

REPLICATION FRAMEWORK

The Roadmap to Scale



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GIRLS
Believe



INTRODUCTION

This 'Roadmap to Scale' document captures the current thinking of Girlstart's staff and board on the organization's replication plans. The roadmap lays out a phased approach to replicating Girlstart in a new location, with a particular emphasis on establishing and refining Girlstart's operational systems and infrastructure to effectively support expansion. For each phase of replication, this document articulates key considerations, assumptions, and action steps for ensuring a successful launch and sustainable growth at a replication site.

PHASE ONE:

Community Selection and Launch

In the first phase of replication, Girlstart considers potential new locations and assesses how easily and effectively each replication community can be ready for full-year Girlstart programming. Given the unique and specific nature of Girlstart's model, this step is critically important to ensure that in each community, Girlstart programming can not only be implemented but can be done so with fidelity to the program model and with long-term sustainability in mind.

Community Criteria

There are several characteristics that Girlstart considers when deciding whether or not a community is a viable option for replication.

1. Need / Demand
2. Development Potential
3. Strong Partnership Potential
 - University Partners
 - School Partnerships
 - Industry Partners

Initial Infrastructure Building

Once a community has been initially vetted against the three criteria listed above and selected for replication, Girlstart will begin to set up preliminary local infrastructure to prepare for program launch.

- Development
- Partnerships
- Local Program Coordinator Recruitment



PHASE TWO:

Pilot, Monitor, and Refine

In replicating, Girlstart believes that it is important that the central office based in Austin provide the key operational support for all of Girlstart's sites.

Central Office Functions

- **Culture**

One facet of the need for a strong central office is the critical importance of Girlstart culture to the success of programming. With a strong central office that manages hiring for key roles and organizes training, Girlstart can more effectively ensure that its culture is not lost during expansion.

- **Program Development**

In order to ensure model fidelity, it is important that Girlstart's central office manage program development and continue to write curriculum and manage staff training in order to ensure high quality programming.

- **Back Office Functions**

The Austin office will also take on traditional 'back-office' duties to preserve economies of scale. Once a site has met the funding threshold needed before a program launch, Girlstart will set up the systems and infrastructure both in the central office and at the local replication site to support programming and sustained operations within a community.

- **Startup Capital**

The Austin office will drive initial development functions and generate the initial investments for replication in a new community. Girlstart will, before launch, assess whether sufficient funding sources are available to support replication in a new community.



PHASE TWO:

Pilot, Monitor, and Refine

Replication Site Functions

Replication sites will host functions that require a strong understanding of local contexts and adaptation to local communities. While there will always be a strong connection to the central office with reporting lines leading to Austin-based staff, Girlstart recognizes that there are areas where a deep knowledge of local contexts and a flexibility to adjust to local conditions is critical for success.

- Local Development
- Volunteer Management and Community Engagement

Shared Functions

There are functions that are shared between the central office and replication sites but are directed and driven largely by the central office and supported by activities at local sites.

- Development
- Human Resources
- Program Quality
- Data and Evaluation
- Governance

The additional roles needed at the central office include:

- Chief Program Officer
- Two Program Directors – one to oversee Austin and one to oversee replication sites
- Additional grant writers focused on funding proposals for replication sites
- Additional staff to support program staff
(e.g. assistants to help with screening STEM CREW and managing logistics)

Roles at the local replication sites will include:

- Additional development staff (with growth), including those who are able to oversee corporate and foundation giving, as well as individual giving
- Local program coordinator who will implement and manage programming and may contribute to some development activities
- Community relations coordinator, to be hired after Y1 of program launch, will represent Girlstart in local communities and help recruit volunteers. Over time, this role will evolve to include more local development responsibilities.



PHASE THREE: Pathway to Sustainability

Girlstart is committed to maintaining the quality of programs and operations both in the central office and in each of its replication sites as well as ensuring that all of its sites are financially sustainable. To that end, Girlstart will closely monitor the launch and initial years of a replication site's operations in order to keep a pulse on how a replication site is doing as well as position Girlstart to intervene and make adjustments early should any issues arise.

Implementation Team

An Implementation Team will be formed consisting of key staff that will be charged with ongoing oversight of the performance of replication sites as a whole. Community members and other stakeholders will be involved as ad-hoc advisors to the Implementation Team. The team regularly reviews key performance indicators that will be collected about a replication site's programs and operations over the course of a year on a monthly basis. The data collected from each replication site will help the Implementation Team and Girlstart's central office to better understand the needs of each site and the challenges that are faced at the local level and will enable the central office to direct the appropriate resources and supports to local sites. The Implementation Team is also primarily responsible for reviewing end of year data, holistically assessing the performance of each replication site, and providing recommendations for next steps with each site.





CURRENT STATE AND NEXT STEPS

In accordance with Girlstart's previous strategic plan, three areas in Texas were identified as replication sites: Houston, North Texas, and the Rio Grande Valley.

By the end of FY17, Girlstart sought to have fully replicated with Girlstart After School and Girlstart Summer Camp in each community. Through 2017, Girlstart built upon the knowledge and systems that it developed for replication in Texas to continue to refine its replication process, its programs, and its operations. Those goals were met. In 2017, a new strategic plan for 2018-2020 was developed, comprehending lessons learned and aspirations for further growth.

With the experience of replicating in Texas, Girlstart is better positioned to expand even further to engage girls in STEM across the nation.

Girlstart Summer Camp has been in place in the Bay Area since 2011; it has been in place in Boston since 2017. In 2018, we aspire to pilot Girlstart After School, as well, in both of these communities, growing modestly year over year as resources permit.



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Welcome to
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STEM
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