

# Strategic Plan 2019 - 2021





## Mission

Girl Scouts Heart of the Hudson builds girls of courage, confidence, and character who make the world a better place.

## Vision

Girl Scouts Heart of the Hudson provides a safe place for all girls to become confident leaders with a deep sense of self, well-founded values and a social conscience. They are supported by an organizational culture of service, learning and continued growth, and through an engaged and inclusive community of stakeholders.

## Value Delivery

We excel at preparing girls for a lifetime of leadership where every girl finds her voice and creates a better world.

## Guiding Principles

<b>Leadership</b>	We are dedicated to building girl leadership. This dedication powers and guides all of our efforts.
<b>Community</b>	We are a diverse and dynamic community bound together by a shared belief that by building girls of courage, confidence, and character, the world will be a better place.
<b>Service</b>	Our volunteers are the backbone of Girl Scouting. We cultivate a culture of service at every level of our organization, which is reflected in our girls, staff, and volunteers.
<b>Inclusion</b>	We seek to create inclusive experiences and processes, recognizing that our organization and our impacts will be strengthened by engaging a full range of individuals and perspectives.
<b>Respect</b>	We build trust and show respect for each other, our partners, and all that we do by leading and interacting with empathy, honesty, and courage.
<b>Integrity</b>	We expect the best from our girls, our volunteers, and our staff. We are thoughtful and transparent in our processes, communications, and decisions.
<b>Innovation</b>	We continually seek and encourage new ideas that will ensure the relevance of the Girl Scout experience, and that will translate into positive impacts for everyone.



## Our Strategic Priorities

The focus that will guide our tactical decisions and the allocation of our resources.

### Priority **1** MEMBERSHIP – Retain Girl and Adult Members

**Goal 1:** Retain adult and girl membership resulting in 10,000 adult members and 19,000 girls in troops and individual registered by September 30, 2021.

- Ensure that a minimum of **16,000** girl members are retained by the 2021 membership year.
- Recruit **3,000** new girl members by September 30, 2021.
- Ensure 2,000 girls are served through membership initiatives.
- Create partnerships to help achieve the goal of **10,000** adult members.
- Deliver program series to serve 2000 girls in schools and in partnership with youth organizations throughout the seven counties based on community funding.

Membership Goal	Troop	Individual Member	Funded Initiatives	Lifetime membership
21,000 Girls	18,600	400	2,000	
10,000 Adults	9,510	480	10	2,742*

\* Lifetime members may be registered in a troop or as an individual.

**Goal 2:** Establish a Hispanic recruitment strategy to support the GSHH vision of inclusion and culture. This will result in a minimum of 75 new adults, 300 new girls and, the retention of 50% of the current girl members and 50% of current adult members who identify as Hispanic.

**Goal 3:** Retain 90% of the current Volunteer Trainers and train an additional 10 volunteers to support the learning opportunities throughout GSHH.

### Priority **2** IMPACT – Programming

**Goal 1:** Deliver a minimum of 80 quality program activities using the 4 pillars identified by GSUSA in the areas of STEM, Outdoor, Life Skills and Entrepreneurship.

**Goal 2:** Enhance the Girl Program Experience by developing 6 new outdoor adventure activities for girls Daisy through Ambassador level.

**Goal 3:** Provide 10 leadership opportunities for girl participation in the Cadette through Ambassador level.

**Goal 4:** Establish 3 partnerships for additional program opportunities.

Priority **3** **FUNDING & FINANCIAL EFFICIENCY – Optimize Revenue Sources and Uses**

**Goal 1:** Plan to conduct an efficiency study on property utilization and potential.

**Goal 2:** Increase retail sales per girl spending by 1%.

**Goal 3:** Establish 1-3 months of operating reserves.

Priority **4** **OPERATIONS – Organizational Effectiveness**

**Goal 1:** Develop an effective staff recruitment and retention program, and develop a succession plan for key positions.

Priority **5** **BRAND – Communication**

**Goal 1:** Increase communication with Lifetime members by 2 targeted communications.

**Goal 2:** Increase email open rate to 26%.

**Goal 3:** Increase presentations to community organizations to 10.



### 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.

### 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.