**READ FIRST**

**Purpose: This toolkit has been created to assist councils in developing a strategic plan that incorporates the HQ IDEA Strategic Imperatives, thereby aligning our council network in our commitment to being an inclusive, diverse, equitable and accessible organization.**

**Introduction:**

At Girls on the Run, our core values guide our way. We are continually deepening our ongoing commitment to a world where every person can know and activate their limitless potential. We value the dignity and humanity of all people and are dedicated to being an inclusive, diverse, equitable and accessible organization. To elevate and guide this work, the IDEA (Inclusion, Diversity, Equity and Access) Commission was established in September 2020 to develop strategic imperatives.

The[strategic imperatives](https://gotr.sharepoint.com/sites/Council-Portal/Shared%20Documents/IDEA%20Strategic%20Imperatives%202021%20Final%20.pdf) were approved by the Girls on the Run International Board of Directors in March 2021 and are a framework for everyone within the Girls on the Run movement. Therefore, all councils are being asked to embed IDEA imperatives, goals and measurable outcomes into their strategic plans by 2023 that advance our Mission Advancement Markers of ensuring our participants, coaches and board composition mirror the diversity of the community. In addition, councils are asked to choose at least 2 additional IDEA imperatives of their choice to encourage a comprehensive local commitment to this work.

This tool kit has been created to assist your council through this intentional process. Councils may work through this tool kit independently or through a cohort structure beginning in early 2022.

Additional resources are already in place to support council planning including the Mission Advancement Markers (COVID Update) and Council Build Back Plan. Many councils have utilized the Build Back Plan toolkit to create an Operational or Strategic Plan and this toolkit will enhance the work you have already completed. Together, the Build Back Plan and IDEA resources will set your council on the right course toward advancing the mission of Girls on the Run.

**Resources included in this Toolkit:**

1. Start to Finish Check List
2. IDEA Readiness Matrix
3. Taking Action on IDEA (an organizational questionnaire)
4. IDEA Strategic Imperatives
5. IDEA Strategic Imperatives Activity
6. IDEA Internal SWOT Analysis
7. IDEA Focus Group/Interview Activity
8. IDEA Strategic Planning Tool example
9. Council Strategic Map Example (Girls on the Run New Jersey East)
10. HQ Strategic Map Example

**Companion Resources Found in the Council Build Back Plan**

The [Council Build Back Plan](https://gotr.sharepoint.com/sites/Council-Portal/Shared%20Documents/READ%20FIRST_Toolkit%20Guide_Council%20Build%20Back%20+%20Build%20Back%20Stronger%20Plan.pdf) was created in May 2021 to support councils in creating achievable goals and planning strategies as they work to “build back” to 2019 girls served and revenue numbers. As your council works to create a strategic plan that intentionally incorporate IDEA Strategic Imperatives goals and outcomes, please utilize the following from the Build Back Plan:

1. Essential Activities Check List
2. SWOT Activity (specifically pages 2-3)
3. Template Action Plan

**Examples:**

Girls on the Run New Jersey East and Girls on the Run HQ strategic maps are both included in the toolkit.

As you review the GOTR NJE Strategic Map, take specific note of Items 1.2, 1.3, 2.2, 3.1, 3.2, 3.3, 6.3, 9.0, 9.1 and 9.2. These are examples of how the council incorporated IDEA Strategic Imperatives into their Strategic Plan.

Similarly, as you review the Girls on the Run HQ Strategic Map, take note of the following examples of how to embed IDEA Strategic Imperatives into your Strategic Plan.

* Our Compass
* Marathon Goal #1
* Strategic Imperative: Programming, People, Culture, Brand Awareness
* FY22 Goals: 1, 2, 4 & 6

Many thanks to GOTR New Jersey East for their leadership and for sharing their strategic planning resources which reflect an intentional commitment to IDEA.