



Strategic Plan 2025 - 2027

The Way Forward

From a time of disruption and social isolation in 2020 to a season of purpose and innovation today, Girl Scouts Heart of New Jersey (GSHNJ) has deliberately adapted and evolved all aspects of our business to ensure that we meet our members where they are, drive positive impact, and fulfill our collective promise to give Girl Scouts access to life-changing experiences that inspire them to do something big.

In 2023, Girl Scouts of the USA completed a comprehensive study of the youth development marketplace, illuminating four areas critical for families. The results of this research serve as a call to action for Girl Scouts nationwide, but specifically for GSHNJ, where we understand that when delivered in a way that resonates with local families and solves cultural and other barriers to participation, the Girl Scouts Leadership Experience (GSLE) can fulfill our communities' desires for their daughters and help them raise happy, healthy children. Therefore, as we embark on our strategic plan for 2026-28, we are guided by our mission to build girls of courage, confidence, and character who make the world a better place, centering these needs of our member families at the core of our strategic priorities and strengthening our operational effectiveness to serve our mission better and genuinely, authentically impact our members.

Over the past several years, GSHNJ's data-driven planning and cultural transformation has seen year-over-year success, placing GSHNJ among the top five performing councils in the nation. This new strategic plan leans into our council's areas of greatest strength, like achieving continuous membership growth that mirrors the rich diversity of our communities, curating programming, and curricula that

aid volunteers in shaping our young people into confident, capable, and compassionate individuals; and fostering a supportive and encouraging people environment that allows our paid staff to thrive while driving our shared vision forward.

Perhaps the most significant strategic change in our approach to maintaining a healthy council is universally adopting a mindset that shifts our interactions with stakeholders from “transactional” to “relational.” In the next three years, we'll emphasize strategic philanthropy, working to develop multi-dimensional, mutually beneficial philanthropic engagements that are aligned with our core values and foster sustainable growth. We'll work with our members to strategically direct resources and efforts towards initiatives that resonate with them, maximizing impact and building stronger, more meaningful relationships within our communities, thus expanding our reach. We will continue modernizing our approach to providing services in communities where Girl Scouts' historical delivery model is not viable, co-creating innovative, equitable access to multiple components of the GSLE where it's most needed. We are committed to engaging our Board of Directors in governance and resource development to support these goals.

This strategic plan positions GSHNJ as a noteworthy change maker, demonstrating our commitment to becoming a dependable resource for families and a fully invested, desirable community partner. Further, it continues GSHNJ's work in establishing an authentic presence in all our communities, providing a vibrant, safe, reliable Girl Scout experience that nurtures the families who live here.



Strategic Priorities

A critical analysis of GSHNJ provided six key strategic areas of focus that will generate deliberate, sustainable growth across the council.

Membership Growth and Retention:

There is no “mission” without “membership.” Sustainably increasing membership over the next three years while maintaining stellar retention rates is vital to driving GSHNJ’s impact in our service area.

1

Program Development and Innovation:

To provide equitable access to the Girl Scout Leadership Experience, GSHNJ’s experiential program portfolio must continuously evolve to adapt to the ever-changing needs and interests of today’s members.

2

Volunteer Engagement and Development:

Volunteers are the backbone of GSHNJ, and ensuring they are well-supported and equipped is crucial to delivering the high-quality programming that defines our organization.

3

Financial Sustainability and Growth:

Embrace a strategic philanthropy mindset, revitalizing and diversifying sustainable revenue streams that will create fiscal stability and decrease over-reliance on revenue generated by the Girl Scout Cookie Program.

4

Community and Stakeholder Engagement:

Thoughtfully and authentically sharing our mission’s impact will allow us to nurture multidimensional, mutually beneficial relationships that will drive organizational growth and strengthen community connections.

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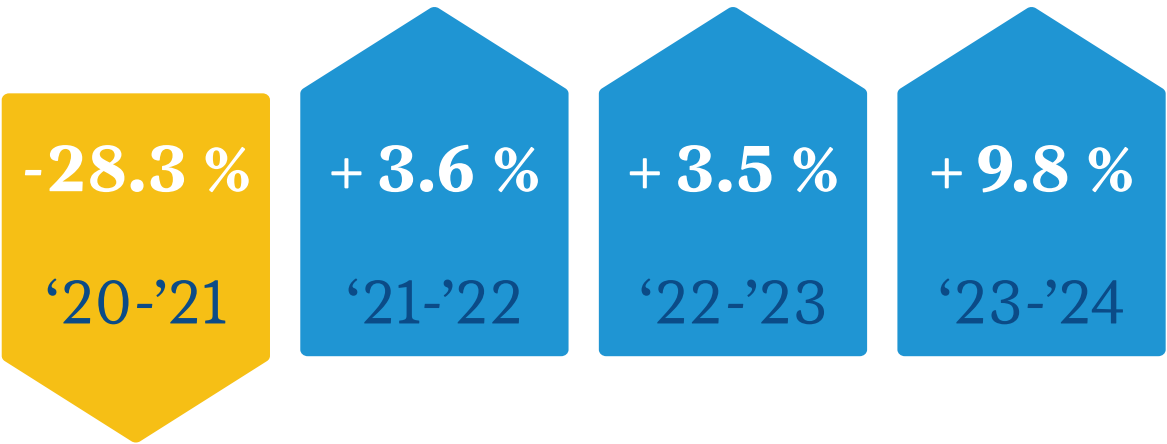
Organizational Excellence and Capacity Building:

As GSHNJ grows, we must continue to foster an inclusive, positive work culture and provide necessary tools, efficient processes, functional systems, and clear, updated training and procedures that set staff up for success in delivering our mission.

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Membership

After suffering a **dramatic crash in 2020**, youth membership has consistently increased every year since:



with retention rates **surpassing 75% annually.**

There is high growth potential in markets such as Newark, Plainfield, Elizabeth, and Jersey City, which already comprise 14.2% of total youth membership, up from 8.2% in 2023. Simultaneously, Hunterdon and Somerset counties are losing members faster than their contracting populations.

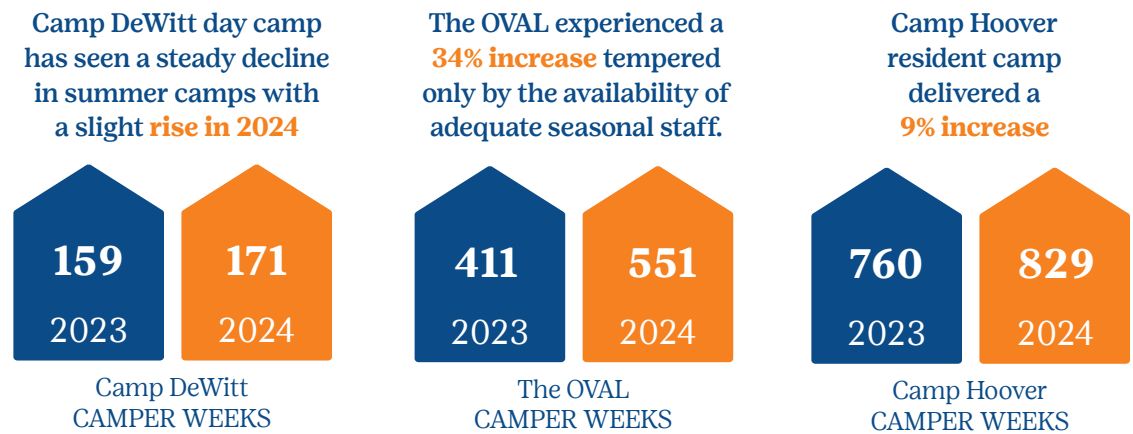
Critical demographic changes include a 7% population increase in Hudson County, where 42% of the residents are Hispanic, and a 5% population increase in Essex County, with 23% Hispanic residents. While GSHNJ hosts some of the most diverse cities in the country, Girl Scout membership is overwhelmingly white: 80.8% of adult volunteers and 69.6% of youth members.

These market shifts illustrate the need to customize recruitment and program delivery models for different communities in order to provide equitable access to the GSLE. For example, 96% of new members in Plainfield joined through a partnership with the Plainfield Board of Education, and 74% of current youth members in Newark are new to Girl Scouting in 2024 through a partnership with the Newark Board of Education rather than a volunteer-led troop model.

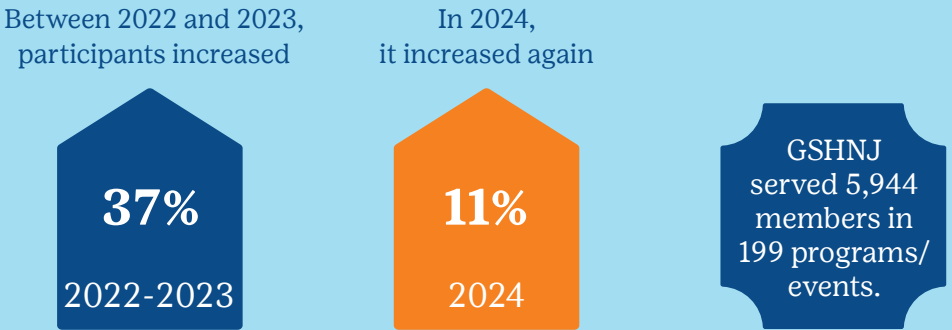
Girl Scout Programming

While volunteer troop leaders primarily deliver the GSLE, GSHNJ staff provide hundreds of curated experiential programs and events yearly, including six weeks of summer camp and year-round rental opportunities at three camps.

Two of GSHNJ's three camps are recovering well from the two-year pause during the pandemic.

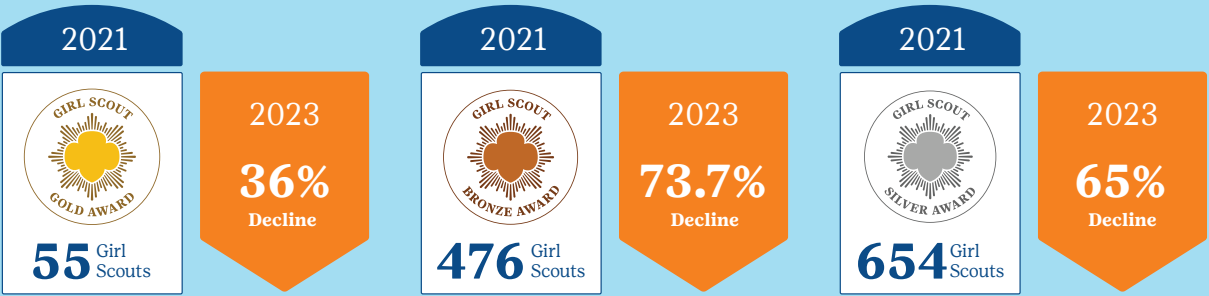


GSHNJ's year-round experiential programming continues to be **well-received** by members.



GSHNJ has actively worked toward creating equitable access to the GSLE by diversifying program delivery models, introducing mobile classroom workshops, programs a la carte, strategic collaborations and partnerships, and grant-funded programs.

Girl Scouts' Highest Awards programs have **suffered dramatically** since 2021 and must be critically evaluated.



This steady decline shows that the Highest Awards program is not performing effectively and requires adjustments and innovations to increase participation and balance staff capacity.

Human Resources

GSHNJ's human resources fall into two categories: paid staff and adult volunteers. GSHNJ has a devoted team of about 50 year-round staff, with 44% of staff hired within the last three years.



66% of GSHNJ's workforce is white, compared to the national statistic of 78%. GSHNJ boasts an engaged year-round workforce with a solid, clearly defined culture, although 55% of staff reported "sometimes" feeling burned out at work in the 2024 employee engagement survey. During the summer, GSHNJ endeavors to hire hundreds of seasonal staff to work at the three summer camps; hiring for these roles has become increasingly challenging, in some cases limiting the number of campers GSHNJ can safely support.

In 2024 YTD, GSHNJ serves 2,849 adults in active volunteer roles ranging from troop leader to support volunteer to service unit administrators to product programs managers for troops and service units. Volunteer recruitment is becoming increasingly challenging, with a nationwide decline in volunteerism. The current volunteers request more support from the council staff, such as more user-friendly systems, training, and conflict mediation.

Diversity, Equity, Inclusion, and Racial Justice

Including DEIRJ considerations at crucial decision points throughout the council ensures that GSHNJ's operations align with the organization's core values. GSUSA's 2023 National DEIRJ Audit and DEIRJ Infrastructure Assessment provided critical insights into how well-equipped the Movement is to support BIPOC stakeholders.

While not disaggregating GSHNJ's statistics, the overall audit raised essential concerns that GSHNJ as well as GSUSA need to address to become a more inclusive, equitable, racially just organization.

First

Identify internal and external barriers that may hinder participation and inclusion from those identifying as BIPOC.

Next

DEIRJ practices should have a clear structure and implementation with transparent communication across the entire organization.

Last

All staff and personnel should be trained to equip them with the necessary skills to keep the space safe and identify any necessary interventions.

Addressing these concerns and integrating DEIRJ into all planning processes is critical to GSHNJ's continued growth and development.

Girl Scouts Voices Count

Each year, GSUSA fields a survey of caregivers, Girl Scouts, Service Unit volunteers, and troop leaders to help understand the perspectives of each of these key stakeholders: the data is then disaggregated by council of all areas of GSHNJ.

Overall, the majority of GSHNJ's stakeholders are satisfied or very satisfied with their Girl Scout experience. Key areas of improvement identified by stakeholders are frustrations with the Cookie Program, a lack of consistency in volunteers delivering/Girl Scouts receiving the full GSLE, the older Girl Scout experience is not as engaging or valuable to Girl Scouts or their caregivers, an overall lack of diversity and cultural competence throughout the broader organization, and non-user-friendly technology.



Revenue

GSHNJ generates revenue through youth membership fees, product programs, philanthropy, camp rentals, summer camp and year-round programming, and retail. The product programs account for 61% of GSHNJ's annual operating revenue, highlighting the imperative to diversify revenue streams to alleviate risk from overdependence on this single program.

Membership Growth and Retention

Building a Diverse and Engaged Community

There is no “mission” without “membership.” Sustainably increasing membership while maintaining stellar retention rates is vital to driving GSHNJ’s reach and impact in our service area.



Objectives and Strategies

Visionary Goals

“We want every member to feel a sense of belonging and actively engage in our mission.”

Goal	Vision	Long Term Focus
Cultivating a Diverse and Inclusive Membership Base	Our goal is to have our membership reflect the diversity of our communities, inviting different perspectives and experiences and providing Girl Scouts with access to caring adults whose cultures reflect their own.	We aim to build recognition and trust within all of our communities through consistent and meaningful engagement, showing our commitment to inclusivity and equity.
Creating a Culture of Belonging and Engagement	We want every member to feel a sense of belonging and actively engage in our mission.	By offering authentic engagement activities, we aim to create a supportive environment where members feel valued and connected.
Expanding Our Reach to Disinvested Communities	Our goal is to ensure that all eligible youth have equitable access to the Girl Scout Leadership Experience.	We will work to remove barriers to participation by building partnerships and offering support to disinvested communities.

Goal	Aspirations	Long Term Relationships
Enhance Recruitment Campaigns Targeting Diverse Communities	We aim to create effective recruitment campaigns that attract new members—especially Daisies and Brownies—from diverse backgrounds, focusing on Newark, Plainfield, Elizabeth, and Jersey City while also reinvigorating Girl Scout communities in Hunterdon and Somerset Counties.	By partnering with service unit volunteers, local schools, community centers, faith-based institutions, and other organizations, we aim to build lasting relationships that strengthen our community ties.
Develop Retention Strategies Focused on Belonging and Engagement	We want to organize regular engagement activities to maintain a 76% retention rate and foster a sense of belonging for youth members and volunteers through innovative programming and differentiated engagement that evolves as Girl Scouts grow older.	By addressing barriers to participation, providing culturally relevant and age-appropriate programming, stabilizing our school-based initiatives, and regularly measuring the impact of our engagement, we aim to build lasting connections with disinvested communities, ensuring everyone can thrive within GSHNJ.
Expanding Outreach to Disinvested Communities	Our goal is to ensure that all eligible youth have equitable access to the Girl Scout Leadership Experience.	We will wok to remove barriers to participation by building partnerships and offering support to disinvested communities.

Program Development and Innovation

Creating Dynamic and Relevant Programs

Staff-curated experiential programs and events are essential in providing multiple ways for families to access the Girl Scout Leadership Experience. By continuously improving and diversifying our portfolio of year-round, seasonal, and summer camp offerings, GSHNJ’s engaging, relevant, and valuable experiences will contribute to Girl Scout and volunteer satisfaction and retention.

Visionary Goals

Goal	Vision	Long Term Focus
Adopting a Research-Informed Approach	Our goal is to ensure that our programs reflect insights gained from research, such as the Shine Scout study, ensuring they are aligned with the needs and interests of our members.	We will use data-driven insights to continuously refine and improve our programming, ensuring it remains relevant and impactful for our members.
Exploring Innovative Program Delivery Models	We aim to explore and implement innovative program delivery models that meaningfully engage our members.	By considering various delivery methods such as family-inclusive activities, mobile programs, and culturally relevant content, we strive to reduce reliance on volunteers and meet the diverse needs of our members. This approach will ensure our programs are accessible and valuable to everyone.
Co-Creating Programs with Members and Communities	Our goal is to co-create programming with our members, communities, and expert organizations to ensure our offerings are relevant and impactful.	By involving our members and leveraging community expertise, we aim to develop programs tailored to the needs and interests of those we serve. A more collaborative approach will create a sense of connection among our members.



Objectives and Strategies

Objective	Aspirations	Long Term Relationships
Ensure Programs Reflect Insights from Research	We want to integrate findings from research such as the Shine Scout study into our programming, ensuring it aligns with our mission and meets the evolving needs of our members and their families.	By continuously assessing and incorporating research insights, we aim to build programs that resonate deeply with our members and contribute to their growth and development.
Explore Alternate Program Delivery Models	We aim to explore and implement diverse program delivery models that engage our members in innovative and flexible ways.	By offering family-inclusive, mobile, and culturally relevant programs, we aim to create accessible and valuable experiences for our members, fostering sustained engagement and participation.
Co-Creating Programs with Members and Communities	We aim to actively involve our members and community partners in developing our programs, ensuring they are relevant and beneficial.	By co-creating programs with our members and leveraging community expertise, we aim to create an environment that enhances the quality and relevance of our offerings.

Volunteer Engagement and Development

Building a Thriving Volunteer Community

Volunteers are the backbone of GSHNJ and are crucial in delivering the Girl Scout Leadership Experience to our members. Engaging and developing our volunteers ensures they feel valued, supported, and confident to contribute effectively to fulfilling the mission.



Visionary Goals

Goal	Vision	Long Term Focus
Cultivating Comprehensive Training and Support	Our goal is to provide our volunteers with the skills and support they need to succeed in their roles, fostering a sense of confidence and competence.	We aim to build a robust training and support system that evolves with the needs of our volunteers, ensuring they are always equipped to make a meaningful impact. This includes integrating DEIRJ considerations into all volunteer-facing training materials to promote inclusivity and equity.
Fostering a Culture of Recognition and Appreciation	We strive to create an environment where volunteers feel valued and appreciated for their contributions, enhancing their satisfaction and commitment.	By regularly recognizing and celebrating volunteer achievements, we aim to strengthen the bond between volunteers and the organization, fostering long-term relationships that positively impact volunteer satisfaction, participation, retention, and impact.
Increasing and Diversifying Volunteer Participation	Our goal is continuously improving the volunteer experience by actively seeking and acting on their feedback.	We aim to enhance communication channels with volunteers, providing meaningful opportunities to involve a diverse range of volunteers in decision-making. This will ensure our services reflect our communities' needs and encourage a more inclusive and representative volunteer base.

Objectives and Strategies

Objective	Aspirations	Long Term Relationships
Provide Comprehensive Volunteer Training and Support Programs	We aspire to maintain a standardized training curriculum and ongoing support system that equips volunteers with essential skills and timely knowledge. We will leverage training materials provided by GSUSA, customized where necessary, and including DEIRJ principles to ensure inclusivity and equity.	By clearly communicating expectations, breaking down barriers to access, and providing meaningful support and mentorship, we aim to build lasting relationships with our volunteers, ensuring they feel prepared and valued.
Recognize and Celebrate Volunteer Contributions Regularly	We aim to diversify our volunteer recognition practices, acknowledging volunteers' efforts through awards, events, and public acknowledgments in meaningful and authentic ways.	By celebrating volunteer contributions, we aim to foster a culture of appreciation that strengthens volunteers' commitment to the mission, enhancing volunteer satisfaction, participation, and retention.
Increase and Diversify Volunteer Participation	We aim to diversify our volunteer corps and encourage active participation in our volunteer advisory committees and engagement in volunteer feedback opportunities, ensuring a wide range of voices and perspectives are heard.	By actively involving a diverse range of volunteers in decision-making processes, we aim to create a more inclusive and representative volunteer base, leading to more effective and sustainable impact.

Financial Sustainability and Growth

Ensuring Long-term Stability and Growth

Financial sustainability is crucial for GSHNJ to continue offering impactful programs and services. By diversifying revenue streams, enhancing financial management practices, and optimizing our assets, we can ensure the organization’s long-term stability and growth.

Visionary Goals

Goal	Vision	Long Term Focus
Optimizing Assets and Use Resources Wisely	Our goal is to evaluate and make strategic decisions regarding our property investments and capital priorities to ensure efficient resource use.	We aim to optimize our assets to best support our mission and enhance our reach.
Strengthening Financial Relationships and Growth	We strive to build solid and lasting relationships with donors and grow revenue sources that do not entail significant expenses, focusing on philanthropy.	By aligning project goals with donor and corporate priorities, we will establish ongoing dialogues around funding and progress, ensuring our initiatives create meaningful and sustainable change.
Enhancing Financial Efficiency and Management	Our goal is to enhance financial efficiency and ensure responsible use of resources through improved financial management practices.	We aim to train staff and volunteers in best practices for budgeting and financial reporting appropriate to their roles. We will conduct regular financial audits, and develop a long-term financial plan that includes projections, contingency strategies, and investment opportunities.



Objectives and Strategies

Objective	Aspirations	Long Term Relationships
Optimize Property Investments and Capital Priorities	We aspire to assess and make strategic decisions regarding our properties, to unlock hidden value, and optimize our capital investments.	By evaluating our assets and making informed decisions, we aim to ensure our resources are used effectively to best support our mission while maintaining a strong, meaningful presence across our service area.
Optimize Property Investments and Capital Priorities	We aim to grow revenue through philanthropy and other low-expense sources, reducing reliance on high-expense revenue streams such as programs, summer camp, and retail.	By focusing on cost-effective revenue sources, we aim to build a stable financial foundation that supports our mission without incurring significant expenses.
Enhance Financial Management and Leverage Balance Sheet	We aim to assess our balance sheet thoroughly and ensure our assets are appropriately leveraged.	By unlocking hidden value on our balance sheet and implementing cost-saving measures, we aim to create a financially efficient organization well-positioned for future growth.

Community and Stakeholder Engagement

Strengthening Connections and Collaboration

Community and stakeholder engagement is vital for GSHNJ to strengthen its presence, build relationships, and foster collaboration. Engaging with our community ensures that GSHNJ is responsive to local needs, is perceived as relevant and desirable, and can leverage resources to enhance its impact.

Visionary Goals

Goal	Vision	Long Term Focus
Increasing Visibility and Public Awareness	We aim to increase GSHNJ's visibility and brand awareness, positioning ourselves as subject matter experts in youth development and girlhood.	We aim to develop and implement a comprehensive marketing and public relations strategy highlighting our program's impact, fostering a strong community presence, and leveraging our position for philanthropic gains, political influence, advocacy efforts, and strategic collaborations.
Fostering Partnerships with Local Organizations	We strive to build and maintain robust relationships with local government, schools, businesses, community organizations, and other stakeholders to drive our mission's impact.	By cultivating a strategic philanthropy mindset, we will establish multi-dimensional, mutually beneficial partnerships that align with community needs while being mindful of staff and Board of Directors' workload.



“We aim to increase GSHNJ’s visibility and brand awareness, positioning ourselves as subject matter experts in youth development and girlhood.”

Goal	Vision	Long Term Focus
Enhancing Communication with Members and Families	Our goal is to improve the flow of information between GSHNJ and its members, families, and the broader community, fostering transparency and trust.	We aim to implement a robust communication plan that keeps everyone informed and engaged, ensuring that feedback is gathered and addressed effectively. We will also leverage the mobile classroom and other assets for PR opportunities, balancing staff capacity and ROI expectations.
Integrating DEIRJ Principles	We are committed to directly and visibly incorporating DEIRJ principles in our community and stakeholder engagement efforts, including events and promotional materials.	By embedding DEIRJ values into our strategies and communications, we will ensure that our engagement efforts are inclusive and equitable and reflect our commitment to social justice.

Community and Stakeholder Engagement

Strengthening Connections and Collaboration

“ We aim to implement a comprehensive communication plan, organize forums, and provide regular updates to keep our stakeholders informed and engaged. ”

Objectives and Strategies

Objective	Aspirations	Long Term Relationships
Increase Visibility and Public Awareness	We aspire to use social media, local media, and community events to share success stories, highlight programs, and showcase our impact, positioning GSHNJ as a leader in youth development and volunteer engagement.	By engaging the community through various channels, we aim to build a robust and recognizable presence that resonates with the public and encourages support for our mission.
Foster Partnerships with Local Organizations	We aim to create and manage a partnership database, develop joint programs, and regularly meet with stakeholders to explore collaboration opportunities while caring for relationship holders' workloads.	By fostering meaningful partnerships, we aim to enhance our strategic philanthropy techniques and ensure our initiatives align with community needs and priorities.



Objective	Aspirations	Long Term Relationships
Enhance Communication with Members and Families	We aim to implement a comprehensive communication plan, organize forums, and provide regular updates to keep our stakeholders informed and engaged.	By broadening communication channels, we aim to build a transparent and responsive organization that values and incorporates ourmembers' and families' feedback and needs.
Integrate DEIRJ Principles	We aim to make DEIRJ principles visible and integral to our community engagement strategies, ensuring inclusivity and equity in all our efforts.	By embedding DEIRJ values into our strategies and communications, we will ensure that our engagement efforts are inclusive and equitable and reflect our commitment to social justice.
Integrate DEIRJ Principles with a Focus on Gender Identity, Racial Equity, Anti-Racism, and Accessibility	We aim to make DEIRJ principles visible and integral to our community engagement strategies, explicitly addressing gender identity in an affirming way, promoting racial equity, committing to an anti-racist stance, and ensuring accessibility for all. By incorporating these values, we ensure that our efforts holistically promote inclusivity, equity, and justice.	By embedding DEIRJ values into our strategy, with a strong emphasis on gender identity affirmation, racial equity, anti-racism, and accessibility, we aim to create an inclusive and just environment. This comprehensive approach will resonate deeply with our diverse community, fostering trust and long-term engagement, while establishing GSHNJ as a leader in advancing social justice, equity, and accessibility.

Organizational Excellence and Capacity Building

Achieving Excellence and Enhancing Capacity

Capacity building in a nonprofit context refers to strengthening an organization's ability to effectively achieve its mission and sustain itself over the long term. This involves developing or enhancing the organization's skills, systems, structures, and resources to operate efficiently and fulfill its goals. For GSHNJ to operate efficiently, support its staff and members, and deliver high-quality Girl Scout experiences, organizational excellence and capacity building are essential.

Visionary Goals

Goal	Vision	Long Term Focus
Investing in Board and Staff Development	Our goal is to empower our Board and staff through continuous professional development and leadership training, fostering a culture of growth and excellence.	We aim to build a skilled and motivated team that drives GSHNJ's mission forward. We will ensure staff are engaged, empowered, and set up for success while fostering a culture that values overall employee well-being.
Ensuring Adequate Staffing and Volunteer Support	We strive to ensure enough staff to support our business and mission delivery.	By assessing and addressing staffing needs, we will ensure that our organization has the human resources necessary to achieve our goals and serve our mission.



“ Our goal is to empower our Board and staff through continuous professional development and leadership training, fostering a culture of growth and excellence. ”

Goal	Vision	Long Term Focus
Implementing Effective IT Management	Our goal is to manage our IT infrastructure in a way that is helpful for our members and manageable for our staff.	We aim to leverage technology to streamline processes, enhance data management and security, and ensure that our IT systems provide staff efficiency and customer satisfaction.
Conducting Regular Evaluations and Assessments	Our goal is to establish a culture of continuous improvement by systematically evaluating our programs, services, and operational processes.	By developing key performance indicators and continuing to conduct annual reviews, we will use feedback to make informed decisions and strategic adjustments, ensuring ongoing excellence and relevance.

Organizational Excellence and Capacity Building

Achieving Excellence and Enhancing Capacity

Capacity building in a nonprofit context refers to strengthening an organization’s ability to effectively achieve its mission and sustain itself over the long term. This involves developing or enhancing the organization’s skills, systems, structures, and resources to operate efficiently and fulfill its goals. For GSHNJ to operate efficiently, support its staff and members, and deliver high-quality Girl Scout experiences, organizational excellence and capacity building are essential.

Objectives and Strategies

Objective	Aspirations	Long Term Relationships
Invest in Board and Staff Development	We aspire to offer regular training sessions, scholarships for external learning opportunities, and a mentorship program to support and develop our staff and Board volunteers.	By investing in professional development and fostering a supportive culture, we aim to build a committed and capable team that feels valued and empowered, fostering long-term engagement and growth.
Ensure Adequate Staffing and Volunteer Support	We aim to assess staffing and volunteer needs regularly to ensure we have the necessary human resources to support our mission and growth while maintaining emotional wellbeing.	By maintaining appropriate staffing levels and volunteer support, we aim to ensure effective program delivery and organizational stability, enhancing our capacity to achieve our goals.



“ We aspire to offer regular training sessions, scholarships for external learning opportunities, and a mentorship program to support and develop our staff and Board volunteers. ”

Objective	Aspirations	Long Term Relationships
Implement Effective IT Management	We aim to manage our IT infrastructure to streamline operations and improve data management, ensuring it is user-friendly for staff and members.	By collaborating with GSUSA and optimizing our IT systems when able, we aim to improve operational efficiency and customer satisfaction, ensuring our technology supports our mission without overwhelming our staff.
Conduct Regular Evaluations and Assessments	We aim to develop key performance indicators, conduct annual reviews, and use evaluation feedback from board members, staff, and members to inform our decision-making processes.	By establishing a culture of continuous improvement, we aim to ensure that our programs and services remain relevant and high-quality, fostering trust and engagement with our stakeholders.

Implementation Plan

For staff, this will involve annual performance reviews, goal setting, and professional development assessments to ensure alignment with our mission and strategic objectives.

For our members, we will promote GSUSA's annual satisfaction survey, track participation analytics, and leverage GSUSA's outcome-based evaluations to measure the effectiveness of our programs in fostering personal growth and achieving Girl Scout outcomes. Facilities will be regularly assessed for safety, accessibility, and overall adequacy to support our activities, with inspections and feedback systems in place to address any issues promptly.

The Board, as the guiding force of our organization, will undergo annual governance evaluations. These evaluations will assess their performance, adherence to best practices, and effectiveness in steering the organization's strategic direction. Additionally, the programs offered by GSHNJ will be subject to ongoing evaluations that include impact assessments, alignment with our mission, and the ability to meet the needs of our members. These evaluations will be guided by clear metrics and regular reporting to ensure that all aspects of our organization contribute to the successful implementation of our strategic plan.

This iterative process will allow GSHNJ to remain agile and responsive to changing needs and circumstances, ensuring we continue to drive positive impact and fulfill our mission. Through diligent planning, resource allocation, and continuous evaluation, GSHNJ is poised to achieve its strategic priorities and build a brighter future for all Girl Scouts.

Implementing GSHNJ's strategic priorities will be a dynamic and structured process, ensuring that our goals are effectively achieved over the next three years. The leadership and management team, in collaboration



with all staff, volunteers, and board members, will leverage this strategic plan to guide their annual planning, ensuring alignment with our long-term vision. In the spring of each year, the team will develop detailed action plans for the following fiscal year, specifying timelines, responsible parties, and critical milestones. This systematic approach will ensure that every initiative is carefully planned and executed, fostering a culture of accountability, continuous improvement, and awareness of each individual's contribution to advancing the mission.

Resource allocation is a critical component of our implementation strategy. In conjunction with annual action plans, the leadership team will outline the financial, human, and material resources required to achieve our annual goals. This includes securing necessary funding, allocating staff time, and ensuring the necessary tools and materials are available to support our initiatives. By strategically allocating resources, GSHNJ will ensure that every aspect of our plan is adequately supported, enabling us to meet expectations.

This framework, which is a cornerstone of our commitment to transparency and continuous improvement, will include regular progress reviews, performance metrics, and feedback mechanisms to track our achievements and identify areas for improvement.

Central to the success of our strategic plan is the establishment of a robust monitoring and evaluation framework. This framework will conduct comprehensive evaluations across all key areas of our organization, ensuring we stay on track and make timely, informed decisions.



Glossary

- BIPOC:** Black, Indigenous People of Color
- DEIRJ:** Diversity, Equity, Inclusion, Racial Justice
- FY:** Fiscal year
- GSHNJ:** Girl Scouts Heart of New Jersey
- GSLE:** Girl Scout Leadership Experience (what Girl Scouts do and how they do it)
- GSUSA:** Girl Scouts of the United States of America
- GSVC:** Girl Scouts Voices Count (annual member survey circulated by GSUSA)
- YTD:** Year-to-date

“ Building girls of courage, confidence, and character who make the world a better place. ”



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Approved and Adopted by the Girl Scouts Heart of New Jersey Board of Directors September 9, 2024