



BOYS & GIRLS CLUBS
OF AMERICA

LEADING EDGE: 2020

GREAT BOARDS, GREAT FUTURES

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LEADERSHIP TEAM PLANNING GUIDE



SPILLETT LEADERSHIP
UNIVERSITY
BOYS & GIRLS CLUBS



**BOYS & GIRLS CLUBS
OF AMERICA**

OUR VISION

Provide a world-class experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

OUR CORE BELIEFS

A Boys & Girls Club provides:

A safe place to learn and grow

Ongoing relationships with caring, adult professionals

Life-enhancing programs and character development experiences

Hope and opportunity

OUR MISSION

Our mission is the Boys & Girls Club Movement's reason for being:

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

This Board Member Handbook and Resource Guide is presented to:

Name of Board Volunteer

who has met the challenge of board service and is committed to serving the youth of:

Organization or Geographic Area

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10-STEP ANNUAL PLANNING GUIDE

An annual strategic plan is among the most effective communication tools available to a Boys & Girls Club. The involvement of the Board of Directors, staff, volunteers, appropriate community representatives and funding bodies creates an environment for input and sharing that ultimately leaves all involved more informed. It also provides the Boys & Girls Club with agreement of priorities to be addressed, and a plan to strengthen service delivery.

Planning is a disciplined, systemic process, highly supported by Boys & Girls Clubs of America through the work of its Directors of Organizational Development. The planning process is designed to produce fundamental decisions and actions that shape and guide a Boys & Girls Club corporation: It defines who is served, what is done, why it is done, and which resources will be needed. Effective planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful (using Key Performance Indicators).

BGCA's 10-Step Planning Process is designed to help engage board leaders and stakeholders addressing key result areas. This guide walks local organizations through the questions they must explore to determine their readiness and capacity for the planning process. The 10 steps are:

- 1** Board Organizes Planning Committee; Appoints Chair
- 2** Committee Outlines the Logistical Timeline
- 3** Chair Communicates the Planning Process to the Board
- 4** Committee Reviews Baseline Date & Performance
- 5** Committee Identifies Key Elements; Creates Organizational Summary
- 6** Board and Stakeholders Engage in Planning Process
- 7** Committee Drafts Case Statement and Plan Summary
- 8** Committee Submits Annual Plan for Board Approval
- 9** Committee and Staff Finalize Work Plans for Each Objective
- 10** Ongoing Evaluation of Progress; Adjust Plans

To assist Club leaders with implementing a sound annual plan, each step, along with the essential questions that guide the process, is detailed on the following pages.

I. HOW DO WE BEGIN?

Step 1: Organize the Planning Committee

The Board of Directors appoints the members of the Planning Committee. The leader of the planning process is the Board Chair. The Planning Committee should include the Board Chair, past Board Chair and/or Chair Elect, and two other key board members, as well as the CEO. The planning Committee should:

- Set a timetable for the planning process.
- Communicate the planning schedule, progress and engagement requirements to the full board.
- Identify an external facilitator.
- Review and evaluate data from internal and external sources.
- Ensure board engagement in the planning process.
- Determine a board champion to lead reporting and communication.
- Fulfill oversight responsibility by identifying a board member or sub-committee to monitor the plan.
- Revise and update the organization's mission and vision, and assess the content generated in an Organizational Scan.
- Identify key indicators that may require emphasis by the board.
- Use scan data to create a summary for the board's decision-making process, and report on emerging strategies.

Step 2: Outline Logistical Timeline

The Planning Committee should create a logistical timeline, complete with assigned responsibilities to guide plan development. A sample logistical timeline for the annual planning process can be found in the appendix.

Step 3: Communicate Planning Process to Full Board

As warranted, the Planning Committee Chair should communicate updates and give reports to the full board to sustain their engagement in the planning process. The first goal of this communication should be to seek the board's approval on the direction of the annual plan. Samples of communication documents are located in the Appendix.

II. WHERE ARE WE NOW?

Step 4: Review Baseline Data and Performance

Using data from both internal and external sources, the Planning Committee should assess constraints, opportunities, resources and other factors that might affect the planning process. The committee should work with their Director of Organizational Development to obtain trend data on the history of their organization's plans, and then develop a portfolio to inform the planning process. In addition, the committee should:

- Analyze the current plan and assess how well it is meeting set targets.
- Review BGCA's national plan and priorities to identify synergies and align targets.
- Assess the program, financial and administrative performance of the Club.
- Prepare an Organizational Scan and summary containing performance data, benchmarking information and trends. (See Appendix.)
- Share the Organizational Scan and summary with the board.

Step 5: Identify Key Elements and Create Organizational Summary

To ensure the annual plan will meet organizational needs, the Planning Committee should:

- Review the Club's mission – Why does the Club exist? What is its business?
- Develop a shared vision – Where does the Club want to go? What does it want to be?
- Affirm the core values – What does the Club stand for? How does it perform its business?
- Identify key trends and indicators – What factors, data, performance history or operating environment issues need consideration? What are the levers for growth and development?

Once these four key elements are defined, the Planning Committee should create an Organizational Summary for board discussion and action.

IV. WHERE DO WE WANT TO GO?

Step 6: Engage Full Board in Planning Process

Using an external facilitator and the Organizational Summary, the Planning Committee presents the planning data to the full board. This engagement should include the following:

- Present the Organizational Summary with support data and rationale.
- Review the mission, vision and core values and Organizational Scan and Summary. Revisit why the Club exists and the unique role it plays in the larger community.
- Outline strategic needs and issues facing the organization, using data and trends to substantiate the case.
- Facilitate a group discussion to generate strategic solutions and recommended action.
- Building on this feedback, the full board should develop goals, objectives and strategies for the future: What does the Club need to accomplish to get where it wants to go? What direction will move the Club to a higher level of effectiveness for youth?
- Incorporate group input into a summary of the plan's direction for review and confirmation by the Planning Committee. Prepare recommendations for board review and vote.

IV. HOW DO WE GET THERE?

Step 7: Draft Case Statement and Plan Summary

To determine actions needed to drive identified goals, objective and strategies, the Planning Committee should draft the Case Statement and Plan Summary. This critical document provides direction for realigning resources to impact new priorities and outcomes; and determines which programs, positions and/or services may have to redeployed or abandoned.

Once the Case Statement and Plan Summary are complete, costs associated with implementing the plan and its strategies must be identified. These costs must be aligned to the financial plan and budget. This should be handled by the CEO in concert with the Finance Committee or lead board member. Finally, the Planning Committee should prepare for a full board vetting and vote.

Step 8: Submit Full Annual Plan for Approval/Implementation

To prepare for board review and approval, the Planning Committee should format the annual plan and its objectives, along with associated financial costs. The Board Champion and/or Chair of the Planning Committee should:

- Send an advance copy of the plan to the board prior to the meeting.
- Present the plan to the board and lead a discussion.
- Adjust the plan based on recommendations and feedback.
- Secure approval of the plan.

Step 9: Finalize Work Plans for Each Objective

After the plan has been approved, work plans, including assigning responsibility and deadlines, must be finalized. Staff members should lead this step, with Planning Committee engagement. The committee should ensure that each plan objective is tied to:

- Clearly stated results.
- A deadline of no more than 18 months.
- Metrics to gauge progress, such as the KPI scorecard.

V. HOW ARE WE DOING?

Step 10: Evaluate Progress and Update Plan as Necessary

- Align staff and board performance standards to the plan.
- Present the plan, aligned performance standards and the scorecard, to the board for measuring and monitoring success.
- The Board Champion and CEO provide monthly reports and outcomes, focusing on enterprise-wide outcomes using a comprehensive organization scorecard.
- Implement and monitor the plan. Identify specific board, staff and organizational performance data for the board to assess the Club's progress toward anticipated outcomes.
- When necessary, make adjustments to the plan by retreating to Step 4: Review Baseline Data and Performance to inform revisions.

Next Planning Strategy

Date:

What technical assistance is needed: _____

APPENDIX

B.1. SAMPLE LOGISTICAL TIMELINE FOR ANNUAL PLANNING PROCESS

Date	Key Result	Who?	Action
90 Days Out	Form Planning Committee. Identify Committee Chair. Conform Facilitator.	CEO Board Chair	Provide job descriptions. Send "Save the Date" for Annual Retreat to board members and select stakeholders.
70 Days Out	Confirm details for committee meetings and conference calls. Confirm Annual Retreat.	CEO	Send "invitations to serve" to Planning Committee. Share committee details with full board.
60 Days Out	Data profile completed.	BGCA CEO	Receive 3-year trend data summary from DOD.
50 Days Out	Frame Organizational Scan.	Committee CEO	Committee reviews data and trends; critiques mission and vision.
30 Days Out	Organizational Scan drafted, reviewed by Planning Committee	Committee	Identify strategic issues. Confirm retreat agenda.
15 Days Out	Organizational Scan and agenda shared with board.	CEO Committee Board Chair	Board received retreat agenda and Organizational Scan for consideration.
7 Days Out	Ensure 75% rule of board engagement.	Committee	Committee members personally call board members who have not confirmed retreat attendance. Final logistical plan developed (materials, printing, multi-media, etc.). Email map and travel information.
Day of Retreat	Ensure planning climate and facility logistics.	CEO	Set planning room for maximum interaction. Confirm break-out areas, direction signage, catering. Prepare for early arrivals.
15 Days Following	Summary results (including budget implications) shared with Planning Committee.	CEO Facilitator	At meeting, Committee confirms outcomes, financial impact and recommendations. Verifies plan for board vetting prior to adoption.
30 Days Following	Present first draft of Annual Plan.	Committee Chair	Review and clarify items. Prepare plan for full board adoption.
60 Days Following	Board Approval.	Committee Chair	Annual Plan - including committee roles, milestone outcomes, deadlines and calendar - is adopted.
75 Days Following	Staff, board committees actively implement Annual Plan.	CEO Committee Chair	Work plans, actions and tasks assigned.
90 Days Following (On-going)	Organizational Scorecard and plan shared at each board meeting by Chair.	Committee Chair, task force leaders, staff	Outcome reports to leadership, gaps identified and adjustments made.

B.2. ANNUAL PLAN COMMUNICATION SAMPLE

If you prefer, this can be sent electronically. Ask your DOD for details.

The Boys & Girls Clubs of _____ continues to strive to improve our performance and service to youth. As in every organization, there are a number of dynamics and factors that are influencing our current and future direction, which include: (Customize Your List)

- The need for capital funding.
- Long-term maintenance and capital needs of facilities.
- A long-term strategy for serving area communities.
- The need for a comprehensive multi-year fundraising strategy for operations and endowment.
- The need for decreased dependency on governmental funding.
- Our efforts to advance our organization by identifying key leaders for our Board of Directors.
- Awareness of our mission and impact on children.

Step one in our annual planning journey is an assessment process to capture input from our board and key community leaders on strategic priorities. Our assessment strategy includes an online survey to obtain information from our board and other key community leaders on community needs, trends and youth-related issues. This data will be used to engage the planning committee in a highly interactive, strategic, thinking-based planning session. Please take 10 minutes to complete the online survey. The link is below.

Secondly, I want to invite you to our planning session. It will be held on _____, 201X. This important gathering will be held at _____. (Directions attached). The (half- or full-) day program begins at (time) with a (meal). Please RSVP by (date). We have asked that a representative of our national staff be with us to facilitate our planning session.

Survey Link:

<https://www.surveymonkey.com/s/BGCCRSASTRATEGICPLAN> (Can be developed by your BGCA support person)

Please mark your calendar. The working agenda is attached. Please call _____ to confirm your attendance. See you on _____.

Thank you in advance!

B.3. ORGANIZATIONAL SCAN AND ASSESSMENT

One of the tools BGCA provides, which is available through your DOD, is a comprehensive Organizational Scan and Assessment. The review focuses on your organization's key result areas and practices, with emphasis on the board roles and responsibilities, resource development, community relations, and leadership effectiveness. From a leader's perspective, an Organizational Assessment should be understood as a sanctioned examination of organizational data and to benchmark business conditions and practices against industry standards — not a casual glance. Therefore, the approach advocated in an organizational scan is meant to produce a detailed, transparent and candid response, which frames a true reflection of organizational circumstances and successes. When this valuable resource is used in partnership with board leaders and stakeholders in an institution and a volunteer driven planning process, we see improvement and strengthening of organizations.

A sample of this valuable resource can be found on the BGCABoards.org website. The resource includes:

- Assessment Overview
- Organization Scorecard
- KPI (Key Performance Indicators) 3-Year Trend Data
- KPI National Indicators
- KPI Organizational Benchmark
- KPI Organizational Scorecard
- Overall Scores by Impact Area
- SOE (Standards of Organizational Effectiveness) Summary
- Sustainability Scorecard
- Financial Scan by GuideStar
- Board Assessment Survey

B.4. SAMPLE PLANNING AGENDA



**BOYS & GIRLS CLUBS
OF AMERICA**

**Boys & Girls Clubs of _____
Your Town, USA**

Strategic Planning and Positioning Retreat February XX, 20XX

Agenda		
12:30 pm	I. Welcome, Introductions, and Our Objective <ul style="list-style-type: none"> Do What is Best for Kids Opportunity Focus on the Future Use Baseline Data and Trends Gleaned from the Board Assessment Identify Strategic Issues and Actions to Advance the Organization 	Board Chair/Chief Volunteer Officer, Planning Chair
12:45 pm	II. The Planning Process and Outcomes <ul style="list-style-type: none"> BGCA Great Futures Impact Plan Operational Environment - 21st Century <ul style="list-style-type: none"> Nonprofit & Boys & Girls Club Movement Review Organizational Assessment & Data Discussion Where Are We? What Does the Data Tell Us? Work Group Instructions 	BGCA Director of Organizational Development, Boys & Girls Clubs of America
1:30 pm	III. Form Three Work Groups & Discuss/ Determine by Group: What are the Three Most Critical Issues the Organization Faces? Then... <ul style="list-style-type: none"> Operations - HR, Safety, Facilities and Impact/Outcome Resource Development - Income, Marketing and Board Development Support Services - Fiscal Management, Technology, Legal/Insurance, Audit & Evaluation, Compliance 	Each Board Member Pre-Assigned to Work Group Use Key Leaders & Board VPs as Group Discussion Facilitators
1:45 pm	IV. Rank Those Issues and Their Priority: Immediate (This Year), Pressing (Year Two), Important (Year Three)	By Pre-Assigned Group Led b VP's
2:50 pm	V. Report Back to Full Group for Open Discussion/Groups Shrinks the Priorities to Top Five for Year 1	Work Groups
3:10 pm	VI. Closing Challenge, Next Steps to Script the Priorities and Outline Outcomes for Board Approval	3 Group VP's or Facilitators
3:40 pm	VII. Confirm Steering Committee to Support CEO and Board	BGCA Director of Organizational Development, Boys & Girls Clubs of America
4:00 pm	Thank You	Board Chair/CEO

B.5. PLANNING OBJECTIVE WORKSHEET

Emphasis – Converting Strategies into Workplans for Year One

Organizational category or key result area:

Emphasis/Strategy statement:

List specific, significant results or outcomes expected:

List actions to be taken to achieve the results, as well as the board and/or staff responsible:

Major projected costs:

B.6. A SPECIAL NOTE ABOUT STRATEGIC PLANNING

Many organizations hire an outside consultant to facilitate the critical task of strategic planning. The consultant usually works with a committee or task force of board and staff members. The Board Chairman appoints the chair of the committee, who might be a board member or perhaps the incoming Board Chairman, if identified. The mix of board and staff perspectives gives board members a better understanding of day-to-day issues while helping staff appreciate longer-term concerns. The Board Chairman needs to ensure that the full board is engaged at the level of identifying the Club's vision for the future and its strategic goals.

For more information on strategic planning, see the *BGCA Strategic Planning and Oversight* guide available on BGCA.net.

OTHER PLANNING RESOURCES

BGCA Strategic Planning Guide and Appendixes

<http://former.bgca.net/BoardResourceCenter/Downloads.aspx#stratplan>

National Council of Non-Profits Resource

<https://www.councilofnonprofits.org/tools-resources/strategic-planning-nonprofits>

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