

STRATEGIC PLAN 2026-2028



Scouting  **America**
Greater Hudson Valley Council

OUR NORTH STAR: SCOUTING'S VALUES & MISSION

Mission

The mission of Scouting America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law



Scout Oath

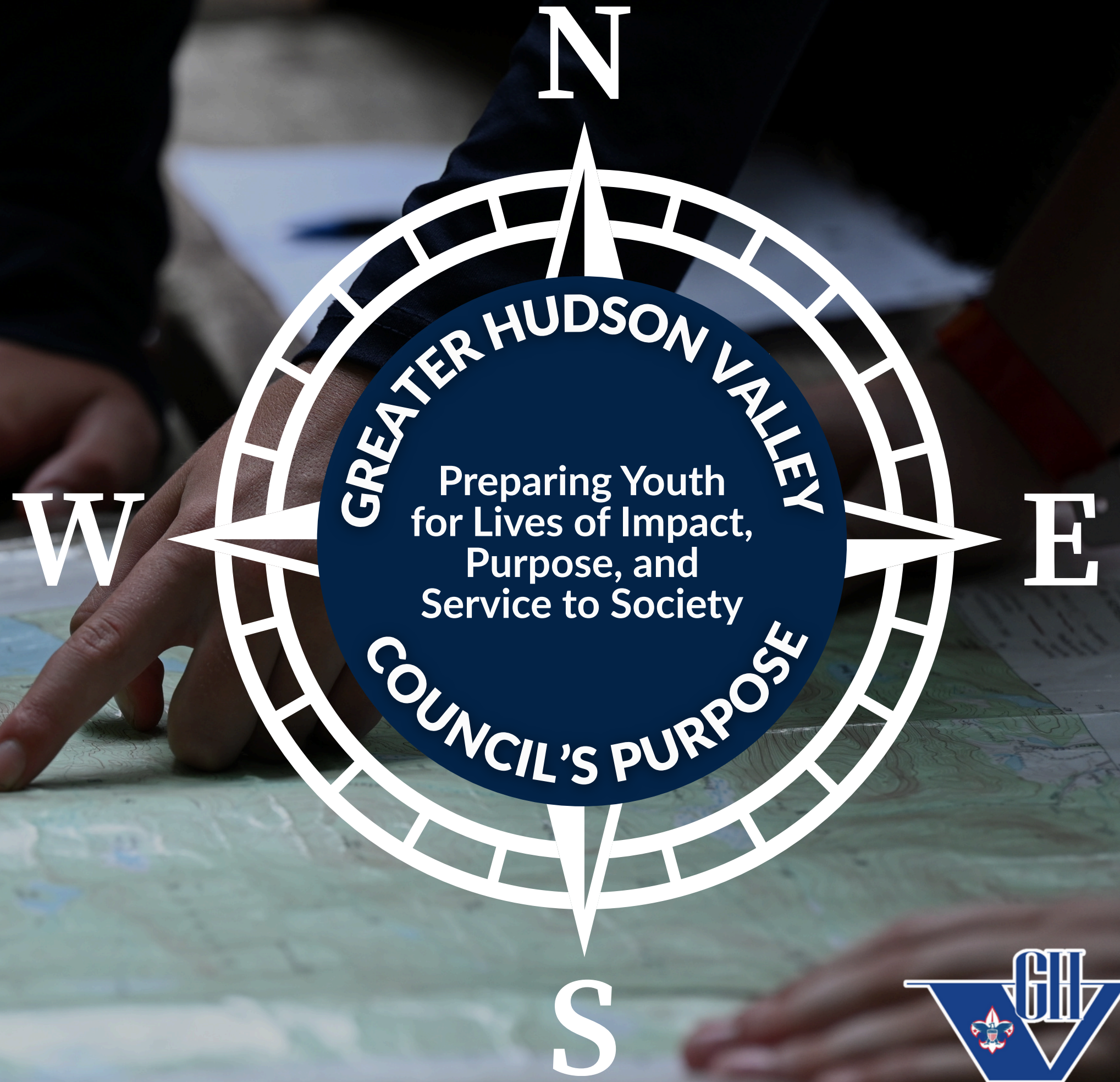
On my honor I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

Scout Law

A Scout is...
Trustworthy
Loyal
Helpful
Friendly
Courteous
Kind
Obedient
Cheerful
Thrifty
Brave
Clean
Reverent



OUR COMPASS



TRAIL MARKERS THAT GUIDE US TO OUR DESTINATION

The Greater Hudson Valley Council will be the model for all Scouting America Councils

TRAIL MARKER

Take bold action to deliver and grow Scouting through inclusive, trustworthy decisions



TRAIL MARKER

Provide the opportunity for every child to experience Scouting in their local community



TRAIL MARKER

Adopt a service-oriented mentality, enabling units to provide and experience engaging, year-round Scouting program




TRAIL MARKER

Maintain the Premier Scout Camp Properties and Programs in the Northeast



TRAIL MARKER

Fund an affordable Scouting program with achievable budgets that balance program fees, fundraising, product sales, camping revenue, and a modest endowment draw.



OUR WAYPOINTS ALONG THE TRAIL

FIVE STRATEGIC PRIORITIES



**STRENGTHEN
OUR
FINANCIAL
POSITION**



**BROADEN OUR
APPEAL &
REVITALIZE OUR
BRAND**



**MAKE OUR
PROGRAMS
RELEVANT TO
TODAY'S YOUTH**



**CHANGE THE
WAY WE WORK
TOGETHER**



**BE A LEADER IN
SAFEGUARDING
YOUTH**



OUR PREPARATIONS FOR THE JOURNEY

2025 KEY ACTIONS

- Added a youth member to the Executive Board and Operations Committee
- Enhanced the volunteer and professional partnership on summer camp promotion
- Enhanced social media outreach by adding a photographer to the summer camp staff
- Reallocated Development responsibilities and launched the *Horizon Initiative*
- Convened the Program Fee Task Force and proposed/ launched a new structure after substantial input from the Council community
- Convened the Treasury Committee for more frequent Board input on budget matters
- Curtailed the endowment draw to a more sustainable level
- Drafted the Strategic Plan based on Board, District, and volunteer input, including the “Voice of the Board” survey

BE A LEADER IN SAFEGUARDING YOUTH

“We are safe so they can grow.”



WAYPOINT



1. Grow the Safety Committee with representation from all districts, the OA, an additional youth member, and non-Scouting experts.
2. Embed a safety culture in all aspects of our work at the Council, district, and unit levels.
3. Communicate a year-round safety message, including safety moments, incident reporting, and broader safety topics.



CHANGE THE WAY WE WORK TOGETHER

“Work better together – unite Council, Districts, and Units for stronger impact.”

1. Increase the percentage of fully trained unit leaders, as trained leaders strengthen program quality, retention, and membership.
2. Recruit more district-level volunteers to support units, membership, program, and training.
3. Strengthen coordinated membership efforts between the Council, districts, and units.
 - a. Strategically target where we will create new units (traditional, older youth, and family Scouting) and recruit the necessary charter partners, volunteers, and community supporters.

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WAYPOINT



MAKE OUR PROGRAMS RELEVANT TO TODAY'S YOUTH

“Scouting should be bold, fun, and what families are looking for today.”

1. Create and promote year-round opportunities for Scouts to experience Council and district programs in the Hudson Valley.
2. Create a program guide for districts and committees to assist with annual planning.
3. Enhance promotion of our camps to increase both in-council and out-of-council attendance—summer programs at Bullowa and Read, and September–May programs at Bullowa and Durland.
4. Maintain and enhance our facilities to support program and training priorities as set by the Council.
5. Grow and promote the Council-wide Camporee and Thunderbird Games.



WAYPOINT



BROADEN OUR APPEAL & REVITALIZE OUR BRAND

“Community-wide brand recognition of the merits of Scouting”



WAYPOINT

1. Build and recruit an Alumni Relations Committee to support alumni events and re-engage alumni across our Council's geography.
2. Strengthen our brand in the community by creating a comprehensive public relations plan.
3. Strengthen and expand the Horizon Initiative to secure new supporters and boosters for the Council across communities, government, and industry.



STRENGTHEN OUR FINANCIAL POSITION

“Financial security enables programs”

1. Create and deliver a yearly budget that achieves the goals of the Council. Include a detailed expense and revenue analysis for each property, major activity, and summer camp operation, along with all costs attributed to Council expenses.
2. Execute the Horizon Initiative development strategy and take bold steps to secure new donors and sources of direct support.
3. Plan, launch, and follow through on a major gifts/endowment campaign.



WAYPOINT



BE A LEADER IN SAFEGUARDING YOUTH

MEASURES



WAYPOINT



Safety Committee

- 2026 – Establish a committee of 7 members (2 meetings per year)
- 2027 – Expand to a committee of 9 members (4 meetings per year)
- 2028 – Expand to a committee of 10 members and review and update the Patch Program

Safety Culture

- 2026 – Roll out a unit safety program (including an award patch)
- 2027 – 25% of all units earn the award
- 2028 – 50% of all units earn the award

Year-Round Communication

- 2026 – Publish a monthly list of safety moments in the newsletter for units to use
- 2027 – Improve incident reporting to 100% within 72 hours
- 2028 – Hold a council-wide safety conference



CHANGE THE WAY WE WORK TOGETHER

MEASURES

2

WAYPOINT



Trained Leaders

- 2026 – Conduct a training survey of current leaders and hold a New Leader Summit.
- 2027 – Ensure 40% of registered leaders are fully trained and expand the Leader Summit.
- 2028 – Ensure 50% of registered leaders are fully trained, continue the Leader Summit, and expand in-person training (IOLS, BALOO, etc.).

Recruit District Volunteers

- 2026 – Hold District Nominating Committees to recruit new members and hold the District Annual Meeting.
- 2027 – Offer Council- and district-wide Unit Commissioner trainings and develop monthly communication for district leaders. Ensure 50% of all units have an assigned unit commissioner.
- 2028 – Ensure at least 75% of all units have an assigned unit commissioner.

Strengthen Coordinated Membership Efforts

- 2026 – Rebuild the Membership Committee; align fall recruitment plans across districts; host a joint Council/district membership training session; increase new member recruitment/unit growth by 1%.
- 2027 – Launch a shared Membership Growth Calendar and toolkit, and increase new member recruitment/unit growth by 5%.
- 2028 – Ensure every district has a membership chair and increase new member recruitment/unit growth by 10%.

MAKE OUR PROGRAMS RELEVANT TO TODAY'S YOUTH MEASURES

3

WAYPOINT

Council Program Guide

- 2026 – Form a guide committee and hold an annual calendar-planning meeting.
- 2027 – Release the digital Program Guide and train units on calendar planning.
- 2028 – Update the guide to align with the Council-wide Program Kickoff event.

Grow Program

- 2026 – Host a Council-wide spring service project; hold a Camporee; and invite five new vendors to Thunderbird.
- 2027 – Plan the next Camporee; secure a major Thunderbird sponsor; and run a Council-wide Scouting for Food drive.
- 2028 – Hold two Council service projects; hold a Camporee; and increase sponsorship and attendance at Thunderbird.

Grow Camp Attendance

- 2026 – Rebuild the Camping Committee and increase attendance at both Read and Bullowa.
- 2027 – Achieve a 10% increase in attendance over 2026 at both Read and Bullowa.
- 2028 – Achieve a 10% increase in attendance over 2027 at both Read and Bullowa.

Maintain and Upgrade Our Properties

- 2026 – Create a 5-year vision and capital plan for each property and align it with the Major Gifts/Endowment Campaign.
- 2027–2028 – Secure net-new donor and/or partnership funding for key capital projects identified in the 5-year vision.



BROADEN OUR APPEAL & REVITALIZE OUR BRAND MEASURES



WAYPOINT



Alumni Committee

- 2026 – Form a committee of 5 members (2 meetings per year) and re-establish the Advisory Board/President’s Council.
- 2027 – Expand the committee to 9 members (4 meetings per year) and host a Council-wide, non-fundraising alumni event (with emphasis on Eagles).
- 2028 – Continue the Council Eagle event and launch district-level alumni gatherings.

Public Relations Committee

- 2026 – Form a committee of 4 volunteers to gather positive Scouting stories and create a master contact list for news outlets in every area of the Council; align efforts with America250 activities in our communities.
- 2027 – Expand the committee to 5 volunteers and submit positive stories to local media outlets (3 per quarter).
- 2028 – Expand the committee to 6 volunteers; complete a media contact list for press releases using a standard Council template; increase the number of stories placed in local media outlets to 4 per quarter; and provide a report to the Executive Board at the Annual Meeting.

Horizon Initiative (Partnerships)

- 2026 – Engage new Friends of the Council and meet with 50% of the new contacts provided by the Development Committee (2 per board member).
- 2027 – Form net-new partnerships resulting in at least 1 new honoree and 3 new major sponsorships.
- 2028 – Form net-new partnerships resulting in at least 1 new honoree and 4 new major sponsorships.

STRENGTHEN OUR FINANCIAL POSITION

MEASURES



WAYPOINT



Budget

- 2026 – End the year with a balanced Operating Fund budget (surplus revenues over expenses) and lower the GHV endowment draw.
- 2027 – End the year with a balanced budget and lower the GHV endowment draw to a level that is 1–2% below the rolling 10-year average return of the trust fund.
- 2028 – Increase total net assets in Funds 1, 2, and 3 by at least 2%.

Horizon Initiative (Development)

- 2026 – Increase total direct support to the Council over 2025 levels.
- 2027 – Increase total direct support by 3% over the previous three-year average.
- 2028 – Increase total direct support by 10% over the previous three-year average.

Major Gifts/Endowment Campaign

- 2026 – Approve a concept, goal, chair, and committee members.
- 2027 – Secure new gifts (endowment or capital) totaling at least 3% of expenses.
- 2028 – Secure new gifts (endowment or capital) totaling at least 5% of expenses.

Scouting America™

Greater Hudson Valley Council

