Scouting America

Thrive 2026
From Survival to Stewardship

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From Survival to Stewardship

To Prepare Young People To Make Ethical And Moral Choices Over Their Lifetimes

By Instilling In Them The Values of the Scout Oath and Law

Why We Are Here?

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- 3-2-1 Minimum Council Standard
  - A $3 million endowment to weather economic downturns
  - 2,000 youth members to create a vibrant program environment
  - A $1 million operating budget to employ a full professional staff

The Moment That We Are In

What Thrive 2026 Is and What It Is Not

Thrive 2026 is not Shared Services

Thrive 2026 is:

- Alliances
- Strategic Realignment
- Transformational Change

Every Difficult Conversation Becomes Easier
When Anchored To The Right Question:

Does This Help Us Serve More Youth Better?

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- **Larger Healthier Councils Demonstrate:**
- Lower Cost Per Scout
- Greater Program Depth
- Stronger Professional Support
- More Resilient Finances
- Greater Reach Into Underserved Communities

Does This Help Us Serve More Youth Better?

- **Growth Strengthens Scouting:**
  - Builds Credibility With Donors
  - Attracts New Volunteers and Champions
  - Expands Awareness in the Community
  - Creates Financial Stability

Does This Help Us Serve More Youth Better?

The Roadmap Forward

The Roadmap Forward

- **Lead With Urgency**

Delay Does Not Preserve Options
Delay Removes Options
Leaders Must:
- **Lead Decisively**
- **Set Timelines**
- **Refuse to Allow Uncertainty to Linger**

Does This Help Us Serve More Youth Better?

The Roadmap Forward

- **Lead With Urgency**
- **Form the Key 6**

Two Councils
Two Key 3's
Six Leaders
One Shared Responsibility
- **Trust is Built**
- **Narratives are Shaped**
- **Alignment Begins**

Does This Help Us Serve More Youth Better?

The Roadmap Forward

- **Lead With Urgency**
- **Form the Key 6**
- **Choose The Right Partner**

Geography Matters
Media Markets Matter
Culture Matters
Mission Alignment Matters

This Must Be:
- **Organic**
- **Intentional**
- **Rooted in Serving Youth**

Does This Help Us Serve More Youth Better?

The Roadmap Forward

- **Lead With Urgency**
- **Form the Key 6**
- **Choose The Right Partner**
- **Protect What Matters**

Youth Experience
Volunteer Engagement
Donor Intent
Camp Access
Local Presence

Mergers Succeed when:
- **Identity is Honored**
- **Futures are Expanded**

Does This Help Us Serve More Youth Better?

The Roadmap Forward

- Lead With Urgency
- Form the Key 6
- Choose The Right Partner
- Protect What Matters
- Control the Narrative

Communicate Early
Communicate Often
Silence Creates Fear
Transparency Builds Confidence

This Includes:
- Boards, Donors
- Volunteers, Professionals
- Families

Does This Help Us Serve More Youth Better?

The Roadmap Forward

- Lead With Urgency
- Form the Key 6
- Choose The Right Partner
- Protect What Matters
- Control the Narrative
- Address the "Sacred Cows"

What Happens To Our Boards?

What Happens To Our Camps?

What Happens To Our History?

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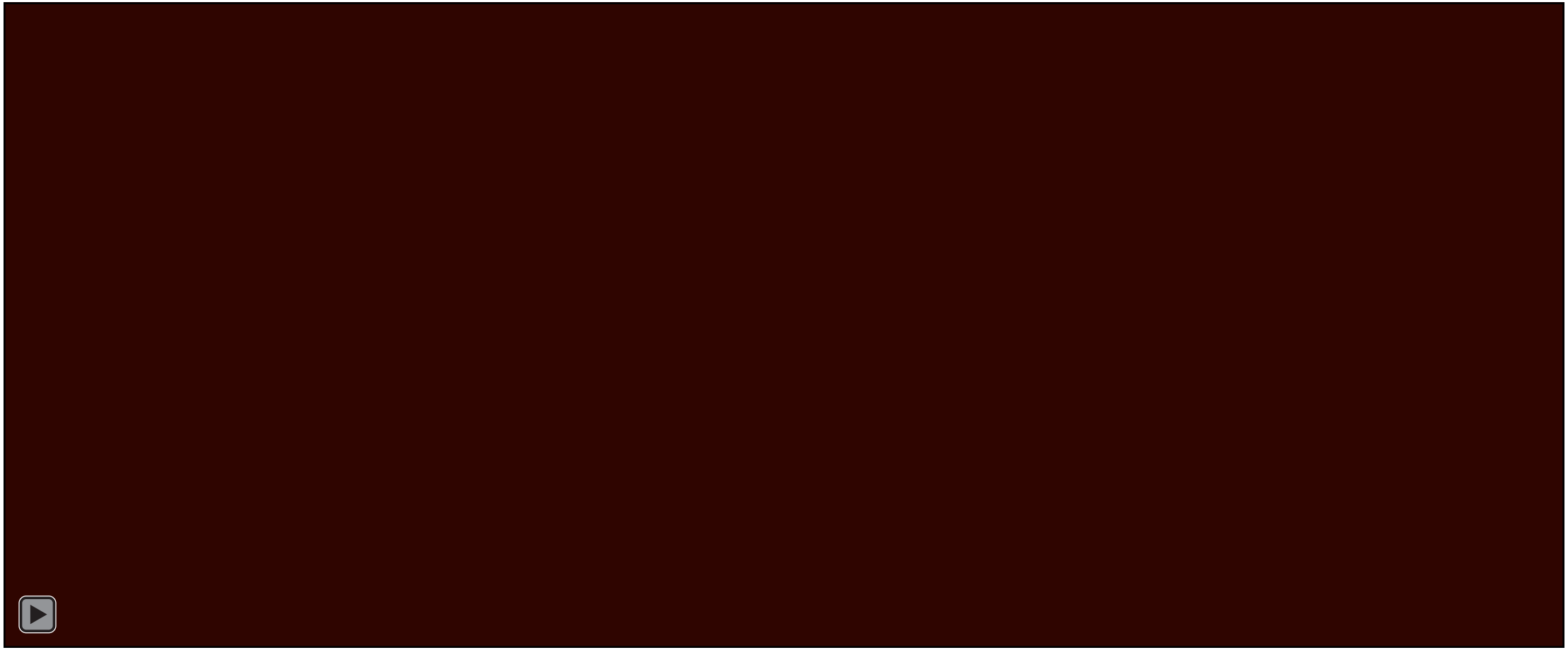
When Anchored To The Right Question:

Does This Help Us Serve More Youth Better?

A Call To Courage



The Time to Act is Now

A Word About Fear and Identity

The Charge

May the Spirit of Scouting Guide Us Forward - Together