



Girl Scouts Heart of the Hudson

2026 – 2028 Strategic Plan Empowering Every Girl for a Lifetime of Leadership

Approved by the Board of Directors: November 8, 2025

Strategic Planning Timeline

November 2024

Board Retreat at
Edith Macy –
Development of
Strategic Priorities

Feb - Mar 2025

Kick Off!
Formation of
Steering Committee
and Sub-
Committees

Mar - Oct 2025

Subcommittees
meet and progress
their plans: **Focus
Areas, Initiatives
and Measures**

November 2025

Plan is finalized and
presented to GSSH
Board at the annual
Board retreat for
approval

Our Guiding Principles

Our Mission:

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

Our Vision:

A world in which girls are confident, understand their worth, and have the skills to thrive.

Our Values:

Life Ready – for today and tomorrow.

We provide girls with the skills necessary to navigate life with purpose and joy.



Plan Overview

Girl Scouts Heart of the Hudson, Inc. was formed through the re-alignment of five legacy councils on October 1, 2007 – Sarah Wells Girl Scout Council, Girl Scouts of Dutchess County, Girl Scouts of Rockland, Girl Scouts of Ulster County, and Girl Scouts of Westchester-Putnam. Currently headquartered in Tuckahoe/Eastchester, we support the seven counties in the lower Hudson Valley – Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester.

To guide the work of Girl Scouts Heart of the Hudson for the next three years, this strategic plan was built around six Strategic Priorities, developed during and just after the 2024 Board retreat:

- Membership
- Program and Girl Experience
- Funding and Budget Management
- IntraCouncil Collaboration
- Communications Outreach
- Asset Management

In developing this plan, six subcommittees were formed, each responsible for a different Strategic Priority. Each team had a diverse group of members: Board Directors, Girl Board Directors, council staff, and community volunteers. The subcommittees were charged with developing **Focus Areas, Initiatives** and **Measures** consistent with our Mission, Vision and Values and represent the council's priorities over the coming three-year period. Additionally, a separate statement on the imperative of Board Development Planning and support is included here as a highlight of its importance in successfully executing this Strategic Plan.

Strategic Priorities

The focus that will guide our tactical decisions and the allocation of council resources, directing our efforts and investments as we build leadership for the future.

Membership

Recruit and retain girl and adult members.

Program and Girl Experience

Provide the Girl Scout Leadership Experience through high quality program delivery across the council footprint with a focus on the four Girl Scout Program Pillars: Outdoor Experience, Entrepreneurship, Life Skills, and STEM.

Funding and Budget Management

Invest in girls by optimizing GSHH revenue sources and uses.

IntraCouncil Collaboration

Improve collaboration between volunteers and staff to strengthen council and better serve our Girl Scouts.

Communications Outreach

Develop a communication strategy for internal and external stakeholders through targeted messaging to build an inclusive community around the Girl Scout experience. Improve awareness of the relevance and impact of the Girl Scout Mission with a goal of increasing participation and support.

Asset Management

Preserve and advance GSHH's physical assets to serve our Girl Scouts into the future including properties, equipment, information, and museum archives.

Strategic Priority: Membership

* Baseline is FY 2025

Focus	Initiatives
Recruitment • Increase girl membership by 1.5% between MY2025 and MY 2028 • Increase adult membership by 1.5% between MY 2025 and MY 2028	• Girl Scout Experience Boxes • Brand Positioning Statement • GSUSA and GSHH Initiatives • Adult Belonging Initiatives • Encourage Service Unit Programs – graduating seniors transition to lifetime membership
Retention • Maintain girl retention between MY2025 and MY 2028 • Maintain adult retention between MY 2025 and MY 2028	• Older Girl Belonging • Adult Belonging Initiatives • Communication about value add with lifetime membership
Market Share • Maintain Market Share of girls 5 - 10 years old • Maintain Market Share of girls 11 - 17 years old	• GSUSA Initiatives

Strategic Priority: Program and Girl Experience

* Baseline is FY 2025

Focus	Initiatives
Deliver accessible and quality program reflective of GSHH girl membership	1. GSUSA program portfolio 2. Age and grade level initiatives 3. Girl Experience Center research
Enhance the program experience through the Pillars	1. Skills progression 2. Expand partnerships 3. Develop Girl Experience boxes for Juliette and/or troops 4. Use the new Movement value proposition to market and communicate the value of Girl Scout experiences.
Provide leadership opportunities	1. Highest Awards 2. Add women-led career fair, panel, and mock interviews to LEAD 3. Calling out Girl Trends to support leadership opportunities for Cadettes → Ambassadors

Strategic Priority: Funding & Budget Management

* Baseline is FY 2025

Focus	Initiatives
Product Sales: Fall Product, Cookies, Retail	1. Increase gross product sales revenue annually 2. Restructure rewards program to motivate girl participation 3. Retail: focus on GSHH branded merch 4. Product Program Advisory Committee to evaluate and make recommendations for the product program
Create a Fund Development Plan – Create a Culture of Philanthropy	1. Individuals: Develop all donors with focus on medium (\$5,000-\$15000) & large (\$15,000+) 2. Grow Major Gifts (\$20,000+): Grants – foundations, corporations, including collaboration with GSUSA partners 3. Council Events 4. Monitor and adjust the community campaign model, especially as it relates to GS Program Centers. 5. Culture of Philanthropy - awareness trainings 6. Grow JGL Planned Giving Society 7. Improve ROI
Fiscal Management	1. At the end of the fiscal year Finance Committee and Board, with CEO input, determine amount of surplus, if any, to be added to the investment portfolio. 2. Maximize returns on excess cash 3. Exercise sound financial stewardship
Investigate New Expanded Revenue Streams	1. Develop a plan for new and expanded revenue streams, including at our properties.
Improve quality of financial communications for all stakeholders. Ensure transparency on fund utilization.	1. Develop a new report structure for the Delegates to improve transparency/connectivity/reconciliation between funding and initiatives 2. Review / revise Annual Report to reflect more complete financial picture. Ensure clarity of funding priorities re: initiatives and programs.

Strategic Priority: IntraCouncil Collaboration

* Baseline is FY 2025

Focus	Initiatives
Strengthen Culture of Girl Scouts Conduct and Respect	1. Each committee to develop meeting norms 2. Initial survey conducted providing benchmark measure for feeling of respectful treatment 3. Incorporate expectations into periodic trainings (or GSLearn)
Leverage Volunteers' Skills/Interests to Expand Programming and Support Staff	1. Create QR code signup for Volunteers to engage 2. Utilize the skills of the survey respondents who indicated interest 3. Communicate survey results with planned path forward 4. Create Rally to communicate volunteer opportunities
Manage Response Times Relative to Appropriate Expectations	1. Implement standardized response times 2. Communicate in auto reply/outgoing messages 3. Post emergency contact info at all properties
Increase Recognition/Sense of Appreciation of Staff & Volunteers	1. Highlight a volunteer and staff member 2. Communicate staff awards to volunteers 3. Include quote/thank you at end of staffs' email 4. Recognize staff (briefly) at annual meeting
Increase Opportunities for Collaboration Between Staff and Volunteers	1. Increase volunteer input in key decisions 2. Increase visibility of staff and roles to volunteers 3. Regular (not tied to special event) Town Hall 4. Establish community engagement office hour

Strategic Priority: Communications Outreach

* Baseline is FY 2025

Focus	Initiatives
Stakeholder Engagement • Internal • Girls • Adults • Volunteers • External • Girl Scout Community (non-members) • Funders/Partners • Donors • Alumni	Introduction of Rallyhood as a platform for collaboration and communication. Strengthen connections to the Girl Scout community for all stakeholders through targeted and unifying communications.
Messaging Effectiveness	Deliver clear, consistent and concise messaging across all platforms.
Communication Impact	Enhance and diversify communication so that it is more inclusive and targets all communities/emerging markets. Reinforce communication of the value and relevance of Girl Scouts in pre-K, (K-12), and Adult volunteers to existing and future stakeholders.

Strategic Goal: Asset Management

* Baseline is FY 2025

Focus	Initiatives
Preserve: Maintain or improve all property features at current level of service or higher	1. Along with a team of volunteer and staff, the property director will develop and implement property preservation plan and procedures (including required security and safety measures and storage of equipment/materials) 2. Develop a plan for full useability of all property functionality 3. Determine resource/funding paths for all property maintenance work in accordance with the plans
Advance: Incremental and ongoing improvements to our properties to build on the foundation and increase	1. Set standards and assess each GSHH property for accessibility/inclusivity needs for differing abilities (quiet spaces, inclusive technology, physical accessibility, etc). 2. Market the opportunities at all of our properties within broader 7 county communities and local region (not just for our current members) - camp, museum, houses, etc 3. Create a plan/mechanism for property asset development (for example via service projects, leadership and Bronze/Silver/Gold awards, volunteer work day, etc)
Serve into the Future: Medium to long-term planning for serving membership, establishing needs for future asset development and moving towards that	1. Provide exceptional experiences that inspire Girl Scouts to return to our properties again and again 2. Develop a gap assessment and property priority plan to support future needs (programming, membership, staff needs, etc) 3. Develop a succession plan and plan for increasing the reach (virtual and physical) of the GSHH Museum (and ALL of our history, including property details, governance documents, etc)
Responsible Stewardship of Resources	1. Create a list of surplus and other materials that can be used at other properties and an owner/process to utilize and update it. Ex: Docks, building materials, cooking equipment etc

Crossovers – Areas Identified for Collaboration

Read Across ➡	Membership	Program & Girl Experience	Funding & Budget Mgmt	IntraCouncil Collaboration	Communications Outreach	Asset Mgmt
Membership						
Program & Girl Experience						
Funding & Budget Mgmt						
IntraCouncil Collaboration						
Communications Outreach						
Asset Mgmt						

Horizontals: Belonging, Board Development, Data Quality & Surveying, Girl Advisory Board - Leadership Opportunities/Girl Trends, Marketing & Comms - BG4G, Shared Responsibility

The Board's Role in Supporting our Strategic Priorities

Our Collective Role

- Monitor progress towards goals and provide guidance and re-evaluation as needed.
- Provide informed direction/decision-making on major initiatives.
- Help secure funding and resources needed to reach our goals.

Our Individual Roles

- Help Strengthen the future of our Board
 - Help the BDC identify the Board skills needed to support our Strategic Priorities.
 - Leadership Succession Planning - Think about your future role on the Board.
 - Make connections and introductions to potential Board and BDC candidates.
- Support our Culture of Philanthropy - Be an Ambassador for GSHH - This is everyone's role!
 - Do what you can within your circle of contacts and resources:
 - facilitate introductions, financial donations, matching gifts, grants, sponsorships, programs, corporate volunteer groups, in-kind donations, donor outreach, media coverage, venues, speakers for events etc.
 - Support GSHH Philanthropy Events and Campaigns.
 - Represent Girl Scouting in civic and professional organizations.
 - Develop and Practice your Elevator Speech.
 - Keep Girl Scouting Visible – show up, post online, wear the brand, talk about us

Next Steps...We All Have a Role

GSHH Board

- Oversight and Governance
- Regular reporting to the GSHH community

GSHH Staff

- Resource deployment and execution
- Highlighting issues and obstacles to the Board for management

Volunteer & Delegate Community

- Engagement and feedback: we need your ideas and support



- Adult Belonging Initiatives at the SU Level
- New Revenue Stream Task Force
- Product Program Advisory Committee
- Community Campaign Fundraising Initiatives
- Providing testimonials and “telling our story”
- Board Committees & Development