



girl scouts
greater los angeles

STRATEGIC PLAN

2018-2020

STRATEGY #1



REACH MORE GIRLS

GROW SUSTAINABLE GIRL MEMBERSHIP ACROSS LOS ANGELES, AND PARTICULARLY IN UNDERSERVED & UNDERREPRESENTED COMMUNITIES.

INITIATIVES

1. Recruit more girls in underrepresented and underserved communities to the troop pathway.
2. Ensure a sustainable volunteer structure that increases the capability of volunteer and girl retention.
3. Increase community access to the Girl Scout Leadership Experience (GSLE) through community-based partnerships.

KEY ACTIVITIES & DELIVERABLES

INITIATIVE #1: MORE GIRLS FROM UNDERSERVED COMMUNITIES IN TROOPS

Increase visibility and relatability of Girl Scout brand in underserved communities.

- Create a brand marketing campaign targeted to underserved/underrepresented communities.
- Create member campaigns and initiatives that utilize our current membership to educate communities on what Girl Scouts is today, and to recruit more girls into Girl Scouts.

Decrease the financial barriers that families in underserved communities would incur by joining Girl Scouts.

- Expand the Troop Start Up financial assistance initiative, created in FY2017, to encourage troop formation in underserved communities by alleviating financial barriers and promoting long-term troop sustainability through the cookie program.
- Expand the financial assistance plan to account for national membership dues increase to promote sustainability and growth of membership.

Implement aggressive troop recruitment tactics, investing in the cultivation and development of Girl Scouts within underserved and underrepresented communities that have large market potential, but a low market share.

- Expand community outreach efforts piloted in FY2017, to focus resources regionally in high-potential but low market share communities to accelerate troop formation within the community.
- Engage and utilize local volunteers and troops in implementation of recruitment efforts in underserved communities to educate the community and form new troops, through the presence at community recruitment events, and through modeling troop environment for families at local schools.

INITIATIVE #2: ENSURE STABLE VOLUNTEER STRUCTURE TO INCREASE CAPABILITY OF THE VOLUNTEER & GIRL RETENTION

Realign Service Unit boundaries to best serve all GSGLA communities in an equitable manner, limiting barriers to members that currently exist, primarily in underserved communities.

- Create and implement a plan that will strategically realign Service Unit boundaries to ensure local support for all communities, and increase retention of leadership, particularly in underserved communities.

Provide resources and guidance needed for successful service unit teams, improving the troop leader experience, and encouraging equitable support throughout GSGLA.

- Create a plan to ensure that all key success indicators are met within every GSGLA service unit.



KEY ACTIVITIES & DELIVERABLES

Improve the support provided to new volunteers.

- Create and implement a plan that addresses the needs of new troop leaders, from the beginning of their leadership status through their first year, ultimately resulting in retained leadership.

INITIATIVE #3: REACHING MORE GIRLS THROUGH COMMUNITY-BASED PARTNERSHIPS

Scale access to the Girl Scout Leadership Experience (GSLE) through community-based partnerships by retaining partnerships and building new partnerships year over year.

- Expand on GSLE delivery model, piloted in FY2017, that utilizes community-based partnerships through their staff and volunteers, by creating a plan for retention of partners, while creating new partners to facilitate program delivery.

Utilize community-based partnerships to inform underserved communities about Girl Scouts.

- Create a communication plan that engages the families of Girl Scouts participating in Girl Scout programs through community-based partnerships, to provide a better understanding of what Girl Scouts is and how it can benefit girls and women within the community.



STRATEGY OWNERS & SUPPORTING RESOURCES

INITIATIVE #1: MEMBERSHIP OUTREACH

INITIATIVE #2: MEMBERSHIP RETENTION/VOLUNTEER DEVELOPMENT

INITIATIVE #3: MEMBERSHIP OUTREACH

MARKETING & COMMUNICATIONS:

Create brand & member campaigns; communication plans and materials for partnerships; lead generation marketing campaigns

FUND DEVELOPMENT:

Secure funding support for financial assistance and troop start-up to reach girls in underserved communities.

DATA MANAGEMENT & ANALYTICS:

Manage registration and metrics

TECHNOLOGY:

Employ Salesforce Platform

COMMUNITY-BASED VOLUNTEERS & ORGANIZATIONS

STRATEGY #2



DELIVER HIGH-IMPACT PROGRAMS

EXPAND THE DELIVERY OF THE GIRL SCOUT LEADERSHIP EXPERIENCE (GSLE) THROUGH HIGH-QUALITY PROGRAM EXPERIENCES IN AN OUTDOOR ENVIRONMENT ACROSS THE COUNCIL'S PREMIER PROGRAM PROPERTIES.

INITIATIVES

1. Align the capital development of Lakota, as identified by the master plan, with the delivery of dynamic and high-quality program experiences.
2. Leverage our unique outdoor-oriented program centers to reach more girls across Greater Los Angeles with the delivery of dynamic and high-quality outdoor program experiences.
3. Integrate a multi-use model in the relocation or acquisition of new facilities in targeted communities.

KEY ACTIVITIES & DELIVERABLES

INITIATIVE #1: ALIGN THE CAPITAL DEVELOPMENT OF LAKOTA WITH THE DELIVERY OF DYNAMIC, HIGH-QUALITY PROGRAM EXPERIENCES.

Develop a plan to deliver year around programming optimizing the unique features of Lakota.

- Leverage Lakota's unique setting to offer volunteer and council-led programs to include TAMBU and horses and to develop STEM (astronomy) program opportunities.
- Expand specialty weekend program opportunities through girl/troop-led activities and council-sponsored programs.
- Offer traditional resident camp opportunities during the summer relaunching in 2020.

Engage girls and volunteers in projects that contribute to the development of program elements and beautification of Lakota, and provide girl-led experiences in the process.

- Identify projects that were designed into the Lakota master plan that can be completed by girls, volunteers, and community partners.

Focus on creating a sustainable environment to accommodate larger groups with year-around programming.

- Identify essential elements and timeline for Phase 1 build-out of the Lakota master property plan to ensure an operational resident camp by Summer 2020.
- Develop a 3-5 year business plan for Lakota.

INITIATIVE #2: LEVERAGE OUR OUTDOOR PROGRAM CENTERS TO REACH MORE GIRLS WITH DYNAMIC OUTDOOR PROGRAM EXPERIENCES.

Create a marketing campaign to promote council outdoor program centers and the opportunities for utilization by troops and service units.

- Revamp website to make it easy to locate outdoor program centers, and highlight property assets and uses to deliver program experiences.
- Develop and implement regular email communication to specifically promote outdoor program centers.
- Encourage use of social media at all levels—service units, troop leaders and parents.
- Create and promote presentations on outdoor program centers to service units and troops.

Improve ease of property access and utilization

- Implement an online property reservations system (ex. Doubleknot) to include availability calendar and rental pricing for available property assets.
- Develop a referral list of activity providers to foster the use of unique assets of each property.



KEY ACTIVITIES & DELIVERABLES

Develop and deliver affordable program offerings that support badge and journey experiences and engage in outdoor activities unique to the features at each outdoor program center.

- Design and implement pre-packaged activity kits that support badge and journey-oriented programs, property and asset-specific programs, and targeted experiences that reach both younger and older girls.
- Leverage community partners and volunteers to develop and deliver programs that align with GSLE.

Develop a property liaison to serve as a connector between council outdoor program centers and their local communities.

- Outreach to troops, service units, and the community at large to attract girls.
- Foster quality program experiences for girls and adults.
- Engage volunteers and community partners to support the property and program experiences.
- Develop and advisory group for each location to serve as ambassadors and champion Girl Scouts in their communities.
- Track how many outdoor program centers are being used to maximize use and support program offerings.

INITIATIVE #3: INTEGRATE A MULTI-USE MODEL IN THE RELOCATION/ACQUISITION OF FACILITIES IN TARGET COMMUNITIES.

Provide new multi-use space to align with current and potential members.

- Develop criteria to be used in evaluating potential properties to determine alignment with programmatic/geographic needs.
- Review existing leases that expire prior to 2020 and identify opportunities to relocate with a focus on underserved communities.



STRATEGY OWNERS & SUPPORTING RESOURCES

INITIATIVE #1: PROGRAMS/PROPERTIES

INITIATIVE #2: PROGRAMS

INITIATIVE #3: PROPERTIES

MARKETING & COMMUNICATIONS:

Create marketing campaign to promote properties and activities; property listings on website, promotional materials, and videos.

FUND DEVELOPMENT:

Secure funding support for concurrent capital and program development; financial support for girl participation.

COMMUNITY-BASED VOLUNTEERS & ORGANIZATIONS:

Provide program development and delivery; property beautification and enhancements; funding, support.

MEMBERSHIP:

Develop outreach/communications to troops and service units; collaborate in curriculum development; trainings.

STRATEGY #3



INVEST IN GIRLS THROUGH PHILANTHROPIC PARTNERSHIPS

ALIGN OUR PHILANTHROPIC WORK STRATEGICALLY TO THE PRIORITIES OF REACHING AND SERVING MORE GIRLS AND DELIVERING HIGH-IMPACT GIRL PROGRAMS AND TO INCREASE INDIVIDUAL, FOUNDATION, AND CORPORATE PHILANTHROPY TO PROPEL STRATEGIC INITIATIVES.

INITIATIVES

1. Develop an organization-wide culture of philanthropy.
2. Increase individual giving and increase proportion of overall giving to GSGLA.
3. Increase foundation giving and GSGLA's visibility in the philanthropic community.
4. Increase corporate giving and business leader engagement.

KEY ACTIVITIES & DELIVERABLES

INITIATIVE #1: DEVELOP AN ORGANIZATION-WIDE CULTURE OF PHILANTHROPY

Everyone shares responsibility for achieving fundraising goals.

- Align and integrate staff and board with shared approaches, processes, and language that support a successful fundraising program.

Identify opportunities to rebrand aspects of GSGLA's programming, reach new audiences with our message, and elevate dynamic, high-impact program experiences.

- Develop compelling, cutting edge marketing materials and sub-brands, and improve external understanding of Girl Scouts' impact and relevancy.
- Empower network of GSGLA spokespeople and ambassador to elevate our public profile, reach new audiences on social media, and attract new prospects and sponsors.

Set realistic but ambitious growth goals and provide tools for staff and Board to be successful.

- Use pipeline, donor engagement plans, fund development operational plan, and national fundraising growth trends to establish goals that are a balance of aspirational and attainable.

INITIATIVE #2: INCREASE INDIVIDUAL GIVING AND INCREASE ITS PROPORTION OF OVERALL GIVING TO GSGLA

Engage current donors to renew and upgrade giving, uncover connections to local philanthropists, and when appropriate, introduce them to the Second Century Leadership Society (SCLS) (\$1,000+ individual annual donors).

- Create and employ systems and best practices to serve the proper cultivation, solicitation, recognition, and stewardship of prospects and donors.
- Define and codify engagement/volunteer opportunities for donors and prospects at various levels that go beyond options of board membership or troop leader.

Increase the number of Juliette Gordon Low Society (JGL) members (planned giving donors).

- Board members join Juliette Gordon Low Society
- Work to secure new JGL members by increasing the promotion of planned giving and actively soliciting for planned gifts.

Engage and leverage board members and create a plan for them to be invested stakeholders and fundraisers who are ultimately responsible for the philanthropic growth of GSGLA.

- Set clear expectations regarding fundraising, development, and participation for new and existing board members, with all members finding a way to support financial goals.
- Implement self-evaluation process and create a Board Impact Report so that board and community committee members and evaluate their own participation, giving, connections to prospects, meeting attendance, program visits, and pro bono work.



KEY ACTIVITIES & DELIVERABLES

Develop targeted strategies to engage specific prospects sub-groups including young professionals, millennials and alumnae, as examples.

- Launch formal alumnae engagement program to begin building the future generation of GSGLA donors.
- Engage in activities to reach prospect sub-groups and recruit fundraising volunteers.

INITIATIVE #3: INCREASE FOUNDATION GIVING AND GSGLA'S VISIBILITY IN THE PHILANTHROPIC COMMUNITY

Renew or upgrade support from current GSGLA foundation donors.

- Fund development team develops proposals, participates in site visits, and in conjunction with mission delivery team manages grant deliverables to strengthen and grow foundation relationships.

Cultivate new relationships and submit requests to new or lapsed foundations, focusing on foundations whose funding priorities best match the mission delivery initiatives of the council.

- Leverage program highlights and measurement of GSGLA's impact to explore new foundation funding partners.
- Leverage Board connections to approach and connect with new foundations.

Leverage strategies revealed in other strategy teams of *Reach More Girls* and *High Impact Programs* and elevate metrics and outcome data.

- Mission delivery team develops responsive partnerships with well-regarded nonprofit organizations and community stakeholders and deliver programs guided by larger vision.
- Showcase increased reach in underserved communities, program delivery, and other initiatives to excite funders and improve understanding of Girl Scouts' impact and relevancy using metrics and outcomes.

INITIATIVE #4: INCREASE CORPORATE GIVING AND BUSINESS LEADER ENGAGEMENT.

Define and institute a formal corporate partner and employee engagement program.

- Create and pitch holistic, personalized corporate sponsorship, with targeting funds/subset of programs available for investment and associated opportunities for volunteerism/pro-bono help/in-kind donations.
- Create awareness amongst staff on the recognition/benefit levels offered to corporate partners, and use this as a tool for engaging corporate marketing, Corporate Social Responsibility programs, and corporate foundations.

Seek to retain/upgrade existing corporate partners and engage new corporate partners through relationship building and exposure to Girl Scout programs and initiatives.

- Leverage program highlights and measurement of GSGLA's impact to explore new corporate partners and leverage board connections to approach and connect with new corporate partners.
- Explore development of advisory groups with corporate executives to strengthen corporate partnerships and address how we can help develop their future workforce pipeline.



STRATEGY OWNERS & SUPPORTING RESOURCES

INITIATIVE #1: ORGANIZATION-WIDE

INITIATIVE #2: FUND DEVELOPMENT

INITIATIVE #3: FUND DEVELOPMENT

INITIATIVE #4: FUND DEVELOPMENT

BOARD OF DIRECTORS:

Engage in fund development efforts: donor identification and solicitation; drive culture of philanthropy.

MARKETING & COMMUNICATIONS:

Create effective brand materials to provide compelling call for support; recruit high-profile spokespeople.

MISSION DELIVERY:

Articulate the reach and impact of Girl Scouts in Los Angeles; foster partnerships; provide metrics and outcomes; develop/support volunteer opportunities.

STRATEGIC PLAN 2018-2020

Girl Scouts of Greater Los Angeles is committed to providing programs that engage and inspire girls well into the future. Our council is creating a strategic plan for 2018-20 to fearlessly leverage our mission and brave the challenges of the future. These bold initiatives require our 100+ years of pioneering tradition as well as the resources, partners, and champions that will help us forever change the leadership landscape for the better.

REACH MORE GIRLS

1

- Recruit more girls in underrepresented and underserved communities to the troop pathway
- Ensure a sustainable volunteer structure that increases the capability of volunteer and girl retention
- Increase community access to the Girl Scout Leadership Experience (GSLE) through community-based partnerships

DELIVER HIGH-IMPACT PROGRAMS

2

- Align the capital development of Camp Lakota, as identified by the master plan, with the delivery of dynamic and high-quality program experiences
- Leverage our unique outdoor-oriented program centers to reach more girls across Greater LA with the delivery of dynamic high-quality outdoor program experiences
- Integrate a multi-use model in the relocation or acquisition of new facilities in targeted communities

INVEST IN GIRLS THROUGH PHILANTHROPIC PARTNERSHIPS

3

- Develop an organization-wide culture of philanthropy
- Increase individual giving and increase its proportion of overall giving to GSGLA
- Increase foundation giving and GSGLA's visibility in the philanthropic community
- Increase corporate giving and business leader engagement