

# St. Louis/Belleville Key Staff SWOT Analysis Outcomes

## Strategic Analysis of Strengths, Weaknesses, Opportunities and Threats of a Merger Between the Lewis and Clark and Greater St. Louis Area Councils

Wednesday, April 20, 2016

### Benefits of Merger

#### Finance Benefits

- Reduction in overhead and duplicated positions resulting in a reinvestment of savings into program. Investment could include additional funding for Scoutreach and “specific assistance to individuals”.
- Opportunity to leverage marketing dollars and reach entire metro/media area.
- Enhanced consistency of messaging resulting from a single marketing message across the entire metro area benefiting such things as the popcorn sale, camp promotion, recruitment campaigns, and Friends of Scouting.
- A single compelling message to donors across the entire metro area with enhanced reach into the community and corporations.

#### Development Benefits

- A unified relationship with the United Way strengthening the position for future funding.
- A reduction in the workload for reporting and submitting information to the United Way and foundations.
- Better leverage with corporations to grow contributions.
- Better leverage with corporate leaders to engage with fund development.
- Opportunity to leverage corporations with a presence on both sides of the river.
- Opportunity to grow special events.
- Opportunity to specialize staff to focus on special events, capital fundraising and endowment development.
- Both councils are bedroom communities for each other.

#### Camping and Program Benefits

- Expanded program offerings including STEM, University of Scouting/Pow Wow, STEM Scouts pilot program.

- Focus on in-council camping by offering complimentary programs rather than competing programs.
- Increased camp budget and camp funding to enhance program and facilities.
- Enhanced shared programs including Venturing, COPE/Climbing, NYLT, Scouting for Food, College of Commissioner Science.
- More opportunity to attract community partners. i.e. St. Louis Zoo
- Creation of specialized camp programs.
- Increased marketing of camp opportunities to outside groups.
- Opportunity to grow capital funding for camps.
- More opportunities for training.
- Dedicated professional staff for training and advancement.
- Opportunity to grow the volunteer base for training.
- Enhance district operations through volunteer synergy and more direct service of District Executives.
- Programmatic consistency with volunteers who work/live on both sides of the river.

#### Administration and Governance Benefits

- A unified presence in Southern Illinois (Mt. Vernon is currently served by the Heron Office). Better efficiency with additional support from a Field Director.
- More options for Council Service Centers providing enhanced customer service.
- Efficiencies and cost savings with contract vendors including audit, accounting services and IT support.
- Growth opportunities for support staff.
- Growth opportunities for professional staff.
- Growth opportunities for talent acquisition.

#### Membership and Unit Service Benefits

- A unified marketing plan.
- A unified Scoutreach program.
- Enhanced infrastructure for Exploring.
- Redeployment of dollars (\$) for Unit Serving Executives.
- Idea generation and support for Unit Serving Executives.
- More direct service by Unit Serving Executives to Units.

#### Volunteer/Manpower Benefits

- Better succession planning for District to Council positions.
- More specialization of volunteers.
- Larger base of volunteers (critical mass) resulting in more esprit de corps.

- Opportunity to upgrade manpower.
- Opportunity to integrate and improve commissioner service.

## Obstacles Resulting from Merger

### Finance Obstacles

- Loss of donors who disagree with merger.
- Loss of volunteers who disagree with merger.
- Initial loss of parents and kits due to emotion associated with change. It is believed that this will rebound after two years.
- Concerns regarding keeping Scouting “local”. It will be key to have a strategy to keep local traditions and maintain a local focus.
- Concern that the Metro East will lose its local identity. It will be imperative that there is a focused approach on behalf of Unit Serving Executives to provide enhanced service to their local communities.

### Other Obstacles

- Need for a camp long range plan to address 8 camp properties including a capital improvement plan. A strategy will need to be developed to include transparency and clear communication.
- Concern for board members who are displaced.
- Plan for Council Service Centers. Perception of a loss of access. A strategy will need to be developed to address the needs and concerns of volunteers with honest, transparent and open communication. It will be imperative that Unit Serving Executives have a local presence. It will be important to have enhanced on-line resources.
- Concern about access to the Scout Executive.
- Concern regarding loss of identity. The strategy will need to include demonstrating past successes, fireside chats conducted volunteer to volunteer and engaging youth leadership in the process (O-A).
- Staff apprehension related to job security resulting from a merger.