Embracing Shared Services as a Strategy For Success

Introductions

Mike King

- Eagle Scout
- Silver Beaver, NESA Outstanding Eagle Scout
- Past Chair, Central NC
- Incoming Chair, CST15

Steve Jegier

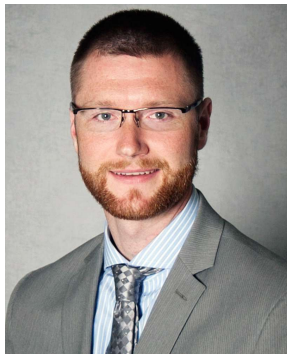
- Eagle Scout, father of 4 Eagle Scouts
- Silver Beaver, NESA Outstanding Eagle Scout, Silver Wreath
- Past President, Mecklenburg County Council
- CST-15 head of Leadership & Governance

Jeff Sulzbach

- Eagle Scout
- Scout Executive/CEO Northern Star Council, St. Paul MN
- Minnesota native … previously served Los Angeles and Honolulu!

Eric Curtis

- Eagle Scout
- Director of Development, Michigan Crossroads Council



Aaron Gach

- Eagle Scout
- Vigil Honor Member OA, Silver Award Recipient
- Deputy Scout Executive and Chief Revenue Officer, Michigan Crossroads Council

…at your service!

Challenges….and, Opportunities!

CST-15 - TOTAL
Income Statement

63,734 Members

CST-15
Cost per Member
(Range for all Councils)

If the enterprise could bring all units (Councils) to the expense per member mean ($606/member)…
RESULT: $4.9 million in savings CST wide

If the enterprise could bring all units (Councils) to the most efficient cost per member ($324/member)…
RESULT: $18 million in savings CST wide

8 units = surplus of $1.4MM
7 units = surplus of $0.1MM
4 units = losses of $1.2 MM

Sharing services and/or resources can create savings which can be redeployed to support other aspects of our Scouting mission and maintain local community focus

Opportunities

Strategic Benefits

- Higher service quality and consistency
- Reduced administrative burden on executives
- Improved data, reporting, and compliance
- Access to skills and capacity smaller councils cannot staff alone

Financial Benefits

- Lower cost per Scout
- Fewer systems and vendors to manage
- Predictable, transparent cost allocation

Leadership Benefits

- Executives focus on **growth, impact, and relationships**
- Staff roles become clearer and more sustainable
- Reduced burnout and role overload
- Build trust!

These are keys to our long-term success!

What is “Shared Services”?

Shared services (n). An organizational model in which **common administrative, operational, or support functions** are **consolidated and delivered centrally** to multiple business units, departments, or organizations to **increase efficiency, improve quality, reduce duplication, and lower overall cost**—while allowing front-line teams to remain focused on their core mission and on servicing their customers.

WHAT IT IS

- A collaboration
- A strategic alliance
- A means of leveraging our strengths and resources
- A way to carry out our mission more effectively
- A focus on service
- A cultural shift
- Council leadership spending **more time on Scouting, less on administration**

WHAT IT'S NOT

- A merger or consolidation
- A loss of control or identity
- National taking over council operations
- A “one-size-fits-all” program model
- A cost-cutting exercise that weakens service
- A waste of time

Examples of Shared Services

Typical Shared Services:

- Finance & accounting (AP/AR, payroll, reporting)
- IT systems & data management
- HR administration & recruiting support
- Marketing operations & communications tools
- Procurement & vendor negotiations
- Compliance, risk, insurance, and governance support

Functions that <u>must</u> remain local:

- Program delivery
- Membership recruitment & retention
- Donor relationships and development strategy
- Community partnerships
- Council culture and volunteer engagement

Success Stories

NORTHERN STAR SCOUTING

MICHIGAN CROSSROADS COUNCIL
SCOUTING AMERICA

Northern Star Scouting's Experience

- CST 4 – Based in Minneapolis/St. Paul, MN
- Class 100 Council surrounded by Class 400/500 councils
- History of partnership and collaboration for more than 30 years.
- Currently engaged in shared services and collaborations with 5 councils.
- Sustainability lead council for CST 4

If you want to go fast, go alone.
If you want to go far, go together.
African Proverb

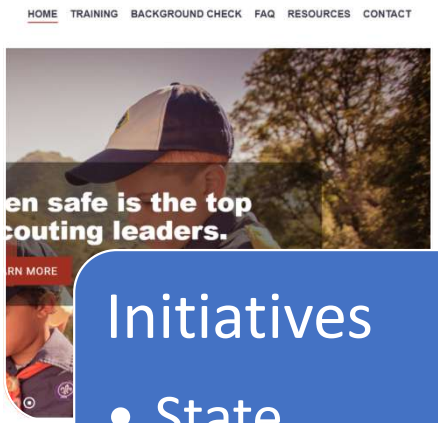
Shared Services Examples

Recruiting

- Purchasing
- Marketing
- Campaigns

Services

- Accounting
- PR
- Fundraising



Initiatives

- State mandates
- Challenges
- Joint efforts

Recruiting – Statewide Campaign
5 Councils

- Sharing marketing and social media
- Media buys
- Group ordering of recruitment resources
- Landing page *www.GoScouting.org*
- Marketing firm support
- Synergy from larger team

MN State Fair – 1.9 million visitors

Accounting Services

- Northern Star's accounting team serves 4 other councils
- Expertise and understanding of Scouting's Accounting Systems
- Reduces turnover for local councils
- Allows Northern Star to build a stronger team, with more talent.
- Lower cost for councils

Responding to Challenges

- 2021 - California mandated background checks and youth protection training.
- 20 councils worked together to find a common solution.
- Shared site californiascouting.org
- Together, we built consistency and a plan that met all requirements.

Other Opportunities for Shared Services

- Shared websites (and tech support) *JoinSoCalScouts.org*
- Retail operations – Scout Shops and Trading Posts
- Summer camp staff (split seasons)
- Training and events – University of Scouting, Wood Badge, Etc.
- Service Agreement between 2 councils
  - Management
  - Program
  - Business Services
  - Fundraising

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Opportunities with Michigan Crossroads Council

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Registration Services

Full Membership and Charter Management

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Grant Services

Management of Full Service

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Professional Development

Consultant and Customized Support Options

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Let's THRIVE Together!

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Thank you

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