



***Coastal Empire Council
Boy Scouts of America***

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Strategic Plan INDEX

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The Strategic Planning Committee of the Coastal Empire Council, Inc., Boy Scouts of America, was formed in February 2008 to develop a strategic plan for the operation of the Council for the ensuing 5 years. The Strategic Planning Committee began meeting in March 2008 and met monthly through November 2008 to develop and refine each portion of the strategic plan. The members of the Strategic Planning Committee were as follows in alphabetical order:

Vernon Buchman
Thomas E. Cardiff (Scout Executive)
Tray Hunter
Steve Lewis
Jack Reese
Dr. Billy C. Sanders

Michael Butler
Alan Garrett
Paul Lester (Council Commissioner)
John McGuthry
Bob Savadge
Bill Trice

The members of the Strategic Planning Committee read and analyzed the National Council guidelines on Strategic Planning. After discussing the five pillars of a successful Council Strategic Plan (Pillar I: Quality Program Experience; Pillar II: Financially Sound; Pillar III: Volunteer Leadership; Pillar IV: Chartered Organizations and Strategic Alliances; Pillar V: Human Resources), the committee decided to divide itself into subcommittees which would be responsible for developing a draft of a plan in the following eight areas:

Council Properties (Office and Scout Reservation)
Finance
Marketing and Public Relations
Membership
Operations (Organization and Personnel)
Scout Reach
Quality Programs
Volunteers

The Scout Executive and District Executives met extensively with each subcommittee chairman to provide background and statistical information in each area. The Strategic Planning Committee attempted to determine the status of each of the listed areas of Council Operations, develop goals for the next five years, and develop specific criteria for reaching the goals. As the committee considered each specific area of the strategic plan, it became more and more obvious how much each area is dependent and interrelated to all of the other areas. For example, when the Council tries to increase the numbers of packs, troops and venture crews, such increases can only be sustained if there are adequate numbers of volunteers for each Unit; there are quality programs and each Unit is properly trained, financed and has the support of the District Executives and office personnel to make it successful.

The Strategic Planning Committee is recommending that the Council consider restructuring or reorganizing the geographical areas served by District Executives so the District Executives can more effectively serve individual Units, particularly in areas where there is an underserved youth population. In order to provide additional staff, more resources and money are needed and good public relations and volunteer training become crucial.

The marketing portion of the strategic plan presents thoughtful and timely suggestions on how to publicize and market the positive effects that can be had by participation in Scouting. In the past, the Council public relations and marketing programs have been somewhat unplanned and sporadic. To emphasize the quality programs and positive effects of Scouting, attention to publicity should be considered by the Council and each Unit **in advance** of a planned event.

A local Council long-range strategic plan is at the heart of effective Council Operations:

- It's a road map marked to show where we're traveling so we'll know when we've arrived and how to get there.
- It forces future thinking rather than a preoccupation with day-to-day pressures.
- It's a motivator that tells top community leaders that the Boy Scouts of America knows where and how it is going to help meet community needs.
- It fosters creativity and improves communication.
- It helps the Council influence change rather than simply be influenced by change.
- It helps resolve interrelated challenges in a coordinated way that could be much harder to solve one by one.
- It builds teamwork among key volunteers and staff members, increases their knowledge of the Council and improves communication across all Scouting levels.
- It helps build a quality program in every Unit in the Council.
- It links our Council to the National Strategic Plan.

(From "Local Council Strategic Planning: a Workbook for Success". BSA)

The Strategic Planning Committee believes that, if Council Leaders read and understand the strategic plan in moving this Council forward for the next five years, great things will happen. The Coastal Empire Council, like any Council, has challenges and wonderful opportunities. In planning events for the Council and for specific Units, it is most helpful for Council Leaders and Unit Leaders to be able to see where the Council is headed and see the "forest"... not just the trees. We believe the strategic plan will help put us in a great position for moving the Council forward and provide unique opportunities for developing leadership and self esteem, learning new ideas, honing skills, developing vocations of interest and building young people of character.

Strategic Plan Priorities

Adopted November 8, 2008

ACTION	COMPLETE BY	RESPONSIBILITY
1. Create non-general ledger financial statements /spreadsheets on a monthly basis and weekly tracking report.	1/1/2009	Savadge / Cardiff
2. "MY BSA" Training for Scout Executive and staff on financial health.	1/1/2009	Cardiff
3. Cash flow statement.	1/1/2009	Savadge/ Cardiff
4. Council master calendar (Shared network folder).	1/1/2009	Savadge/ Cardiff
5. Approved Vendor/Master vendor spreadsheet.	1/1/2009	Savadge/ Cardiff
6. Committee accountability reports on each step.	1/1/09-12/31/09	All Members
7. Establish an endowment fund for maintenance of Camp. (This can be accomplished by adding to The Solomons Fund) with \$500,000 from excess cash funds.	3/1/2009	Endowment Chairman Committee / Cardiff
8. Identify a volunteer or part-time Director/Manager for public relations/marketing to begin implementing a marketing plan.	3/1/2009	Marketing VP / Cardiff
9. Identify a specific site for a new Scout Reservation. Complete contract for purchase of land.	4/1/2009 6/1/2010	Reese / Lester Johnston / Cardiff
10. Develop a viable plan to expand the Cub Scout packs in the Council, including Cub Day Camps and weekend camps/trips with adequately trained volunteers. Begin implementing the Plan.	3/1/2009 4/1/09-5/15/09	Albury/ Garrett/ Lester/ Cardiff

<p>11. Develop a plan for increasing the number and variety of programs for venture trek crews.</p> <p>Begin implementing the Plan.</p>	<p>3/1/2009</p> <p>6/1/2009</p>	<p>Albury/ Garrett/ Lester/ Cardiff</p>
<p>12. Complete Human Resources study, including the possibility of a Program Director.</p> <p>Complete district Re-alignment Plan. Implement district Re-alignment Plan.</p>	<p>9/1/2009</p> <p>1/1/2010 1/1/2011</p>	<p>Butler/ Lester/Cardiff</p>
<p>13. Develop a plan for a more active Scout Reach Committee focusing on growth, training and recruitment. Begin meeting at AASU once a month for 6 months, then every other month, if objectives are being achieved.</p>	<p>4/1/2009</p> <p>6/1/2009</p>	<p>Albury/ McGuthry/ Lester/ Cardiff</p>
<p>14. Develop a plan to achieve the 5-year goals concerning the number of adult volunteers and a variety of opportunities for adult training.</p> <p>Begin implementing the plan.</p>	<p>7/1/2009</p> <p>9/1/2009</p>	<p>Sanders/ Garrett/ Lester/ Cardiff</p>
<p>15. Assess the Scout Center Site. Identify a Specific site for a new service center. Complete contract for purchase of land.</p>	<p>4/1/2009</p> <p>9/1/2009</p> <p>12/1/2009</p>	<p>Reese/Lester/ Johnston/ Cardiff</p>

Scout Reach

The Key Idea

Scouting is one of the many vital tools necessary to the community in the inner city and rural areas. In the Coastal Empire Council, Scout Reach has identified the following strategies and goals to help increase the participation in Scouting in the inner city and rural areas. The Scout Reach Division gives special leadership and emphasis to urban and rural Scouting programs. Scout Reach is the BSA's commitment to making sure that all young people have an opportunity to join Scouting, regardless of their circumstances, neighborhood or ethnic backgrounds.

Scout Reach for the Coastal Empire Council serves downtown Savannah communities from Victory Drive north to the Savannah River; Thunderbolt to I-516/Hwy 21 including west Savannah, Garden City and Port Wentworth. It serves our rural areas in Evans, Long, Toombs and Tattnall Counties. Currently, it serves more than 400 youth and 90 volunteers in more than 30 Scout Units.

Strategies and Goals

1. Continually look for methods to improve the capacity of our program through training and education. All events and activities should be tracked for participation, usefulness, recruitment and growth, and overall success and progress. The activities that are not successful may be retired or improved. The activities that are successful will be continued.
2. Hold bi-monthly Scout Reach meetings for all youth leaders identified as part of the Scout Reach program. These bi-monthly meetings should focus on training, challenges and general information sharing for all identified youth leaders and the recruitment of new leaders.
3. Strengthen Council Scout Reach committee to a minimum of 10 and maximum of 20 active volunteers. These Scout Reach committee members should focus their activities on bringing value added resources to Scout Reach. These committee members should be prepared to participate in a minimum of 50% of identified Scout Reach committee activities.
4. Investigate the usefulness of a Savannah-based Latino Scout Reach committee. Savannah and surrounding areas will continue to show a dramatic increase in the Latino population.

Scout Reach

5. Investigate the usefulness of additional Savannah-based minority Scout Reach committees.
6. Hold quarterly Scout Reach meetings for the Scout Reach committee volunteers. Meetings should focus on growth, training and recruitment initiatives. These meetings will be held at Armstrong Atlantic State University. These meetings will focus on challenges with Scout Reach, recruiting and new strategic locations for new packs and troops.
7. Have Scout Reach mentors/youth leaders active in 50% of Scout Reach Units.
8. Investigate the need to develop specialized training programs for Scout Reach youth leaders.
9. Identify or develop at least one key group (Cub Scouts or Boy Scouts) associated with each high school in the Savannah Area. These will be the key model organizations used to recruit additional Leaders and Scouts. Once these locations have developed beyond their capacity, push to add additional locations by displaying the benefits gained from those original key locations.
10. Develop key recruiting activities that will partner with city officials, schools, and other interested parties to further the advancement of Scouting activities.
11. Participate in at least six community outreach events per year.
12. Grow Chatham County Scout Reach membership by 10% and show growth every year in all Scout Reach programs.
13. Increase retention for Chatham County Scouts to 50%.
14. Scout Reach youth will meet or exceed the national advancement rates.
15. Begin investigating the use of Spanish language recruitment literature.
16. Participate actively in Latino festivals.
17. Participate actively in Savannah-area activities.
18. Develop activities that assist all of our Scouts in understanding and celebrating their heritage.

Scout Reach

Scout Reach Committee

The Scout Reach Committee should be made up of the following types of individuals (between 10-20 leaders):

1. One to four current or past youth leaders from the Scout Reach service area. This will probably take the most time to develop. Preferably, these are leaders that no longer have Scouting age children, but still have a desire to serve. These leaders should be able to bring the perspective of the challenges that the adults in the community may face in recruiting new adults or in recruiting Scout Reach youths. The Chair of the Scout Reach Committee and the Coastal Empire Council representative will select these members.
2. One to four former Eagle Scouts that are representative of the Scout Reach area. Preferably past Scouts that graduated from College within the last 10 years. These young adults should be able to bring a youth perspective that the older adults may not have. Although this will probably be our most unreliable resource for attending meetings, this may be our best resource for gaining valuable information. The Chair of the Scout Reach Committee and the Coastal Empire Council representative will select these members.
3. Six to 10 community leaders.
4. Chair of the Scout Reach Committee.
5. One representative from the Coastal Empire Council.

Finance

Overview

A Council demonstrates financial sustainability through four key indicators: positive cash flow with sufficient cash reserves, a positive operating balance, management debt and revenue growth. The last item is the most important of the key indicators, as a viable fiscal plan should focus on generating revenue, rather than reducing expenses. A rule-of thumb: in the long term, you cannot cost cut your way to profitability.

In support of the narrative, a number of exhibits have been prepared. Typically, these outline historical financial data and can be useful for gaining a perspective on the Council's current financial position versus prior fiscal years.

The format for this portion of the Strategic Plan will be an outline of **Objectives**, followed by a brief **Narrative**, the presentation of **Conclusions / Recommendations** and a **Summary**.

For brevity, the following acronyms will be used: EB – Executive Board; EBSAT – Executive Board Self-Assessment Tool; SE – Scout Executive; CBH – Camp Blue Heron; FMPS – Fiscal Management Procedures for Stewardship; ROI – Return on Investment; G/L – General Ledger. Fund 1 – General Operating; Fund 2 – Capital Revenue and Expense; Fund 3 – Endowment.

Objectives

- 1) Review the Executive Board Self-Assessment Tool.
- 2) Review the four key indicators of a Council's financial health.
 - a) Cash Flow
 - b) Operating Net
 - c) Accumulated Debt
 - d) Revenue Generation
- 3) Review the 14 Key Points outlined in "Identifying Smoke on the Horizon".

Each of these objectives examines the state of the Council's financial health from a slightly different perspective. For the EB to gain a complete and accurate picture, the final step in the Strategic Planning process will be to formulate an action plan based on the conclusions that are common to each objective. At the same time, the EB should discuss and understand any disparities or anomalies presented by the reviews.

4) The Council Treasurer shall oversee the implementation of the financial plan. He or she, who should have a financial background, shall chair the financial committee of the EB.

5) The Council should achieve financial health (positive cash flow by year end in Fund 1). by January 1, 2010.

Finance

Narrative

1) **EBSAT:** The EBSAT is broken out into three sub-sections:

- Good Governance
- Sufficient Revenue Generation
- Strong Fiscal Capacity

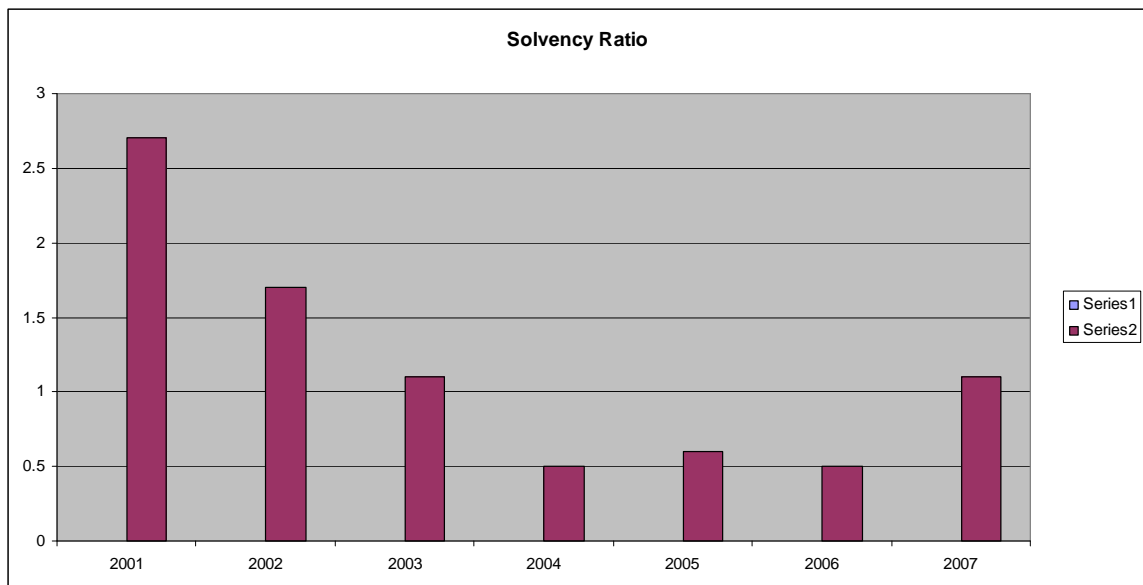
Each sub-section has a maximum possible score of 100 and a minimum score of 25, which gives a scoring range for the EBSAT of between 300 and 100. After careful review with the SE, we determined that our Council's score is 166. As this reflects a score of 55%, the EBSAT is a strong indicator of the work ahead for all committees of the EB, not just the Finance Committee. In addition, while the EB has made progress since the arrival of the current SE, the EBSAT clearly identifies our weaknesses.

2) **Key Indicators:**

a) **Cash Flow:** The Council has adequate cash flow. The Council also maintains an adequate cash reserve, albeit at a minimum level. See the discussion in the next section.

The EB has already taken steps to ensure the long-term viability of the Council by placing a substantial portion of the proceeds from the sale of CBH into the Council's Endowment Fund (Fund 3). However, additional action is necessary to "round-out" the Council's long-term financial structure. For example:

Solvency Ratio: This tool shows the ratio of Fund 1 assets to Fund 1 liabilities. For example, if there is one dollar of assets for each dollar of liabilities, a ratio of 1.0 exists. The following table gives the solvency ratio for FYE 2001 through 2007.



Finance

Clearly, the Council's financial position deteriorated substantially from 2001 to 2004, improving only slightly in 2005 and then declining again the following year. In fact, the solvency ratio for some of the years (2004 and 2005) would have been worse if not for the (controversial) transfer of funds from the Council's endowment. And while 2007 brought an improvement, the change was primarily due to a reduction of debt related to the cash infusion from the CBH sale.

- b) Operating Net: The Council is currently projected to show a surplus in Fund 1 although it includes income infusions from Fund 3. All income transferred from Fund 3 is done so within prescribed guidelines.

In order to achieve and maintain long-term financial health, income must exceed expenses. On the surface, this seems to be a common sense principle; however, there are nuances to attaining that goal. We can start by reviewing the following:

- i) Variances: Comparing actual performance to an established budget on a month-to-month basis is a highly useful tool. This analysis can identify any reliance on unsustainable revenue and/or other short-term fixes. Variance analysis can also be done based on current-year projections versus budget and versus historical data.
 - ii) Using Group Codes: Segregates cost centers and allows revenues to be matched to expenses.
 - iii) Benchmarking: Key ratios are compared to the financial performance of other Councils.
 - iv) Detailed Financial Statements: Reformatted into a readable and easier-to-understand report. Any statements should be supported by relevant detail.
- c) Debt Accumulation: Again, due to the sale of CBH, debt is not a current issue. It cannot be ignored in the long term however, as the Council is contemplating a new camp as well as a new Council office.
- d) Revenue Generation:
 - i) Council comparison: This is an extension of the benchmarking mentioned in b) iii) that compares our Council to others based on several critical metrics. For the purposes of this section of the Strategic Plan, we will outline the fiscal performance only. These indexes are as follows:
 - (1) Council Index Comparison – Fiscals. This is available in the spring after Council audits are concluded.
 - (2) Revenue Growth Potential – indexes our performance in typical fundraising areas (FOS, special events, project sales, and popcorn sales).

Finance

(3) Supply Sales

- (a) Calculate inventory turnover. Turnover should be 3% or higher.
- (b) Track net sale of supplies as a percentage of gross sales. A well-run shop should generate 26% (gross profit).
- (c) Set up the shop as a cost center. (See b ii).(page 10)
- (d) Calculate optimal inventory on hand using Annual Sales per Boy (ASPB). BSA averages show ASPB of \$59. Multiply that times the number of potential buyers (Tiger Cubs, Cub Scouts, Webelos, Boy Scouts, and Varsity Scouts). That gives you a projected sales goal. Divide that number by inventory turnover (a minimum of 3) to get the average inventory the Council should be carrying. To convert to cost dollars, multiply that number by .65.

- ii) Vendor Analysis: This can be done to not only evaluate vendors who supply product and/or services related to fundraising events, but to minimize operating expenses through competitive bidding for consumable products and related services.
- iii) FundRaising Performance Analysis: Each major area of fundraising should be allocated to unique cost centers for tracking purposes.

3) 14 Key Points – “Identifying Smoke on the Horizon”

- a) Each of the 14 Key Points was reviewed with the SE. They are as follows:
 - i) Lack of Proper Internal Controls – Invite fraud.
 - (1) Control Environment – SE must have a positive attitude toward internal controls.
 - (2) Risk Assessment – A comprehensive analysis and interview process.
 - (3) Control Information and Communication – Policies / procedures are communicated to all staff and reinforced periodically.
 - (4) Monitoring – “Inspect what you expect.”
 - ii) Timeliness of Accounting Process – Close in 3 to 5 days.
 - iii) Corporate Solvency – Unrestricted Net Assets must be a positive number.
 - iv) Timely Reconciliation of Bank Statements
 - v) Operating on Borrowed Funds
 - vi) Liquidity Ratio – Already discussed in section 2, subsection a) i).
 - vii) Monthly and Annual Budgets
 - viii) Provisions for Uncollectable Pledges – Need a tracking mechanism.
 - ix) SE’s Ability to Read and Understand Financial Statements
 - x) Use of Non-G/L Generated Financial Statements
 - xi) Effective Audit Committee
 - xii) Timeliness of Audit Completion
 - xiii) Local Council Audit Review
 - xiv) Audit Management Letter

Finance

Conclusions / Recommendations

The three objectives outlined in the beginning of this report “the EBSAT, the 4 key indicators and the 14 points of “Identifying Smoke on the Horizon” are designed to look at the fiscal health of a Council from different perspectives. While there are some commonalities and overlap, no one objective is sufficient to assess a Council’s financial current and projected financial position. As a result, all three objectives will be discussed on an individual basis.

EBSAT

The key weaknesses identified in the EBSAT are as follows:

- 1) The EB needs to take a more active role in Council operations.
 - a) Adjustments to the budget during the year should be reviewed and approved by the EB.
 - b) The EB should, on at least an annual basis, review and test internal controls and office procedures and policies.
 - c) Complete financial statements with appropriate notes should be issued to the EB prior to any meeting. These include Statements of Financial Position, Operating Statement, Change of Net Assets, and the BSA Change in Cash Flows.
- 2) Policies and procedures, once compiled by the staff and SE, are reviewed and approved by the EB. A policy and procedure manual is published and each staff member receives a copy. Meetings are held on a semi-annual basis to review and reinforce the “best practices.” See also “14 Key Points,” section 1) subsection b).
- 3) An employee handbook outlining Council policies and staff benefits is required. The existing version should be scrapped and a new document created. Emphasis should be given to “No Harassment” policies and each associate should sign an acknowledgement of receipt of the handbook.
- 4) Expand the use of non-G/L generated financial statements and/or spreadsheets on a monthly basis. A weekly report, giving a “snapshot” of the Council’s overall financial picture, should be created by appropriate staff members and given to the SE as a management tool. Included in this tracking report would be cash position, accounts payable with aging, accounts receivable with aging, Scout shop sales projections, etc.
- 5) Establish and maintain a Council Master Calendar. Placed in a shared network folder, this calendar would track fund-raising events, meetings, scheduled time off, recurring tasks, sales tax, filings with the BSA, etc. Event input would be controlled by two to three staff members, but the calendar would be accessible to all staff and EB members.
- 6) Council performance should be benchmarked against other Councils and BSA data. The Council’s progress would be tracked on the Management Report spreadsheet(s) as outlined in 4) above.
- 7) Monitor the purchase order system to ensure compliance without exception.

Finance

- 8) Create an Approved Vendor list. The list would outline those vendors already approved by the SE, the products or services they provide, the contact person, and the staff members authorized to make purchases on behalf of the Council.
- 9) Establish an Information Technology plan. This plan would cover types and use of equipment, required replacements or upgrades, backup policy, and a schedule for completing the process. As an addendum to the IT plan, the Council should create an Information Security Program to safeguard sensitive information against identity theft.
- 10) Finally, the Council should establish guidelines for records retention, as well as a schedule to destroy un-needed records.

Four Key Indicators

- 1) Cash Flow
 - a) Does the Council have adequate cash flow to meet its 30-day obligations?
 - b) If possible, move the cash reserve to Fund 1. Access would be restricted, but liquidity calculations would remain strong.
- 2) Operating Net
 - a) Questions and Answers

The following questions are posed:

 - i) Does the Council consistently show a surplus in Fund 1?
 - ii) Does the surplus also result in the growth of both unrestricted and total net assets?
 - iii) Does the surplus reflect both revenue growth and expense management?
 - iv) Does the Council budget include a strategy for contingency and improving cash flow?

The answers to all four questions are **no!**
Our goal must be a consistently balanced budget.
 - b) Strategies to improve cash flow and operating net:
 - i) Publish and manage a workable Cash Flow statement.
 - ii) Prepare a comprehensive plan to identify, and market to, potential donors (see Revenue Generation in Section 4
 - iii) Create a Master Vendor spreadsheet outlining:
 - (1) Vendor name
 - (2) Product and/or service provided
 - (3) Date contract signed
 - (4) Expiration date
 - (5) Terms (price per unit, fixed cost per month, etc.)
 - (6) Annual cost and/or cost per item/unit

This information, used to evaluate the current state of contracts, would allow competitive bidding on contracts coming up for renewal. Further, cost analysis may direct certain services to be outsourced, freeing up staff resources, in addition to direct cost savings.

Finance

- iv) The Council should compile a comprehensive plan to enhance existing revenue streams while developing new revenue strategies.
 - (7) The Council should monitor Unit costs for programs and services through the adoption of cost centers and group codes.
 - (8) There should be a **minimum return expectation for all programs/ services**. Although expectations could be to break even, our goal should be a **positive** return. For example, what are the true costs associated with the Sea Scout program?
 - (9) Develop a strategy to grow existing revenue streams by 5%.
 - (10) Develop new strategies or resurrect old ones, such as the donation of cars or boats.
 - (11) Enhance revenue streams to the point that endowment earnings are not required to balance Fund 1. Instead, endowment earnings, or a portion thereof, should be used to establish a second endowment fund. This second fund could be earmarked for the maintenance of the Council office or as a contingency fund in the event a major external funding source is lost.
- 3) Accumulated Debt – Not applicable.
- 4) Revenue Generation - In addition to the strategies outlined in section 2), Operating Net, the Council should consider:
 - a) Creating a donor survey to solicit input from individuals from whom we ask for money. What are their concerns or questions?
 - b) Pursuing grants, foundation gifts and corporate giving programs.
 - c) Creating a contingency plan in the event the Council loses one or more major funding sources, e.g., the United Way.
 - d) Reinforcing the message that the key is consistency!
 - e) Fundraising campaigns are plugged into the Master Calendar for two reasons: One, for better communication with the staff, volunteers and EB members. Two, to better visualize the timing of events with the goal of reducing wide swings in revenue streams.

14 Key Points – “Identifying Smoke on the Horizon”

- 1) Lack of Internal Controls
 - a) Control Environment – The SE agrees and supports strong internal controls. The SE should review and approve all expense requests and be prepared to ask questions.
 - b) Risk Assessment – Conduct a formal interview among all staff as soon as possible. The results of these interviews will form the base for the FMRS internal control document. In addition to risk assessment, there should be a focus on maintaining separation of duties and identifying and cross-training on mission-critical functions.

Finance

- c) Control Activities – See b (above).
 - d) Information and Communication – Periodic meetings should be held to reinforce policies and procedures. Any significant revisions to the FMPS are distributed to existing staff members and a signed acknowledgement is returned to HR. A copy of the associate handbook and FMPS should be given to each new staff member and a signed acknowledgement placed in their employee file. The handbook and the FMPS should each have a “published” date and a “revised” date for each update. This is to ensure all staff members have the most current copy of each document.
 - e) Monitoring – The primary responsibility for daily monitoring falls to the SE. General oversight and final approval for the handbook and FMPS, including any revisions, fall to the EB.
- 2) Timeliness of Accounting Process – The Council’s books are closed within the specified period of 3 to 5 days.
- 3) Corporate Solvency – See “Four Key Indicators” (sections a and b).
- a) Establish a camp endowment fund immediately. Abandon the concept of “build it and they will come....” Instead, plan to mount a comprehensive capital campaign and build as funds are raised.
- 4) Timely Reconciliation of Bank Statements – Statements are reconciled in a timely manner. However, the SE should review those statements, in particular those reconciling items that carry over from month to month. After his review, the SE should initial the statements and the documents can then be filed.
- 5) Operating on Borrowed Funds – Not Applicable
- 6) Liquidity Ratio – The Council’s liquidity ratio is positive at 5.3, as of 8/31/08. BSA recommends at least 1.33.
- 7) Monthly and Annual Budgets – Budgets are already in use. However, the following changes are recommended:
- a) Budget adjustments should be approved by the EB (see EBSAT 1 a)).
 - b) Budget numbers should be compared to other Councils’ numbers and to BSA-provided data.
 - c) Council historical data should be used as a baseline to establish a new budget.
- 8) Provisions for Uncollectable Pledges
- a) Tracking as a part of the Management Reports
 - b) Uncollectable pledges have dropped from 22% in 2006 to 9% in 2007. Budget forecasts for 2009 peg the figure at 6%.
 - c) See “Four Key Indicators – Revenue Generation” for further discussion.

Finance

- 9) SE's Ability to Read and Understand Financial Statements
 - d) The SE and other key staff should complete the financial module, Fiscals sub-module located in the training section of "My BSA." The SE should complete the My BSA training by March 2009.
 - e) The SE should continue to work with EB members on statement analysis and interpretation.

- 10) Use of Non-G/L Generated Financial Statements with the EB
See EBSAT 4). The use of supplemental statements and/or analysis is critical to understanding the current and long-term financial health of the Council. Doing so serves two functions:
 - i) The EB becomes more effective as the information provided is easier to understand and more comprehensive.
 - ii) The SE will gain a greater feel for the inner financial working of the Council, which dovetails nicely with section 9) above.

- 11-14) Audit Committee, Completion, Review and Management Letter
 - a) The EB should play a greater role in auditor selection and oversight. An effective audit committee shows the staff, volunteers and public that the Council is serious about sound fiscal policies and management.
 - b) The EB should use the auditor's recommendations to improve internal controls, thereby adding long-term value to the audit process.
 - c) Monitor all internal control changes for effectiveness and ROI.

Summary

We must:

- Enhance and track revenue streams. Control costs through vendor analysis and monitoring systems, including monthly and annual budgets.
- Evaluate the viability of programs / services through the use of cost centers. Raise minimum financial expectations. Calculate and track ROI.
- Establish and monitor effective internal controls. Create and publish the FMPS.
- Improve communication throughout the Council by creating and maintaining a Master Calendar. A secondary objective is to revise the Associate Handbook.
- Create non-G/L-generated tools to assist the SE and EB in monitoring the financial health of the Council. Utilize the resources available in "My BSA" to provide training to the SE and staff. Establish benchmarks in all areas.
- Balance the budget in Fund 1 without the regular use of earnings from Fund 3.
- Channel all or part of the earnings from Fund 3 into a second endowment for contingency purposes.
- Create a camp endowment immediately. Fund a future camp through an aggressive capital campaign. Build only as funds are raised.

Council Operations

Introduction

The following report is an overview of Council Operations and suggested strategic processes to enhance the development and growth of Scouting in the Coastal Empire. The focus is centered on Council Operations consisting of district development and operations, personnel, council/district commissioners, learning for life, executive board operations, charter organizations and council office operations. The purpose of this report is to generate discussion and a suggested pathway to enacting improvements in council operations. The ideal use of this report would be the formation of committees to conduct research on each topic and enact a firm course of action with dates for implementation and procedures for measuring outcomes.

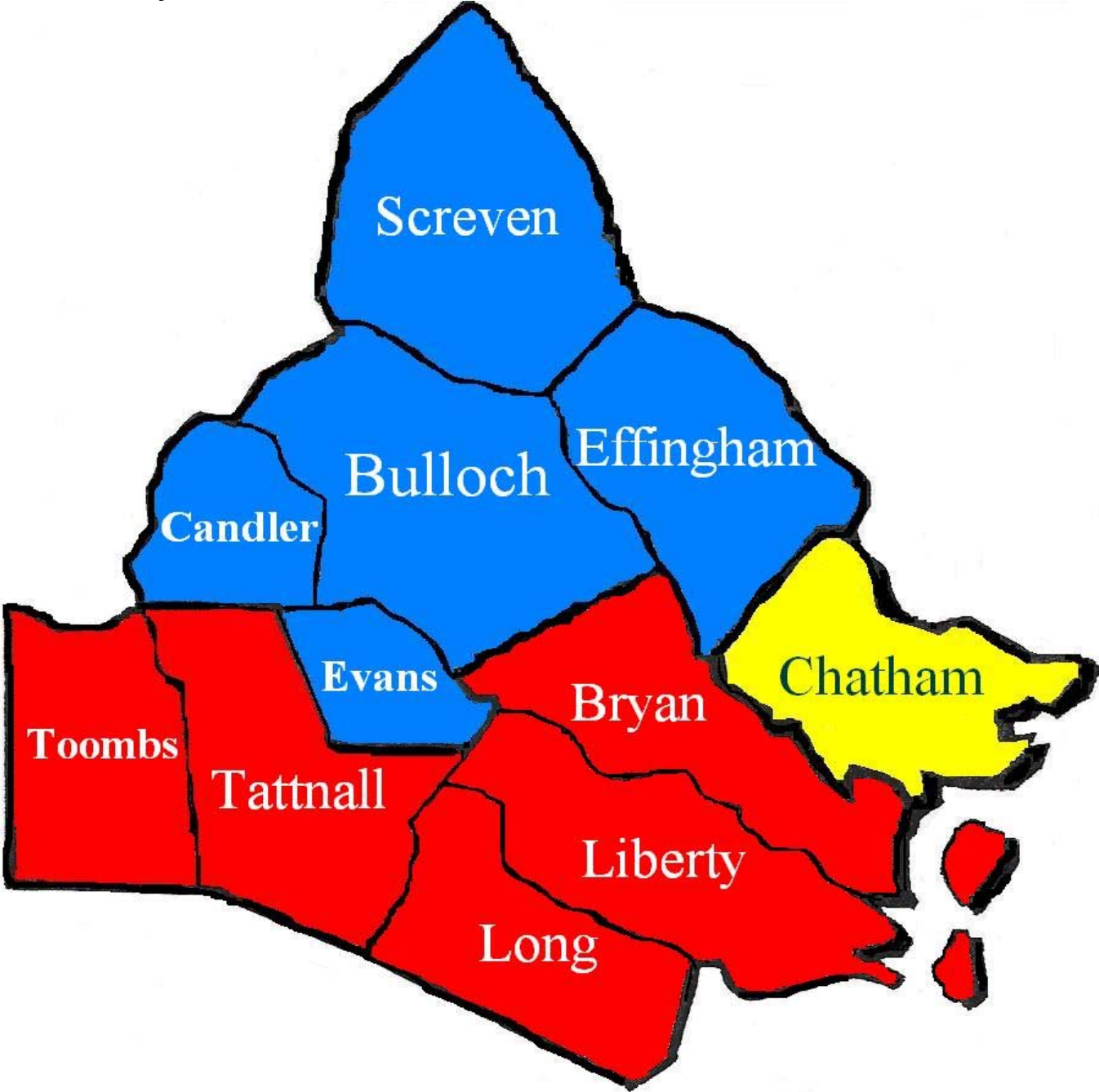
District Development

The Coastal Empire Council (as of 2008) is divided into three districts representing 11 counties. The make-up of these districts represents resources currently available, homogeneity of communities and concentration of total youth served (TYS). A five-year strategic plan should consider a realignment strategy, review of professional personnel resources and development of volunteer resources. District development of these resources is vital to increasing the percentage of total youth served and efficient Council Operations.

Coastal Empire Council Total Youth Population Analysis								
Program	Chatham	Liberty	Bryan	Tattnall/Long Candler/Toombs	Evans	Screven	Effingham	Bulloch
2007	27,702	9,770	3,682	8,728	1,383	1,791	5,816	6,030
2012 projected	30,472	11,235	4,806	8,989	1,548	1,791	7,270	6,934

Council Operations

District Map
Yellow: Tidelands
Blue: Ogeechee
Red: Liberty



Council Operations

District Realignment

District realignment should be considered as a means of ensuring proper resource allocation to meet the needs of a diverse district. The Coastal Empire Council has changed the make-up and number of Districts in the past. The efficient use of personnel, population growth and expense control are reasons district realignment should be considered over the next five years.

Recommended Strategy

1. Review the opportunity to develop homogeneous districts based on changes to demographics and population density. Rapid growth of the greater Savannah metropolitan area encompassing Southern Effingham, Western Chatham and Southern Bryan Counties presents unique opportunities for resource management and growth in youth served. This also applies to regional centers such as the Greater Hinesville and Statesboro region. A district realignment committee could recognize proximity and homogeneous characteristics of communities rather than whole counties.
2. Develop an alternative strategy to serve the outlining western counties of the Council consisting principally of Tattnall, Toombs, Candler, Long and Evans counties. These areas of the Council deserve to be developed and their youth exposed to Scouting; however, the cost to total youth population ratio is small compared to the regional centers. In addition to transportation costs, servicing these communities taxes the current district representative's time and effectiveness. Consideration should be given to alternative service plans.

Examples include:

- a. Use of paraprofessional centered in these communities. The use of a paraprofessional would require strong Council oversight and training to ensure proper delivery of services.
- b. Development of local district committee resources to enhance the roll of the paraprofessional.
- c. Consideration of dedicated district executive as part of general district reorganization. With the exception of Vidalia, these counties are underrepresented as a percentage of youth served. These and other alternatives will need to be considered over the next five years, sooner rather than later, if Scouting is to be properly represented in the whole of our Council.

Council Operations

3. Review BSA materials on subject: District and Council Planning Guides
4. Selection of realignment committee of six to seven members made up of District Executives, Scout Executive, Council Commissioner, Vice President of Council Operations and other key individuals. Committee steps will encompass:
 - a. Formation of Study Committee.
 - b. Recommendations submitted to board.
 - c. Submitting Registration and other records adjusted and staff reassigned.
 - d. Establish new district realignment date.
5. Suggested time frame:
2010 or as needed depending on resource changes

Council Unit Commissioner Development

The Council's senior volunteer positions are critical for Council growth and development. These few individuals are the equivalent of master sergeants in the military. They nurture the Council's Units, assist with program development and implementation, and diffuse conflicts. Council-wide volunteers are too few and the current individuals taxed too often. Development of these positions is necessary to achieve quality growth and allow the District Executives to concentrate on their job descriptions.

Strategies

1. Change perception of Unit Commissioner job responsibilities. A proper communication plan should be considered to ensure the greater Scouting community understands the role of district and unit commissioners. The goal is to dispel misconceptions and incorporate a greater buy-in from all volunteers.
2. Training: Evaluation of current training guidelines and implementation based on BSA standards. Training should be consistent with strict adherence to scheduled coordinated Council meetings. Newly appointed commissioners must be properly trained in role and public relations skills to ensure effective outcomes. They are in many ways the communication arm of the Council.

Council Operations

3. The positions should be prestigious. Communication to the greater Scouting and general community of this prestige must be improved. Special recognition, insignias or other forms of recognitions should be considered.
4. Special awards and special trips (e.g., Philmont) should be considered as recognition of excellence in these positions.

Personnel

Our Council is only as good as our volunteers and professional staff. The growth and opportunities over the next five years will necessitate considering alternatives to the number of personnel and their duties. The Scout Executive with Board approval should have latitude in development and realignment of personnel resources. Strategies and suggested time lines are as follows:

2008

The Coastal Empire Council currently has the following:

- 2 Full-Time Unit Executives
- 1 Full-Time Career To Work Executive
- 1 Full-Time Field Director/DE
- 1 Scout Executive
- 1 Scout Reach District Executive

2009

Suggest the reorganization of District Executive responsibilities through the addition of one new executive. With the demands placed on our District Executives, consideration should be given to a **Program Director** position to serve and manage all programs in the Coastal Empire Council. This person would be responsible for all Council events and serve the Scout Volunteers as well as improve the quality of our programs. By allowing the District Executives to concentrate on local fundraising and Unit development, we would anticipate better outcomes in these important areas from our District Executives. Build from the ground up, not the top down.

Investigate the services of a professional fundraising consultant to review processes as well as explore outsourcing limited fundraising. This would supplement existing efforts. The consultant would be an added resource for DE FOS activities.

Council Operations

2010

The addition of an Exploring staff member to better serve our high school-age youth and promote the Career-To-Work Programs should be considered. Exploring is an excellent opportunity to vest the greater community and the business community to Scouting. Currently, we are only scratching the surface of this facet of Scouting. Explorer Posts give the business community a partnership with the school system via Scouting. Businesses benefit by having exposure to an emerging workforce. The benefits are the potential to vest these communities financially and expand the volunteer base for Scouting. Strong partnerships are an excellent way to develop Board contacts and create other opportunities in traditional Scouting. Exploring currently consists of eight Explorer Posts. The right person could easily expand this number throughout the Council. This position may pay for itself through increased fundraising from and elevated awareness with Exploring business partners.

2011

Consideration should be given to adding another District Executive to focus on Tideland. This would allow the Field Director to concentrate exclusively on management of other professional staff.

2012

The development of our rural counties as discussed earlier is important. We may need to add a specific executive or paraprofessional to properly serve these areas. If we concentrate on the common aspects of our five most rural centers, we will best serve our youth that need us the most. We serve 2 to 3% of Scout-age youth in the following areas: Long, Tattnall, Vidalia, Evans and Claxton counties. District realignment and consideration of a dedicated professional to build charter organizations, volunteer recruitment and Unit development are necessary to change the current status quo.

Council Operations

Personnel Development

Development of our professional staff is critical to long-term success of Scouting in the Coastal Empire. Our current and future staff must participate in continuing education to ensure proper results. Our professional staff is the glue that ensures the program is properly implemented and the community and volunteers properly served in an impartial manner.

Personnel Development Strategies

1. Annual BSA-certified continuing education. This requires a monetary investment; however, this investment should produce dividends in productivity and defined expectations.
2. Mentoring: Consideration should be given to developing a Council mentoring program using the talents of our broader community to provide constructive feedback and assistance to our professional staff. District Executives are marketers, fundraisers, production managers and arbitrators. These skills can be enhanced by an appropriate mentor program. It is suggested that this be a Board function with cooperation from the Scout Executive to identify skills and outside professionals to implement. This would obviously benefit the Scout professional but would also educate and vest the mentor in Scouting.
3. Formal Internship: The Council is fortunate to have a wealth of higher institutions of learning. We should develop a formal intern program that could identify students with an interest in service-based organizations (preferably with a Scouting background). Future staff may be identified through such a program. One caveat: If this is implemented, it should be well planned with specific job descriptions to ensure the appropriate outcome.
4. Office Staff Study: Consideration should be given to a formal office and support staff evaluation based on BSA baseline data. This study would identify opportunities for improvement, cross training and skill sets of individuals. A program similar to a risk exposure analysis would give the Board and Scout Executive some comparative analysis for personnel resource management.

Implementation Study 2009

Council Operations

5. District Executive evaluation and training: District Executives must be properly trained and given the appropriate resources prior to entering the lion's den. These are terrific young people who sacrifice personal and family time for wages not reflective of their effort. The Board must see that we properly prepare DE's for success. The oversight by a good Field Director with first-hand experience in the position is invaluable. A formal mentoring program to complement the training is suggested.
6. Formal career goals and pathways: The Scout Executive should review with the Council President current personnel career goals and pathways to determine if we need to improve the process and communication. This is important for retention of valuable employees.

Learning for Life Personnel

Learning for Life is presently managed, promoted and taught by one person, Barbara Foley. Barbara is a truly gifted at this task; however, she can only do so much. Consideration should be given to appointing a full- or part-time Learning for Life assistant to help Barbara with the implementation and expansion of the program. The appropriate person would also be positioned to run the program when Barbara is no longer associated with the program.

Implementation: 2009

Assistant Scout Executive: The Coastal Empire Council should consider a new position of Assistant Scout Executive on an as-needed basis. This would not be in addition to the Field Director's position, but as a means of promotion to retain or acquire exceptional personnel.

Implementation as needed

Council Operations

Learning for Life

Program Description

Learning for Life, a subsidiary program of the Boy Scouts of America, provides school/business partnership support to benefit boys and girls K-12. At the elementary level, classroom mentors provide a regular schedule of interactive Character Education lessons. In middle school, the Learning for Life curriculum transitions from character to career education lesson plan topics. For high school-age youth, Learning for Life provides work-based learning opportunities in alignment with Georgia Performance Standards for career education. We recruit and schedule local business leaders to act as career mentors and hands-on classroom volunteers. These professional volunteers use their expertise to give direct support to classroom curriculum and to assist with Employability Skills workshops.

The State of Learning for Life 2008

1. Enthusiastically received by teachers and business volunteers
2. Currently only administered in Chatham County High Schools
3. Program reaches approximately 2,500 students
4. Program is dependent on one individual (Barbara Foley) for all aspects of the program.
5. Funded partially Chatham County Schools, (\$28,000) by Gulfstream (\$15,000) and the local United Way.
6. Program fee to National, BSA (\$10,000).
7. Exploring is a sub-unit of Learning for Life but can be autonomous.

Program Benefits

1. Promotes Scouting in the community.
2. Provides skills for disadvantaged youth and a positive impact in the lives of participants.
3. Meets United Way initiatives, positioning our Council as component of community-wide solutions for at-risk youth.
4. Broadens business base for FOS campaign.

Council Operations

Program Challenges

1. Program is dependent on initiative and skill of the director and sole participant - would not be viable should Barbara Foley resign.
2. Program is dependent on uncertain financing: grants, Chatham Board of Education, Gulfstream and local United Way.
3. Program is administered only to high school students in Chatham County
4. Board oversight and involvement are limited.
5. Currently not a high priority of National, BSA. Administration of program is not factored into quality Council status.

Strategies

1. Create Board oversight of the program by forming a Learning for Life committee. Committee responsibilities would include assistance with promotion, funding, community relations, United Way relations, volunteer recruitment and general oversight.
Suggested implementation: **January 2009**
2. Consider personnel additions: See Personnel Learning for Life
3. Secure resources to expand to middle school grades and to Liberty, Effingham and Bryan Counties **Fall 2009 and 2010**
4. Determine long-term viability of program: This should be initiated by the LFL committee after community discussions and evaluation. **2009**
5. Use Barbara Foley's skills for promotion and grant funding.

Board Development

The Executive Board of the Coastal Empire Council has the ultimate responsibility for the future of Scouting in Southeast Georgia. The quality of its members and the development of Board processes will determine stagnation or success. Our Council's rich history and the community's love of program present unique opportunities for a Scouting renaissance. Developing the Executive Board and addressing other topics in the strategic plan are necessary to reach Scouting's full potential in the Coastal Empire.

Council Operations

Board Development Strategies

1. Formal recruitment committee for new Board Members: The Board should reflect key business and community leaders in different vocations. These individuals represent significant community influence that could be directed towards Scouting. A formal committee should be in place representing Board Members and outside volunteers with significant influence. The process should be ongoing and formal.
2. Vesting Board Members to specific Council operations: Board members should be assigned to specific committees responsible for oversight and assistance with assigned Council operations. Each committee should have a strong chairman that will be responsible to the full Board. Committee should consider non-board members for greater diversity and specialization:

January 2009

3. Board Education: Board Members should be required to attend a formal Scouting review and education program consisting of policies, program and structure. Board committees can present an overview of their respective Council operation at Board meetings for additional Council education.
4. Formation of audit committee to annually review accuracy of Council results and adherence to National BSA policies and guidelines:

(Bullet Proofing) 2009

5. Formation of United Way and public relations committees: **2009**
6. Publication of Board code of conduct.
7. Consider increasing a minimum Board term to two years. Develop a Board handbook and obtain commitments in advance.

Council Operations

Council Office

Internal Operations

1. Formal review of charter and by laws compared to current operations.
Completion: Fall 2009
2. Complete full human resources audit comparing results to BSA and professional best practices.
June 2009
3. Formal Review of Accounting and Financial procedures: Review should incorporate current personnel skills and financial exposure analysis:
Ongoing
4. Membership Audit: Should be assigned to appropriate board committee.
Important to prevent any negative publicity. **March 2009**

Council Facilities

1. Purchase land for future Council office: **March 2010**
2. Create acquisition committee: **Ongoing**

Council Operations

Charter Organization Development

Charter organization overview

The development of Charter Organizations is critical to Scouting sustainability especially in communities with little volunteer support or development. The traditional role of the Charter Organization is to provide the foundation and ownership process for establishing sound units. This historic role has been overlooked throughout the Council-resulting in higher attrition rates for Traditional Scouting Units and under performance.

Types of Charters

One of the roles of the National organization of the Boy Scouts is to grant charters to use the Scouting program. There are two types of charters issued by the National organization; local Council (Coastal Empire) and local organizations (through recommendation of Coastal Empire Council).

- The National organization grants charters to local organizations to use the Scouting program. The Chartered Organization, under its own leadership uses Scouting:
- To serve families and youth for which the organization is concerned (either within the organization, outside the organization, or both)
- To help the group or organization accomplish its objectives

Chartered Organization Responsibilities

By receiving a charter from the Boy Scouts of America, the chartered organization agrees to:

- Conduct Scouting in accordance with its own policies and guidelines as well as those of the BSA
- Include Scouting as part of its overall program for youth and families
- Appoint a chartered organization representative who is a member of the organization and will represent it to the Scouting district and Council, serving as a voting member of each

Council Operations

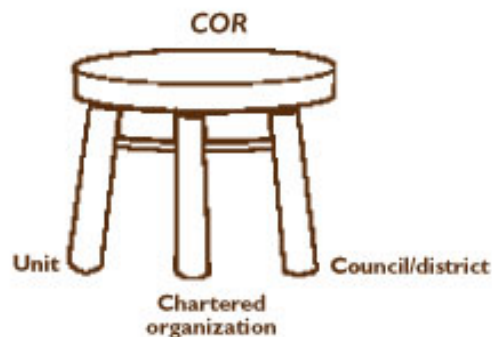
- Select a Unit committee of parents and members of the organization who will screen and select Unit Leaders who meet the organization's leadership standards as well as the BSA's standards
- Provide adequate and secure facilities for Scouting Units to meet on a regular schedule with time and place reserved
- Encourage the Units to participate in outdoor experiences

Charter Organization Representative Responsibilities

1. A chartered organization representative's primary function is to ensure that the chartered organization's Scouting program succeeds. The COR is head of the "Scouting department" in the organization, and, as such, the responsibilities of the Units and leadership are ultimately the COR's responsibility.

2. Communication with the Council: The Boy Scouts of America, in its relationship with chartered organizations, depends on the COR to be the liaison between the local Council and the organization.

In summary, the COR is like a three-legged stool. The legs represent the Unit, the Chartered Organization, and the Boy Scout Council and its Districts. The COR is the piece that makes the stool work.



Charter Organization Development Strategies

1. Identify and develop the charter organization representative (COR) for all Units. A strong effort in resources should be incorporated in the Council's strategic plan to vest these organizations in their respective Units. Their responsibilities have eroded over the years - resulting to a point that, with many organizational Units, they have become irrelevant. COR education and development are strategically important, especially to new Units.

Council Operations

2. Encourage education of the COR through participation in special COR seminars. Encourage District Executives and commissioners to present state - Unit and Scouting to charter organizations and COR. Develop a communication plan for these organizations.
3. Encourage board members to assist with Charter Organization development.
4. Create a committee to review current practices and to develop recommendations

March 2009

Council Properties

Camp Vision Statement

The Coastal Empire Council, in keeping with its long tradition of owning a camp, decided to build a new camp once Camp Blue Heron was sold. This decision was made in part because of a consensus of the Council that the development of youth occurs most effectively through Boy Scout programs centered on outdoor activities. The pride of the Council, the focal point of its programs, is the camping experience.

Beyond any personal bias on the part of the Council favoring the camp experience, objective data supports the conclusion that camping is critical to the development of well-rounded Boy Scouts. A study conducted by Harris Interactive in 2001 provided statistics about the camping experience for over 10,000 Scouts, 5,000 parents and nearly as many adult leaders in 41 states and 106 camps.

In this study, high positive responses were reported by Scouts in areas of *personal values and character, positive sense of self-worth and usefulness, caring and nurturing relationships, the desire to learn, and productive and creative use of time*. Some of the areas of significant importance: helped with making a decision (80%), listened to (by others) (80%); made friends (80%); learned a skill from an adult leader (76%); tried something new (86%); felt challenged (69%); completed a merit badge requirement (83%). Of the total participation, 78% reported accomplishing something worthwhile and 80% said they felt prepared, 64% felt useful and 57% said they felt good about themselves. A total of 78% of the respondents “would recommend summer camp to other Scouts.”

Of parent respondents, 81% saw a positive change in their Scout because of the summer camp experience and 75% said they would definitely recommend camp to other parents.

Likewise, Scout Leaders reported positive responses. Over 90% of leaders reported the camping experience either met or exceeded their expectations, with 96% reporting the perception of playing a role in helping young people succeed/grow and 92% reporting they helped youth realize their own abilities.

The general public may conclude that knowing the trees, birds and animals in the woods; finding one’s way by the stars; cooking a meal over a fire; or just having fun are all that camping represents. On the other hand, the statistics from the Harris Interactive Outcomes Study, excerpted here, reflect other important and far-reaching results in the development of the character and abilities of practically every Scout who participates.

Another aspect of the camping experience that tends to be underestimated is the quality and quantity of opportunities for community involvement and interaction in the camping environment. This enriches the experiences of all campers and develops special ties with corporate and civic entities within a community.

Council Properties

Many Scout Leaders today were once young Scouts themselves, building friendships, sharing experiences, and storing memories from their time at camp. Now, a cadre of adults with shared camp memories desires to provide the same opportunity for our youth: a camp conceived, constructed and paid for by community volunteers following in the long tradition of camp-building in the Coastal Council. Our vision for the future includes opportunities for all in building up the youth of the Coastal Empire through the camping experience.

Properties Recommendations

2008 Five-Year Strategic Plan

Mission: The properties will support and provide the venue for a quality Scout experience for youth of all ages, cultural backgrounds and levels of experience.

Council Service Center:

Primary

- Conduct an assessment of the service center facilities to determine their present condition and recommend repairs/replacement and maintenance needs.
Complete the assessment by the first quarter of 2009
- Conduct an assessment of the service center site and facilities to determine if they meet the administrative, management and program needs of the Council.
Complete this assessment by November 2009

Secondary

- Conduct a study to determine the feasibility of a Cub Scout day camp co-located with a new service center. The ad hoc committee should be formed and the needs should be assessed prior to the purchase of land for the relocation of the service center.

Properties Recommendations

Council Resident Camp:

- Continue the search for a resident camp site.
- The site chosen should:
 1. Be within the Council area
 2. Be more or less centrally located and easily accessible
 3. Have a minimum of a 25-acre lake (or potential to construct such a lake) suitable for all Scout water activities
 4. Consist of not less than 600 acres. It is the goal of the Council to have a new resident camp through at least the first phase by the summer of 2010. Therefore, it is important that the search committee be diligent in its continued search. However, considering the importance and complexity of this task, no timeline to secure a site is recommended.
- Recommend a minimum of \$9 million be raised to build a complete Scout resident camp. This does not include the site itself, a separate Cub Scout facility or facilities for activities beyond Scouting. It is the strong recommendation that no capital expenses be incurred until the money is in the bank and budgeted. In-kind donations and volunteer labor are expected to extend the available money.

Primary

- Recommend that the camp be built in phases and a budget developed based upon resources on hand.
- Recommend that an ad hoc committee of representatives of all stakeholders be formed to prioritize and budget for the phases of development. This committee could be formed now with recommendations to the Property Committee during the master planning process.
- Recommend that the Council make use of the engineering and design assets of the National BSA prior to the purchase of a site and throughout the due diligence and design phase of the camp (and service center)
- Recommend that not less than \$500,000 be set apart out of the sale proceeds and 20% of all funds raised to build the camp together placed in an endowment for the exclusive purpose of helping to maintain the camp. The Scout Executive and the Executive Board are to develop an annual maintenance plan and projected dollar need so that the fund may be increased to produce the required dollars to keep the camp in top order. This should be done contemporaneously with the income and expense analysis of the camp.

Properties Recommendations

- Recommend establishing a Capital Fund Drive subcommittee to begin preparations for the drive and determining the value of hiring a professional for guidance and access to grant money. This committee should be formed as early as possible.

Secondary

- Recommend exploratory talks with Augusta and Brunswick Councils about joint venture development of new camp or develop a long-term summer camp agreement with these Councils.
- Assess opportunities to provide real estate assets for High Adventure Scouting as determined by the camp, program and Executive Committees.
- Develop a marketing plan to non-scouting organizations to use the camp on non-scouting weekends. This would provide an additional income source and make the community further aware of the Scouting program.
- Recommend an assessment of the Cub Scout Day Camp opportunities be made with specific reference to the needs of the minority interests within the Council.

The Properties Committee understands that the real estate assets of the Council, while a large part of the Council budget, are for the support of the Council's programs to provide every youth the opportunity to learn and grow the Scout way. Nevertheless, good stewardship of the Council's assets requires a careful assessment of the best uses of its properties.

Properties Vision Statement

The new Boy Scout Camp will provide a quality camp experience for youth and adults of all ages, cultural backgrounds and levels of experience.

Goals

I. By November 1, 2009, acquisition of the new campsite will be completed.

Sub Goal A. By April 1, 2009, the property for the new campsite will be identified and under contract.

Sub Goal B. By July 1, 2009, due diligence shall have been completed on the new campsite.

Sub Goal C. By November 1, 2009, a closing on the campsite will occur.

II. By November 1, 2009, a full range of quality programs will be identified and approved for phased-in implementation at the new campsite.

Sub Goal A. By June 1, 2009, visits and evaluations of like camps and their programs will be completed.

Sub Goal B. By September 1, 2009 committee work on programs will be completed and recommendations for the new campsite presented to the Board of Directors.

III. By January 1, 2010, the Master Plan for the new campsite will be completed and approved by the Board of Directors.

Sub Goal A. By September 1, 2009 the site survey will have been completed.

Sub Goal B. By October 1, 2009 the architect for the new site will have been selected.

Sub Goal C. By January 1, 2010, the specifications for each phase of the new camp will be presented to the Board of Directors.

Properties Vision Statement

IV. By February 1, 2010, the Budget for the new campsite will be completed and presented to the Board of Directors for approval.

Sub Goal A. By June 1, 2010, the Capital Campaign will be completed.

Sub Goal B. By February 1, 2010, a business plan for the new site will have been developed and presented to the Board of Directors, including costing of all proposed phases of construction.

V. Construction of Phase I of the new campsite will commence by March 1, 2010 and will be completed by July 1, 2010.

Sub Goal A. By February 1, 2010, the bidding phase of the construction process will have been completed.

VI. By July 1, 2010, Phase I of the new campsite will be commissioned and occupied.

Sub Goal A. By June 1, 2010 the new campsite will be stocked.

Sub Goal B. By July 1, 2010, the first camp session will commence.

Marketing Communications

Objective

In general, elevate the image of Scouting in the greater Savannah region. More specifically, position the Council as a positive asset to children, families and families – in order to help propel membership growth, recruit leaders, improve internal morale, seek financial resources, facilitate relationship-building and gain public support.

Background

Although the Boy Scouts name is a powerful brand, marketing and communications activities need to be an integral part of any attempt to achieve our objective. An effective marketing and communications plan must include a strategy that identifies the messages to be communicated, selects the audiences to be reached, increases the number of communications to each audience segment, and ensures adequate resources are available to achieve results.

After the messages are chosen, each appropriate message should be linked to the targeted audiences. Therefore, when a communication (news release, speech, etc.) is being prepared for an audience, the specific message or messages applicable to that audience should be emphasized.

This plan must be used in coordination with other key areas of the Council – such as the membership, fund-raising and program committees, plus local Scouting Units. Within the document are various tactics that can be implemented in support of the strategy. Every tactic doesn't have to be adopted – so the tactics can be considered a menu of ways to communicate positive messages throughout the community.

Recommended Strategy

1. Decide what messages are important
2. Target appropriate audiences, especially the Cub Scout Program
3. Maximize the number of communications disseminated
4. Ensure the proper Scouting people are prepared to deliver messages, especially Eagle Scouts

Marketing Communications

1. Decide what messages are important

Whether it is a broad message for the general public or a tailored message for a specific audience, every message must be easy for the audience to understand. The Coastal Empire Council Executive Committee must decide upon the messages and then emphasize these messages when dealing with the targeted audiences. Messages should be coordinated with Scouting's National marketing office to ensure acceptability.

Possible messages

"Scouting is a positive asset to children (families, the community).

"Scouting can help prevent some of society's problems – such as some young men's high drop-out rate, high crime rate, low self-esteem, lack of motivation or goals, etc."

"Some young men need you to lead the way. (or "The community needs you to lead the way for some young men").

"Scouting is time well spent and worth the effort (for Scouts and their leaders).

"Savannah needs Scouting – and you to lead the way."

"Scouting can help address the community's needs."

"We are committed to making Scouting available to more local youth."

Each approved message should be supported by rationale, including statistics or examples.

2. Target appropriate audiences

Depending upon the Council's priorities, various audiences can be targeted:

- a. Scout recruitment/retention audience:
 - Young men of Scouting age
 - African-American/Hispanic communities
 - Current Scouts
 - Families

- b. Leader recruitment audience:
 - Parents of current Scouts
 - Parents of former Scouts
 - Young adults looking for volunteer opportunities
 - Retirees looking for volunteer opportunities

- c. Morale audience:
 - Current Scouts
 - Current leaders
 - Scouting families

Marketing Communications

- d. Fund-raising audience:
 - Current Scouting contributors
 - Service organizations
 - Businesses
 - United Way
 - Foundations

- e. Relationship-building audience:
 - Schools (such as the Learning for Life program)
 - Community groups (Rotary, Kiwanis, etc.)
 - Special organizations (YMCA, Girl Scouts, etc.)
 - Minority community
 - Businesses (Banks, Gulfstream, JCB, Airport, etc.)
 - United Way organizations
 - Military
 - Churches

- f. Public support audience:
 - News media
 - Government organizations

3. Maximize the number of positive communications disseminated

The Council should take advantage of marketing resources (print ads, clip art, PSAs, fact sheets, PR kits) from the national marketing.Scouting.org Web site. Using these national and local resources, Scouting's visibility in the community can be increased by taking some or all of the following actions:

- a. Produce news releases and distribute them to the news media (print and broadcast) – especially human interest stories, innovations and other positive topics.
- b. Produce marketing collateral (signs, posters, fact sheets) that promote Scouting messages -- including testimonials from current or former Scouts for use in advertising material.
- c. Invite media to Scouting events (summer camp, Eagle Scout installation, charitable efforts, projects funded by endowments, etc.) using a media advisory or a formal invitation.
- d. Distribute public service announcements (PSAs) to local media and ask them for assistance.
- e. Request one-on-one sessions with key community leaders to increase their awareness of Scouting and ask for advice (for example, asking the mayor how Scouting can best serve the minority community).

Marketing Communications

- f. Establish a speaker's bureau that can visit schools, service organizations, retiree groups, businesses, etc., to promote Scouting in a personal way.
- g. Ask to participate in meetings (city council, county commissioners, school boards and schools) to increase the public's awareness of Scouting.
- h. Volunteer to appear on television and radio shows to promote specific activities or Scouting in general.
- i. Contact billboard owners to check the possibility of using that medium for free Scouting advertising during down times.
- j. Use Scouting media (Internet site, newsletter, annual report) to maximum effect to communicate to internal audiences
- k. Insert an "Alumni" section into the Internet site – that simply gives the former Scout's name and years in Scouting (This section could be divided by community and it wouldn't have to be updated once the information is added).
- l. Make an expert readily available to the news media when a topic in the news relates to Scouting (camping, boating, ethics, Scouting news from other parts of the country).

4. Ensure the proper Scouting people are prepared to deliver messages

- a. Develop processes (talking points, schedules, checklists) to maximize results and communicate these processes to the appropriate Scouting people.
- b. Designate a Scouting spokesperson for the region.
- c. Establish a volunteer marketing committee to provide communications guidance and serve as a resource to proofread communications for accuracy and professionalism.
- d. Provide basic media training (including a "Tips" sheet) to anyone who may represent Scouting with the news media or public (Main media contacts should have more intensive training).
- e. Ensure necessary resources (people, time, funding) are available to achieve the marketing communications objective.

Marketing Communications

News Media Addendum

Newspapers

Savannah Morning News	236-9511
Savannah Tribune	233-6128
Savannah Herald	232-4505
Coastal Empire News	351-9122
Pennysaver Coastal Empire	238-2040
La Voz Latina	925-7308

Television Stations

WTOC	234-1111
WSAV	651-0300
WJCL	925-0022
Fox 28	925-2287
Comcast	354-7531
Hargray	920-0009

Radio

Adventure Radio Group	351-9830
Clear Channel Savannah	964-7794
Cumulus Broadcasting	629-0515

Billboard

Lamar/Estus Outdoor Advertising	660-1265
Lamar Outdoor Advertising	232-4103
Marlin Outdoor Advertising	843-785-5769

Other Addendum

Savannah-Chatham County Public Schools	201-5600
United Way of the Coastal Empire	651-7700
YMCA of Coastal Georgia	354-5480
Savannah Area Chamber of Commerce	644-6400
Live Oak Public Libraries (Chatham, Effingham, Liberty Counties)	652-3600
Savannah/Hilton Head Airport	964-0514
Outland Island Education Center	898-3980
Government	
Chatham County Commissioners	652-7878
City of Savannah Mayor's Office	651-6444
Port Wentworth City Hall	964-4379
Garden City Hall	966-7777
Pooler City Hall	748-7261

[add appropriate listings in the other communities in the Council's region]

Membership

Objective

In general, increase the number of youth in the Scouting program in the Coastal Empire Council (CEC). More specifically, continue to maintain quality Units and youth and create future opportunities for additional youth membership.

Background

Although the history of CEC over the past seven years has shown fluctuations in Traditional membership numbers, the majority of the year has been negative growth. At the end of 2001, CEC had 4,663 Traditional youth and 212 Traditional Units. At the conclusion of 2007, CEC had 4,134 Traditional youth and 171 Units. The current youth membership and Units provide CEC with a strong base to allow positive and quality growth over the future years.

Recommended Strategy

1. Growth from new Units and new chartered organizations
2. Growth from youth recruitment/additional enrollments
3. Growth from program transition
4. Growth from stopping dropped Units
5. Growth from increasing tenure/more youth registered at Unit Charter Renewal

1. New Unit growth and new Charter Organization.

Foremost, reestablish a relationship with existing Charter Organization. Every year, CEC should visit with each Charter Organization Head to evaluate current Scouting needs. This action item will serve two purposes:

First: Maintain a positive relationship with Charter Organization and

Second: Create additional Unit growth. Example: A Church had a pack but not a Troop. A Troop can be added to complete the Scouting family with that particular Charter Organization. In addition, impact luncheons need to be conducted to reach new organizations. Example: Chatham County has a low Unit density. Have a luncheon with all United Methodist Church (UMC) leaders in the county to discuss Units/Scouting.

Membership

2. Throughout the history of youth recruiting in BSA, the Traditional Fall School Night for Scouting has been the norm. For most of the counties in CEC, this will work, but a few counties have limitations. Screven and Liberty Counties will allow flyer distribution at the school for the event, but will not allow school-hour presentations. Bryan County will not allow any BSA recruiting in the school. In these Counties, alternative means are necessary. Recruiting at local YMCA's, Church Sunday Schools, etc., are required to allow growth in Traditional membership. Traditional Boy Scouts age recruiting is handled primarily in the spring. Current efforts to recruit Boy Scout-age/5th grade in the spring are not effective. The recruitment of Boy Scout-age/5th grade should be event-based. Promotion should be done through schools, churches and youth programs, to encourage district-wide event which promotes Scouting programs and transitions the youth to a local troop.

3. Webelos to Boy Scout transition is the point in a Scout's career that he is most likely to leave the program. This is why a Council-wide effort should be made to track and reach (through flyers and personal contact) each 5th grade Webelos, to ensure a smooth transition. Cubmasters and Scoutmasters should collaborate, for the good of the Scouting, to prevent personal objectives from causing or prohibiting a Webelos/Boy Scout transition. A successful (90-95%) transition of Webelos to Boy Scout creates solid and perpetual growth in Boy Scouting.

4. On average, 5% of Traditional Units drop each year.
The following are the primary reasons why Units drop:
 1. Lack of communication from District
 2. Lack of Adult Training
 3. Lack of youth (which is usually due to lack of program)

By controlling these aspects and creating sound new Units, the drops can be managed.

5. Retention of youth in Units is a direct result of the following points:
 1. Quality of Unit and Council Program
 2. Properly trained Leaders
 3. Understanding the Recharter process.

Keeping these three points positive will result in higher retention.

Membership

Summary

In order to create and maintain a quality and perpetual membership program in CEC, the Council should grow 2% in membership and Units each year. With the focus on **quality** growth, CEC will increase the density of youth served to the National standard in five (5) years. The focus of a 2% growth per year of the Council (and not individual Districts) is due to uncontrollable factors that exist in each District. For example: unforeseen Military Deployments and uncertain YCA, JROTC and Scout Reach funding.

Demographics

Council Totals in 2007

Cub Scouts TAY = 18,528
Boy Scouts TAY = 10,874
Venturers TAY = 22,096
Cub Scouts Density = 11.6%
Boy Scouts Density = 10.2%
Venturers Density = 4.0%
TYS = 4,134
Total Density = 8.0%
Percentage of Youth Retained = 49.7%
Percentage of Centennial Quality Units = 68.7%

District Totals in 2007

Ogeechee

TP = 149,450
TAY = 16,317
TYS = 940
TD = 6%

Liberty

TP = 154,786
TAY = 20,883
TYS = 1,389
TD = 7%

Tidelands

TP = 241,411
TAY = 27,702
TYS = 1,805
TD = 7%

Membership

County Totals

Effingham County

TP = 48,954
TAY = 5,816
TYS = 521
TD = 9%

Screven County

TP = 15,190
TAY = 1,791
TYS = 40
TD = 2%

Bulloch County

TP = 63,207
TAY = 6,030
TYS = 304
TD = 5%

Candler County

TP = 10,674
TAY = 1,297
TYS = 41
TD = 3%

Bryan County

TP = 29,648
TAY = 3,682
TYS = 339
TD = 9%

Long County

TP = 11,452
TAY = 1,603
TYS = 49
TD = 3%

Chatham County

TP = 241,411
TAY = 27,702
TYS = 1,805
TD = 7%

Membership

County Totals continued

Liberty County

TP = 62,571
TAY = 9,770
TYS = 792
TD = 8%

Toombs County

TP = 27,623
TAY = 3,418
TYS = 106
TD = 3%

Tattnall County

TP = 23,492
TAY = 2,410
TYS = 103
TD = 4%

Evans County

TP = 11,425
TAY = 1,383
TYS = 34
TD = 2%

Quality Programs



Quality Programs

1. Purpose: The Quality Programs Subcommittee (QPS) was tasked to assess the program which the Coastal Empire Council now provides to its youth members and to begin preparations for a program that will meet or exceed the National Strategic Goals over the next 5 years. The Quality Program is the first of five different “pillars for success” being studied under the overarching strategic vision being established for the Council. The BSA National Key Issue Areas and the goals established for success are:

I. Every eligible youth has an opportunity to be involved in a quality Scouting experience:

- Increase market share and/or growth
- Increase the number of new members
- Improve member retention
- Increase the number of units

II. Every local Council is fiscally sound:

- Reduce the number of Councils with annual operating deficits
- Increase local Council’s unrestricted assets
- Increase local Council’s endowment fund assets

III. The number of engaged, accountable volunteers is dramatically increased at all levels of Scouting:

- Add 1 million new volunteers
- Increase the number of Quality Councils, Districts and Units

IV. Local, regional and national chartered organizations and strategic alliances are identified and engaged:

- Increase the number of chartered organizations
- Identify national and/or regional funding sources to fund phases of the Strategic Plan

V. Enough of the right professionals are identified, developed and retained in the right position at all levels with a focus on diversity:

- Increase the number of youth-serving executives
- Increase the number of minority/female professionals
- Improve employee retention

Quality Programs

Pillar I: Quality Program Experience

2. Quality Program

The QPS task of developing a strategic, long-range plan that enables Units, the Districts and the Council to deliver a quality program to youth required that we assemble factual data on program quality as compared to other Councils. This information was obtained from National BSA HQ and web searches of other Councils. This information was used to make recommendations that will positively affect:

- Council Performance with respect to Quality Award Standards
- Outdoor Program Delivery
- Advancement
- Volunteer Leadership and Training
- Commissioner Service
- District Committee Program Support

We then completed the following tasks:

- Analyzed data, trends and needs
- Decided on additional data to be required (if any)
- Projected desirable and attainable objectives
- Recommended a Program that would accomplish stated objectives

The Quality Programs Subcommittee (QPS) discovered quickly that “Program” was dependent upon all other aspects of the Council’s operations. The absence of even one of the critical pillars of the overall program will have significant effects on the overall program.



Quality Programs

3. Program Analysis:

The first step in the analysis was to ask a series questions in a group brainstorming setting without passing judgment over ideas or comments. The questions and comments/opinions are as follows:

a. What is the goal of a good program?

- Provide every boy of scout age the same opportunities
- Keep the boys interested and engaged
- Make it fun!
- Program must be boy-driven to attract other boys
- Must give the boys a reason to want to be together
- Must give them something they cannot get anywhere else

b. Define a “good program.”

- One that shares the resources of all Troops and Packs (merit badges, trips, etc).
- One that develops external resources to assist with logistics and funding
- One that takes advantage of partnerships with external entities
 - Outfitters for hiking/equipment demonstrations
 - State and Federal Environmental Agencies for MB opportunities
 - Private entities for assistance in funding

c. What does it take to ensure that a good program is provided?

- Motivated and Trained Leaders
- “Trained” Trainers
- Quality/Trained Staff obtained through rigorous interviews based on strict criteria
- Better compensation for staff with a graded pay scale based on experience/performance
- Detailed planning and coordination in advance
- Early dissemination and coordination
- No “Bait and Switch” (The program promised must be delivered) re: Horsemanship MB
- Hold scheduled events if even only one boy signs up (Re: Shooting sports cancellations)
- Structure events so that Boy Scouts LEAD Cub Scouts and pull them up the Scouting trail
- Coordinated Council/District PLANNING CALENDAR written in STONE

Quality Programs

(Re: Religious Hike, New Leader Training and District Camporee all on same day)

- Taking advantage of existing opportunities such as Tybee Beach Sweep and National Public Lands Day at Fort Pulaski - not only for PR purposes but also to accentuate the Scouting program by adding to them for MB opportunities (as Chris Thomas did for Savannah religious hike).
- Link opportunities to Web site.
- Early Communication
- Establish drop-dead dates for sign-ups and “up-front” deposits

d. Who is responsible for providing a “good program?”

- Council responsible for:
 - Coordinating and communicating all activities
 - Registration
 - Training the trainers
 - Finances
- Troops/Packs need to step up BUT ... they need to know when/where to plug in - such as at Merit Badge fairs
- The Troops/Packs need to let Council know what their needs are
- Unit commissioners are the key link between Units and Council so they need to communicate

e. What is the Coastal Empire Council doing with respect to program features that is good and that should be built upon?

- Innovative ideas are being accepted from the bottom up (Really good motivator)
- Kayak Adventure
- Religious Hike
- Parent-n-Pal
- Father-n- Son Freeze-Out
- High Adventure Council Treks (Philmont, Sea Base, Northern Tier)

f. What is Council now doing regarding program features that we should stop?

- Poor communication between Council, Districts and Units
- Bait and Switch
- Not utilizing warm winter months for Camp utilization
- No separate Cub Scout facilities
- No separate facilities for Youth Challenge, ROTC
- No updates of Council-Approved Merit Badge Counselors (Units need to help)

Quality Programs

g. What needs to be changed or eliminated?

- There needs to be a formal feedback loop (blog site) on Camp and Program activities in order to better them
- Increase the number of Merit Badge Counselors by advertising in the newspaper
- Need to add Springtime Tenderfoot Weekend right after cross-over
- Need more Council-Sponsored events so that, through economies of scale, individual troops can send 2 or 3 Scouts e.g.,(National Jamboree)

h. What program features are not now offered that we should begin to offer?

- Windsurfing
- Registration deadlines
- Troop of the Month (Public Relations opportunity)
- Merit Badge universities
- Council Camping cards that a boy can sell and reap a portion of the proceeds to offset summer camp costs
- Build strategic alliances (AASU, GSU, U.S. Coast Guard, US Fish and Wildlife Service, U.S. Army)
- Council MB Counselor lists
- Council Blog Site for sharing camping ideas, POC's, hints and tips
- Mandatory Requirement for accurate Unit Leader e-mail or other contact information

i. How do we ensure a good program will be in existence 10 to 20 years from now?

- Account for all the above in addition to what we do now

j. Additional study questions that were considered were:

- Consider all the ways our Council promotes and highlights the values orientation of the Scouting Program. **Public Relations Subcommittee task**
- In what additional ways can the Council promote these values? **PR Subcommittee**
- A balanced, quality program may require a special commitment to each program phase or level. Rate the quality of each of your council's program phases as: Excellent, Very Good, Good Fair, or Poor. What steps can be taken to ensure success? **All Good but need improvement**
- What specifically do Council and District committees do to give adequate attention to Cub Scouting, Boy Scouting, Varsity Scouting and Venturing?
- How many Units earned the Quality Unit Award in the past? What steps should be taken to support all units earning the award? **Membership Subcommittee**

Quality Programs

- What activities are currently scheduled on the Council Calendar and why are they important to providing a quality program? **See Calendar Additions**
- How do Council activities support, not supplant, Unit programming?
 - o **See New programs which add to Units' Capabilities**
- Do we have the latest versions of Fast Start training linked to the Council Web site?
- What can our Council do to increase the percentage of youth members earning rank advancement across all programs?

4. Discussion: The Quality Programs Subcommittee (QPS) determined that it needed to identify the following:

a. Current Council Status: What do we provide in the way of programs for Coastal Empire Council Youth?

The current Council-wide suite of offerings is not much different than any other Council we examined. Simply put, we have a good program but that does not mean that improvements and innovations to the program are not needed. The QPS provides recommendations which it believes will pay dividends through higher recruitment and retention of Cub Scout-age boys as well as the older Boy Scout/Venture age group.

b. Our Council Vision: Where should we be in terms of Programs Delivery over the next 5 years and into the future?

The QPS strongly asserts that the Council should be serving a minimum of 4% more of the total Scout-age boys (6-16 years old) across the area served. Increasing Traditional Scouting enrollments from 7.2% (2006) to 11% will place the Council above the 2006 Southern Region and National BSA statistical figures of 9.6 % each. This equates to another 2,000 boys in addition to the 3,750 already enrolled based on a total youth base of 52,000 boys.

c. Methods: What will we do to achieve the vision we set out for ourselves?

1. To accomplish our goal, the QPS expects the Council to focus on Cub Scout new entrants and the retention of older boys who are needed to mentor and guide the younger boys. Prioritization must be placed on Cub Scouts having fun in an outdoor environment.

Cub Scouting Is The Key

Quality Programs

Our best opportunity to grow this Council is through the Cub Scout program. Most boys by age 11 have chosen some activity to become involved with. If we do not have a strong Cub Scout program, our Troops will suffer for it.

Packs have a tremendous opportunity to grow in terms of new boys and parents who become trained leaders. The Council needs to continue to put forth a strong Cub Scout Program, providing outdoor experiences for the boys to keep them interested in the program. This will boost membership, improve leadership, and, ultimately increase finances. These efforts translate to stronger Troops. It requires a continual backfilling process. If this is not done on a continual basis, Troops get top heavy (too many older Scouts) and the excitement is not quite the same. Cub Scouting is surely the key - so special emphasis must be placed on recruitment council-wide through special events that draw Cub-age boys. This is especially true given the barriers to recruiting through the traditional means.

Schools are becoming more reluctant to allow the Scout organizations to recruit from within the schools with:

- Scout Nights
- Open houses
- Fliers promoting Scouting
- Scout Rallies during school hours

While the schools seem to be pulling away from Scouting, this is not the case in the community. It is recommended that the Council sponsor activities throughout the year that are promoted by the local media, and then reported on their newscast for a feel-good story to end their program with. Some ideas that come to mind:

- Playing baseball at Fort Pulaski (we could go over the history of baseball in the fort, and they could receive their (Baseball Belt loop).
- Volleyball @ Tybee Island – Maybe we could get the SCAD/Armstrong volleyball teams to come in and do a 10-minute introduction to Volleyball on the beach and then let the kids play while the SCAD and Armstrong kids coach, finish with a hot dog lunch (could make money for council also) (Volleyball Belt loop).
- Miniature Golf Tournament – ask one of the miniature golf courses to donate their course for publicity, set up a scramble(Golf belt loop).
- Astronomy @ GSU – have a Cub day at the GSU planetarium

Almost every belt loop can be turned into a recruiting opportunity. These will be low-cost activities for the kids that promote local businesses and organizations that are willing to assist Scouting.

The other way to promote Scouting at a young age is to have several weeks of Day camp in the summer at the new camp. Set up drop-off points for boys to be transported to camp each day, rent buses from the school system, and move them back and forth. Most kids do not commit to Scouting because they never get a Scouting experience.

Quality Programs

In some cases, even if the kids are in a Pack, they cannot participate because a parent will not go with them.

Also, the new camp should have an area set aside for a Cub Scout Camp. Remember, these are young boys and the most exciting thing for them is the big sleep-over. Events that do not require a tent are the best attended because most parents do not want to sleep on the ground and the kids get a chance to mingle until late in one central location. With that in mind, we should build cabins for the cubs at the new camp. Have cabins built by business sponsors from the local area. Place a plaque on each cabin with the company name and what they did - enabling them to promoting their business to prospective customers. Making the camp an attractive yearlong Cub Scout escape will attract Cubs from all over.

2. Alternatives and Additions to Traditional Programs

In addition to Cub Scouting, the QPS introduces a new paradigm into the Coastal Empire Council with the advent of more council-sponsored High Adventure Activities. Retention of the older boys means integration of stronger Venture Crew-type activities with high adventure associated with heightened levels of responsibility. The QPS will recommend that Venture Age Scouts be funded to attend council-sponsored outings where BSA lifeguards and CPR certifications are required. Special training for these older boys will set them apart and build camaraderie. It will serve as an incentive for younger Scouts to continue up the trail. At present, boys earn their certifications and may get to attend one canoe trip or other high adventure outing a year with their troop. By providing council-sponsored high adventure, more youth will experience the best part of the Scouting Program and pass this to their friends.

A major concern is, since we have sold our camp, we may not have a camp to attend next summer or have programs next year. The obvious first solution to this is: **Use what our area has to offer.** We have a very successful kayak program. We need to expand on this type of "Trek" program. Camps in the northern Georgia area have programs similar to ours except for water sports, which our present lake cannot support. However, it is their trek programs or outside vendor programs that makes their summer camp shine. Hiking the Appalachian Trail, horseback riding, white water rafting, and ultimate zone are all programs in their local area and provided by local vendors. Our kayak program only scratches the surface of what our area has to offer. The Council sends boys every year to Philmont and Northern Tier, at a cost of over \$1,200 a person, of which 2/3 of the cost is for transportation. The median income for a family in the Savannah area was \$36,410 with 17.7% of families and 21.8% of the population were below the poverty line, including 31.4% of those under age 18. So, based on these numbers (and extrapolating them to scouting families), we exclude 20% of Scouts being able to attend one of these trips. We can conduct fundraising events send a Scout to these areas; but for the same amount, we can keep the money in-house

Quality Programs

and take 5 boys to the Appalachian Trail (AT) or Jekyll Island for biking or canoeing down the Savannah or Ogeechee River.

When considering these council-sponsored trips, clearly it is more cost efficient for the Council to rent a bus and take 6 or 7 troops to the AT or white water rafting than for a troop taking multiple cars, arranging trips, and getting enough qualified leaders to go. Greater discounts through economies of scale can be obtained. With new troops being created and new scoutmasters taking over troops, these kinds of trips can be overwhelming. If a troop has everyone qualified for their cycling merit badge and someone misses the 50-mile trip, it could be two years before the troop does another 50-miler. If two troops with 3 or 4 boys attend a council-sponsored trip, one leader from both troops can go and two-deep leadership criteria is maintained. Experienced hikers can go to supplement new troops or new scout masters. The same logic applies to National Jamborees and other events where provisional campers from troops are now able to attend even though their leader cannot, (The limited vacation time). This allows every Scout in the Council to have the same opportunity whether he is in a small, inner-city troop or a large, well-funded troop. Some of these could be high adventure treks lead by the aforementioned ("trek crews") to take boys on the AT and other events where they do not have to be 14. These same young people, when they turn 14, can join the crews as provisional members; when they turn 16, they can serve as staff members.

This approach will benefit the troops as Trek members train for free, while the Council arranges and rents transportation. The troop pays only for the member who is going. The benefit for Council is trained staff in council; troops stay in council for events; more programs are offered to outside groups; there is better recruitment and more variety in program offerings. We already know this program will work because it is already working at Ossabaw and with the Kayak program. Summer camp staffs are members of a venture crew. The Trek members are a ready pool of workers. Today, if one of the two adults for a trip were to get sick or have to work, then that trip would have to be cancelled. If a trek is set to go and someone gets ill or needs more people, we can then call on the trek crew members. Trek members can also cross train so that a hiker could be a canoeing specialist backup or vice-versa.

3. Program Staff

One of the major complaints of summer camp is the staff - numbers and quality. When McDonalds' pays better than \$7.50 an hour and work is in an air-conditioned environment, working at basket weaving instruction at summer camp in 98° for \$150 a week could be considered grounds for commitment to the nearest institution. On top of that, work is only guaranteed for 2 or 3 weeks. The only reason any youth or retired adult would sacrifice in this manner is the pride and joy of working with Scouts.

Quality Programs

Knowing that what they do makes a difference will be the driver for these individuals. Our summer camp staff needs to be chosen using this motivating factor as the prime determinant.

We really need to embark on the aforementioned idea of “trek venture crews” that will take older boys on treks during summer camp. These crews will be required to complete qualification outings in order for them to attend the week-long trek during the summer. This does two things: with the cost of gas and the rising requirements to take kids on a trek, it is getting too costly and too hard to meet the requirements to take a small troop on a trek trip. Adult leaders or older scouts must also now be qualified in Wilderness First Aid and BSA lifeguard. Under this new scenario, Trek crew members will be given this training and they will be the ones leading the treks. This will instill in them a sense of pride and a feeling of accomplishment. They will also be doing treks in the area of scouting that they enjoy. We need to give members of every troop in the council the opportunity to go and experience backpacking, canoeing and other outdoor experiences. Many adult leaders have not taken their boys to the AT because they were not physically able or properly trained. Others have not taken boys on canoe trips because they are not lifeguards or do not they have one in their troop. It is hard to ask one boy to give up his week of summer camp to become a BSA Lifeguard and sacrifice the opportunity to earn merit badges for advancement. On the other hand, a young scout would be willing to attend an extra week of camp and then join a Venture Crew because he loves to backpack or canoe. Providing a boy the chance to earn extra money by doing what he loves will increase the chances to recruit him. This greatly increases the number of “trained” staff members, also gives them more chances a year to earn money and, since they use their skill all year long, the Council and Troops do not have to go out and rehire or recruit people. As more people join the trek, get trained, and participate in council-sponsored short trips to get them prepared for the long trips, the program becomes self-perpetuating.

In addition, these treks are not camp-dependent. Camp would only be the drop-off and pick-up point. If we find ourselves not having a full camp in 2009, the under-14 campers can work on their rank skills. Merit badge classes such as first aid, wilderness survival, pioneering, orienteering, camping, swimming, cycling, hiking and cooking can be taught at a pioneer site summer camp.

4. Specific Camp Merit Badge and Program Offerings

We need to consider changing our summer camp program by taking out the Eagle-required badges such environmental science, communications, and other non-activity merit badges and moving them to a winter camp session. There they can be taught by professionals while Scouts are in the school “learning mode.” Summertime kids are out of school and don’t need to be in a classroom setting. We also need to develop the first-year camper program into a rank-specific course working on tenderfoot, 2nd class, and 1st class requirements.

Quality Programs

“Camp” does not necessarily mean an outdoor camp-out. It may be theme-related or emphasizes aviation, shooting, etc.

5. Winter Camps

Another suggestion incorporates the idea of a winter camp. We have too many months when Council events are not happening at Camp. At Winter Camp, Scouts have the opportunity to camp outdoors and earn merit badges that are not normally offered at summer camp. These would include many of the merit badges required for Eagle Scout, such as Citizenship in the community, nation and world, communications, emergency preparedness, family life and personal management. We could use the weekends after Thanksgiving and Christmas and limit the length to 3 days/2 nights. These classes can be taught by professional adult volunteers from Council parents and families. We will match merit badges to an individual's specialty - such as Personal Management being taught by persons from the banking professions or accounting if possible. Winter camp will be taught over school vacation time and holidays so adults would not have to miss work and the kids would still be in the school mode.

6. Spring Tenderfoot Weekends

A third suggestion is a Springtime Tenderfoot Weekend. Most boys cross-over from Webelos in the February-March time frame, which is almost 5 months before a summer camp 1st year camper program becomes available. By this time, most scouts have earned their 2nd Class rank. It would offer a huge time savings to troops and an immediate jump start to scouts if multiple young men could be trained on the basics at the same time. Also, multiple scout masters instructing together can use the skills they excel in to train the new Scouts. They will learn from each other and also standardize the training and the expectations for a new Scout.

7. Special Programs

The Council's religious hike through Savannah, which did not cost the council that much, was a big success. We should learn from that experience and improve upon it. Members of the Council Staff had the right idea when they identified other requirements the hike would fulfill. Adding a few more miles to make it 10 miles to count for the hiking merit badge, was a brilliant idea. Identifying other merit badge requirements, such as recognizing Architectural design for the Architecture merit badge, taking a camera for photographic studies or visiting National Register properties in your area for the American Heritage merit badge, could also be done.

Quality Programs

8. Adult Leader Training

At summer and winter camps, we must provide adult leadership training for new adult leaders. It should be provided at little or no cost, only covering materials, or the cost to cover outside instructors. We must teach skills needed for the troops. We also need to develop a training file and database for every registered leader in the council with dates he or she attended required training. This database should be available on the Council Web site in a password-protected location. The Council can then send out monthly alerts to troops whose leader qualifications have elapsed or will elapse in the next 30, 60, or 90 days. More importantly, this database can be used to determine what Council training needs to be provided and when.

9. Youth Training

Leadership training for the older boys, in addition to the Adult training already provided, must also be programmed; plus, qualified; motivational Scouters must lead the courses.

We must start now to schedule a special “additional” week of summer camp to train trek member candidates for the special skills needs to lead treks such as BSA Lifeguard, Wilderness first aid, orienteering, and other skills needed for each trek. Each crew can then plan at least two shakedown trips. We must find adults willing to be advisors for the crews that lead the treks. We must also identify the outside areas such as Jekyll Island (for biking and swimming on the beach water park), hiking locations (such as on Ossabaw Island and the AT), and canoeing (such as on the Ogeechee River). We must work now to secure these locations and transportation to establish budgets and be ready for next year. Use what we have learned from kayaking – because we have been doing this for years.

10. Strategic Partnerships

We have numerous local area businesses or Clubs willing to work with us on Merit Badge training. Some, such as Bass Pro Shops, may be willing to advertise on the Council Web site. We need to cultivate these partnerships, but it must be done through the Troops in the Council.

11. Troop Sponsored and Provided MB Opportunities

We must open up merit badge training weekends that individual troops can sponsor. With more than 30 troops in the Council, if each troop-sponsors one merit badge per year, they would gain instant access to 30 Merit Badges for their boys to earn. A Savannah troop working with the Civic Center could sponsor a skating merit badge work shop with all money above costs being shared between Council and the troop. The Civic Center would be more inclined to give discounts to the Scout program if we could give numbers and reserve times.

Quality Programs

Troops would also learn to work together and Scoutmasters would be afforded the opportunity to do what they are supposed to do; introduce boys to more than the 21 merit badges needed for Eagle. Training is much better if taught by a Scoutmaster who, for example, is a plumber who has all the equipment and tools to teach it. There is also the possibility that discounts and freebies from suppliers and manufacturers will be available. This initiative will leave summer camp time to be used for having fun and earning merit badges that Scouts cannot get done in a weekend-like swimming, cycling or hiking.

Under this initiative, Troops will establish the cost, location, possible dates, and maximum and minimum number of participants; gather materials for class; and make all arrangements with the hosting location. The Troop will provide to Council the lead time required to obtain the materials. The Council will work with the troop to establish the final date.

The Council will post information on the Web site, take registration and payment, cancel events if minimum numbers are not met and close registration when either the deadline or maximum number is met.

12. Merit Badge Requirement Calendar

Council should also publish a list of local events on the Web page that could be used to sign off merit badge requirements. When an event such as the SCAD International Festival is happening, it is posted on the calendar to make sure that scoutmasters know they can take scouts working on Citizen in the World and complete requirement 7e, for example.

a. Timetable: When will we start? How will we maintain our schedule?

The current 2009 Coastal Empire Council Calendar has been modified to incorporate the new program additions. We should start immediately training older scouts for the trek programs and select staff for the National Youth Leadership Training. We must also begin planning for new fall Cub Scout events.

b. People: Who will be tasked to do what? Volunteers and professionals must first agree to these proposed program additions; then the details can be worked out with respect to assignments.

c. Costs: How much will it cost to implement and sustain our plan?

The only additional costs above the existing Council Program costs are those for training and funding the trek members as they lead the younger scouts. All other activities are self-supporting and the costs will be apportioned to the participants.

Quality Programs

Assuming 35 older scouts volunteer for the trek positions, a budget amount of \$20,000 will be sufficient to train each scout and send them on 2 treks per year.

d. Funding Sources: Where will the money come from?

Camp Card is a concept that gives the individual Scout the way to earn his way to camp. Twenty Percent of some troops are on some kind of fixed income or are struggling to make ends meet. With today's economy, families sometimes have a difficult time deciding if there is money to send their child to camp. Troop fundraisers are not enough to afford all boys the opportunities we need to be giving them. Camp Cards work in much the same fashion as coupon books. Information about these cards can be found on line at www.sfcbsa.org.

5. Quality Program Success

The QPS determined that, in order to successfully plan and implement a quality program for our youth, we must:

Recruit key dynamic people

Make it valid by involving many volunteers

Make it complete with all aspects of our program

Have it approved by the Executive Board and chartered organization representatives

Make it available to key Scouting and community leaders

Keep it current annually and use it as a guide

Drive its success by integrating the plan into yearly objectives

6. Coastal Empire Council Programs

The following compilation of Merit Badge offerings and training activities (for both youth and adults) is suggested for inclusion in future program offerings throughout the year and at summer camp.

Summer Camp Merit Badges and Programs

Aquatics

Instructional Swim

BSA Lifeguard

Canoeing

Lifesaving MB

Mile Swim

Rowing

Motor Boating

Kayaking Roll Clinic

Kayaking

Snorkeling

SCUBA

Quality Programs

Ecology

Astronomy
Electricity
Environmental Science
Fish and Wildlife Management
Forestry
Geology
Mammal Study
Nature
Oceanography
Pulp and Paper Technology
Reptile and Amphibian
Space Exploration
Soil and Water Conservation
Weather
Bird Study

Handicraft

Art
Basketry
Finger printing
Indian Lore
Leatherwork
Woodcarving

Health and Wellness

Athletics
Crime Prevention
Emergency Prep
Fire Safety
First Aid

Leadership

Citizenship in the Nation
Citizenship in the World
Communications
Entrepreneurship
Public Speaking
Salesmanship

Quality Programs

Scoutcraft

Archaeology
Backpacking
Camping
Fishing
Orienteering
Pioneering
Wilderness Survival

Shooting Sports

Archery
Shotgun Shooting
Rifle Shooting

Woodsman

Rank Assistance
Tenderfoot
Second Class
First Class

High Adventure

Scoutmaster Trek
Backpacking
Kayak Adventure
Bartram Trail Discovery
Ogeechee River Canoe
Ogeechee Rover Float
Rock Climbing
COPE

Frontier Living in Colonial Times

Blacksmithing
Cooperage
Hornsmithing
Knife Making
Indian Lore
Felt Bag making
Leather Belt Making
Candle Making
Knife/Tomahawk Throw
Fire by Flint and Steel
Highland Games

Quality Programs

Training and Programs

Adult Training

- Youth Protection
- CS/BS Fast Start Training
- New Leader Essentials
- Cub Scout Basic
- Outdoor Leader Skills for Webelos Leaders
- BALOO
- Cub Scout Leader Specific Training
- Scoutmaster Specific Training
 - Indoor Training
 - Outdoor Training
- Wood Badge
- First Aid/CPR
- Commissioner College
- Risk Protection
- BB and Archery Training
- COPE Training
- Camp Master Training
- Climbing Instruction training
- Den Chief Training
- Powderhorn
- Roundtables
- Safe Swim Defense
- Safety Afloat

Camping

- Boy Scout Camping Committee
- Cub Scout Camping Committee

Youth Training

- Junior Leader Training
- National Youth Leader Training
- Merit Badge University
- Wilderness First Aid
- Back Packing Training

Program Committees

- Council High Adventure Meeting

Quality Programs

External Programs

Scouting for Food

Events

Parent-n-Pal

PowWow

Father-n-Son Freeze-out

Webelos Campout

Scout Night at Sand Gnats

Cub Family Fun Day

Pinewood Derby

Scoutmaster Dinner

Canoe Race

Cub Haunted House Weekend

Council/District Camporees

7. Facilities

The only specific recommendation for facilities that differs from what Camp Blue Heron offered is Cub Scout Cabins. An air-conditioned dining hall with the other standard facilities would provide the facilities needed for a successful program.

Volunteer Leadership

Depending on the economy, the population in the Coastal Empire Council should grow significantly over the next five to 10 years. Bryan and Effingham Counties are two of the fastest-growing counties in Georgia. It is estimated that the Savannah metro area (Chatham, Bryan, Effingham Counties) population will increase to 380,341 by 2015. As of July 1, 2007 the population was 329,329, a 12% increase from the 2000 census count of 293,678. There should also be significant growth around Bulloch and Liberty Counties.

The number of adult volunteers needed should be determined by the number of youth that are available and the number targeted to be recruited. To recruit youth without an adequate number of trained adult volunteers is fruitless because of the poor retention rate.

Following are the 5-year goals that the Coastal Empire Council should set concerning the number of adult volunteers needed.

Total adult volunteers needed per unit	8 per unit
Direct-contact volunteers trained	3 per unit
Centennial Quality units	80-85%
Percent of packs with pack trainers	?
Unit Commissioners	1 per 4 units

Recruitment of District and Council Committee Members

Recruit members with interest and influence in the Community, especially Eagle Scouts

There should be a mix of mature and established members of the community as well as new members. Younger and potential civic leaders should be recruited as well as established civic leaders.

Do not overlook retirees who are moving into our Community.

It is imperative that the Council conduct a continuous public relations campaign throughout the Council. The Community's positive perception of Scouting will make it easier to recruit board members and unit volunteers, and will help with yearly fundraising efforts.

Examples of Public Relations Events

1. Have Scouts participate in more community events
2. Have a list of community activities for troops to choose from. Present a community patch or award to Scouts taking part
3. Develop a high-quality color guard to participate in community ceremonies or celebrations