



**girls  
inc.**

of Los Angeles

**Strategic Plan 2023-2025**



CEO: Erin Ross, Board Chair: Nicole Sams

Strategic Planning Task Force: Joanna Belcher, Dorian Garcia, Stacey Lewis, Barry Patmore, Catherine Sadler, Amy Williams

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# Our Vision

is to inspire all girls to be strong, smart and bold. We deeply believe that our girls are inherently strong and talented and that it is our role to help them tap into those strengths and amplify their talents.

# Executive Summary

## INTRODUCTION

At Girls Inc. of Los Angeles, our mission is to empower the girls of Los Angeles to tap into their strengths and amplify their talents with pro-girl results-oriented programs, events and advocacy.

In September 2022, the Board of Girls Inc. of Los Angeles formed a Strategic Plan Task Force to develop a three year roadmap to help us achieve our mission and deepen our impact.

The process outlined below and in the full plan helped the task force identify the organization's key challenges and opportunities, understand the current landscape of similar girl-serving organizations and set clear, ambitious goals for the next three years.

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**The board and staff believe we now have a clear vision for the organization's future and are well positioned to grow and sustain in order to meet the needs of the girls we serve.**

# Executive Summary

We prioritize serving girls of color ages 5-18 (including youth identifying as female) living in under-resourced neighborhoods who face intersecting systemic inequities that limit the resources and opportunities they need to succeed.





Our core program tenets **strong, smart and bold** are designed to equip girls with the confidence and skills they need to become the leaders of today and tomorrow.

# Executive Summary

## ORGANIZATION VISION AND VALUES

As an organization, we value approaching our work with empathy, positivity and collaboration. Our goal is to provide our girls with empowering and innovative experiences that connect them to the broader world and have a meaningful impact on their lives. We strive to be transparent and accountable to ensure we are best meeting the needs of our girls and the communities we serve.

Embedded deeply in our values is a commitment to diversity, inclusion and equity. This informs our work with the communities we serve, how we tell stories, who we partner with, how we approach building our board and recruiting, training and supporting our staff.

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**This plan incorporates these values into our goals and implementation.**

# Executive Summary

## PROCESS

The task force underwent a multi-phase process to assess the organization's current state, set initial goals, learn from peers and similar organizations and refine the ultimate plan. As part of the process, the task force met with three Girls Inc. affiliates that were identified as strong peers - based on similarities in program model, geography and scalability.

The learning from these affiliates - Tarrant County, Alameda County and Orange County - proved invaluable as the task force considered staffing, program impact, school partnerships and more. An early version of the key issues and goals was also shared at the staff retreat for the full staff to share their feedback and perspective. The task force gave feedback on several iterations of the issues and goals before they were presented to the full Board in December 2022.

# Executive Summary

## GOALS

After this in-depth process, the task force finalized these key goals:

**BY 2025:**

# 1000

Girls Inc. of Los Angeles consistently serves 1000 girls a year with high-quality programming.

# 10

Girls Inc. LA deepens presence in key feeder patterns serving 10 schools, including expanding programs to high schools.



Girls who consistently attend Girls Inc. programming demonstrate:

- Increased sense of self/self-confidence
- Increased sense of belonging/resiliency
- Increased curiosity about career pathways and higher education options

# Executive Summary

## GOALS

After this in-depth process, the task force finalized these key goals:

**BY 2025:**



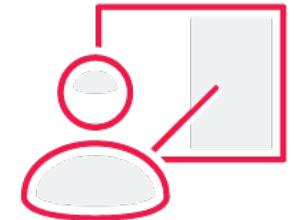
Caregivers and school partners report that girls receive programming and support at Girls Inc. that they would not receive otherwise.

**\$2M**

Annual budget grows to \$2M, with a sustainable, diverse funding pool of individuals, foundations, corporations and school partners.



Girls Inc. LA is viewed and well known as a respected, trusted partner - both in the community and among funders.



Girls Inc. lays the groundwork to be seen as an authority on policy issues impacting girls and young women by engaging elected officials, contributing to op-eds, and working closely with other organizations.

# Executive Summary

## IMPLEMENTATION AND EVALUATION

An implementation plan for the first year was developed in conjunction with the task force and shared with the full board in February 2023. The implementation plan looks at the key issues and sets targets for actions in 2023 that will set the foundation for the overall goals to be achieved by 2025.

Progress towards implementation will be shared regularly at board meetings. Subsequent annual implementation plans will be developed and assessed by the task force and shared with the full board each year.

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**The task force will also reevaluate the feasibility of the goals on an annual basis and make recommendations to the board, if any revisions need to be made**

# Executive Summary

## APPRECIATION

This process would not have been possible without the deep investment of the Girls Inc. of Los Angeles Board, especially those members who dedicated many hours to the Task Force: Joanna Belcher, Stacey Lewis, Barry Patmore, Catherine Sadler, Nicole Sams and Amy Williams. Additionally, Director of Programs Dorian Garcia provided invaluable insight and perspective throughout the process.



# Strategic Plan 2023-2025

# Vision, Mission & Values

**Our vision is to inspire all girls to be strong, smart and bold.**

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Our mission is to empower the girls of Los Angeles to tap into their strengths and amplify their talents to transcend stereotypes and systemic barriers - becoming leaders of today and tomorrow.

# Organizational Overview

Founded in 2016, Girls Inc. of Los Angeles (also known as Girls Inc. of Greater Los Angeles) emerged from the pandemic under new leadership, both at the executive level with Erin Ross joining as CEO in September 2021 and a largely new board led by Chair Nicole Sams.

This leadership group aimed to build on Girls Inc.'s previous work in the community with renewed purpose and strategy to address the urgent needs of girls after several years of remote learning, social isolation and emotional distress tied to the pandemic.

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**We are committed to the belief that our girls are inherently strong and talented and that it is our role to help them tap into those strengths and amplify their talents.**



**With limited organizational resources, we prioritized serving girls of color (including youth identifying as female) who live in under-resourced LA neighborhoods, facing intersecting systemic inequities that limit the resources and opportunities they need to succeed.**

# Organizational Overview

With the support of board committees and the national Girls Inc. organization, the team spent a year reestablishing relationships with school partners, developing new ones, piloting new curricula, rebuilding the program staff and creating new revenue streams.

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**These efforts contributed to significant learning and positioned the organization to return to schools full-time in the Fall of 2022.**



# Organizational Overview

Girls Inc.'s primary program offering in the 2022-2023 school year is after-school programs, welcoming girls to participate in weekly sessions led by trained program staff and supported by vetted volunteers.

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**The elementary year-round program is made up of five core units:**

**Introduction to Girls Inc.**

**Strong**  
physical and mental wellness

**Smart**  
hands-on STEM programs

**Bold**  
life skills focused on leadership and independence

**Civic Engagement**  
learning skills to address community issues

Programs are supplemented by special workshops and activities including Fun Fridays and field trips.

# Organizational Overview

In middle schools, girls are engaged in Mindset & Milestones, an entrepreneurship and leadership curriculum developed at UCLA specifically for girls of color. Entrepreneurs frequently join as guest speakers to share their personal experiences.

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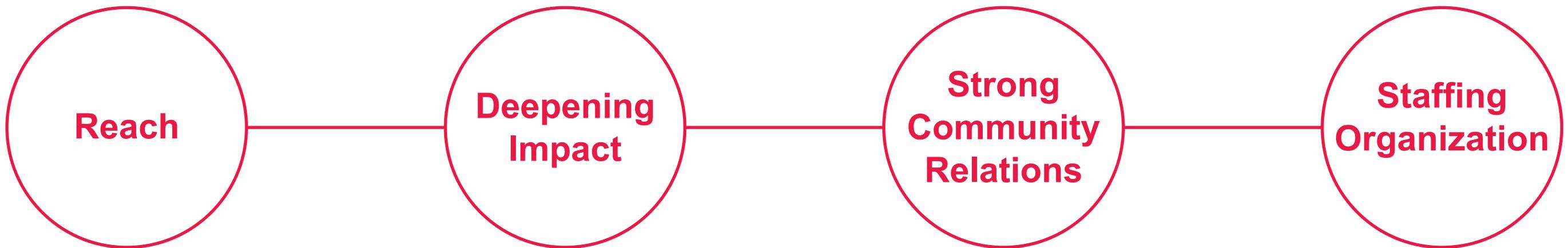
**As the strategic plan lays out, expanding our programming reach over the next several years is a priority.**



# Strategic Priorities & Goals

The long-term goals of Girls Inc. of Los Angeles' three-year strategic plan are focused on expanding our reach, deepening our impact, developing strong relationships in the community, staffing the organization appropriately and growing and diversifying funding.

The Strategic Planning Task Force, through a rigorous process and in consultation with the full Board, identified key issues that we need to address over the next three years to achieve these goals. It was determined that if these issues were prioritized, the long-term strategic goals could be met.



# Strategic Priorities & Goals

**We believe that if the priorities above are addressed by executing the outlined strategies, as well as continuing to adapt to the ever-evolving landscape, the following strategic goals will be met.**

**BY 2025:**

**1000**

Girls Inc. of Los Angeles consistently serves 1000 girls a year with high-quality programming.

**10**

Girls Inc. LA deepens presence in key feeder patterns serving 10 schools, including expanding programs to high schools.

# Strategic Priorities & Goals

**BY 2025:**

**Girls who consistently attend Girls Inc. programming demonstrate:**

- ☆ **Increased sense of self/self-confidence.**
- ☆ **Increased sense of belonging/resiliency**
- ☆ **Increased curiosity about career pathways and higher education options.**



Caregivers and school partners report that girls receive programming and support at Girls Inc. that they would not receive otherwise.

**2M**

Annual budget grows to \$2M, with sustainable, diverse funding pool of individuals, foundations, corporations and school partners.

# Strategic Priorities & Goals

## BY 2025:

Girls Inc. LA is viewed and well known as a respected, trusted partner both in the community and among funders.

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**Girls Inc. lays the groundwork to be seen as an authority on policy issues impacting girls and young women by engaging electeds, contributing to op-eds and working closely with other organizations.**



# Strategic Priorities

## ISSUES AND OPPORTUNITIES



**PRIORITY: Creating Meaningful,  
Long-term Engagement for Girls**

### **STRATEGIES:**

- ★ Retain focus on LA Unified feeder patterns of schools to serve girls consistently for several years.
- ★ Add summer and Spring Break programming to increase girls' opportunity for engagement.

# Strategic Priorities

## ISSUES AND OPPORTUNITIES



### **PRIORITY: Ensuring Impact of Programs**

#### **STRATEGIES:**

- ★ Source or develop high-quality, engaging curriculum, leveraging existing Girls Inc. curriculum and others as appropriate.
- ★ Improve assessments to demonstrate value proposition including data.

# Strategic Priorities

## ISSUES AND OPPORTUNITIES



**PRIORITY: Deepening School,  
District and Caregiver Partnerships**

### **STRATEGIES:**

- ★ Increased access to girls during school hours.
- ★ Create trusting relationships with parents/ caregivers to deepen their engagement and support of program.
- ★ Position organization to secure school funding.

# Strategic Priorities

## ISSUES AND OPPORTUNITIES



### **PRIORITY: Building Effective Staffing Structure & Support**

#### **STRATEGIES:**

- ★ Determine the appropriate program staffing structure, including converting some program positions to full-time to attract and retain staff and increase in-school presence.
- ★ Ensure compensation is competitive and staff see growth opportunities at organization.

# Strategic Priorities

## ISSUES AND OPPORTUNITIES



### **PRIORITY: Increasing Brand ID**

#### **STRATEGIES:**

- ★ Put comprehensive communications and social media plan in place; leverage marketing partnerships to expand reach.
- ★ Participate in coalitions with like-minded organizations and identify opportunities to be vocal on policy issues that impact girls, take more public role in advocacy.

# Strategic Priorities

## ISSUES AND OPPORTUNITIES



### **PRIORITY: Diversifying Pool of Resources**

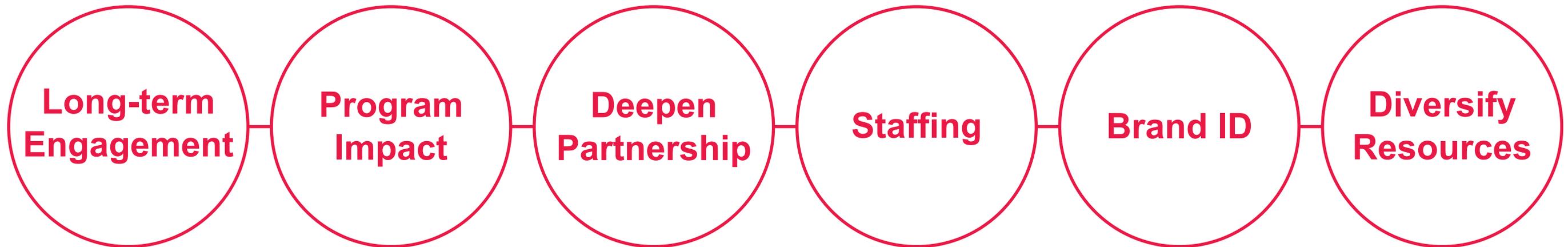
#### **STRATEGIES:**

- ★ Increase engagement through board committees, continue to expand and diversify board members (backgrounds and experiences) and build young professional champions.
- ★ Deepen initial corporate partnerships through ongoing stewardship to expand investment; build out and deepen individual and foundation relationships as well.

# 2023 Implementation Plan

To achieve these ambitious goals, the task force then built out an annual implementation plan that builds upon annual success and learning to ensure sufficient progress is made each year to achieve the goals.

**The task force recognizes that different opportunities and challenges may arise that impact the implementation but believe this roadmap will help move the organization forward.**



# 2023 Implementation Plan

## KEY PRIORITIES

### **Creating Meaningful, Long- term Engagement for Girls**

- ★ Pilot Summer Programs in 2023
- ★ Launch lunchtime programming at two schools
- ★ Secure 1-2 new partner schools in feeder patterns for the 23-24 school year

# 2023 Implementation Plan

## KEY PRIORITIES



### Impact of Programs

- ★ Obtain curriculum from Girls Inc. of Orange County to supplement our curriculum as appropriate
- ★ Initiate conversations with Girls Inc. affiliates re: curriculum sharing
- ★ Identify 2-3 other potential curriculum partnerships (i.e. Mindset and Milestones)

# 2023 Implementation Plan

## KEY PRIORITIES

### **Deepen School, District and Caregiver Partnerships**

- ★ Pilot full-time Program Facilitator beginning in January 2023
- ★ Propose expanded school-day programming for 23-24 as part of school budget discussions
- ★ Host 1-2 family engagement events

# 2023 Implementation Plan

## KEY PRIORITIES

### **Staffing Structure & Support**

- ★ Based on Program Facilitator pilot, revise program staffing plan for the 23-24 school year
- ★ Include Cost of Living Adjustments and Merit Increases in FY24 Budget

# 2023 Implementation Plan

## KEY PRIORITIES

### Increase Brand ID

- ★ Participate in coalitions (ie Alliance 4 Girls) to develop policy credibility
- ★ Explore formal PR strategy for LA Girls Rise, secure media sponsor/s
- ★ Leverage external support to deepen storytelling (ad agencies, social media experts)

# 2023 Implementation Plan

## KEY PRIORITIES

### **Diversify Pool of Resources**

- ★ Add 2-4 new board members with diversity of backgrounds & experiences
- ★ Build out committee memberships to engage volunteers
- ★ Grow foundation giving
- ★ Implement strong stewardship program with current funders

# 2023 Implementation Plan

## ONGOING IMPLEMENTATION

The task force will reconvene annually to assess the success of the implementation plan and set forth the priorities for the following year. Progress will be reported to the board on an ongoing basis. Ultimately a final report will be developed to highlight the success, where the organization faced challenges and learning of the plan.



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# 2023 Implementation Plan

## CONCLUSION

The last several years have been particularly difficult for girls, especially girls of color growing up in systemically under-resourced communities.

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**This plan is an opportunity to reach and serve the girls with a new level of continuity and quality, meeting their unique needs after a tumultuous time.**



# Strategic Plan 2023-2025

We have learned in the last few years that unexpected challenges will arise. We believe that the organization has the right leadership and support systems to adapt our programs as needed, while still meeting our three year strategic plan goals.



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**Strategic Plan 2023-2025**