

STRATEGIC LONG-RANGE PLAN

**A SUMMARY OF THE BENCHMARKS
FOR SUCCESS 2022 – 2027**



**COASTAL GEORGIA COUNCIL
NATIONAL SERVICE TERRITORY – 14 BOY SCOUTS OF AMERICA**

**11900 Abercorn Street
Savannah, Georgia 31419
Telephone 912.927.7272**

Vision: To provide the highest level of well trained and equipped customer service representatives to serve and empower local units to deliver the entire family of scouting programs in their neighborhood or community.

Focus: Scout Service Center Operation/Technology/Staff Structure

- ❖ Grow professional staff to address the following membership, geographical and program needs:
 - Paraprofessionals – Brunswick and Statesboro (2027)
 - Appoint a District Strength and Flexibility Committee to assess how to best apply professional leadership to support district operations (2023)
- ❖ Better Accommodate Volunteers and Families while improving customer service.
 - Expand Part-time Scout Shop personnel from 2 to 3 to expand weekend hours (2023)
 - Assess service and profitability of Scout Shops (2023)
- ❖ Current Camp Staff structure will remain unchanged however the following strategies are intended to improve Camp and Council properties by adequately subsidizing the Ranger's volunteer team.
 - Establish Camp Master Program (2023)
 - Identify / Employ 2nd Asst. Ranger (Intern) (2021) (Complete)
 - Coordinated model / plan for volunteer work personnel and teams (2022)
- ❖ Provide the best possible working conditions, services and technology available to provide a program of excellence for our scouting volunteers, employees and families.
 - Assess services leases and contracts (i.e. phone, internet security, landscaping etc.) (2019) (Complete / ongoing)
 - Improve – Re-design council level mass communication methods. (2021) (complete / ongoing)
 - Implement Blackbaud On Line Giving capability. (2022)

Focus: Governance - Safety Management

Vision: The protection of our youth is the single most important responsibility at all levels of council operations – Family, Unit, District and Council. Our council employs all aspects of youth protection, business practices and incident management to ensure the proper health and safety for our participants as well as protecting the integrity of the Coastal Georgia and BSA Brand.

- ❖ Employ the maximum degree of Youth Protection Training (YPT) for all members and guests participating in Coastal Georgia – BSA programs and activities.
 - Recruit a Council Youth Protection Champion and Committee (with bi-annual mtgs) (2022)
 - Develop a local YPT operations model (2023)
 - Share successful BSA - YPT methods (at unit level) into the community at large. (2021) (Complete)
 - Aspire, reach and maintain 100% YPT volunteer leader standards (2022)

- ❖ Employ the maximum degree of Health and Safety Protection for all members and guests participating in Coastal Georgia – BSA programs and activities.
 - Recruit a Council Health and Safety Officer and Committee with bi-annual meetings (2022)
 - Develop a Health and Safety operations for units, activities and properties (2022) focused on:
 - National Camp Accreditation Standards (NCAP) (Annually)
 - Procedures: Fire, Hurricane, Tornadoes, Flood, Active Shooter Invasion (2021)
 - Qualified Health Personnel at all events (2021) (Completed)
 - Implement Incident Management, Reporting and review at council, district and unit levels (2021) (Complete)
- ❖ Employ the maximum degree of Governance, Legal and Business practices for all members and guests participating in Coastal Georgia – BSA programs and activities.
 - Review and update Council By-Laws, Covenants and governing policies (2022)
 - Recruit specialized legal assistance (Attorney) for Human Resources and Youth Protection (2022)
 - Conduct due diligence review of “professional” services (i.e. Auditor, Insurance, Banking,) (2021) (complete)
 - Conduct a Business Practice Assessment (2023)

Focus: Executive Board and Volunteer Development

Vision: Increase the number of influential and committed volunteers at the Executive Board Level who are trained and engaged and best represent all aspects of the community’s demographics, diversity, and the Council’s geography.

- ❖ Recruit, Train and Engage three new executive board members of diversity and reevaluate board diversity annually.
- ❖ Executive Board will represent each district based on percentage of District’s membership to enhance representation the entire twenty-two county region served by Coastal Georgia Council. (2023)
- ❖ Executive Board will represent Community’s top 8 business leading companies by recruiting at least one new CEO/COO/CFO level executive annually.
- ❖ Develop and hold a board retreat / training (2023)
- ❖ Develop and implement plan to regularly engage Advisory Board (2022)

DISTRICT OPERATIONS

VISION: While highly focused to grow stronger “Units of Excellence” across all BSA Brand Markets, establish district committees capable of meeting the ongoing and future needs of unit operations; ensuring each District in Coastal Georgia Council is adequately comprised of dedicated, trained and qualified volunteer leaders who will oversee Council governance. Districts will inspire unit volunteers to excel in their respective roles, serve as a resource for encouragement and enhance the position of Coastal Georgia Council as the foremost and most trusted youth development program in each of our represented counties.

❖ **Reposition Boy Scouting as a curriculum partner with Schools placing emphasis on educational outcomes formulated from local unit implementation of Scouting’s Aims and Methods. (Review annually in June). (Standard Operation – 2021 and annually)**

- Provide annual superintendent communication to share BSA advances, needs and collaborative benefits. (complete)
- Conduct presentations at School Board meetings if requested by the superintendent.
- Extend invitations to use BCSR and Camp Tolochee for school system functions.
- Implement in-school and after-school unit growth with Title One schools and collaborate with local boys’/girls’ clubs and the YMCAs. (2022)
- Promote Eagle Scout Project Days or unit service projects to benefit schools.

❖ **Build stronger units that attract and retain youth and families based on a true charter partner relationship and focus on the core aims of scouting (i.e., advancement, outdoor program, uniform, leadership, youth-led, guided and financed).**

- Develop a model unit program built on best practices that is integrated into all aspects of district training. (2022)
- Educate adult leaders so they have a deeper appreciation for advancement and recognition to increase retention supported by a unit recognition program for increased advancement and retention rates. (2022)
- Establish working program committees to develop and enhance district level outdoor programs. (2022)
- Hold a spring Camporee at Camp Tolochee. (2021) (complete)
- Conduct unit level budget building “Ideal Year of Scouting” training. (2022)
- Provide charter organization training via a virtual format. (2022)
- Share the Council Strategic Plan with all districts. (2021) (complete)
- Provide annual district committee training. (2022)

❖ **Develop District level NESAs/Alumni Society**

- Identify and Recruit Eagle Engagement Chair. (2022) (complete)
- Conduct a military and traditional NESAs prospecting events. (2022)

DISTRICT OPERATIONS

- Develop communication strategies to units regarding scholarships that are available to Eagle Scouts. (2022)
- Search colleges and universities for Eagle fraternities and FLETC and other large employers for Eagle employees. (2022)
- ❖ **Strengthen community relevance and trust in each Coastal Georgia county for the Scouting program.**
 - Expand the Youth Protection role on behalf of ALL young people by advertising the YPT to other organizations. (2021) (complete)
 - Recruit a marketing chairperson in each district and establish unit incentivized “news hound” programs. (2022)
 - Promote Eagle Scout projects that are done throughout the Council. (2021)
- ❖ **Build diversity at the District Committee level representative of current demographics but also areas of unserved and underserved markets in each county.**
 - Model the Scout Reach program from the Atlantic Council to districts in the Council. (2022)
 - Develop a Scout Reach sub-district committee. (2022)
 - Communicate with and engage school resource officers in each school district in the Scout Reach program. (2022)
- ❖ **Embrace technology as the primary training and communication model to improve overall communication to the unit level.**
 - Implement and embrace the National BSA technology-based virtual roundtable plan. (2021)
 - Utilize social media to communicate to the district and unit levels. (2021)
- ❖ **Grow district personnel while improving leadership capacity, stability, rapport and retention.**
 - Promote annual district retreats. (2021)
 - Promote use of the standard district operation model and support this effort through regularly scheduled meetings. (2021)
 - Re-establish meaningful annual district recognition events. (2021) (complete)
 - Develop a strategy to engage OA chapters in district events. (2021)
 - Promote charter representative participation as district Committee members. (2021)
 - Develop annual succession plans for each district Committee. (2021)
- ❖ **Encourage and facilitate collaboration in each district to incubate ideas for program innovation.**
 - Pursue meaningful methods of responsive feedback, opinion, reflection and strategy from units and capture and communicate these throughout the Council. (2021)
 - Utilizing the Council Strategic Plan as a guide, provide focus points to foster innovative unit feedback throughout the Council. (2021)
 - Encourage unit leaders to attend District focus meetings to provide grass roots ideas and needs. (2021)

VISION: While disciplined to a balanced year-end budget, grow revenue to meet ongoing and future demands for program delivery and operation expenses; ensuring Coastal Georgia Council is financially secure in each fund category (operations, property and endowment) while maintaining the highest standards of stewardship, accountability and transparency.

Maintaining Highest Standards of Stewardship Accountability and Transparency

- ❖ Establish an operations budget and remain disciplined to a positive unrestricted net asset balance at year end to support annual operating expenses.
- ❖ Establish Working Finance (management) Committee (spring 2021)
 - Regular analysis of council assets, operations and development
 - Identify Potential Candidates qualified to serve on Finance Committee
 - Due Diligence Review of Account Managers
 - Trust Fund (by endowment committee)
 - Operational Banking (by finance committee)
- ❖ Develop / Employ Financial Measurement Tools (2022)
 - Return on Investment – Return on Allocation (staff, volunteer demand, time)
 - Program Activities and Events
 - Fundraising and Special Events efficiency vs. cost - benefit
 - Staff Assignments – District Alignments
- ❖ Communicate Program Investment, Stewardship and Impact to the Community in conjunction with Marketing Committee initiatives. (Ongoing annually)
 - Finance Committee Orientation Meeting to Educate and Coordinate Community Impact opportunities (2022)
 - Newsletters – E-Letters
 - Civic Club Presentations
 - Web Site Communications
 - Donor Letters
- ❖ Establish a Financial Management and Continuity Plan (2022)
 - Assess Business Interruption Scenarios (i.e. hurricane, health / safety shut-down of property/event, etc.)
 - Develop strategies to reduce impact during a business interruption scenario
- ❖ Conduct Internal Business Practice Assessment Annually
 - Internal Controls
 - Multi-Level and timely review of financials, bank reconciliation, liquidity, budgets and audit

FUND DEVELOPMENT

VISION: While disciplined to a balanced year-end budget, grow revenue to meet ongoing and future demands for program delivery and operation expenses; ensuring Coastal Georgia Council is financially secure in each fund category (operations, property and endowment) while maintaining the highest standards of stewardship, accountability and transparency.

- ❖ Establish an operations budget and remain disciplined to a positive unrestricted net asset balance at year end to support annual operating expenses with specific objectives to have a three-month cash flow minimum of \$300,000 and at least a 45-day reserve at the lowest point of liquidity during the year **(2023)**.
- ❖ Friends of Scouting Campaign should grow at a rate greater than the growth of our annual operating budget and completed by June 30 each year. Executive Board ownership and engagement in this campaign is paramount to such growth and its execution must include intensified efforts in prospecting of new and the evaluation of current investors for major gifts, campaign-leadership structure in each district and top donor relationship improvement. **(2021 – 2024)**
- ❖ Direct Support Revenue must increase to offset loss in United Way funding with emphasis on improving or creating new special events such as a Scouting Alumni and Friends Dinner, Foundation Grant writing and the heightening of the Council's Endowment Heritage Society. **(2022)**
- ❖ General Operating Revenue must complement increasing membership expectations and include the design of sustainable income **(2022)** from camping events in each program area - Cubs, Scouts-BSA, Venturing, Exploring (i.e., Coordinated Day Camp Initiative), the renewal of Sea Kayaking **(2024)** and the marketing of Black Creek and Tolochee for Scout and Non-Scout usage. **(2019)** Marketing to include hosting National / Regional Camp Schools and related trainings / events. **(2023)**
- ❖ Define a Strategic Use Policy for annual realized gains (interest income) based on "total return" average from the Coastal Georgia Trust Fund. Policy to consider: professional salaries, seed money for new staff development and / or other general budget needs and be defined by Trust Committee. **(2022)**
- ❖ Initiate, organize and execute a successful Capital Campaign by **2025** with the specific purposes of: (1) Eliminating current property fund debt of \$625,000 (2) Raise capital to: (a) sustain new construction maintenance from BCSR Phase One Projects; (b) initiate Phase Two Projects; (c) Camp Tolochee renovations. (3) construct a new Scout Service Center. (3) Increase Unrestricted Cash gifts and Deferred / Legacy Gifts the Council's Trust Fund to reach 12 million dollars in combined trust fund balance, new outright gifts and bequests.
- ❖ In conjunction with the strategy to construct a new Scout Service Center, conduct a feasibility study to gain market analysis, return on investment and net income potential as it relates to converting from Council owned Scout Shops to National Stores including the consideration of a free-standing Brunswick location. **(2027)**

Vision: To effectively promote Scouting to strategic audiences.

Focus: Increase Scouting Visibility to Youth and Parents

- ✦ Work in coordination with membership committee to develop marketing assets in print and digital formats that promote:
 - Fall Cub Scout Recruiting (2022)
 - Visibility at Community Events (2023)
 - Scout BSA Recruiting (2023)
 - New Units (2023)

Focus: Increase Visibility of our Camps and Program Opportunities

- ✦ Work in coordination with program committee to develop marketing assets to promote the growth of Scout attendance at camps and activities as well as non-Scout usage of council property
 - Conduct an assessment of current property marketing assets (2022)
 - Develop print and digital marketing assets to replace, improve or complement current efforts to attract additional Scout and non-Scout usage and participation (2023)
 - Develop processes to allow staff and volunteers to access and develop better quality program marketing assets (2023)
 - Reevaluate assets and processes to improve visibility of properties and events (annually)

Focus: Increase Local Scouting's Visibility to our Communities

- ✦ Assess current efforts and implement any needed changes to improve positive visibility to our local communities
 - Design a marketing plan and model for external visibility (2023)
 - Reevaluate social media processes to improve visibility through increased followers and sharing (2022)
 - Develop community service and Eagle Scout community recognition processes (2022)
 - Develop marketing templates for unit, district or council-level use (2023)

MEMBERSHIP AND UNIT DEVELOPMENT

VISION: Deploy membership strategies to bring the Scouting program into every family home, school and neighborhood in the Coastal Georgia Council; growing through the organization of new units, additional new members to existing units and retention of existing constituents. Growth will focus on the opportunities for both young men and women to experience the full family of scouting and will deliver the life-changing journey only found in the programs of the Boy Scouts of America.

❖ Grow Council Membership committee by adding strategic positions (2022)

- Family Scouting Chair - Monitor Family Units to maintain operational integrity, evaluate positive and negative trends and provide feedback to program and property committees for activity development, enhancements and facility needs. Engage Commissioner staff for family unit support.
- New Unit Chair – Conduct New Unit Organization annual events, develop strategic unit development approach and drive new unit development benchmarks
- Diversity Chair - Establish a committee, develop and adopt a plan to address growing Latino and Hispanic populations by using alternative recruiting partners such as community centers, housing authorities, Hispanic churches and businesses versus traditional public schools.
- STEM Chair - Develop and adopt a plan to implement STEM Scouting in Coastal Georgia.
- Exploring Chair – Host annual impact events, drive 'basic 3' posts (medical/fire/law enforcement) in every district, establish exploring survey efforts, drive Exploring development benchmarks

❖ Increase Traditional Membership to meet annual % increase goals from 2020 to 2027.

Year	Growth Target	Membership Goal	Actual
2020	Baseline	2534	2534
2021	1%	2560	2565
2022	10%	2816	
2023	6%	2985	
2024	5%	3134	
2025	5%	3290	
2026	4%	3422	
2027	4%	3558	

- Establish community relationships with Marketing Committee to participate in non-traditional recruiting / information events to share Scouting message and offer registration on a year-around basis.
- Plan to include volunteer teams responsible for recruitment assistance, especially at times not associated with the traditional fall recruitment effort.

❖ Increase Traditional Units using an increased growth rate of 2% from 103 to 118.

MEMBERSHIP AND UNIT DEVELOPMENT

Year	2 % Growth	Actual
2020	Baseline	103
2021	105	107
2022	107	
2023	109	
2024	111	
2025	113	
2026	115	
2027	118	

- ❖ Grow Exploring membership to align with overall membership growth.

Year	Growth Target	Membership Goal	Actual
2021	Baseline	174	174
2022	10%		
2023	6%		
2024	5%		
2025	5%		
2026	4%		
2027	4%		

- ❖ Increase Exploring Unit growth to 5% annually to support Exploring Membership Growth.

Year	10 % Growth	Actual
2020	Baseline	9
2021	10	12
2022	11	
2023	12	
2024	13	
2025	14	
2026	15	
2027	17	

- ❖ Increase Youth Member Retention to exceed national average by 2027.

MEMBERSHIP AND UNIT DEVELOPMENT

Year	Youth Retention	National Average
2020	45.2%	51.9%
2021	53.6%	58.9%
2022		
2023		
2024		
2025		
2026		
2027		

- Conduct Impact / Educational meetings with Charter Partners annually beginning in 2022
- Implement Save a Scout and Webelos to Boy Scout Transition initiative (2023)
- Coordinate with Program Committee to structure Cub Camping events to correlate with membership registration and renewal (Recharter) seasons.

❖ Increase the number of registered unit adult volunteers by 5% or 250 adults by 2025.

Year	5% Growth	Actual
2020	Baseline	1008
2021	1058	911
2022	1111	
2023	1167	
2024	1225	
2025	1286	
2026	1350	
2027	1418	

❖ Grow ScoutReach membership to align with overall membership growth.

MEMBERSHIP AND UNIT DEVELOPMENT

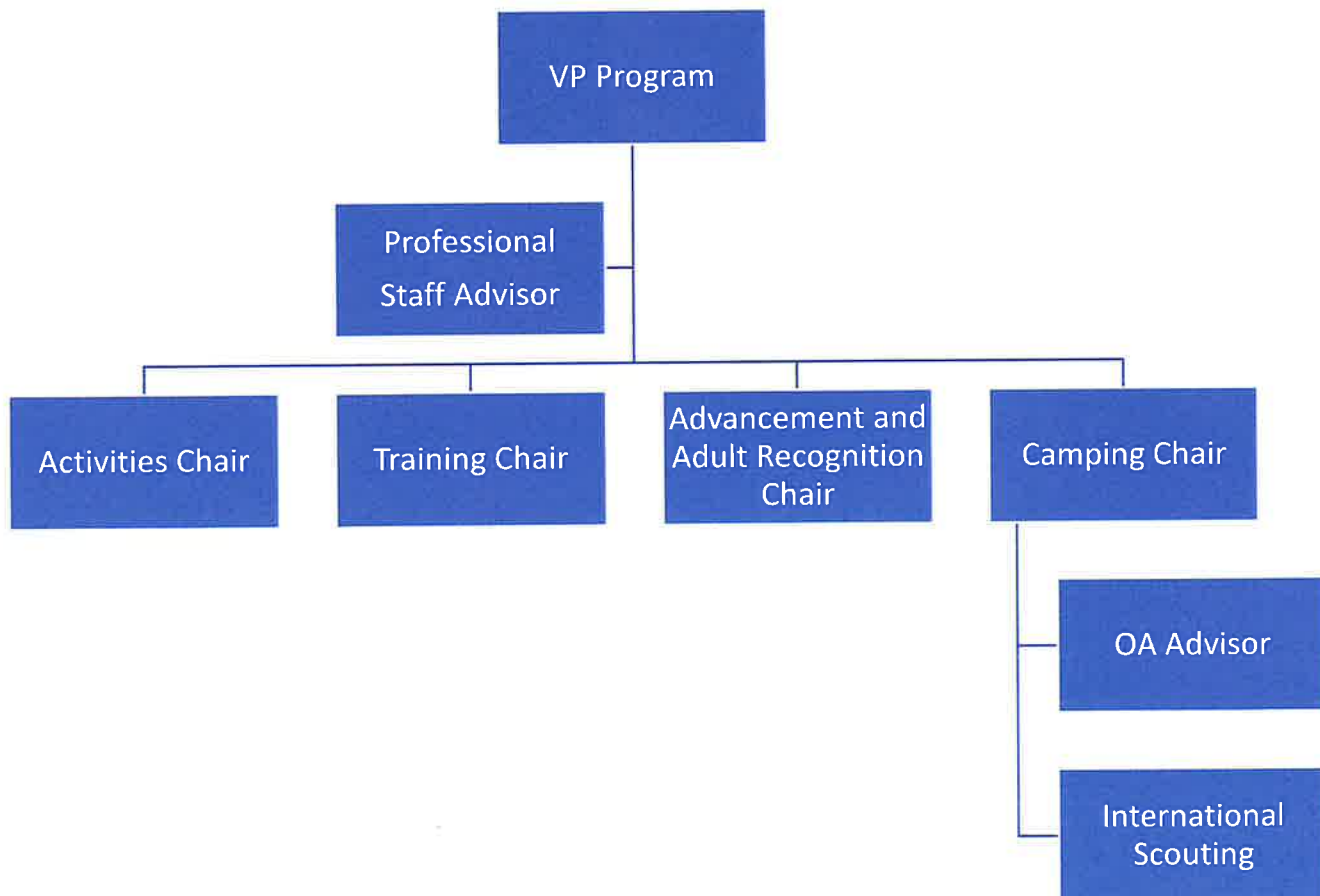
Year	Growth Target	Membership Goal	Actual
2021	Baseline	132	132
2022	10%	145	
2023	6%		
2024	5%		
2025	5%		
2026	4%		
2027	4%		

- Expand ScoutReach to include one additional partner agency in each year of strategic plan.

PROGRAM

Program Committee Current Organization

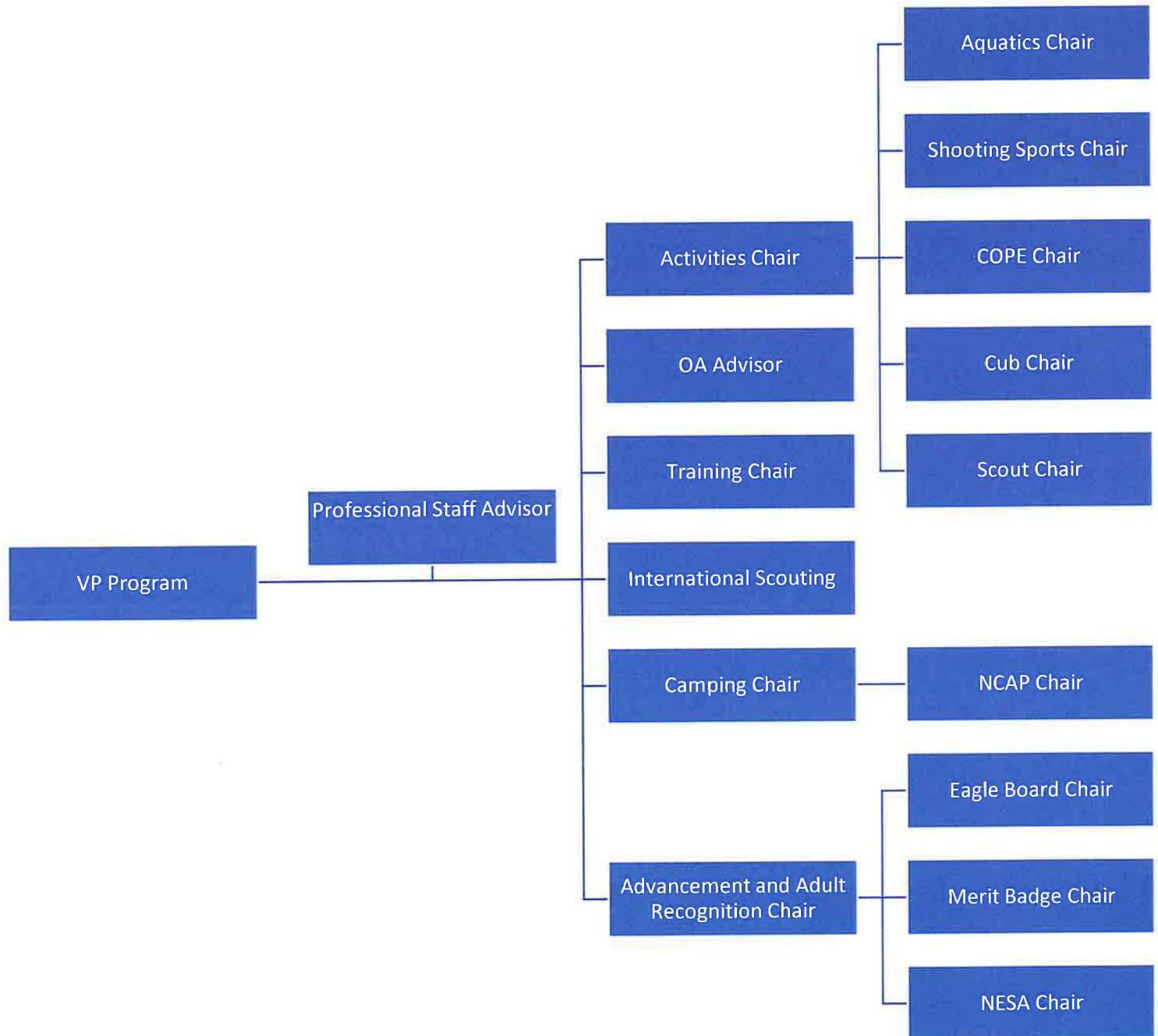
Note: Subcommittees left out for simplification



PROGRAM

Strategic Plan Phase One Proposed
Structure

To be completed by end of 2021



Focus: Older Youth

VISION: Provide a Sea Kayaking experience for our Older Youth

❖ Grow Sea Kayaking Program

- Recruit new program leader and staff. [Membership] (2023)
- Train new leader and staff. Inventory all equipment. (2023)
- Make sure the Sea Kayaking program is meeting National Accreditation. (2024)
- Clean up pond and aerate pond at Camp Tolochee. [Properties] (2024)

VISION: Provide leadership to our Venturing Program

❖ Work with VOA to grow its membership and improve youth engagement.

- Make sure each crew is represented. (2019 – 2023)
- Train leaders. ILSC (2023 - 2025)

VISION: Provide a National Youth Leader Training (NYLT) program for our Older Youth

❖ Ensure NYLT is properly supported and occurs every other year, opposite of WoodBadge.

- Make sure each year offered, NYLT is supported by the Program committee. (2023 - 2025)

VISION: Provide more Sea Scouting

❖ Grow Sea Scout program.

- In year one, find a slip for the Saint Simons Island Ship in the SSI area. (2023)
- Work with Membership to find adults willing to work with a Ship in St. Mary's, Kingsland, Darien and Richmond Hill. [Membership] (2021 – 2025)

VISION: Expand our Exploring Program

❖ Increase our Exploring Opportunities.

- Assist Membership with locating adults in additional career areas for potential Posts. Target areas include Law Enforcement (One in each county), Fire Department, Medical, Legal, Engineering and Veterinarian. (2024)
- Work with FLETC to sponsor an exhibition every other year in career opportunities in Law Enforcement. [Membership] (2023, 2025)
- Work with other major employers to develop career exhibitions. [Membership] (2021, 2023, 2025)

PROGRAM

Focus: Camping - Black Creek Reservation

VISION: Black Creek Scout Reservation is a premier Scouting location for High Adventure programming to engage our older Scouts.

❖ Implementation of a High Adventure Trek during Summer Camp

- 50 miler Backpack Treks (2024)
- 50 miler Canoe Treks (2023)
- 50 miler Bike Treks (2025)
- 5 Day Fishing Trek (2025)

VISION: Engagement of Inner-City Youth into a noteworthy summer program at BCSR

❖ Start Committee for the purpose of researching and implementing plans to grow an Inner-City Summer Program

- Develop Program for the outside of Summer Camp (2023)
- Cost and Analysis (2022)
- Staffing the Event (2023)
- Directing the Program (2023)

VISION: Start a STEM program within the Council which will provide resources at Summer Camp.

❖ Start a Committee for the purpose of researching and implementing plans to grow a STEM Program in the Coastal Georgia Council

- Appoint a STEM Director for the Council and Volunteer Chair. [Membership], [Admin] (Completed)
- Research and Plan a week-long STEM program for Summer Camp (Completed)
- Apply STEM programming throughout calendar year (Completed)

VISION: Order of the Arrow Camp Promotion and Unit of Excellence Award

❖ To provide Camp promotion at the unit level and to recognize Units who excel at incorporating the OA into their Unit planning

- Provide camp promotion on BCSR and Camp Tolochee to all active Units in the Council (2023)
- Provide a "Where to Go Camping Guide" on the council website (2023)
- Provide criteria, support, information and implementation of an award at the Unit level to recognize those Units who excel in their camping program (2023)

Focus: Camping – Camp Tolochee

VISION: Define the Usage of Camp Tolochee

- ❖ **Convert the Camp into two main usages: (a) Base camp for specific programs (b) Primitive camping**
 - Sub-category suggestions below are all deferred to Property Committee for final decisions
 - Eliminate all non-usage buildings and structures that are not program specific or in disrepair. [Properties]
 - Revitalize buildings and structures that are Program specific. [Properties] (2023)
 - Provide information of local interest in the Golden Isles Area where Units can camp at this facility and take advantage of all the many adventures in the area. [Marketing] (2022)

VISION: Provide for an Inner-City non-resident camp

- ❖ **Start a Committee for the purpose of researching and implementing plans to grow an Inner-City Summer Program**
 - Program outside of Summer Camp (2024)
 - Cost and Analysis (2023)
 - Staffing the Event (2024)
 - Directing the Program (2024)

VISION: Provide for a Cub non-resident camp

- ❖ **Implement plans to grow a cub non-resident camp (Day Camp in progress)**
 - Develop the Program (2023)
 - Cost and Analysis (2023)
 - Staffing the Event (2023)
 - Directing the Program (2023)

VISION: Provide for Non-Council Scouts to utilize the Camp

- ❖ **Provide a stay over point for Out of Council Scouts when traveling the East Coast**
 - Market the usage of the Camp for overnight stop over camping (2022)
 - Send letters to Councils on the East Coast of intentions as an overnight stop (2022)
 - Flyers for out of Council shows showing the intent as this camp being an overnight stop (2022)

PROGRAM

Focus: Non - Property Usage

VISION: Implementation of a Council coordinated Day Camp/Twilight Camp/Scout-Me-In Camping Event

❖ **Provide for a Council run Skill Camporee**

- Find and appoint a Volunteer Chair for this program (2024)
- Find a suitable location in the middle of the Council (2024)
- Provide advertisement for this program. [Marketing] (2024)

VISION: Implementation of a Council coordinated Merit Badge University/Adult Training Seminar

❖ **Provide for a Council run Merit Badge University and Adult Training seminar (Scheduled for 2022)**

- Find and appoint a Volunteer Chair for this program (2023)
- Find a suitable location in the middle of the Council (2023)
- Provide advertisement for this program (2023)
- Provide Merit Badges that are not in conflict with Summer Camp Merit Badges (2023)
- Provide Eagle Merit Badges (2023)
- Provide Adult training at the same time in the same location (2023)

Focus: Advancement and Specific Program Areas

VISION: Redefine Cub Camping Events

- ❖ **Cub Camping events will align with pack program planning, advancement and calendar.**
 - Cub Scout Advancement should mirror the skills at campouts (2022)
 - Rejuvenate the Cub Camping Program (2022)
 - Start a Committee to oversee and plan the cub events with an emphasis on consumer input to the program (2021)
 - Ensure that we are having campouts to advance the Cub (2022)

VISION: Eagle Board of Review for each District

- ❖ **Start Committee to write a Standard Operating Procedure for conducting an Eagle Board of Review**
 - All Eagle Board of Reviews should be consistent in each District of the Council. [District Operations] **(Completed)**
 - Provide a manual to each Districts Eagle Board of Review with the expectations of a successfully run EBR (2023)
 - Provide Training to each Districts Eagle Board of Review from the manual on EBR's (2023)

VISION: Appoint committees to review Camping Programs

- ❖ **Various committees made up of users of the CGC programs to work on making programs better for all campers.**
 - Review the Merit Badge presented and make recommendations (2022 – 2025)
 - Appoint Sub Committees to oversee the following programs:
 - Aquatics (2020) **(Completed)**
 - Shooting Sports (2020) **(Completed)**
 - COPE (2021) **(Completed)**
 - Activities (2021)
 - NCAP (2021) **(Completed)**
 - Follow Certifications from Camp School and make sure Directors are up to date on training (2022) (in progress)
 - Recruit Volunteers to become Directors (2021) (in progress)

PROPERTIES

VISION: Leverage Coastal Georgia Council properties to influence the lives of young people, families and the community at large by serving as iconic facilities equipped to provide quality outdoor activities, camping, programs and customer service while meeting the growing and diverse needs and of the Council's dynamic membership. Properties will address requirements needed to have well maintained and sustainable facilities that are financially self-supported and will respect current financial capacity and future fund development realities.

BACKGROUND: The Coastal Georgia Council is responsible for three primary properties that support the families and programs of the council. They are Black Creek Scout Reservation (BCSR); 850 Poor Robin Road, Sylvania Georgia - Camp Tolochee; 133 Ashley Marsh Drive Brunswick, Georgia and the Fraser Scout Service Center 11900 Abercorn Street Savannah, Georgia. When managed effectively they should enhance the growth of Scouting in the twenty-two-county region chartered to the Coastal Georgia Council – BSA.

Property Committee-Suggestions: Jack Reese, Paul Lester, Seth Zeigler, Bill Gross, Ken Whitson, Teeple Hill, Jacob Follin (Ranger)

Priority ONE

Scout Service Center (SSC)

The Fraser Scout Service Center is centrally located on 1.5 acres of land leased to the Council in 1982 for 49 years at a rent of \$1.00 / year. The lease expires in 2031 with the University of Georgia (Georgia Southern University) Board of Regents. The Scout Office is nearly 40 years old, functionally inadequate for today's basic staff operations and more importantly, service to the Council's families and units.

- ❖ Establish a Scout Service Center (SCC) Building Committee separate and apart from property committee of Key Scout Board Members and Community Leaders (2020) to accomplish the following:
 - Recruit Service Center Building Committee (2021) (Complete)
 - Begin conversations to acquire or renew current site lease (2021) (Complete)
 - If current site is not possible, conduct a market analysis to identify potential sites for SSC (2022).
 - Review with Scout Executive the physical requirements for the new center and engage National – BSA Engineering / Design and Supply Division for recommendations. (2022) (Complete)
 - Develop a site plan and architectural drawings to be available for fund-raising purposes (2022) (Complete)
 - Complete contract to extend current lease period and increase footprint or identify new location (2022)
 - Communicate to Fund Development Committee and Executive Board Proposed Cost Projections (2023)
 - Fund development / Capital Campaign Committee organized and implemented
 - Land acquisition or purchase of new property (2025)

PROPERTIES

- Building Bids, General Contractor selected construction begins (2025)
- Project Complete (2027)

Priority Two

Black Creek Scout Reservation

Black Creek the Council's flagship camp is located at the Northern part of the council on approximately 388 acres of beautiful timbered rolling hills of sandy to loam soil surrounding an exceptional 30-acre lake.

❖ **FACILITIES:**

- Construct the following NEW facilities / buildings by or through capital campaign effort (2026)
 - Entrance Gate Way
 - Amphitheater
 - Chapel
 - Flag Plaza and Parade Field
 - Administration / First Aid Building
 - Nature Lodge

❖ **RANGER MANAGEMENT:**

- Establish Short and Long-Term Maintenance Schedules that are convertible into Fund 1 or 2 general ledger line items for annual budgeting. (2022)
 - Road Maintenance (2022)
 - 10 - year paint renewal (2022)
 - 10-year general facilities (doors, fences, FFE, etc.)
 - Heavy Maintenance Equipment (i.e. trucks, tractors, etc.)
 - Platform repair and replacement with consideration of off the ground pallets (2021 – 2025)
 - Lighting from dining hall to parking lot (2022)

Priority Three

Camp Tolochee

Camp Tolochee is a small 88-acre camp located at the Southern end of the Coastal Georgia Council on a beautiful and irreplaceable island with 1,500 acres of adjoining marsh and numerous hammocks. This camp can be effectively used, especially with its direct access to open water and ultimately the Atlantic Ocean.

- ❖ Suggested recommendation for Camp Tolochee – to become a Family Camp – Rustic “State Park” style facility with program outcomes that might include: (complete / ongoing)

PROPERTIES

- Grow Cub Scouting through camp-based activities -specifically Day Camp targeted to Traditional and Scout Reach participants.
 - Provide rustic camping / boating opportunities for Local and Out of Council units.
 - Accommodate Out of Council Scout Units traveling Interstate 95 to and from Bechtel Summit and Sea Base and those visiting Georgia's Golden Isles for recreational reasons.
 - Accommodate selected Training Events not requiring a Dining Hall or NCAP Standards.
 - Provide retreat, conference and outdoor experience for non-scout civic, church and community groups
- ❖ The Council's Sea Kayaking Program will be operated from Camp Tolochee but program- NCAP governance will remain under established management associated with Black Creek Scout Reservation.
- ❖ Construction projects should concentrate on existing facilities for the purpose of purpose of this five-year strategic plan but not fully limited to pending the results of the Tolochee Property Sub Committee (TPSC)
- ❖ Existing Facilities for consideration include:
- Complete the installation of water access docks (2023)
 - Complete Renovation of the Camp Master Home (2023)
 - Removal of Tri – Trailer building Health Lodge (2022)
 - Removal of all campsite platforms and non-permanent fixed structures (2023)
 - Removal of the OA Lodge building (2023)
 - General clean-up, painting, maintenance will continue at general facilities such as chapel, roads, infrastructure.
 - Lake front cleared, Lake restoration by pond management company and dock.
 - Renovation of Both Bath Houses (2023)
 - Conduct independent assessment of Shooting Sports Ranges by NRA professional to address risk / safety concerns. Renovations to be based on NRA report. (2023)
 - Dining Hall to be converted into an Outdoor Open Eating Pavilion (2023) To include the elimination of the Kitchen and all commercial equipment. Basic cooking for small group functions will remain.
 - Trading post will remain as a satellite store

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Committee / Goals	Progress	Notes
Administration		
Scout Service Center Operation / Technology / Staff Structure	On Track	Goals complete include hiring asst. ranger, contract assessment & comms improvement / others on track with some timelines adjusted
Governance / Safety Management	On Track	Several goals completed and others on track / YPT committee meetings are a current focus
Executive Board and Volunteer Development	On Track	Goals on track with some timelines adjusted / New Advisory Board goal added
District Operations		
Reposition Scouting as Curriculum Partner with Schools	On Track	Annual superintendent meetings are taking place and after school partnerships have returned post-covid
Build Stronger Units Based on Charter Partner Relationships	Needs Work	Sharing strategic plan and spring camporee has been implemented, but training and promotional efforts have not yet been established
Develop District Level NESAs / Alumni Society	On Track	Council chair and committee has been formed, identifying members representing each district will be next step
Strengthen Community Relevance and Trust in Counties	On Track	Council promotion of GA Youth Protection Seminar is taking place, district marketing efforts are beginning
Improve District Communication Through Technology	On Track	Districts are utilizing virtual options for increased meeting opportunity and social media efforts for communication are being prioritized
Build Diversity at District Committee and in Underserved Areas	Off Track	District committee recruiting has been stagnant and Scoutreach model has not expanded past Savannah
Grow District Personnel	Needs Work	Recognition events and OA involvement is in progress, but committee development has been stagnant
Encourage District Collaboration	On Track	Solid district chair participation in board and District Ops meetings has helped lay groundwork for growth
Finance Management		
Attain Positive Unrestricted Net Asset Balance	Needs Work	COVID set us back on this goal but we are now in position to make progress going forward
Establish Working Finance Committee	On Track	Committee has been recruited and a plan is in place to develop a regular schedule
Develop / Employ Financial Measurement Tools	Needs Work	We have developed and implemented tools for program but still need to develop for special events and staff
Communicate Community Impact w/ Marketing Committee	On Track	Through the annual report and upcoming marketing assets, we are framing our financial story externally
Establish Financial Management and Continuity Plan	Needs Work	Process is in place but we have not yet started this plan

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Conduct Internal Business Practice Assessment Annually	On Track	We have developed a multi-level approach, starting at council leadership and ending with board review
Fund Development		
Attain Positive Unrestricted Net Asset Balance	Needs Work	Progress towards increasing our support and revenue is getting back on track post-COVID
Friends of Scouting Growth	On Track	Our FOS is budgeted to grow 17% and expenses 14% this year, we are on track to meet those numbers
Increase Direct Support Revenue	On Track	Aided by the addition of our sporting clays tournament, special event growth is on track to outpace UW loss
Operating Revenue Complements Membership Growth	On Track	Camping and activity participation and income is increasing to meet membership growth
Define a Strategic Use Policy for Trust	On Track	Our endowment committee is on track to present updated trust documents this year
Execute a Successful Capital Campaign	On Track	Initial conversations and planning have begun
Develop Strategy to Construct a New Scout Service Center	Needs Work	Effects of COVID has disrupted the timing for this goal, this committee recommends revisiting when we have a new service center
Develop Council Exploring Event	Needs Work	This committee recommends combining this goal with operating revenue goal with less specific program expectations
Marketing		
Increase Visibility to Youth and Parents	On Track	Goals complete include hiring asst. ranger, contract assessment & comms improvement others on track with some timelines adjusted
Increase Visibility of Camps and Programs	On Track	Several goals completed and others on track / YPT committee meetings are a current focus
Increase Visibility to Communities	On Track	Goals on track with some timelines adjusted / New Advisory Board goal added
Membership and Unit Development		
Grow Council Membership Committee	Needs Work	2/5 Specific Positions have been filled, we are working on recruiting for the other positions
Increase Market Share to 3.75%	On Track	The committee recommends resetting baseline to 2020 and aligning with membership goals
Increase Traditional Units	On Track	The committee recommends resetting baseline to 2020
Double Exploring Membership Market Share	On Track	The committee recommends resetting baseline to 2021 and aligning Exploring growth with overall growth goals
Exploring Unit Growth	On Track	The committee recommends resetting baseline to 2020

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Increase Retention to 80%	On Track	The committee recommends resetting baseline to 2020 and aligning with national trends
Increase Registered Adult Leaders	Needs Work	The committee recommends resetting baseline to 2020
Double Scout Reach Membership	On Track	The committee recommends resetting baseline to 2021 and aligning Scoutreach growth with overall growth goals
Program		
Focus on Older Youth	On Track	Manpower has delayed Sea Kayaking progress but implementation of several new programs (Woodbadge / NYLT) is on track
Camping Focus on Black Creek Scout Reservation	On Track	COVID has pushed back some timelines but STEM programming has been developed and Scoutreach program has progressed
Camping Focus on Camp Tolochee	On Track	We have developed new programs (Day Camp / Camporee) and non-Scout / out of council camp usage has increased
Focus on Non-Property Events	On Track	MB University is scheduled and camporee is in planning / Non-Scout Tolochee usage will be merged with Tolochee goals
Focus on Advancement and Specific Program Areas	On Track	Cub Program Planning and sub committee leadership has been completed or on track / Eagle Boards are in progress
Properties		
Council Service Center	On Track	Next key step is completing contract with GSU to extend the timeline and expand the footprint at current location
Black Creek Scout Reservation	On Track	Projects and maintenance on track with updated timelines to coincide with capital campaign and new maintenance projects identified
Camp Tolochee	On Track	Program expansion has been accomplished and will be ongoing / project completion is on track with some new timelines identified