## Introduction

The **“Council Build Back Plan + Build Back *Stronger* Plan”** is a comprehensive planning toolkit designed to support councils with creating achievable goals and planning strategies that can be created, executed, and monitored at a council level with staff and board.

The term *“build back”* refers to **2019 girls served numbers** and **revenue**. Once a council “builds back” to 2019 girls served and 2019 revenue, *“building back stronger”* is the next goal. This will look different for each council and the resources in this planning toolkit will help councils determine which initiatives to focus on beyond 2019 girls served and 2019 revenue restoration. The chart below called Council Goals provides guidance on targets to set around girl served numbers for the upcoming seasons.

It is important to note that while GOTRI and the council network were seriously challenged during this past year, there have been “silver linings”, innovations, and adjustments that have created new opportunities and opened new doors, and “building back” to *everything* pre-pandemic may not be the goal. Included in this toolkit is a reflection activity to support councils in recognizing how they adapted and persevered in 2020, and what to carry forward and what to eliminate/adjust.

## Is the Council Build Back Plan a Strategic Plan?

While there is certainly “strategy” involved, a traditional strategic plan is usually a mid to long-term plan (ie: three-year plan). The **Council Build Back Plan + Build Back *Stronger* Plan** is a one- or two-year implementation plan that will allow the foundation to be built for future long-term planning.

## Overview of Toolkit Resources

All documents are located on the Council Portal under “Operations” on a new page called “Planning and Mission Advancement Markers”.

**Review** (getting started)

* Step 1: Council Goals & Where to Start with Planning
* Step 2 and 2A: Start to Finish Check List & Timeline

**Pre-Work** (collecting data to inform plan)

* Step 3: Data Collection List
* Step 4: Essential Activities Check List
* Step 5: PowerPoint Template: Council Build Back Plan Overview
* Step 6 and 6A: [2020 Reflection Activity](https://blog.joangarry.com/important-conversations/?utm_source=ActiveCampaign&utm_medium=email&utm_content=3%2BImportant%2BConversations%2BYou%2BNeed%2Bto%2BHave%2BRight%2BNow&utm_campaign=Blog%3A%2B3%2BConversations) & SWOT Analysis Instructions and SWOT Template

**Creation** (incorporating SWOT analysis into a strategy)

* Step 7: Template Action Plan
* Step 8: [Budget](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Finance.aspx)

**Monitoring & Evaluation** (ensures ongoing assessment of goals, objectives, and outcomes)

* Step 9: Action Plan (captures status/updates) and Timeline (guidance on when to provide updates to board)

# REVIEW

## Step 1: Council Goals & Where to Start with Planning

There are three potential phases in this process and each council will need to assess where to start based on their 2020-2021 girls served number and revenue. These percentage targets are based off council surveys and council reported numbers from the fall 2020 and spring 2021 season. The below phases give councils a goal for “building back” to 2019 girls served and 2019 revenue over the next few seasons.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Base Camp** | **Climbing** | **Summit** |
| **FY22 Goals**  (Summer ’21, Fall  ’21, Spring ’22) | Return to 35%-75% of girls served in spring 2019 and  22%-58% of girls served in fall 2019  Restore 50%-75%  2019 revenue  +1 other goal | Return to 76%-100% of spring 2019 girls served and 58%-75% of fall 2019 girls  Restore 75%-100%  2019 revenue  + 1-2 other goals | Return to 100%+ of spring 2019 girls served and fall 2019 girls served  Restore 100%+ 2019 revenue  + 1-2 other goals |

## Step 2 and 2A: Start to Finish Check List & Timeline

Creating an implementation plan is a process and should be thoughtful. If your council is familiar with strategic planning, you may already be in the planning process or adjusting your current framework or plan. The check list does not have a start or end date to allow councils to start the process when ready and at your own pace. However, the Timeline document does provide guidance on a kick-off timeline to start now and a standard timeline to prepare for FY23 and beyond.

# PRE-WORK

## Step 3: Data Collection List

The Data Collection List is a comprehensive list of important council data (historical and current) that you can collect and analyze to help inform your upcoming planning decisions and goal setting. The data sources are a mix between RacePlanner reports and 2019 Mission Advancement Markers (KPIs). If your council has not completed the 2019 KPI Worksheet, be sure to complete this worksheet as part of Step 1. The 2019 KPI Worksheet provides baseline data for where your council last operated when “business was as usual”. This data will help inform how you fill out the Adjusted COVID KPI Worksheet that can be used to set goals for the upcoming fiscal year.

Once you have collected the recommended data points (or chosen the ones that make the most sense for your council) and created visual graphs displaying the information - insert the graphs into the PowerPoint Template: Council Build Back Plan Overview.

## Step 4: Essential Activities Checklist

This resource focuses on assessing the presence and perceived performance of the seven GOTR Keys to Sustainability. These seven keys are the GOTR foundational elements to a sustainable, strong, and thriving council. This is not an all-inclusive list of council activities and depending on the council’s age, size, revenue, staff structure, board engagement, and more, there are many other activities that a council may have in place to fulfill the mission and serve girls in its territory.

Once you have completed the assessment of the Essential Activities Checklist and identified any gaps and immediate needs for improvement, incorporate a summary of these key findings in the PowerPoint Template: Council Build Back Plan Overview.

## Step 5: PowerPoint Template: Council Build Back Plan Overview

This resource provides councils with a template to present and analyze their most important data points. Since much of the data needed for this presentation is collected through RacePlanner reports and KPI workbooks, it is likely that this step will be the responsibility of the Council Director and time consuming. The presentation itself can be presented by the Council Director, Board Chair, Governance Committee, or any combination of these. Councils may add or remove data points, as necessary. The data slides in the template are from two councils that piloted the Council Build Back + Build Back Stronger plan. The graphs are merely examples and should be replaced by your council data. Almost every slide has a “speech bubble” that gives tips for where to find the data for your council. Remove the “speech bubbles” once you have created your own slide.

## Step 6 and 6A: Reflection Activity & SWOT Analysis

You can do both activities since they complement each other very nicely and are both very fitting for a build back plan, or simply choose one or the other.

**Reflection Activity:** Before your council dives into planning, let us stop and take a BrThRR. While 2020 was likely one of the most difficult times in our council’s history, GOTR is still here and stronger than ever. If your council does no other activity right now besides this one, that is a win! [Check out Joan](https://blog.joangarry.com/important-conversations/?utm_source=ActiveCampaign&utm_medium=email&utm_content=3%2BImportant%2BConversations%2BYou%2BNeed%2Bto%2BHave%2BRight%2BNow&utm_campaign=Blog%3A%2B3%2BConversations) [Garry’s: Don't Start The New Year Without Three Important Conversations First](https://blog.joangarry.com/important-conversations/?utm_source=ActiveCampaign&utm_medium=email&utm_content=3%2BImportant%2BConversations%2BYou%2BNeed%2Bto%2BHave%2BRight%2BNow&utm_campaign=Blog%3A%2B3%2BConversations) - do all three of these or one with staff and board.

**SWOT Analysis:** This is a common strategic planning technique used to help a person or organization identify **strengths**, **weaknesses**, **opportunities**, and **threats** related to business or project planning.

At GOTR, a SWOT analysis plays a critical role in the **“Council Build Back + Build Back Stronger Plan”** by ensuring the council (staff, board, coaches, volunteers) are working towards common goals, setting annual priorities, and establishing agreement around intended outcomes. When you take the time to do a SWOT analysis, the council will be equipped with a solid strategy for prioritizing goals for the upcoming fiscal year and you will have collective buy-in from the team.

# CREATION

## Step 7: Action Plan

An action plan is a detailed plan and accountability/monitoring tool outlining actions needed to reach one or more goals. It is a sequence of steps that must be taken, or activities that must be performed well, for a goal or strategy to succeed. The action plan details out each activity, when it needs to be completed, by whom, the status and any helpful notes. If a goal or objective has a specific lead (ie: staff member, board member, intern, etc.), that lead should fill out that section of the action plan as they likely best know the activities that need to happen to achieve the objective. The Action Plan template provides EXAMPLES of goals, objectives, and activities, to provide context for how these can be written. Councils should replace the examples with their own council goals, objectives, and activities.

**Note:** The action plan will likely be filled in by multiple leads. If that is the case, you may want to upload the action plan as a google sheet so everyone can add to it and edit it.

Some tips to keep in my mind when writing goals and objectives:

**GOAL** = general, optimistic, abstract, long-term

**SMART Objectives** = specific, measurable, achievable, realistic, timely

**Actions** = sequenced activities that move you towards achieving objectives

## Step 8: Budget

Your operating budget will need to reflect the needed revenue and expenses to achieve your goals. Check out the [finance resources](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Finance.aspx) on the Council Portal to support budget planning.

# MONITORING & EVALUATION

## Step 9: Action Plan and Timeline

The action plan dually serves as a monitoring tool. Councils can capture the objective’s status/notes and update staff/board on the progress or address any unexpected barriers.

The timeline showcases some key times to provide updates to staff and board. While progress should be monitored at least quarterly, it can certainly be monitored more often depending on the objective. Reviewing the action plan progress at weekly staff meetings and monthly board meetings is a good practice.

In preparing for the next fiscal year council implementation plan, take time to reflect on the learnings and achievements from the previous plan. At the close of each fiscal year, debrief and evaluate each objective outcome with the board to help ensure you take the time to assess how the plan unfolded. What went well? What are you proud of? What did not get completed that needs to carry over to the next plan? What resources are you missing?