STRATEGIC LONG RANGE PLAN

A SUMMARY OF THE BENCHMARKS
FOR SUCCESS 2019 – 2023

COASTAL GEORGIA COUNCIL
BOY SCOUTS OF AMERICA - AREA 9 SOUTHERN REGION

11900 Abercorn Street
Savannah, Georgia 31419
Telephone 912.927.7272
COASTAL GEORGIA COUNCIL
One Oath. One Law. One Mission.

THE PROMISE OF SCOUTING

Every week, millions of Scouts raise their hands and make a promise. It’s more than just a pledge to a movement. It represents a lifelong commitment to them and the community they share.

It takes another kind of promise – the one to themselves – to help them grow into productive adults. Our priority in Coastal Georgia is to help Scouts keep their promises based on ethical decision making.

Every day, Scouts and their families can participate in learning and activities centered on achieving three aims: character development, citizenship training, and personal fitness.

COASTAL GEORGIA COUNCIL
- Altamaha District: Liberty, Long, Tattnall and Wayne
- Atlantic District: Chatham and South Bryan
- Coastal District: Brantley, Camden, Charlton, Glynn and McIntosh
- Savannah District: Appling, Bacon, Jeff Davis, Pierce, Toombs and Ware
- Twin Rivers District: Bulloch, North Bryan, Candler, Effingham, Evans and Screven

BOY SCOUTS OF AMERICA
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REAL PROGRAMS FOR REAL LIFE

Cub Scouts: A family and neighborhood-centered program for boys and girls from first to fifth grade.

Scouts BSA: Provides boys and girls ages 11-18 with high adventure, hiking, camping, canoeing, merit badge advancement, and leadership opportunities.

Learning for Life: A co-ed K-12 classroom-based curriculum for ethical decision making and anti-bullying. The Champions program helps youth with special needs develop life skills.

Exploring: Co-ed vocational program that provides middle school clubs and high school youth real-world career exploration and job shadowing opportunities.

Venturing: Young men and women ages 14-21 focus on high adventure, leadership, service, and personal growth.

Our Goal: To be the foremost respected local agency that helps young people build character, trains them in the responsibilities of participating citizenship, and develops personal fitness.
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Coastal Georgia Strategic Planning
Summary

Since the last in-depth Strategic Plan was completed in 2011, scouting in Coastal and Southeast Georgia has experienced enormous change. The Coastal Empire Council and the Okefenokee Area Council have been merged to form the Coastal Georgia Council, Inc., Boy Scouts of America. This geographic area includes 22 Georgia counties from the South Carolina border on the North, to the Florida border on the South. Black Creek Scout Reservation, acquired in 2012, has been more fully developed. Through the generous gift of a council donor, a new air-conditioned dining hall was constructed at Black Creek Scout Reservation and opened in time for summer camp 2018. Additionally, historic organizational change has occurred at the National - BSA level with the welcoming of girls and introduction of Scouts BSA. Nonetheless, our Brand Name, Mission, Oath and Law remain the same as the Boy Scouts of America.

The Strategic Plan for the ensuing five years through the efforts of many volunteers and professional scouters, started in April 2018. The plan covers seven major areas of council operations: Administrative, Council Operations, Finance Management, Fund Development, Membership Programs and Properties. Each Committee was tasked with identifying areas of strength, areas of weakness and pathways to improvement, with recommendations on how to make the improvements identified.

When utilized properly, the Strategic Plan should be a road map for the ensuing five years in all areas of Council Operations, particularly in expanding membership and programs available to Scouts in their own unit, at Black Creek Scout Reservation, Camp Tolochee, and in adequately financing the needs of the Council. This will require that all levels of leadership in the Council be fully aware of each area in the Strategic Plan and be ready to implement the plan recommendations. Every Council event should be consistent with the plan. The Scout Executive, the Council President, all officers of the Council and the Executive Board should be thoroughly familiar with the plan.

The goals set forth in this plan are visionary and ambitious but are obtainable with adequate commitment and dedication. It is believed by the Strategic Planning Committee that the Council is on the verge of becoming an exemplary Council in all areas of operation. The result of achieving our goals will be to reach more young people and to give each member the tools of character development, leadership and outdoor skills that are such essential parts of the scouting program.

Deep gratitude and appreciation is expressed to all those who assisted in any way in preparing this Strategic Plan.

Respectfully Submitted,

J. Stephen Lewis  John S. “Jack” Reese  C. Clifton Morris
Strategic Planning Chairman  Council President  Scout Executive
Local Council

A BSA local council is a voluntary association of citizens, including representatives of organizations chartered by the Boy Scouts of America, to promote the Scouting program within a geographical area.

It is the council's responsibility to provide leadership and supervision for all program activities within the territory covered by its charter in such a manner as to ensure compliance with provisions of the Charter and Bylaws of the Boy Scouts of America and the Rules and Regulations of the Boy Scouts of America.

The local council is an administrative organization charged with fulfilling the purpose of the movement. Scouting is a volunteer movement that operates with professional guidance. This plan divides the administration of Scouting into workable segments in terms of geography, volunteer personnel, finance, and professional guidance.

Four major functions help a council deliver the Scouting program: Membership, Finance, Program and Unit Service. These functions and all other responsibilities are accomplished in each council in a manner that is influenced by local conditions and circumstances. How a council organizes to carry out and sustain this plan in the most efficient way is determined by its size, the resources available, its present structure, and other local factors.

Membership and Charter Partners — Delivering the Adventure to Youth

Local councils are chartered to serve community organizations and involve an increasing number of youth in a quality program of Cub Scouting, Scouts BSA, Venturing, Learning for Life and LFL Exploring.

Five best practices for healthy membership growth in local council operations

1. Organizing new units
2. Recruiting new members
3. Age appropriate program transitions
4. Retention initiatives
5. Units with programs of excellence
The mission of the Boy Scouts of 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.

**The Programs of Scouting**

- **Cub Scouts**
  Ages 5-10
  A pack can be made up of all-girl or all-boy dens. There can be separate packs for boys & girls.

- **Scouts BSA**
  Ages 11-17
  Separate Troops for Boys and Girls

- **Venturing**
  Ages 14-20
  All Boys, All Girls or Co-ed

- **Exploring**
  Ages 10-20
  All Boys, All Girls or Co-ed

- **Sea Scouts**
  Ages 14-20
  All Boys, All Girls or Co-ed

**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.

JOIN THE ADVENTURE TODAY AT BeAScout.org
What is the Boy Scouts Journey to Excellence?

Scouting’s Journey to Excellence is the performance and recognition program for councils, districts and units to measure performance against the BSA’s standards of excellence. The goal is to align units, districts and council in eighteen major emphasis areas to maximize fundamental areas that critical to a successful, growing and sustainable Scouting program. Performance areas include in part, fiscal management; fundraising; membership retention, growth and market share; camping, advancement, training, unit service, employment of unit serving executives and council board operations.

Purpose of Journey to Excellence...

❖ To achieve the mission of the Boy Scouts by instilling programs of excellence.

❖ To measure the performance of units, districts and councils and redirect the body of work by these entities from process to purpose and impact in the lives of youth.

❖ To encourage and foster enthusiasm in volunteer leaders and professional staff members of the BSA through motivating reward programs attached to the Journey to Excellence initiative.
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:
  - Inner-City Savannah District / Executive Associate (2019)
  - Paraprofessionals – Brunswick and Statesboro (2019)
  - PR / Development Director (2020)
  - YSE – District Re-Assignment (2023)
    - YSE District 1: Chatham, South Bryan, Liberty, and Long
    - YSE District 2: Effingham, North Bryan, and Screven
    - YSE District 3: Bulloch, Candler, Evans, Tattnall, and Toombs
    - YSE District 4: McIntosh, Glynn, East Brantley, and Wayne
    - YSE District 5: Camden, Charlton, and Ware
    - YSE District 6: Appling, Bacon, Pierce, Jeff Davis and West Brantley
    - YSE Field Director 7: Coastal Georgia Council

- Better Accommodate Volunteers and Families while improving customer service.
  - Expand Part-time Scout Shop personnel from 2 to 3 to expand weekend hours (2019)
  - Reset roles of current Scout Shop Staff to expand Mobile Scout Shop territory. (2019)
  - Evaluate future on-line and outsourcing roles to redefine work assignments.

- 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 (Spring 2020)
  - Coordinated model / plan for volunteer work personnel and teams.
  - Identify / Employ 2nd Asst. Ranger (Intern) (BCSR) (2023)

- Provide the best possible working conditions, services and technology available to provide a program of excellence for our scouting volunteers, employees and families.
  - Evaluate the IT systems across entire council and properties and build a technology platform to ensure scouting needs are met at a reasonable cost. IT platform to be all inclusive: council services program, advancement (Merit Badge University / Counselors) with the intent to reach scouts and families in innovative ways not available currently. Platform to include computers, printers, servers, telephone, copiers, etc. (2019)
    - Determine an outsource professional service partner to assess and implement strategic initiatives (2019)
  - Assess services leases and contracts (i.e. phone, internet security, landscaping etc.) (2019)
  - Assess Double Knot event registration programs – Due Diligence of similar companies (2021)
  - Improve – Re-design council level mass communication methods. (2021)
  - Implement Blackbaud On Line Giving capability. (2020)
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.

   o Recruit a Council Youth Protection Champion and Committee (2019)
   o Develop a local YPT operations model (2020)
   o Share successful BSA - YPT methods (at unit level) into the community at large. (2020)
   o 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.

   o Recruit a Council Health and Safety Champion and Committee (2020)
   o Develop a Health and Safety operations for unit education, activities and properties (2020)
      focused on
         ▪ National Camp Accreditation Standards (NCAP) (Annually)
         ▪ Procedures: Fire, Hurricane, Tornadoes, Flood, Active Shooter Invasion (2020)
         ▪ Qualified Health Personnel at all events (2019)

   o Implement Incident Management and Reporting at council, district and unit levels (2019)
   o Develop a Community Major Incident Task Force to study response to BSA families and community at large. (2021)

❖ Employ the maximum degree of Governance, Legal and Business practices for all members and guests participating in Coastal Georgia – BSA programs and activities.

   o Review and update Council By-Laws, Covenants and governing policies (2019)
   o Recruit specialized legal assistance (Attorney) for Human Resources and Youth Protection (2019)
   o Conduct due diligence review of “professional” services (i.e. Auditor, Insurance, Banking,) (2022)
   o Review current BPA report for implementation failures and conduct new internal BPA (2023)
Focus: Marketing – Brand Recognition

Vision: Our Council is known and valued by the people of our twenty-two-county region. Our brand is so recognized and respected that it empowers our members and enables our capacity to the community’s foremost youth serving agency.

- Increase visibility of BSA and Coastal Georgia Council to youth, parents, adult volunteer prospects, potential donors, businesses, industry, government leaders, potential chartered organizations and the public.
  - Recruit a Board Level Marketing Chairperson (2019)
  - Recruit a functioning Council Marketing Team / Committee (2020)
    - Sub-committee for Camp and Property promotions for non-scouting purposes
  - Design a Marketing Plan and model for operations (2020)
  - Include a line item for marketing in annual council budget to include in-kind advertising. (2020)
  - Design “internal marketing” marketing messages for line level leaders to share to public. (2021)
  - Design a specific Eagle Scout Project / Community Impact media / social media method. (2021)
  - Host District/Unit Level Marketing trainings and implement Council Marketing incentive (2020)
  - Recruit Marketing Intern/Marketing Agencies (2022)
  - Complete a market survey both internal and external to drive future program and property design and decisions. (2021)

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 for first three years of Strategic Plan (2019-2021) and reevaluate board diversity in last two years accordingly.

- Executive Board will represent each district equally 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 within the next five years. (2019-2023)
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 June) (Standard Operation - 2020)
  - Annual Superintendent visits to share BSA advances, needs and collaborative benefits.
  - Host new school year kickoff for teachers
  - Presentation at School Board Meetings
  - Invitations to use BCSR – Camp Tolochee for School System functions
  - In-school / after-school unit growth
  - Promotion of Eagle Scout Project Days and / or Courts of Honors to School Admins. Superintendent/Principal.

- Build stronger units that attract and retain youth and families based on a true charter partner relationship and focused 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 concepts that is integrated into all aspects of district training. (2019)
  - 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 / retention rates. (2020)
  - Establish working Program committees to develop and enhance district level outdoor programs. (2021)
  - Build a culture of 100% uniformed district committee / commissioner staff to lead by example. (2020)
  - Conduct unit level budget building “Ideal Year of Scouting” training (2022)
  - Direct Impact Charter Organization trainings but Council Management Controlled (governance reasons) (2020)
  - Enhancement of Program Planning Roundtable and emphasis on unit calendar planning (2019)

- Develop District Level NESA / ALUMNI Society
  - NESA prospecting event (2019)
  - Military base prospecting event (NESA related) (2020)
  - Social Media pathway for leadership prospecting (2021)
  - Improve Unit communications – what is available (scholarships) to Eagle Scouts (2019)
  - Look to Colleges/Universities for Eagle fraternities and FLETC for Eagle Employees (2020)

- Strengthen Community relevance and trust in each Coastal Georgia county.
  - Expand Youth Protection role on behalf of ALL young people. Advertise YPT to other organizations. (2020)
  - Recruit Marketing Chairperson in each district and establish Unit incentivized “news hound” program (2020)
  - Eagle Scout Projects marketed (2019)
  - Invite News / Media professionals to Roundtable or District Training event to teach NEWS methods (2020)
DISTRICT OPERATIONS

- Build Diversity at the District Committee Level representative of current demographics but also areas of unserved/underserved markets in each county.
  - Employ a District Associate to oversee all Council Scout Reach activities with Paraprofessionals engaged in Savannah, Statesboro, Brunswick and Waycross. (2019)
  - Model Scout Reach from Atlantic to the rest of Council (2020)
  - Scout Reach develops its own “sub-district committee” (2020)
  - Engage School Resource Officers (2022)

- Embrace technology as the primary training and communication model to improve communication to the unit level
  - Implement and embrace the National BSA technology based virtual Roundtable plan
  - District Managed Mass Media / Social Media Blast

- Grow District personnel; while improving leadership capacity, stability, rapport and retention.
  - Establish District Retreats (June 2020)
  - Mandate use of standard district operation model supported by regular scheduled meeting. (2019)
  - Re-establish meaningful district recognition events (2020)
  - Engage OA Chapters (2019)
  - Engage Charter Representatives as Committee members (2019)
  - Require annual Succession Plans for District Committees (2020)

- Develop a plan to increase capacity of Commissioner Staff
  - Establish Consistent and advanced scheduled commissioner meetings. (2019)
  - Identification – Recognition Program for Commissioners (2020)

- Encourage and facilitate collaboration in each district to incubate ideas for program innovation (2021)
  - Pursue meaningful methods of responsive feedback / opinion / reflection and strategy from Units
  - Develop means to capture innovative ideas
  - Using the Council Strategic Plan as a guide, provide focus points to foster innovative unit feedback.
  - Encourage Unit leaders to attend District Focus meetings to provide “grass roots” ideas and needs.
FINANCE MANAGEMENT

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 (Fall 2019)
  - Regular analysis of council assets, operations and development
  - Due Diligence Review of Account Managers
    - Trust Fund (by endowment committee)
    - Operational Banking (by finance committee)

  - 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. (annually)
  - Finance Committee Training Meeting to Educate and Coordinate Community Impact opportunities (spring 2020)
    - Newsletters – E-Letters
    - Civic Club Presentations
    - Web Site Communications
    - Donor Letters

- Establish a Financial Management Plan (2020)
  - 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 by June 2020.
  - Internal Controls
  - Multi-Level and timely review of financials, bank reconciliation, liquidity, budgets and audit
**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 by **2021**.

- Friends of Scouting Campaign must 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. **(2019 – 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. Specifically, a non-BSA commissioned and local professional should be employed as a Development Director to support the fundraising priority established by the Executive Board. Development Director to sustain 100% of salary requirements from new generated revenue third year of employment. **(January 2020)**

- 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 **(2020)** 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. **(January 2019)**

- Initiate, organize and execute a successful Capital Campaign by **2021** 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. **(2020)**

- Ask the Council Program Committee to organize a special committee of volunteers and community leaders and task them to design a nationally / regionally recognized “Summer Fest” event equivalent to Southern Region Winter Fest. Purpose: To better market camp facilities to older youth markets generating revenue of $50,000 annually by **2025**. Event should collaborate with the Federal Law Enforcement Center, Kings Bay Submarine Base, Fort Stewart and other regional partners to attract Explorer and Venture aged students and take advantage of unique Coastal Georgia natural resources.
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.

- Increase Traditional Membership market share to 3.75% with growth reflecting projected increases in Total Available Youth (TAY) by 2023.

<table>
<thead>
<tr>
<th>Year</th>
<th>2% Growth</th>
<th>TAY Projection</th>
<th>3.75 % TAY Impact</th>
<th>TAY Impact Projection</th>
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<tr>
<td>2018</td>
<td>4,882</td>
<td>145,585</td>
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<td>2019</td>
<td>4,980</td>
<td>147,260</td>
<td>5,525</td>
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<td>2020</td>
<td>5,079</td>
<td>148,730</td>
<td>5,575</td>
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<td>2021</td>
<td>5,181</td>
<td>150,220</td>
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<td>2022</td>
<td>5,284</td>
<td>151,720</td>
<td>5,690</td>
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<td>2023</td>
<td>5,390</td>
<td>153,250</td>
<td>5,750</td>
<td>5,850</td>
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- 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.

- Grow Family – Scout-Me-In Initiative by building a special commissioner team specifically trained to support units who welcome girls into packs and troops. Team to be led by current Family Chairperson and will 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.

- Increase Traditional Units using an increased growth rate of 2% from 147 (2018) to 170 (2023).

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<thead>
<tr>
<th>Year</th>
<th>2% Growth</th>
<th>3% Growth</th>
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<tbody>
<tr>
<td>2018</td>
<td>147</td>
<td></td>
</tr>
<tr>
<td>2019</td>
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<td>151</td>
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<tr>
<td>2020</td>
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<td>2022</td>
<td>161</td>
<td>165</td>
</tr>
<tr>
<td>2023</td>
<td>165</td>
<td>170</td>
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</table>

- Participate and execute the Southern Region New Unit plan to be known as TWO-gether We Organize with objective to start 2 new units per youth serving executive or net 10 by the end of 2019.
- Plan to include volunteer teams responsible for recruitment assistance, especially at times not associated with the traditional fall recruitment effort.
- Conduct follow up New Unit Organization luncheons annually to achieve the 2023 objective.
Double Learning for Life / Exploring Membership Market Share (TAY) from 1.5% (2018) to 3% 2023.

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<thead>
<tr>
<th>Year</th>
<th>2% Growth</th>
<th>TAY Projection</th>
<th>2.8 TAY Impact</th>
<th>TAY Impact Projection</th>
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<tr>
<td>2018</td>
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<td>34,819</td>
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<tr>
<td>2023</td>
<td>708</td>
<td>36,595</td>
<td>1,025</td>
<td>1,034</td>
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</table>

- Host Impact Luncheon / Events annually beginning 2019
- All districts have registered “basic three” Posts (Medical, Fire/EMT, Law Enforcement) established by 2020
- Re-boot Learning for Life with an emphasis on the Champions Program and a potential Champions Day (Fall- 2020)

Increase Exploring Unit growth to 7% annually to support Exploring Membership Growth.

<table>
<thead>
<tr>
<th>Year</th>
<th>5% Growth</th>
<th>Growth Projection</th>
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</thead>
<tbody>
<tr>
<td>2018</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>2020</td>
<td>22</td>
<td>30</td>
</tr>
<tr>
<td>2021</td>
<td>23</td>
<td>35</td>
</tr>
<tr>
<td>2022</td>
<td>23</td>
<td>40</td>
</tr>
<tr>
<td>2023</td>
<td>24</td>
<td>45</td>
</tr>
</tbody>
</table>

- Establish official LFL/Exploring Survey recruiting instruments in each district by 2020,
  - Atlantic – Brunswick 2019 | Twin Rivers – Satilla – Altamaha 2020

Increase Youth Member Retention from 59% to exceed National Standard of 80% by 2023

<table>
<thead>
<tr>
<th>Year</th>
<th>Youth Retention</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>59%</td>
<td>Current</td>
</tr>
<tr>
<td>2019</td>
<td>65%</td>
<td>Southern Region Average 2018</td>
</tr>
<tr>
<td>2020</td>
<td>68%</td>
<td>National BSA Average 2018</td>
</tr>
<tr>
<td>2021</td>
<td>75%</td>
<td>JTE Silver</td>
</tr>
<tr>
<td>2022</td>
<td>80%</td>
<td>National Standard</td>
</tr>
<tr>
<td>2023</td>
<td>82%</td>
<td></td>
</tr>
</tbody>
</table>

- Conduct Impact / Educational meetings with Charter Partners annually beginning in 2019
- Implement Save a Scout and Webelos to Boy Scout Transition initiative (spring 2020)
- Coordinate with Program Committee to structure Cub Camping events to correlate with membership registration and renewal (Recharter) seasons.
MEMBERSHIP AND UNIT DEVELOPMENT

- Increase the number of registered unit adult volunteers by 5% or 250 adults by 2023.

<table>
<thead>
<tr>
<th>Year</th>
<th>3% Growth</th>
<th>5% Growth</th>
<th>7% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1,444</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>1,487</td>
<td>1,516</td>
<td>1,545</td>
</tr>
<tr>
<td>2020</td>
<td>1,532</td>
<td>1,562</td>
<td>1,591</td>
</tr>
<tr>
<td>2021</td>
<td>1,578</td>
<td>1,609</td>
<td>1,639</td>
</tr>
<tr>
<td>2022</td>
<td>1,625</td>
<td>1,657</td>
<td>1,688</td>
</tr>
<tr>
<td>2023</td>
<td>1,674</td>
<td>1,706</td>
<td>1,739</td>
</tr>
</tbody>
</table>

- More than double Scout Reach membership to 300 members by 2023.

<table>
<thead>
<tr>
<th>Year</th>
<th>3% Growth</th>
<th>50% Growth</th>
<th>100% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>122</td>
<td>183</td>
<td>244</td>
</tr>
<tr>
<td>2019</td>
<td>126</td>
<td>188</td>
<td>251</td>
</tr>
<tr>
<td>2020</td>
<td>129</td>
<td>194</td>
<td>259</td>
</tr>
<tr>
<td>2021</td>
<td>133</td>
<td>200</td>
<td>267</td>
</tr>
<tr>
<td>2022</td>
<td>137</td>
<td>206</td>
<td>275</td>
</tr>
<tr>
<td>2023</td>
<td>141</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Use the Savannah Classical School Model to establish programs in at-risk neighborhoods.
- Foster and expand alliance with Savannah Early Childhood Foundation to start 4 new Leadership University based units with 100 registered youth by 2023.
- Foster and expand alliance with Juvenile Courts to start 2 new and / or equip 4 existing units to accept members assigned as a part of the alternative corrections programs.
- Complete a transportation study in collaboration with other community agencies to evaluate missed opportunities to serve youth due to a lack of transportation or strategically placed units that will address is barrier. (2023)

- Establish a Council task 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. (Spring 2020 committee and plan development) (Execute Plan – 2021)

- Establish a Council task committee, develop and adopt a plan to implement STEM Scouting in Coastal Georgia. (Spring 2019 committee and plan development) (Execute Plan – 2020)

- Maintain and grow Youth Serving Executive positions (Four YSE - 2019) to (Seven YSE- 2023) in accordance with Administration Committee Recommendations.
Program Committee Current Organization
Note: Subcommittees left out for simplification

- VP Program
  - Professional Staff Advisor
    - Activities Chair
    - Training Chair
    - Advancement and Adult Recognition Chair
      - Camping Chair
        - OA Advisor
        - International Scouting
Strategic Plan Phase One Proposed Structure
To be completed by end of 2021

VP Program

- Professional Staff Advisor

Activities Grass Roots Chair

- Training Chair

- Advancement and Adult Recognition Chair

- Eagle Board Chair

- Merit Badge Grass Roots Chair

- NCAP Chair

- International Scouting

- Summer Camp Grass Roots Chair

Aquatics Grass Roots Chair

Shooting Sports Grass Roots Chair

COPE Grass Roots Chair

OA Advisor

Cub Grass Roots Chair

Scout Grass Roots Chair
Focus: Older Youth

VISION: Provide a Sea Kayaking experience for our Older Youth

❖ Grow Sea Kayaking Program
  o Recruit new program leader and staff. [Membership] (2019)
  o Train new leader and staff. Inventory all equipment. (2019)
  o Make sure the Sea Kayaking program is meeting National Accreditation. (2020)
  o Clean up pond and aerate pond at Camp Tolochee. [Properties] (2020)

VISION: Provide leadership to our Venturing Program

❖ Work with VOA to grow its membership and improve youth engagement.
  o Make sure each crew is represented. (2019 – 2023)
  o Train leaders. ILSC (2019, 2021, 2023)

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.
  o Make sure each year offered, NYLT is supported by the Program committee. (2019, 2021, 2023)

VISION: Provide more Sea Scouting

❖ Grow Sea Scout program.
  o In year one, find a slip for the Saint Simons Island Ship in the SSI area. (2019)
  o Work with Membership to find adults willing to work with a Ship in St. Mary’s, Kingsland, Darien and Richmond Hill. [Membership] (2019 – 2023)

VISION: Expand our Exploring Program

❖ Increase our Exploring Opportunities.
  o 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. (2019 – 2023)
  o Work with FLETC to sponsor an exhibition every other year in career opportunities in Law Enforcement. [Membership] (2019, 2021, 2023)
  o Work with other major employers to develop career exhibitions. [Membership] (2019, 2021, 2023)
**Focus: Camping - Black Creek Reservation**

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

- **Implementation of a High Adventure Trek during Summer Camp**
  - 50 miler Back Pack Treks (2021)
  - 50 miler Canoe Treks (2022)
  - 50 miler Bike Treks (2020)
  - 5 Day Fishing Trek (2023)

**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 (2019)
  - Cost and Analysis (2020)
  - Staffing the Event (2021)
  - Directing the Program (2021)

**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] (2019)
  - Research and Plan a week-long STEM program for Summer Camp (2020)
  - Apply STEM programming throughout calendar year (2020)

**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 (2019)
  - Provide a “Where to Go Camping Guide” to all active Units in the Council (2020)
  - Provide criteria, support, information and implementation of an Honor Camper Unit of Excellence Award at the Unit level to recognize those Units who excel in their camping program (2021)
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
     o Eliminate all non-usage buildings and structures that are not program specific or in disrepair. [Properties] (2021)
     o Revitalize buildings and structures that are Program specific. [Properties] (2023)
     o 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] (2020)

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
   o Program outside of Summer Camp (2019)
   o Cost and Analysis (2020)
   o Staffing the Event (2021)
   o Directing the Program (2021)

VISION: Provide for a Cub non-resident camp
❖ Implement plans to grow a cub non-resident camp
   o Develop the Program (2022)
   o Cost and Analysis (2022)
   o Staffing the Event (2022)
   o Directing the Program (2022)

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
   o Market the usage of the Camp for overnight stop over camping (2020)
   o Send letters to Councils on the East Coast of intentions as an overnight stop (2020)
   o Flyers for out of Council shows showing the intent as this camp being an overnight stop (2020)
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 (2023)
  - Find a suitable location in the middle of the Council (2023)
  - Provide advertisement for this program. [Marketing] (2023)

VISION: Implementation of a Council coordinated Summer Program for underserved Inner-City Youth

- **Organize a Committee for the purpose of researching and implementing plans**
  - Find and appoint a Volunteer Chair for this program (2021)
  - Find a suitable location in the middle of the Council (2021)
  - Provide advertisement for this program. [Marketing] (2021)

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

- **Provide for a Council run Merit Badge University and Adult Training seminar**
  - Find and appoint a Volunteer Chair for this program (2020)
  - Find a suitable location in the middle of the Council (2020)
  - Provide advertisement for this program (2020)
  - Provide Merit Badges that are not in conflict with Summer Camp Merit Badges (2020)
  - Provide Eagle Merit Badges (2020)
  - Provide Adult training at the same time in the same location (2020)

VISION: Open Tolochee to non-scouts.

- **Make Tolochee available to youth and Adult Activities**
  - Develop programs for youth and adults. [Marketing] (2020)
  - Coordinate with the Chamber of Commerce. [Marketing] (2021)
  - Recruit Staffing [Membership] (2021)
Focus: Advancement and Specific Program Areas

VISION: Redefine Cub Camping Events
❖ Cub Camping events will align with pack program planning, advancement and calendar.
   o Cub Scout Advancement should mirror the skills at campouts (2019)
   o Rejuvenate the Cub Camping Program (2020)
   o Start a Grass Roots Committee to oversee and plan the cub events with an emphasis on consumer input to the program (2020)
   o Ensure that we are having campouts to advance the Cub (2020)

VISION: Eagle Board of Review for each District
❖ Start Committee to write a Standard Operating Procedure for conducting an Eagle Board of Review
   o All Eagle Board of Reviews should be consistent in each District of the Council. [District Operations] (2019)
   o Provide a manual to each Districts Eagle Board of Review with the expectations of a successfully run EBR (2019)
   o Provide Training to each Districts Eagle Board of Review from the manual on EBR’s (2020)

VISION: Appoint grass roots committees to review Camping Programs
❖ Various committees made up of users of the CGC programs to work on making programs better for all campers.
   o Review the Merit Badge presented and make recommendations (2020 – 2023)
   o Appoint Sub Committees to oversee the following programs:
     • Aquatics (2020)
     • Shooting Sports (2020)
     • COPE (2021)
     • Activities (2021)
     • NCAP (2021)
   o Follow Certifications from Camp School and make sure Directors are up to date on training (2020)
   o Recruit Volunteers to become Directors (2020)
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.

Focus: 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.

❖ New Construction
  o Revitalize construction (property) ad hoc committee to establish structure requirements and engage an architect to develop plans suitable for fund raising purposes in the proposed Capital Campaign.

  o Secure funding, contractor and construct the following facilities / buildings
    ▪ Entrance Gate Way (2019)
    ▪ Amphitheater (2020)
    ▪ Flag Plaza and Parade Field (2020)
    ▪ Chapel (2020)
    ▪ Boat Storage (2021)
    ▪ Administration / First Aid Building (2023)
    ▪ Nature Lodge (2023)
    ▪ BMX Bike Facility (2023)

❖ Existing Facilities

  o Secure funding, contractor or services to address:
    ▪ Road Maintenance (2020)
    ▪ 10 - year paint renewal (2022)

  o Establish “Camper Day” calculated values using 2018 data on cost and usage to develop the number of paid camp use/individual days required to reach breakeven use of BCSR.

❖ Establish Short and Long-Term Maintenance Schedules that are convertible into line items for annual budgeting. (2019)
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.

- Fulfill Agreement of the Okefenokee / Coastal Empire Merger by appropriating all donor designated gifts and the (Southeastern Bank) Tolochee Fund accordingly to the Coastal Georgia Endowment and directed according to the spending and investment policies of the Coastal Georgia Council. (2019)

- Establish Tolochee Sub-committee of Property Committee (TPSC) (2019) to oversee what is necessary to make this camp a more meaningful experience and to include what additional features might be added or rehabilitated to accomplish the recommendations of this strategic plan. Committee will assess cost, make capital recommendations develop and coordinate in-kind volunteer labor groups for projects and communicate progress.

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

- Establish relationship with the Federal Law Enforcement Center and use Camp Tolochee to house campers for Law Enforcement related Exploring activities as outlined by the Council’s Program Committee.

- 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.

- The property committee will identify appropriate professional assistance to seek full ownership of Camp Tolochee from the former Union Bag/Camp Company currently known as International Paper.

- 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 (2019)
  - Complete Renovation of the Camp Master Home from Hurricane Damage (2019)
PROPERTIES

- Removal of Tri – Trailer building currently known as the Health Lodge (2020)
- Removal of all campsite platforms and non-permanent fixed structures (2019)
- Removal of the OA Lodge building (2020)
- Renovation of Both Bath Houses (2022)
- Conduce independent assessment of all Shooting Sports Ranges by NRA professional to determine true and practical use based on current risk / safety concerns. Renovations to be based on NRA report.
- 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.
- General clean-up, painting, maintenance will continue at general facilities such as chapel, roads, infrastructure.
- Swimming Pool will be utilized for Cub Day Camps, Sea Kayaking, selected High Adventure activities, local and out of council units; and non-scouting outside groups to include community neighborhood.
- Lake will be assessed for safe usage. Future use for swimming or boating purposes TBD per (TPSC)
- Trading post will remain as a satellite store until it is determined what changes might occur as a new Scout Service Center is established.

Scout Service Center

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 Building Committee (2019) to accomplish the following:
  - Attempt to acquire the present location from the owner. (2019)
  - If current site is not possible, seek volunteer/donated assistance to conduct a market analysis and identify potential sites for a new Service Center. (2022)
  - Review with professional staff the physical requirements for the new center and engage National – BSA Engineering / Design and Supply Division for recommendations. (2020)
  - Develop a site plan and architectural drawings to be available for fund-raising purposes (2021)
  - Land acquisition or purchase of new property (2023) thereafter, as funds become available, the center will be constructed.

CAMP FISCAL OPERATIONS

Currently, BCSR and to a far lesser extent Camp Tolochee (based on current financial data provided) are operating at a loss and require other Council funds. A goal of this strategic plan is to make all camps self-funded within five years at the latest. To make this happen, in a word, they need more use. More broadly, to make this
happen will require the constant efforts of properties, camping, program, membership, and marketing committees all working together if this goal is to be achieved.

We believe that the systematic, planned maintenance of our properties is of the utmost importance for many reasons but primarily two: 1. Attractive camps will draw more use, and 2. Delayed maintenance is almost always more expensive.

Profits generated using the camp’s facilities by outside groups should be considered when developing the camp operating budgets. (2019)

A plan should be prepared describing the short term and long-term maintenance of every building. Buildings that no longer serve a useful purpose should be removed. (2019)

An ongoing plan should be immediately adopted by the Finance/Administration Committees and other interested CGC Board Members to constantly evaluate all CGC operating and administrative costs, including the Scout Service Center, to minimize these costs by effectively using volunteer labor when at all possible and to focus resources towards local units and their success. (2019)

**CONCLUSION**

While in many ways the BSA organization has adapted to meet the interests of today’s families, boy and girl scouts, growing and learning in the outdoors, we believe appropriate properties also remain a core component of the BSA philosophy. We, the committee, believe that the Georgia Coastal Council is deficient in the basic requirements to meet the needs of today’s youth and the staff.Outlined in this report is our recommendations that if advanced will place our council in position to grow its base with the proper staff facilities through the year 2030.
Council Key Three
John S. “Jack” Reese – President | Maceo Felton – Commissioner
C. Clifton Morris – Scout Executive

Strategic Plan Chairman - J. Stephen Lewis

Seven Strategic Area Chairpersons and Staff Advisors

- Administration: Jedon Lilliston, Clif Morris
  - District Operations: Sam Tostensen, Susie Curtis
  - Finance Management: Robert Missroon Jr., Clif Morris
  - Fund Development: Pat O’Connor, Clif Morris
  - Membership: John Petrillo, Susie Curtis
  - Program: Charles Laurens, Daniel Victorio
  - Properties: Jack Reese, Clif Morris

Executive Board – Volunteer – Community Advisors

Jill Banks, John Coleman, Paul Fisher, Jim Gray
Tom James, Bob Johannsen, Bill Johnston, John Laws
Paul Lester, Bobby Lewis, Pete Mastopoulos, Tom McIntyre
Shaw McVeigh, Harry Moore, Whit Myers, Michael O’Neal
Jim Pannell, Danny Peller, Scott Rasplicka, Chris Ray
Art Rincones, Billy Sanders, Jay Torbert, Ken Whitson
Dick Williams, Zke Zimmerman

Coastal Georgia Strategic Planning
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