

## Area 3 SWOT Analysis

**Council Name/ Location: Lewis and Clark Council, Belleville, Illinois**

Council Classification: 300

End of Year Journey to Excellence Rating: Silver

**Strengths:** The council has a strong Board of Directors and a high quality staff.

**Weaknesses:** The council serves East St. Louis which is a difficult area to serve due to socio-economic factors. This program delivery is staff intensive and therefore expensive to administer. Additionally, this membership does not generate income for the council through Friends of Scouting, popcorn sales or camp fees. Due to audit adjustments, the council lost money in the operating fund in 2012 and 2013. The council transitioned approximately 52% of the traditional membership to LFL.

**Opportunities:** The council has an opportunity to raise capital funds in support of the council properties.

**Threats:** The council has a large percentage (52%) of "council paid membership". This is a threat due to the financial impact on the council operating budget. Any increase in fees or stress to the council budget could result in the elimination of programs and the loss of membership.

**Council Name/ Location: Abraham Lincoln Council, Springfield, Illinois**

Scout Executive: Dan O'Brien

Council Classification: 500

End of Year Journey to Excellence Rating: Gold

**Strengths:** The council has a strong endowment of over \$8,000,000. For a council of this size, this is significant. The council has a tenured Scout Executive with a wealth of knowledge.

**Weaknesses:** The council has seen a steady decline in membership for the past 15 years and has the lowest market share in the area.

**Opportunities:** Low market share means that there is a tremendous opportunity for growth in this council.

**Threats:** The council is very small and has the potential to become irrelevant in the community. In addition, the United Way has cut funding to the Scouting program.

**Council Name/ Location: Lincoln Trails Council, Decatur, Illinois**

Scout Executive: Chris Long

Council Classification: 500

End of Year Journey to Excellence Rating: Silver

**Strengths:** The council has very good professional and Board leadership. The Council President is very engaged and the Key 3 is a solid team.

**Weaknesses:** The council is small and won't ever have the critical mass necessary to sustain long-term growth. The council serves primarily rural/ agricultural communities in Central Illinois. The council ran a deficit in 2014 and will struggle to balance the budget in 2015. Staff raises are on hold and one staff member received a 40% pay cut at the end of 2014 to balance the 2015 budget.

**Opportunities:** Great traditional support of Scouting. Conservative, traditional values of the community.

**Threats:** Continuing decline in Total Available Youth (TAY). This is a small council that has a difficult time gaining critical mass. While the volunteers are very dedicated, the council has a difficult time finding enough volunteers to deliver the program. ADM, one of the largest employers and recently moved its corporate headquarters to Chicago. Any additional loss of funding will have a major impact on the council.

**Council Name/ Location: Prairielands Council, Champaign, Illinois**

Scout Executive: Tim Manard

Council Classification: 500

End of Year Journey to Excellence Rating: Bronze

**Strengths:** The Prairielands Council has highly committed volunteers at all levels with a particular affinity for their camp and camp programs. Camp Drake is highly regarded by the volunteers. The council has strong commissioner service and a committed board of directors.

**Weaknesses:** This council has struggled financially for several years resulting in a reduction in force and redevelopment of the staff structure in 2012. The council continues to struggle financially and has cut Scoutreach programs as a result of a lack of funding. The board, while committed is very weak. The council has balanced the budget for the past 3 years, however it went from a surplus of \$120,000 in 2012 to a surplus of \$6000 in 2014. The Scout Executive is very weak and just barely survived a vote of confidence.

**Opportunities:** The Council President is ready to begin merger conversations with Decatur and possibly Springfield.

**Threats:** This council is at high risk due to fiscal instability. In addition, the council continues to see substantial losses in membership. Last year the council eliminated approximately 25% of its total membership when it stopped funding and delivering Scoutreach programs.

**Council Name/ Location: Illowa Council, Davenport, Iowa**

Scout Executive: Tom McDermott

Council Classification: 400

End of Year Journey to Excellence Rating: Gold

**Strengths:** This is a good solid council. While the council saw a membership loss in 2014, Illowa Council has previously had 6 consecutive years of membership growth and is in a very good financial position. The council has strong leadership both professionally and at all volunteer levels. The council has very good camp operations and solid program.

**Weaknesses:** No major weaknesses to speak of.

**Opportunities:** Continued expansion of camp programs is a real opportunity for this council.

**Threats:** The council is threatened by a potential loss of funding due to the membership standards. Several corporate funders have stopped funding the council believing that the vote did not go far enough. They are looking for full inclusion.

**Council Name/ Location: W.D. Boyce Council, Peoria, Illinois**

Scout Executive: George Clay

Council Classification: 300

End of Year Journey to Excellence Rating: Gold

**Strengths:** This has traditionally been a strong council. The council is financially stable and has strong Board leadership.

**Weaknesses:** The council has recently struggled with membership declines. In 2014 the council has a 9% loss in traditional membership in 2014. In addition, staff turnover has hurt the council with a lack of consistent district leadership and low morale.

**Opportunities:** There is an opportunity to put the council back into a growth mode for membership.

**Threats:** One major threat to this council is the loss and potential additional loss of corporate funding due to membership standards.

**Council Name/ Location: Winnebago Council, Waterloo, Iowa**

Scout Executive: Todd Wordel

Council Classification: 400

End of Year Journey to Excellence Rating: Bronze

**Strengths:** The council has very good unit level program.

**Weaknesses:** This council has struggled in the areas of finance and membership. In 2013 the council made a difficult decision to sell one camp and a portion of a second camp in an effort to reduce debt and create a strategic direction for their camping program. This resulted in a great deal of disappointment by the district and unit level volunteers toward both the professional and board leadership. The Scout Executive has been out of favor with volunteers at all levels. The council has had a continual decline in membership of 41% over the past 5 years.

**Opportunities:** With the correct strategic planning, the council has the potential to regain its strength and become a leader once again. The council is combining camp operations with the Cedar Rapids (Hawkeye Area Council) for 2016.

**Threats:** The council has been on a downward spiral and has lost some credibility within the community. It needs to correct this to remain relevant and respected. It also is threatened by a loss of funding from the United Way and corporations.

**Council Name/ Location: Hawkeye Area Council, Cedar Rapids, Iowa**

Scout Executive: Sarah Dawson

Council Classification: 400

End of Year Journey to Excellence Rating: Gold

**Strengths:** This has been a strong council with a history of good leadership both professionally and the Board of Directors. The council has been fiscally sound. The Board of Directors is very engaged and provides good leadership. The council is guided by the Strategic Plan.

**Weaknesses:** The council is undergoing significant changes in the professional staff. The council hired a new Scout Executive in March 2013, and there has been a near complete turn-over of

staff since 2013. In addition, the council took on \$100,000 in new debt in 2013 in addition to the existing mortgage debt to fund major repairs to the council service center.

**Opportunities:** The Council recently added a new Marketing and Development position and is focused on growing membership and funding. In addition, new staff will bring new ideas and new ways to address old problems. The council is very focused on governance issues and has recently recruited a committee of volunteers to serve and give leadership as a governance committee. The council has a solid strategic plan which guides board decisions. The council recently formed an agreement with the Winnebago Council headquartered in Waterloo to operate a combined summer camp operation in 2016.

**Threats:** Significant threats are facing the council with regard to the council's ability to raise capital dollars. Membership continues to decline and the council is strained financially. This council was split on the decision of change/no change on the membership standards vote.

**Council Name/ Location: Mississippi Valley Council, Quincy, Illinois**

Scout Executive: Todd Lamison

Council Classification: 500

End of Year Journey to Excellence Rating: Gold

**Strengths:** This council, until 2014, had seen a growth in membership for three consecutive years. The council has also seen balanced budgets the past three years. For a small council, it is sustaining itself.

**Weaknesses:** The council has struggled with financing the camp operations. This problem is compounded by the fact that the council has not integrated its two camp programs after a merger 20 years ago. The council is still very divided North and South. Each respective area will only fund their respective camp and both camps are not fiscally sustainable. The council also needs to address its challenges with two council service centers. Both are in old homes, both need major capital improvements and both are a drain on council finances.

**Opportunities:** The council has the opportunity to have a stronger community presence and better recognition by the community.

**Threats:** The council is threatened by declining total available youth (TAY).

**Council Name/ Location: Northeast Iowa Council, Dubuque, Iowa**

Scout Executive: Matt Klutzaritz

Council Classification: 500

End of Year Journey to Excellence Rating: Gold

**Strengths:** The Northeast Iowa Council is a strong council. It has a strong, engaged board and is fiscally sound. It has a strong camping program and is well supported by volunteers at all levels.

**Weaknesses:** The council has a new Scout Executive and the council has struggled in 2014 with a loss of membership.

**Opportunities:** The council has the opportunity to continue to grow. It is well respected in the community.

**Threats:** The council is threatened by stagnant TAY.

**Council Name/ Location: Greater St. Louis Area Council, St. Louis, Missouri**

Scout Executive: Ron Green

Council Classification: 100

End of Year Journey to Excellence Rating: Gold

**Strengths:** The Greater St. Louis Area Council is in a very strong fiscal position with excellent fundraising capacity and a significant endowment. The council has new leadership which is bringing a new vigor and enthusiasm to the council. The council Board of Directors is second to none with regard to top community leadership.

**Weaknesses:** Due to needed staff turnover, the council is experiencing some challenges due to the loss of historical knowledge. This is recognized particularly in the Friends of Scouting Campaign. The council has also struggled with decline membership. It has seen a loss of 15% over the past 5 years with most of this loss in the past 3 years.

**Opportunities:** The council has a strong community presence and is a well-respected non-profit in the St. Louis community. As a result, the council has a strong relationship with the United Way and the business community.

**Threats:** The council is threatened by the challenges of serving the Southern portion of the council (Cape Girardeau). This is a much different demographic than St. Louis and has never seemed to fully integrate into the Greater St. Louis Area Council following the merger in 1992.