

Girl Scouts Heart of the Hudson, Inc. Strategic Plan 2018

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.

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

Priority 1: MEMBERSHIP – Recruit and Retain Girl and Adult Members

Goal 1: Increase adult and girl membership resulting in 10,000 adult members including alumnae and 27,000 girls by September 30, 2018.

- Ensure that a minimum of 17,000 girl members are retained for the 2018 membership year.
- Recruit 6,000 new girl members by September 30, 2018.
- Create partnerships to help achieve the goal of 10,000 adult members.

Membership Goal	Troop	Individual Member	Funded Initiatives
27,000 Girls	22,600	400	4,000
10,000 Adults	7,000	2,990 (lifetime)	10

Goal 2: Establish an inclusive recruitment strategy that includes the Hispanic initiative.

Priority 2: IMPACT – Programming

Goal 1: Deliver quality STEM, Outdoor, Life Skills and Entrepreneurship programming that is accessible to girls. Validate that program strategy incorporates both demographic and geographic diversity.

Goal 2: Deliver Program Series to service 4,000 girls in schools and partnership with youth organizations throughout the seven counties.

Goal 3: Maximize delivery of program utilizing new and dynamic outdoor program equipment for high ropes, zip line and climbing wall to GSHH members.

Priority 3: FUNDING & FINANCIAL EFFICIENCY – Optimize revenue sources and uses

Goal 1: Make significant progress in generating the resources to cover program expenses. Be positioned at the end of FY 2018 to break even on Council-led programming in FY 2019.

Goal 2: Improve fundraising activities and strategies to decrease reliance on product sales.

Goal 3: Develop & execute the master property plan.

Goal 4: Utilize existing properties to generate programs that enhance the girl experience.

Goal 5: Enhance marketing and accessibility of retail merchandise throughout GSHH's seven counties.

Goal 6: Maintain a financial reserve equal to or exceeding six months of operating expenses and strengthen the economic sustainability of GSHH by maximizing cash flow, while avoiding financial risk.

Priority 4: OPERATIONS – Organizational Effectiveness

Goal 1: Ensure that Service Unit delegates are elected in accordance with the GSHH By Laws and it shall not be less than 200, and the maximum shall be a number that does not exceed one percent (1%) of the total girl membership.

Goal 2: Position GSHH for branding, funding and partnership opportunities to deliver Girl Scouting within the jurisdiction to maintain compliance with Girl Scouts of the USA Charter.

Goal 3: Risk Management – Create a work environment where staff is educated and supported in a secure and safe workplace

Goal 4: Streamline current systems, policies and processes for the efficient operation of GSHH.

Goal 5: Develop an effective staff recruitment and retention program, and develop a succession plan for key positions.

Priority 5: BRAND – Communication

Goal 1: Effectively communicate the value and relevance of Girl Scouts to existing and future stakeholders to be recognized as the premier leadership experience for girls throughout the Hudson Valley.

Goal 2: Leverage the use of technology to allow for improved communication across all stakeholders.

Goal 3: Better engage alumnae to increase connectivity and engagement, and to use their resources to enhance the girl experience.