



# Annual Planning and Tracking Calendar

## Sample

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A calendar developed at the start of the year captures both ongoing/recurring board responsibilities as well as new initiatives. By anticipating upcoming tasks, it helps committees plan their work, helps board leaders design board agendas and helps staff prepare

**Annual Planning and Tracking Calendar  
Year XXXX**

| MONTH    | STAFF: managing the current year   | STAFF: Planning for the new year | BOARD of DIRECTORS   |
|----------|--|----------------------------------|--|
| January  |  |                                  | <b>January 28 CONFERENCE CALL</b> <ul style="list-style-type: none"> <li>• Board reviews prior year year-end financial report</li> <li>• Board approves budget &amp; gets copy of final AOP (Annual Operating Plan)</li> </ul>   |
| February |  |                                  |  |
| March    |  |                                  | <b>March 5 - 7 (location) BOARD MEETING</b> <ul style="list-style-type: none"> <li>• Board reviews monthly program report</li> </ul>   |
| April    |  |                                  |  |
| May      | <b>May 19 - 20 STAFF MEETING</b> <ul style="list-style-type: none"> <li>• Review progress on key workplan goals and reconfirm or change</li> </ul> |                                  |  |
| June     | <ul style="list-style-type: none"> <li>• Staff review monthly program expenses (actual vs. budget)</li> </ul>                                      |                                  | <b>June 3 (conference call) BOARD MEETING &amp; AGM</b> <ul style="list-style-type: none"> <li>• Approval of audited financial statements for both corps</li> <li>• Strategic plan review at Board meeting <ul style="list-style-type: none"> <li>◦ How did we do against key program &amp; org goals for the year?</li> <li>◦ What are the possible priorities for AOP for coming year?</li> <li>◦ Where do we clearly need to change our approach? Goals?</li> </ul> </li> </ul> |

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| <p>July</p>      | <ul style="list-style-type: none"> <li>● 2<sup>nd</sup> quarter expense budget-to-actual report prepared, circulated to staff; staff identify budget and workplan revisions for their program areas in time for</li> <li>● Review YTD composite budget; discuss and agree on significant program expense budget changes; Directors review AOP and adjust expenses by program area to reflect changing priorities, funding changes; AOP updated</li> </ul> |  | <ul style="list-style-type: none"> <li>● Board reviews monthly program report</li> </ul>  |
| <p>August</p>    |   | <ul style="list-style-type: none"> <li>● Dev Dir. will prepare draft next year's revenue plan</li> </ul>   | <p><b>August 19</b></p> <ul style="list-style-type: none"> <li>● Development &amp; Operations Committees meet jointly to review draft next year's revenue plan</li> </ul> |
| <p>September</p> | <p><b>September 15 - 17</b><br/><b>STAFF MEETING</b></p> <ul style="list-style-type: none"> <li>● Review progress on key workplan goals and reconfirm or change</li> <li>● Staff review monthly program expenses (actual vs. budget)</li> </ul>   | <p><b>September 15 - 17</b><br/><b>STAFF MEETING</b></p> <ul style="list-style-type: none"> <li>● Staff starts planning major workplan goals for next year</li> <li>● Program staff develop draft workplans and expense budgets for the coming year</li> <li>● Dev. Dir. refines next year's revenue plan</li> <li>● Fin. Dir. compiles composite draft budget (<b>by mid-October</b>)</li> <li>● Directors review draft budget and identify revisions needed (<b>by mid-October</b>)</li> </ul> |   |

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| <p><b>October</b></p>  | <ul style="list-style-type: none"> <li>● Fin. Dir. prepares third quarter actual YTD report (may include some estimates given board meeting timing)</li> <li>● Fin. Dir. works with the Directors to prepare a re-projection</li> <li>● Staff review monthly program expenses (actual vs. budget)</li> </ul> | <ul style="list-style-type: none"> <li>● Program staff revise budget and workplan drafts</li> <li>● Fin. Dir. does second draft of budget; final review by Directors</li> <li>● Draft AOP collated from workplans</li> </ul> | <p><b>October 1-3 (location)</b><br/> <b>BOARD MEETING</b></p> <ul style="list-style-type: none"> <li>● Draft AOP circulated to the Board and Board provides comment</li> <li>● 3<sup>rd</sup> Quarter projection is presented at the Board meeting</li> <li>● Fundraising plan for following year presented</li> </ul> |
| <p><b>November</b></p> | <ul style="list-style-type: none"> <li>● Staff review monthly program expenses (actual vs. budget)</li> </ul>  | <ul style="list-style-type: none"> <li>● Staff finalize workplans and budgets; final review by directors</li> </ul>  | <p><b>November 18</b></p> <ul style="list-style-type: none"> <li>● Present draft operational plan/budget to full board or operations committee</li> </ul>   |
| <p><b>December</b></p> | <ul style="list-style-type: none"> <li>● Staff review monthly program expenses (actual vs. budget)</li> </ul>  | <ul style="list-style-type: none"> <li>● Final budget and workplans are complete</li> </ul>  |   |