

STRATEGIC RECOMMENDATION #8

Respecting current Chapters and the Chapter model, CANGC recommends the District model as its sustainable structure.

STRATEGIC RECOMMENDATION #9

CCNPro is recommended for expansion and growth as a critical program for developing the industry’s and the organization.



STRATEGIC RECOMMENDATION #1

Vision, Mission and Values become our operational litmus tests.



STRATEGIC RECOMMENDATION #1		CANGC LITMUS TEST		
GOALS <i>Where CANGC wants to be</i>	1. That adherence to the vision, mission and values be used as the litmus test for all CANGC board, management and institutional action.			
	2. That board members collectively embrace and individually champion this strategic plan and the new culture of CANGC.			
OBJECTIVES <i>Steps needed to get there</i>		WITHIN 60 DAYS	NEXT	YEAR 3
	The board reviews, approves and embraces the proposed Mission, Vision and Values ASAP.		Adopt new bylaws that align with the Mission, Vision, Values and Plan.	The Board Reviews progress on the Strategic Plan and delivery on its Value Proposition at <u>every</u> Board meeting.
	The board reviews, approves and embraces this Strategic Plan ASAP.			
	The Board authorizes management to review and report back to the Board on all current programs and initiatives for consistency with and support of those foundational statements.		Committee and staff reports directly reflect the connection of their actions to deliver on the Vision, Mission & Values.	
	The Mission, Vision and Values are read by the Chair as the litmus test for decision making at the beginning of every official CANGC meeting and that members are responsible for proactively holding each other to these standards of performance.			
	That the Mission, Vision and Values be added to CANGC communications materials.			
	Create a communication plan to help current members understand and embrace the new Mission, Vision, Values and Strategic Plan.			

STRATEGIC RECOMMENDATION #2

CANGC personifies its mission in the market by hiring an ambassador who is a leader able to:

- Follow key nursery and broader industry issues
- Reach out to members, industry non-members, and media
- Conduct the necessary public outreach to promote the organization

This recommendation should be implemented immediately upon funding.

This Ambassador will be a leader who participates at industry meetings, events and trade shows throughout the state and is able to work closely with the CANGC management group, board of directors, and various committees, as well as complementary associations within the industry. This person will act to convey to stakeholders the commitment of the CANGC to implement its mission and fulfill its vision. This will be done by returning meaningful and accountable value to the membership and the industry. The full-time position will work closely with CANGC staff that is responsible for promoting the organization through effective communication and outreach as directed by Chris Zanobini, CANGC president (or equivalent designation if bylaw changes affect titles) and the business aspects of the organization.

STRATEGIC RECOMMENDATION #2 PERSONIFYING THE MISSION			
GOALS <i>Where CANGC wants to be</i>	1. CANGC creates and maintains clear communication of actions with effective listening for ideas, issues and opportunities that promote member participation and increase the effectiveness, transparency and accountability that is fundamental to CANGC’s success.		
OBJECTIVES <i>Steps needed to get there</i>	WITHIN 60 DAYS	NEXT	YEAR 3
	At the July meeting, the board embraces funding, finding and implementing the Ambassador role.	After initial communications with members, specific mid and longer-term objectives are developed for which the Ambassador is accountable	
	Board develops the funding for this position and authorizes management action to recruit and hire.		
	Management works with the board to create a job description and recruiting plan, and implement the hiring process.		

STRATEGIC RECOMMENDATION #4

Define CANGC “products.”

All current and future CANGC activities must operate within one or more of the following parameters:



STRATEGIC RECOMMENDATION #4 CANGC PRODUCTS: the 3-legged stool			
GOALS <i>Where CANGC wants to be</i>	1. CANGC will speak as a unifying voice for the shared interests of the California nursery industry		
	2. CANGC programs will promote the Vision, further the Mission & represent the Values of CANGC, operate from a business plan with financial integrity, and be designed to deliver clear and meaningful value to one or more CANGC member segment.		
OBJECTIVES <i>Steps needed to get there</i>	WITHIN 60 DAYS	NEXT	YEAR 3
	All “products” must develop a business plan tied to the Mission, Vision and values with a budget, reporting milestones, and projected outcomes.	CANGC activities formally report out to their committees and the board based on the metrics of their business plan, especially their activity’s: -reflection of values, -impact on mission, -communication from the vision -actual to budget -progress toward projected outcomes.	

STRATEGIC RECOMMENDATION #6

Member satisfaction requires ongoing and honest communication and feedback. Every program and activity shall allow timely evaluation by participants to facilitate the development of refinements and the implementation of adjustments in those activities. These responses to changes in market, environmental, and regulatory issues will maximize the value of the programs to CANGC members.

STRATEGIC RECOMMENDATION #6 FEEDBACK TO/FROM MEMBERS			
GOALS <i>Where CANGC wants to be</i>	1. CANGC creates a culture of open communication that promotes feedback and commentary.		
	2. That board and committee members and staff actively model open communication and effective use of the feedback loop for members.		
	NOTE: Surveys and other less formal research of Board action, committee work and staff performance will be used to: -Assess association success and provide guidance for future activities -Evaluate member satisfaction.		
OBJECTIVES <i>Steps needed to get there</i>	WITHIN 60 DAYS	NEXT	YEAR 3
	Report initial survey results to membership; create a one-sheet document for distribution and develop talking points for board and staff use.	Quantitative/Qualitative research is ongoing & continuous process.	Review, revise, and re-implement the survey.
	Continue processing current survey & use as CANGC's scientifically valid baseline.	Develop and make program business plans available to members, then report on performance against the plan.	
	The Ambassador becomes active & begins meeting current chapters & regional or specialty groups.		
	All Board and Committee meetings shall include reports on their respective program budgets, plans, and progress achieved toward the Mission and the Vision.		

STRATEGIC RECOMMENDATION #7

CANGC must grow membership dramatically to become *"the unifying voice for the shared interest of the California nursery industry"* and believes members join the organization to do things together for their business and industry that they cannot do alone. So, CANGC will deliver value to members with programs and activities that reduce their risks and stress, efficiently use their time, and enable new opportunities.

These categories and subcategories will be key membership targets for CANGC:

Retailer	Grower	Associate
Small	Ornamental	Soils & Fertilizer
Large	Food Production	Irrigation
Independent	Cut Flowers	Crop Protection Products
Chain	Christmas Trees	Hardscapes
Retail/Grower	Sod	Hydroponics & Greenhouse
Online	Ethnic - SE Asian/Hispanic	Gifts
		Outdoor Living
		Birds
		Tools
		Ponds & Pools

STRATEGIC RECOMMENDATION #7		MEMBERSHIP		
GOALS <i>Where CANGC wants to be</i>	1. Current members see the change in CANGC culture in action, become aware of its vision for the second century, and embrace it.			
	2. CANGC's reputation for relevance and effective performance attracts membership from all three segments and makes connecting with CANGC simple, efficient, and easy.			
	3. CANGC becomes the respected voice of the CA industry.			
OBJECTIVES <i>Steps needed to get there</i>	WITHIN 60 DAYS	NEXT	YEAR 3	
	CANGC develops a value package for members.	Campaign for members of aligned trade organizations.		
	The Ambassador meets with current members and engages currently active Chapters.			
	Plan is developed & implemented to solicit former members.			

STRATEGIC RECOMMENDATION #8

CANGC wants to respect current Chapters and the Chapter model that has served CANGC for generations. CANGC also believes a District model is more appropriate and sustainable over the long-term.

STRATEGIC RECOMMENDATION #8		CHAPTERS	
GOALS <i>Where CANGC wants to be</i>	1. CANGC operates with the effective statewide, regional, and local relationships needed “to promote and protect the interests of the California nursery industry” and become its unified voice.		
	2. Current Chapters comply with CANGC bylaws and other legal requirements.		
	3. CANGC develops a District model that can engage an area not currently served by a Chapter and provides a model for future development.		
OBJECTIVES <i>Steps needed to get there</i>	WITHIN 60 DAYS	NEXT	YEAR 3
	Open communication with current Chapters to bring them in legal compliance with CANGC bylaws and non-profit management standards.	Develop a plan to engage Chapters in regular communication using the Ambassador.	
	Promote Chapter use of CANGC communication tools to share information, activities & opportunities more broadly within the industry.	The Board, the Ambassador and the CANGC staff will consciously discuss and model the Vision, Mission and Values in their interactions with the Chapters and work intentionally to have the Chapters formally embrace them.	
		Develop and implement a plan in collaboration with industry leaders in San Diego for the creation of a District. Implement the model and communicate its progress.	

STRATEGIC RECOMMENDATION #9

CCNPro

CANGC believes CCNPro is a critical program for developing the industry's professionalism, keeping CANGC relevant, supporting member growth and institutional learning, and delivering meaningful value to retailers, their employees, and their customers.

CANGC believes the CCNPro Committee should continue its program development work by developing a formal business plan that includes a recruitment campaign featuring benefits for retailers and CCNPros, and branding and communication tools for retailer use. They may want to consider an enhanced recertification program and courses that provide UC Master Gardener credits. It might become useful for CCNPros to support UCMG & vice versa and for UC professors, specialists, and advisors to become more directly involved in CCNPro training.

The Committee's plan should be developed and submitted to the board for review, approval and special funding ASAP.

MISCELLANEOUS

1. CANGC must develop non-member focused activities to attract members and assure sustainability.
2. CANGC should consider develop Northern and Southern anchor events that can provide the structure for additional social, educational, and political activities.
3. CANGC Scholarship committee should consider redirecting scholarships to CCN Pro prospects as allowed by the particular award.
4. CANGC currently benefits from the following features of its current structure:
 - a. Cost
 - b. Flexible expansion/contraction
 - c. Specialists as needed
 - d. 3rd party invoicing
5. CANGC Leg/Reg activities need to become more proactive and positive by writing letters of support for Farm Bill etc.
6. CANGC research data should be useful on multiple fronts – communicating family ownership #s to the Governor for Leg/Reg relevancy, etc.
7. While there is internal tension between ag/non-ag perspectives with CANGC, focusing on the communication loop, meeting the program needs of all member segments, and reporting out on business plan metrics should make that tension – which will continue- manageable for the industry.