



# 2010-2015 Strategic Plan

October 2010

We are so proud to be presenting the inaugural strategic plan for the Girl Scouts of Greater Los Angeles (GSGLA). This work represents countless hours of analysis and discussion by our Strategic Planning Committee of the Board of Directors, and our Council's Senior Leadership Team. Most importantly, it represents the ideas and priorities expressed by our membership: the 22,000 adults and over 40,000 girls whom we serve.

In order to develop into one high capacity, high performance organization, our Council merged six legacy councils in December 2008. In January 2009 we traveled throughout our 4,000 square mile jurisdiction to meet our new GSGLA membership. These sessions—launched as “Creating Community Connections”—were the beginning steps of creating a plan to achieve this vision for our new council. We wanted to be sure we clearly heard and understood the needs of our girls and volunteers, dedicated adults who deliver the Girl Scout Leadership Experience to these girls.

We also wanted to take advantage of our new position as a larger, more far reaching council in the marketplace of greater Los Angeles. We have identified a number of opportunities- and challenges-related to our broad boundaries, our widely diverse cultures and languages, and our collaborations with the many non profit organizations that serve youth in our communities. Our rate of growth is clearly among the most important considerations to our future success, and we have developed strategies and a financial forecast to describe how we will support sustainable growth for the next five years—and beyond.

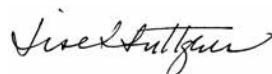
Moreover, the internal and external discussions we had with our stakeholders and constituents set the stage brilliantly for our future. As we begin to plan our 100<sup>th</sup> Anniversary in 2012, this process has given us laser-like focus on what we need to do, and what we need not do, to ensure our success as one of the largest, most impactful Girl Scout councils in the Nation.

Special thanks goes to GSGLA board member Debbie Thorpe, chair of the Strategic Planning Committee and to Sandy Silva, GSGLA Vice President, who served as our council's Strategic Planning Project Manager. We are so grateful to the many individuals who participated in the strategic planning process. It has established an ambitious expectation for the next five years for the Girl Scouts of Greater Los Angeles, and we look forward to utilizing these strategies to achieve our goals from 2010-2015, and beyond.

Yours in Girl Scouting,



Betsey Brewer  
Chair, Board of Directors



Lise L. Luttgens  
Chief Executive Officer

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## Girl Scouts of Greater Los Angeles Strategic Planning Committee 2009 - 2010

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## The Value of Girl Scouting

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The greater Los Angeles area represents the most diverse cultures, languages, practices, and beliefs of any county in the nation—and some of the biggest challenges for girls growing up here:

- 35% of all families are headed by a single mother or father and 3% of children are in the care of their grandparents
- 25% of 7th grade girls have used alcohol. This increases to 50% in 9th grade and 62% in 11th grade
- 25-27% of 9-11th grade girls have reported drinking and driving, or riding with a friend who had been drinking
- 8% of 7th grade girls have used marijuana. This increases to 22% for 9th grade girls and 31% for 11th grade girls
- 33-40% of girls 7-9th grade have reported depression in the past 12 months, defined as “feeling so sad and hopeless every day for at least two weeks that they stopped doing usual activities.”

Research shows that there is a strong bridge between the issues girls in diverse, urban settings face and ways in which Girl Scouts can help. Young people, especially girls, who have access to and connect with positive role models, and who have access to opportunities in a safe environment to explore, learn and develop, have far better outcomes and a stronger set of values. Girl Scouts provides these crucial assets and underlying values that help girls and young women make healthy life choices. These girls are prepared to take on college, have strong work ethics, and become responsible employees, wives, mothers, friends, employers, and citizens.<sup>1</sup>

Girls are looking for opportunities to make a positive difference in their communities and to take on leadership roles. At the same time, studies from the Girl Scout Research Institute have shown that girls are looking to redefine leadership on their own terms. Their preferred definitions of leadership imply personal principles, ethical behavior, and the ability to influence social change. Many girls emphasize what leadership should be used *for*, rather than focusing on specific roles or positions. For example, 72% of girls say a leader is someone who “brings people together to get things done,” and 65% say a leader is someone who “stands up for his or her beliefs and values.”<sup>2</sup> In fulfilling our unique value proposition to prepare girls for their futures by providing these types of leadership experiences, Girl Scouts of Greater Los Angeles can have an even greater impact in the lives of girls and young women throughout greater Los Angeles.

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<sup>1</sup> Kidsdata.org: LA County Child & Youth Safety Report, 2009.

<sup>2</sup> Girl Scout Research Institute, *Change It up! How Girls Define Leadership 2008*, pg. 10.

## Membership Status and Future Challenges

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In 2009, the council realized a 61% girl membership retention rate for approximately 42,000 girls as compared 58% nationally. In 2010, we are seeing a projected girl membership decline to 39,000 consistent with national girl membership trends. Girls in Los Angeles begin to drop out of Girl Scouts starting in 4<sup>th</sup> grade, with a steady decline continuing on to high school. In 2009, 25,512 girls remained in Girl Scouts, while 16,312 girls were new. Sustaining new girls over longer durations, especially those who participate in “pathways” other than troops will be a major challenge for GSGLA. In 2009, 80% of all GSGLA girl members were in troops; 12% joined through limited one time events and 5% joined through structured “series” pathways, such as an afterschool program, or programs in collaboration with another youth organization such as Boys and Girls Club. The remaining 3% of girls participate as independent Girl Scouts (“Juliettes”), not affiliated with a traditional troop, school, neighborhood, or special interest group. Providing options to girls in troops who wish to have a new experience by middle school is an equally important challenge, along with helping volunteers “transition” girls successfully to new opportunities as they grow older and more independent.

As we increase our presence and grow the girl membership, we plan to expand into new communities in GSGLA’s market where Girl Scouting has not been accessible or popular. In many communities, traditions of Girl Scouting are not evident as there are no traditional stay at home mothers to be troop leaders, nor a pool of volunteers available to build a service unit or troop. However, in all communities there are examples of volunteerism at work. These volunteers may have a culture, language, disability, citizen status, income or racial/ethnic background in common. Our challenge is to work within existing volunteer structures and tie our goals for improving the lives of girls and young women with the community’s desire for the same. How we execute our service delivery may look different in these communities than is traditionally known in existing Girl Scout service units.

Nationally, Girl Scouts has seen a steady decline in girl membership over the last decade, especially membership in traditional troops. In response to the decline, Girl Scouts of the USA (GSUSA) has developed the *Pathway Framework*: multiple ways for girls to participate in Girl Scouting. Although the troop pathway will most likely continue to be the most popular way for girls to participate, in many communities, other pathways may be more attractive and can serve as an exciting pathway option for girls.

Sustainability, tracking girls in a timely way, supporting the service unit volunteers in a consistent manner, making it easier for an adult to join the organization and having expanded program offerings relevant to girls’ needs and interests will be critical to our future success in sustaining our membership.

### Membership Baseline 2009

Girls: 42,000/Adults: 12,000

### Projected 2010

Girls: 39,000/Adults: 12,000

### Projected Membership 2015

Girls: 50,000 /Adults: 16,000

*Adults reflect direct service volunteers*

## Strategic Plan Background

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In January 2009, one month after the realignments of six legacy councils, GSGLA began planning for its future by embarking on an 18 month, three phase strategic planning process, led by the board's Strategic Planning Committee. The committee's charge in Phase I: to identify a platform on which to build a strategic plan to help meet the desired impact of the council. During the first board retreat held in February of 2009, the board explored various ways to fulfill the Girl Scout mission locally. It was clear during the initial meeting, the leadership felt the council had a responsibility to help girls realize their potential and to provide them meaningful opportunities to make a difference in their communities. Some key areas of discussion included:

- Inclusiveness—exploring ways to reach out to girls not familiar with the traditions of Girl Scouting;
- Traditions—building on what was successful and what was familiar as traditional Girl Scouting;
- Geography—expanding our reach to new areas of Los Angeles and building a Girl Scout presence in new communities;
- Barriers—understanding that many girls live near poverty and in some communities, are affected disproportionately by crime, gangs, teen pregnancy, domestic violence and substance abuse;
- Language—realizing the many languages spoken in the greater Los Angeles area, the diversity of race and culture, immigration and migration of girls and their families, and
- Ability—many girls with physical, developmental, learning and other challenges should also have the opportunities to experience Girl Scouting in a safe and accepting environment.

These key factors were the basis for the development of the initial GSGLA Impact Statement:

***“In 2020, GSGLA will prepare 100,000 girls and young women to reach their full potential and make a positive impact on their families, their communities and the world.”***

This statement is both inspirational and motivational, providing the board a direction in the initial planning phase, to begin the strategic thinking discussions necessary to formulate and define the council's future and strategic direction. The board wrestled with the metric of 100,000 girls and young women, not knowing what future capacity was needed or what the costs were to be with reaching 10% of the potential (1 million) girl market. However, it was clear that the work ahead was to help clarify the council's ability to grow membership in a significant and sustainable way.

### Phase I: Determining Our Strategic Direction

January – September 2009

During the initial phase, 10 Creating Community Connections (CCC) meetings were held between January and March 2009 to solicit initial input from key leadership volunteers regarding council strengths and challenges, across the four pillars (membership, program, volunteer development and

funding/branding). These results were compiled and a summary report provided to the board of directors.

Directed towards volunteers, legacy board members and older girl members, the meetings were structured to meet the following objectives:

- Provide a platform to introduce the new GSGLA leadership to legacy volunteers and give an overview of the future direction for the new council.
- Solicit feedback, in a structured way, in answer to three essential questions: What are we doing well? What do we need to improve on? What else would you like us to know?
- Engage in an open dialogue regarding needs, concerns, issues and broad questions regarding the realignment, current status, future direction, etc.

GSGLA Board Chair, Janet Braun and GSGLA CEO Lise Luttgens attended the meetings, participated in the breakout sessions and addressed concerns, questions, etc. GSGLA board members and senior leadership staff attended the meetings as well and provided continuity afterwards in answering “parking lot” questions. Volunteers facilitated the breakout sessions and documented the input provided. Over 200 volunteers participated in this first phase of meetings, the participation ranged from 15 people to 60 people a meeting. The data gathered from these initial meetings was added to input provided by staff, board and other volunteers throughout Phase I. Committee accomplishments included:

- Development of the core “Success Equation” and identification of the possible outcome or desired impact;
- Selection of the core ingredients (Pillars) as the means;
- Development of the strategic framework for planning;
- Identification of the corporate goals (GROWTH, DIVERSITY, ENGAGEMENT, QUALITY AND RETURN ON INVESTMENT) for tracking progress among the Membership, Volunteer, Program and Funding Pillars, and
- Identification of planning considerations and the initial Matrix of Indicators to apply the framework.

The findings outlined in this section were reported to the Board of Directors on September 16, 2009. With an outline for the development of the strategic framework, Phase II of the Strategic Planning Process began in October 2009.

## **Phase II: Defining Our Business Model for the Future**

**October 2009 – May 2010**

The Strategic Planning Committee began its work for Phase II by implementing a review of the “3C” analysis process. It was necessary to gather data from the *Council (Company)*, the *Customer*, and the

*Competition*, to help the Strategic Planning Committee collectively determine what GSGLA needs to do differently to fulfill the desired impact. The Strategic Planning Committee and Senior Leadership Team worked together from November 2009 – January 2010 to develop the essential questions for this strategic review. Once the questions were identified, a simple survey instrument was developed to be distributed among our internal GSGLA adult and older girl members. It was imperative that the council reach out to girls (our primary customer) and to volunteers (our key delivery agents of the Girl Scout Leadership Experience) in order to glean the information deemed essential to the 3C Analysis.

The complete findings of the Phase II Data Gathering are presented in a separate report. Representing the responses from over 2,500 GSGLA members, these findings assisted the Senior Leadership Team, the Strategic Planning Committee and the GSGLA Board of Directors to create a strategic direction for the organization, designed to fulfill our promise to girls and achieve our desired impact as an organization. The findings also identified major organizational implications, validated initial assumptions, assigned costs, determined resource allocations, and further refined strategies to meet market needs and future growth.

As a part of the strategy review, the Senior Leadership Team looked at the various pillars of the organization and considered the following:

- The current service delivery model should be re-examined to determine the best approach in reaching constituents, serving girls and sustaining member growth.
- The imperative to increase long term membership should drive the plan and determine the resources needed to fund the strategy. Leadership will look at how realistic the goals are in membership recruitment and retention and the strategy needed to achieve those goals.
- The strengths of Girl Scouts will be leveraged better to provide a clear picture of a new emerged, integrated, Girl Scout council that is striving for growth. This will lead to better internal efficiencies and a stronger case for diversified funding—a mandate for growth.

During Phase II, the Strategic Planning Committee worked on identifying the council's Unique Value Proposition, the promise the council makes to girls and young women. It is what sets GSGLA apart from other youth serving organizations in the greater Los Angeles market place.

*Girl Scouts of Greater Los Angeles prepares girls and young women K-12 from all walks of life for their futures by:*

- *building leadership, expanding life skills and promoting community service*
- *fostering friendship through the broadest array of fun and safe girl-led experiences*
- *providing enriching programs that are supported and delivered by qualified, committed volunteers*

With the desired impact articulated and a Unique Value Proposition defined, the Strategic Planning Committee presented the work of Phase II to the Board of Directors on May 19, 2010. Strategic priorities in service delivery were identified. With the Senior Leadership Team refining the strategies in each pillar, the next phase of work, the Financial Modeling Phase, began in earnest in May 2010.

**Phase III: Developing Our Resource Plan and Strategic Roadmap****April - July 2010**

In order to position the council for future membership growth, it was necessary to determine the costs of service delivery, identify the implications to the organization's structure and fund development capacity, propose infrastructure changes and create possible scenarios for the board's consideration, all linked to recommendations in operational investments and revenue generation needed to sustain the organization during a time of both growth and change.

A Financial Model was developed to provide estimates of future cost projections. The purpose of the financial model was to forecast the financial requirements of the organization as the girl membership increases. Revenues and costs were projected based on estimates provided by the GSGLA stakeholders, or as linear projections based on membership growth.

Three scenarios were identified, each building on increasing girl membership significantly. At the July 17, 2010 board retreat, the leadership adopted "Scenario A" which outlined a strategic plan to increase membership from 42,000 girls to 50,000 girls by FY 2015. Related costs were identified, including staffing, operational costs and the revenue necessary to support the plan. In five years, the council will need to generate public support revenues of \$3.9 million by 2015 to sustain the plan. The financial forecast is presented on page 23.

Membership growth is the foundation of the GSGLA Strategic Plan, and as such, Service Delivery priorities and related strategies are presented in brief on page 17.

## Strategic Business Planning Approach & Strategic Framework

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In Phase I, the Strategic Planning Committee developed a framework for planning. Using the February 2009 Board Retreat as an opportunity to begin the strategic discussion, an Impact Statement was drafted. By having this initial direction identified, the Strategic Planning Committee then focused on clarifying business strategy and “grounding” direction.

Critical to achieving the impact we desired was the creation of the council’s four functional “pillars” of Membership, Volunteer Development, Program and Funding/Branding. These pillars became the means to talk about the quality outcomes that were desired in the new business framework. The work then continued as examples of success indicators were drafted, serving as the starting point for discussions regarding the development of the GSGLA operational dashboard. It was decided that progress needed to be tracked along the pillars; the pillar goals were then articulated: Growth, Diversity, Engagement, Quality and Return on Investment.

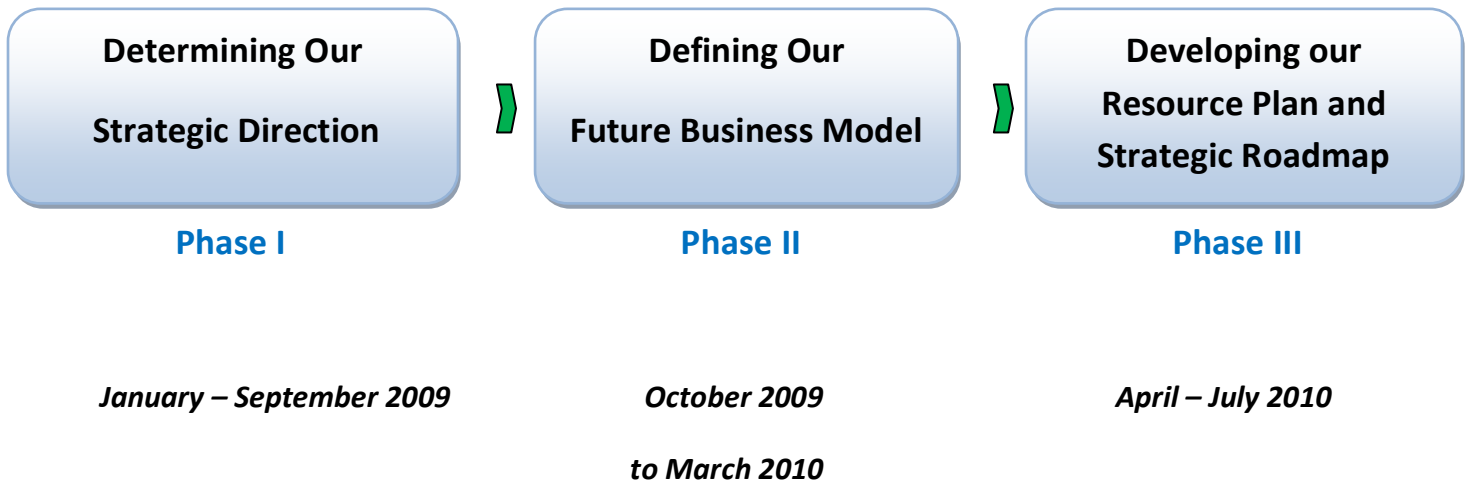
In Phase II, the strategic work focused on defining the council’s business model of the future. As a part of this process, it was necessary to conduct an internal and external analysis of the organization. This analysis included examining the strengths of the organization and challenging assumptions (the Council), defining our primary customer and their needs (Customer) and determining our unique offerings in comparison to other LA youth organizations (Competition). This “3C” Analysis defined essential questions to drive the data gathering process.

Based on the results from more than 2,500 volunteers and older girl members, the Senior Leadership Team began examining internal systems and service delivery structures. The current business model was examined in depth. The Strategic Planning Committee began articulating a *Unique Value Proposition* and the Senior Leadership Team’s work concentrated on identifying new strategies as a result of our learnings from the analysis and feedback from our constituents.

Phase III concentrated on building a robust, flexible financial model to help the leadership begin to consider several financial forecasts linked to incremental membership growth. The last phase of the Strategic Planning Framework provided essential data for resource planning. As a result, strategic roadmaps for each service delivery pillar were created and the scenario analysis provided data necessary to define the level of public support necessary to adequately fund the organization’s plan for growth.

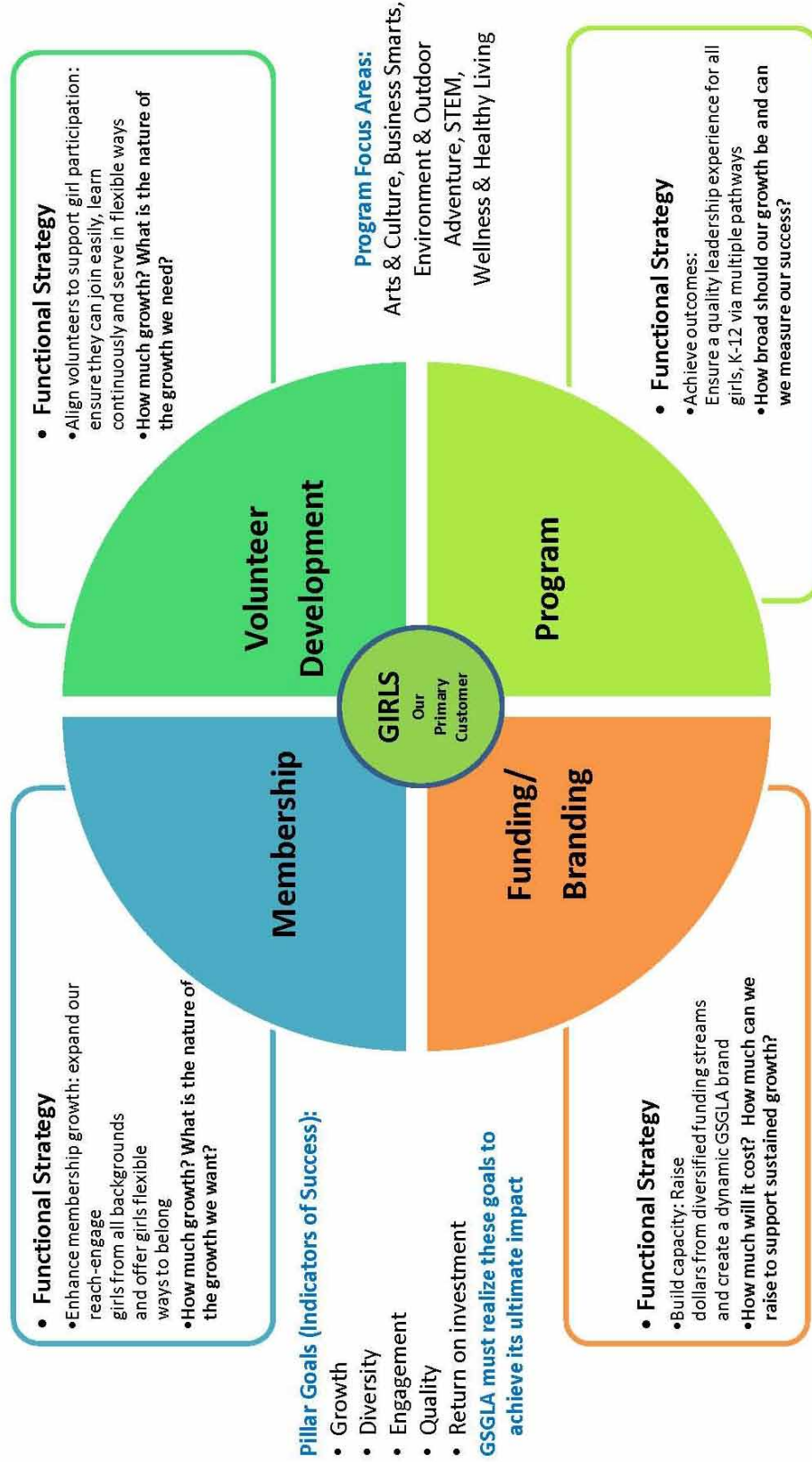
The GSGLA approach to Strategic Planning was a three phased, multi-tiered project. On page 11, the approach is diagrammed. On page 12, the framework developed to support the functional pillars is presented.

**GSGLA Strategic Planning Approach**



# GSGLA STRATEGIC FRAMEWORK

The Means: The Four Pillars of GSGLA—Membership, Volunteers, Program and Funding/Branding



## Insights from Phase II Surveys

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The surveys from the GSGLA adult and older girl membership provided the Strategic Planning Committee and Senior Leadership Team meaningful data to refine and further explore the council's current Business Model, especially in service delivery. The surveys were developed with the "3C" Analysis questions in mind. The survey ranged from 10-12 multiple choice questions. More than one answer could be selected. The top three selections that had the largest percentage of respondents are outlined in this section. Below are the findings and insights in abbreviated form:

### Adult Member Surveys

#### *Reasons for Joining:*

- Have/had a daughter in Girl Scouting=92%
- Thought it would be fun!=59%
- I was asked to volunteer=49%

Insight: For many of our volunteers, having a current or past connection to a Girl Scout is the primary reason adults join. For nearly half of the volunteers, being asked to join was the primary reason they became a member. Having current volunteers recruit new volunteers and finding ways to keep leaders engaged once their girls "age out" of Girl Scouts will be an important element in future recruitment efforts.

#### *Reasons for leaving:*

- Daughter/troop "aged out"=41%
- Family/personal obligations=34%
- Personality conflicts=18%

Insight: Finding a meaningful role for troop leaders once girls "age out" of Girl Scouting will be important to our recruitment efforts and to strengthening service unit structures. Recognizing that family obligations may take precedence, volunteers and staff may need to play a more active role in finding assistance for volunteers who feel overwhelmed. Knowing that tensions may build as volunteers work together with parents and staff, the council will need to be pro-active in providing enrichment experiences and training to help our members learn to handle conflict effectively.

#### *Alumnae status:*

- 59% Yes (43% served 1-3 years)
- 41% No

Insight: A realization that a good number of our volunteer force did not participate in Girl Scouting in their youth, challenges our assumptions about "reliving their Girl Scout days." The majority of alumnae had experiences of less than three years. Many volunteers join without having these experiences and

instead, may allow girls to take the lead. In creating a “girl-centric” organization, the council benefits from the richness of tradition many alumnae bring: the girl-centric, learning by doing, and cooperative learning should be at the foundation of the Girl Scout Leadership Experience.

*Future challenges in membership:*

- Sports & competition= 73%
- Lack of volunteers=59%
- Time/financial constraints=49%

Insight: Involvement in sports is the number one competitor for time and resources among families. Girls are involved more and more in competitive sports and as girls get older, sports tend to take more of their time and attention. The council will need to consider how to incorporate sports related programming in our program portfolio. Lack of troop leaders continues to be a challenge. With the pathways model the council is also challenged to create an infrastructure that will support volunteers’ new interests and along non troop pathways.

*Girl Program recommendations:*

- Outdoor/environment/camping=51%
- Healthy Living= 49%
- Arts & Culture=37%

Insight: A good number of volunteers indicated that the council should continue to offer outdoor environment and camping programs to girls. This program focus area does represent a large percentage of overall programs currently offered by GSGLA. Camp participation, however, is declining (both locally and nationwide) and for many girls, providing financial assistance is the only way to incentivize parents and girls to go camping. Offering programs related to sports via our Healthy Living program focus area and the arts will be a part of our future programming to girls.

*Recommendations for volunteer support:*

- Helpful resources= 42%
- “Help me be a better leader”=37%
- Improve the website=33%

Insight: Recognizing that volunteers need support from both fellow volunteers and staff partners, to be successful in guiding and mentoring girls, was a significant finding. However, current resources available, such as the website or staff, weren’t as helpful to adult members. Providing convenient and timely training, local guidance, and follow up once new volunteers join were all cited as needs. Having staff assist with policies and procedures, one on one orientations, and important materials were cited by volunteers as helpful. Recognizing that volunteers want to fulfill their volunteer commitments, and have

a fun and rewarding experience at the same time is an important factor as we re-design enrichment training for volunteers. Retooling the website to make it inviting, user friendly and resource rich, are important activities currently taking place.

### **Older Girl Member Surveys**

*What girls like best about Girl Scouting:*

- Friendships=57%
- Camping=53%
- Learning new things=39%

Insight: Friendships are at the heart of the Girl Scouting experience for girls. Realizing that council program opportunities and pathway experiences must include an opportunity to meet, develop and enrich their friendships, the council has incorporated fun and friendship into the Unique Value Proposition and is a criterion for successful programs.

*Reasons for joining:*

- Friends joining/already Girl Scouts=44%
- Want to meet new friends=28%
- Camping=24%

Insight: As previously mentioned, girls value friendships. Recognizing this, the council will explore inviting girls to recruit friends, mentor girls along other pathways and find new opportunities to bring diverse groups of girls together for fun and friendship. Girls have a passion for Girl Scouting and may be the best advocates and champions for the Movement. Girls also cited camping as a reason they joined and what they liked best about Girl Scouting—for many, this is a new experience. Providing “variations on a camping theme” may allow more girls to participate in camp and stay interested in nature.

*Reasons for staying involved:*

- Friends=70%
- Enjoy what I am doing=59%
- Enjoy what I am learning=22%

Insight: Offering programs that allow girls to meet new friends, experience new adventures with current friends, that are fun, safe and age appropriate are a part of the council’s strategic plan. Having the wide variety of programs to choose from, girls can experience something new, learn new things, grow individually and share the experiences with her friends.

Programs girls want more of:

- Outdoor adventure/camping=70%
- Arts & Culture=47%
- Environmental=38%

Insight: While girls say they want more camping programs, a small percentage of girls actually participate in resident camp. Short overnights are the norm. The council recognizes that more promotion of the outdoor experience is needed, to both leaders and parents. Expanding outdoor programs to include nature education will be a part of the program portfolio. Girls clearly are concerned about the environment; for many older girls, this theme may be expanded to series pathways. Girls want more arts & culture programs; these too will be explored as programs for series pathways.

Program that should be offered:

- None=67%
- Sports=7%
- Outdoor activities=6%

Insight: Girls want sports programs, opportunities to participate and view sports, as well as learn more about new sports. As sports programs continue to be a major competition for Girl Scouting, expanding programs to include these opportunities will help us retain girls, especially at the critical grade 4 years. Girls seem content with the offerings GSGLA has provided; however with attrition out of Girl Scouting happening at an earlier age (grade 4) the council will need to build a program portfolio that speaks to the interest in sports.

Other organizations/programs girls are involved in:

- Arts & culture programs (music/dance/theater/art)=54%
- Sports=46%
- Specific school activities=24%

## Strategic Roadmaps and Service Delivery Priorities

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To help map growth to specific strategies and costs, a strategic roadmap was created for the Membership, Volunteer Development and Program pillars. Each roadmap contains important growth targets and budgetary considerations tied to rate of membership growth and outlines lead strategies for Membership, Volunteer Development, and Program functions. At the May 19, 2010 Board meeting, the following priorities for service delivery were identified:

1. *Increase diversified membership through a balance of recruitment and retention.*
2. *Enhance program offerings, based on girls' preferences, developmental needs, and pathway interests, especially at key entry (K-3) and attrition points (starting in grade 4).*
3. *Strengthen and align volunteer recruitment and deployment with program priorities.*
4. *Develop key internal and external partnerships to support growth in service delivery.*

These priorities are supported by lead strategies that will help further growth in girl membership, enhance the volunteer experience, and provide relevant, fun and broad learning experiences for girls. The roadmaps provided the board an opportunity to envision how "business will look different" in 2015 and the operational and resource implications for GSGLA's future growth. The projected FY 2015 staffing needs and proposed costs per MVP (Membership, Volunteer Development and Program) functions are outlined in each strategic roadmap.

Tracking progress along success indicators, the pillar goals will be a part of the Strategic Plan implementation. These indicators and outcomes include:

- **Growth:** *Increased membership; participation over longer durations, higher retention.*
- **Diversity:** *Expansion into new communities; growth in membership via multiple pathways; new volunteers; better geographic representation.*
- **Engagement:** *Invested volunteers, girls, families; higher girl and volunteer satisfaction; higher volunteer retention; stronger staff/volunteer partnerships.*
- **Quality:** *Excellent programs linked to outcomes; recruitment efforts yield sustainable results, benchmarks for quality are consistently met.*
- **ROI:** *Lower recruitment costs; tangible results demonstrated and sustained.*

Growing membership is the foundation of our overall strategic plan; following is an overview of service delivery priorities linked to examples of functional strategies and related activities:

Priority 1: Increase diversified membership through a balance of recruitment and retention.

- Focus new member growth (grades K-5 troops and grades 4-8 series) on both expansion and retention in current markets (current service units) and on building a Girl Scout community presence in new markets (targeted GSGLA communities with low market share or current service units with continued market share declines).
  - Expand current public and private schools participating in recruitment campaigns.
  - Increase the number of school organizers council wide; introduce recruitment “champions” from community.
  - Provide “mentors” to assist service units to reach recruitment targets and increase volunteers to play active role in recruiting members, especially in new communities.
  - Identify current partnerships and extend opportunities to provide joint programming.
  - Recruit bilingual volunteers and expand new volunteer support models (beyond service units).

Priority 2: Enhance program offerings, based on girls’ preferences, developmental needs and pathway interests, especially at key entry (K-3) and attrition points (starting in grade 4).

- Improve girl retention via quality program offerings (grades 4-8), pathway options, leader support and member tracking.
- Implement the Membership Referral Tracking System and quarterly leader surveys on support needs.
- Expand the “series” pathway by developing external partnerships with other youth serving organizations and develop staff/volunteer teams for service delivery.
- Provide staff with support and training to deliver new series pathway programs and recruit volunteers to be partners; focus on implementation of “Journeys.”
- Ensure service units are providing broad opportunities for girl retention programs by improving guidance, training, and support delivered by qualified membership staff in a consistent and dependable manner.
- Expand direct communication to leaders on training opportunities, forums, girl programs and ideas for girl activities in the Troop pathway.
- Provide support and communication to parents on the benefits of Girl Scouting and provide direct benefits for older girls such as service credit, college workshops, job fairs, Camp CEO, Cookie Program Entrepreneur Program, High Adventure, etc.

Priority 3: Strengthen and align volunteer recruitment and deployment with program priorities.

- Establish online volunteer application process (tied to the Single Entry System) and link volunteers to pathways and interest areas (program focus areas).

- *Develop and provide “cool tools” online for volunteers’ easy access and ongoing volunteer development.*
- *Create teams of volunteer mentors to help new leaders participate in new pathway models.*
- *Identify, recruit and train additional bilingual volunteers to deliver “Aventuras” (Journeys).*
- *Implement volunteer trainings to aid volunteers to be successful in their positions and to help guide girls through various developmental stages.*

*Priority 4: Leverage internal and external partnerships to increase awareness, support girl retention and increase new member growth.*

- *Identify all existing partnerships (Los Angeles Archdiocese, Boys & Girls Club, LAUSD, etc.) and increase participation among these organizations, including public and private schools.*
- *Develop a community development volunteer position for all service units and a committee for non troop pathway communities to help support member growth during membership extension periods.*
- *Identify volunteers, with an emphasis on alumnae with programmatic ties (entertainment, collegiate, institutional, area of expertise, etc.) and develop a “participation track” to engage with girls, both at the council or service unit level.*

These strategies were developed or refined after careful analysis of the Phase II data, feedback solicited from and provided by staff, service unit leadership, board members, parents and volunteers. The implications to the current GSGLA Business Model were carefully examined. The following section provides a brief review of these implications and how the current GSGLA Business Model is impacted.

**Organizational Considerations from Phase II Data Findings**

3C Category	Key Findings	Implications on GSGLA Business Strategy
<p><b>Customer:</b> Adults</p>	<ul style="list-style-type: none"> <li>▪ Volunteers don't leave Girl Scouts because of the realignment.</li> <li>▪ Volunteers joined because they enjoy working directly with girls, because they were asked and because they thought it would be fun, and not to relive their personal Girl Scout experience.</li> <li>▪ Fewer than expected volunteers leave because their daughters "age out."</li> <li>▪ Lower than expected ratio of adult volunteers identify themselves as alumna.</li> <li>▪ Volunteers don't see communications (website) and resource support by staff as valuable.</li> </ul>	<p>Recruiting messaging implications should focus more on the program versus business of Girl Scouting. More broadly:</p> <ul style="list-style-type: none"> <li>▪ <i>Use of Alumnae Association</i></li> <li>▪ <i>Need for different staff mind set and deployment to align with additional pathways</i></li> </ul> <p>Opportunity for retaining volunteers (re-deployment).</p> <p>Recruiting strategy to build off what we are doing well in recruiting "non alumnae." Need to expand and/or broaden definition of alumnae.</p> <p>More staff training on recruitment vs. retention support; expand brand strategy for recruitment (college women, non-moms); potential revisit of evaluation process to balance incentives for recruiting vs. other; examine staffing roles and responsibilities and related competencies and FTE deployment needs.</p>

<p><b>Customer:</b> Girls and Adults  Girls</p>	<p>Lower than expected association with faith based organizations.</p> <p>Girls and volunteers not using the GSGLA website for their information needs. Not many use social media to connect with Girl Scouts.</p> <p>Girls and volunteers rely most on Service Unit meetings and emails (including GSGLA e-blasts) for their source of council information.</p> <p>Girls join and stay because of friends. Girls are basically happy with current GSGLA program.</p> <p>Girls less likely to indicate that learning new skills, especially in the area of leadership skills, primary reasons for joining or staying with Girl Scouts.</p> <p>Girls want to have fun!</p>	<p>Opportunity for recruiting girls and volunteers and to solidify partnerships with faith based organizations.</p> <p>Website redesign needed to make it a more useful tool.</p> <p>More broadly, communication strategy to focus on increasing accessibility and transparency for girls and volunteers. Challenge: to create a website that speaks well to both girl and adult audiences.</p> <p>Reliance on Service Units for communication supports only troop pathway model; need to expand our communications as we expand pathways.</p> <p>Communication strategy to go beyond "corporate" messaging and tailor to meet needs of girls and volunteers.</p> <p>Engage girls in the council's recruitment efforts.</p> <p>Need different strategies for recruiting girls outside "friend circle."</p> <p>Messaging implication: emphasis on fun, rather than developmental opportunities.</p> <p>However, we need to take a deeper dive to segment groups of girls who choose learning leadership skills. Girl Scout Research Institute (GSRI) studies indicate Hispanic and African American girls (in general population) most likely to indicate that they wish to develop leadership skills and be leaders.</p>
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<p><b>Council:</b> <i>Service Delivery Programs</i></p> <p><b>Competition:</b></p>	<p>Service Unit structure to remain evolve to support and enhance the volunteer's experience; new structures (or modification of current SU model) to develop to support pathways, for both girls and volunteers.</p> <p>Programming recommendations lower than expected selection of developing business skills.</p> <p>Older girls want more camping, yet the council cancels camping events due to lack of participation.</p> <p>Assuming analysis includes all key competitors, differentiating factors appear to be:</p> <ul style="list-style-type: none"> <li>• Girls only</li> <li>• Scale (45K vs. much fewer)</li> <li>• Inclusive (vs. focus on at risk population)</li> <li>• Use of volunteers</li> <li>• Organized/structured service delivery (school sites)</li> </ul> <p>Girls, Inc. appears to be most direct "like" competitor – at least from messaging standpoint.</p>	<p>Need to revisit service unit models to service all pathways as well as enhance troop pathway.</p> <p><b><u>Program</u></b></p> <p>Not seen as "fun"?</p> <p>Do girls already get their exposure to developing business skills via cookies?</p> <p>Are volunteers skilled or interested in providing more "camping" programs?</p> <p>We have a "make vs. buy" opportunity – service delivery partnerships.</p> <p>Low utilization may be due to:</p> <ul style="list-style-type: none"> <li>• Girls unaware of current opportunities?</li> <li>• Type of camping (e.g., high adventure)?</li> <li>• Volunteers unwilling or unable to support?</li> </ul> <p><b><u>Competition</u></b></p> <p>Messaging &amp; UVP implications.</p> <p>Communications need to differentiate GSGLA from Girls, Inc. though messages currently appear to be similar.</p>
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## Operational Considerations and Proposed Costs

The Financial Model was developed using flexible membership targets linked to functional costs as a part of an overall financial forecast. The proposed membership targets for FY 2015 included 50,000 girl members and 16,000 direct service volunteers. The estimated costs per service delivery pillar are outlined below:

Estimated costs per service delivery pillar:	2010	2015
Membership.....	\$2.5 million	\$3.7 million
Volunteer Development:.....	\$595,000	\$1.2 million
Program.....	\$2.4 million	\$3.1 million
Total:	\$5.4 million	\$8.0 million

Forecasts for proposed GSGLA Financial Models (total council operations):

	Current Forecast FY 2010	A 50,000 Girls	B 60,000 Girls	C 70,000 Girls
<b>Total Expenditures</b>	<b>\$12.1 M</b>	<b>\$16.8 M</b>	<b>\$20.0 M</b>	<b>\$23.0 M</b>
<b>Internal Revenues</b>	<b>\$11.3 M</b>	<b>\$12.9 M</b>	<b>\$15.7 M</b>	<b>\$18.1 M</b>
<b>External Revenues</b>	<b>\$1.0 M</b>	<b>\$3.9 M</b>	<b>\$4.3 M</b>	<b>\$4.9 M</b>

Note: FY 2010 Forecast as of 5/31/10 projects a \$200K net revenues over expenditures.

### Operational Considerations by Pillar

#### *Membership:*

- Increase in Service Delivery/Community Development Specialists to support girls and volunteers along multiple pathways.
- Staffing assignments aligned to pathways, service units, and number of adult volunteers, including membership extension initiatives.
- Service Unit structures organized to support member retention in troop pathways; increase troop capacity.
- Staff Development initiatives on volunteer recruitment, management, project planning, cultural diversity implemented.

- IT capacity increased for member tracking (Referral Tracking System), on-line registration, pathway & recruitment meeting locators.
- Virtual pathway option developed & tied to social media networking on the GSGLA website.
- Development of member recruitment campaign materials and other collaterals.

*Volunteer Development:*

- Increase in Service Delivery & Volunteer Specialists to support volunteers along multiple pathways.
- Staffing assignments aligned to pathways, service units, and adult volunteers.
- Service Unit structures to support adult retention to be improved: development of a new support system for non troop pathways.
- Staff development initiatives on volunteer recruitment, management, and project planning.
- Increase IT capacity for Single Entry System, Criminal Background Checks, on-line registration, pathway placement.

*Program:*

- Increase in Program Staff to support increase in staff led & volunteer led program activities/events; support to program volunteers.
- Staffing assignments aligned to program focus areas, series, evaluation, & levels based on recruitment/retention needs.
- Increase IT capacity for program participation tracking & ability to correlate with recruitment/retention.
- Staff development to further staff capabilities in delivering outcomes based program activities/events focused on GSLE.
- Timely, flexible program calendar/marketing strategy to update/promote program opportunities to both internal/external audiences.
- Financial Aid & Campership resources available to support increased participation among youth from inner-city areas.
- Spanish language materials available for program marketing and website.

## Final Thoughts

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This document was provided to the GSGLA Board of Directors at the September 15, 2010 board meeting and reflects the work of the Strategic Planning Committee, the Senior Leadership Team, and the GSGLA Board of Directors, over the course of 18 months, post December 1, 2008 realignment. Critical to this process was the feedback provided from over 2,500 GSGLA members --- adult volunteers who serve in many different capacities within the council, council staff, parents and lastly, and most importantly, our girl members.

The 2010-2015 Strategic Plan focuses both on growth and change in service delivery. Building a high capacity organization will take many activities on many levels of the organization. As a part of this 2010-2015 Strategic Plan Highlights Summary, only service delivery strategies have been outlined. Strengthening the organizational infrastructure, ensuring the systems and business processes of the council work to support the growth in service delivery are also a part of the council's Strategic Plan. Implementing fundraising strategies that will enable the council to obtain diversified sources of funding, keep public support levels sustained and invite alumnae, donors and our Girl Scout constituents to support the organization by providing their time, talents or treasure is a critical component to the GSGLA Strategic Plan. A focus on resource acquisition at the board leadership level is essential for this plan to be successful. These fundraising strategies will be outlined in more detail in the months ahead.

As the Girl Scout Movement approaches our 100<sup>th</sup> anniversary in 2012, we have a unique opportunity to position our council as the largest girl serving organization in Los Angeles and the premier girl serving organization in California. The board leadership articulated our promise to girls early on in the strategic planning process:

*"To prepare girls and young women to fulfill their potential..."*

*Potential.* In whatever form that potential means to a girl, how far reaching it is, and how long lasting it will become, is at the heart of our work at Girl Scouts of Greater Los Angeles. We are a diverse group of committed people, who care deeply about girls. In preparing this strategic plan outlining membership growth for the future, we commit to fulfilling our potential as a council: to become the high capacity organization we envision for the future, to help provide the unique opportunities for girls to fulfill their potential and to keep what is best for girls at the center of all that we do.



Girl Scouts of Greater Los Angeles Board of Directors

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Carol Dedrich, Chief External Relations Officer

Susan Galeas, Vice President, Central Region

Shannon Johnston, Vice President, Southwest Region

Gerry Keshka, Vice President, North Region (through December 2009)

Sylvia Rosenberger, Vice President, Business & Administration

Sandra E. Silva, Vice President, East Region

Girl Scouts of Greater Los Angeles is indebted to Way-Ting Chen of Blue Garnet Associates for her invaluable assistance, guidance and support in launching our strategic planning process. Her involvement enabled our council to develop our strategic planning framework. For all her contributions, we are sincerely grateful.

## Girl Scout Promise and Law

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The Girl Scout Promise and Law are shared by every member of Girl Scouting. The Girl Scout Promise is the way Girl Scouts agree to act every day toward one another and other people, and the Girl Scout Law outlines a way to act towards one another and the world.

### The Girl Scout Promise

*On my honor, I will try:*

To serve God\* and my country,  
To help people at all times,  
And to live by the Girl Scout Law.



### The Girl Scout Law

*I will do my best to be  
honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,  
and to  
respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place, and  
be a sister to every Girl Scout.*

\* The word "God" can be interpreted in a number of ways, depending on one's spiritual beliefs. When reciting the Girl Scout Promise, it is OK to replace the word "God" with whatever word your spiritual beliefs dictate.

