

A lush green forest with a dirt path leading through tall trees. The path is made of dark soil and is surrounded by vibrant green ferns and other undergrowth. The trees are tall and thin, with dense foliage at the top. The overall scene is bright and natural.

THRIVING UNITS

A Pathway to

Stabilize and Sustain

New and Struggling Units

THRIVING UNITS:

A Pathway to Stabilize and Sustain New and Struggling Units



This guide offers practical ways to help new and struggling units become stable and sustainable over the long term. The goal is for units to keep youth involved, support their leaders, and build lasting Scouting experiences. The guide explains what support is needed, not who must give it. In many districts, a commissioner may take the lead. In others, a team of Scouters or a mentor from a nearby unit may help. Support can come from several different sources.

Many of the ideas also apply to existing units that need additional support. Every unit, including new ones, is different. Not every idea will fit every unit

This guide outlines how commissioners and other district volunteers can support new units as they form and in their first 30, 60, 90 days, and beyond.

Stable units play an important role in providing positive Scouting experiences and helping youth stay in Scouting. New units need extra, sometimes proactive, support. For example, a new leader may benefit from watching another unit's meeting or outing to learn how to run activities.

New units need more direct and practical support than other units. Commissioners and other district volunteers are empowered to do whatever it takes to provide needed help, working in close partnership with the unit's leaders, volunteers, and Scout parents.

Because each district and unit is different, the District Commissioner or Key 3 should choose the best way to provide each new unit with the close support it needs until it becomes stable.

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The Journey to Unit Stability and Sustainability

New leaders need steady support and time to grow. Building and maintaining a stable unit requires sustained effort from unit leaders and the support team.

Progression Timeline:

- **Within Year 1: High Support**—Coaching, frequent check-ins, practical help.
- **Beyond Year 1: Growing Confidence**—Leaders start to take charge. They still get help, and know when to ask for it.
- **Continuing: Steady Progress**—The unit can run on its own. Mentoring continues as needed and wanted.

Stabilizing Scouting Units

Why Stabilization Matters: It is important to start strong, but it is just the beginning. Helping a new unit, especially in its first few months or years, requires commitment, teamwork, and active support. Even well-prepared units might face challenges without continued help.

A new unit is the responsibility of the entire district.

District and Council Support: A unit's success depends on timely, steady, and reliable support from commissioners, district committee members, professional Scouters, and experienced Scouters in other units. The district commissioner should know when new units are formed.

Tailoring Unit Support: District commissioners usually take the lead in deciding how to support new units when they are formed. They:

- Figure out the best way to help each unit.
- Get other district committee members and experienced unit leaders to help the units.

Every unit is different, and there is no single solution for unit challenges.

Units changing leaders may need the same support as new units.

Each new unit should have a commissioner and/or other district volunteers assigned to provide active support.

The following are suggestions for ensuring effective support:

- This Scouter or team serves as the main resource for answering questions, providing support, and connecting the unit with district or council resources when needed.
- District commissioners choose the best model to support each unit and encourage other district committee members to engage with the units early and often. Support for new units should not rely on commissioners alone.
- A high level of support is needed until the unit is stable enough to operate independently. It often takes about three years, but it may be shorter or longer. See [Progression to a Self-Sufficient Unit](#).
- Keeping the same person or team in place during this time is ideal, but not required. Any changes in support should be carefully planned, with clear communication and strong involvement from the unit leaders.

The First and Best Resource: When supporting new units, consider:

- How can I/we help? *Ask them.*
- What to do if the unit leader and volunteers say they need or want to know? *Provide it or connect them to the right resource.*
- What knowledge or skills, such as Scouting fundamentals and running meetings, do the unit leader or other unit Scouters need? *Provide it or arrange for its provision, then follow up.*
- What council or district resources does the unit need? *Make sure they receive them.*
- What is the unit's plan for success, and how can the district support that plan? *Take action.*
- How can the [EDGE method](#) help new Scout leaders learn? *Use it and follow through.* See [The Teaching EDGE](#); [Lesson plan for EDGE](#).

In addition:

- Provide consistent support and mentorship.
- Use the unit dashboard, unit metrics, and reports at my.scouting.org for insights.
- Reach out to other district, unit, and council Scouters to support and interact with the unit's leaders. Support for new units is not a one-person job.

Other District Committee Members

- Proactively reach out to new units to understand their needs. Then provide it.
- Stay connected through quick check-ins by phone, text, or email.
- Use roundtables for mentoring, learning, and connecting new Scouters with experienced ones who can share their knowledge. Consider using established units to mentor new units.

Training

- Leaders thrive with quality [training](#).
- When new Scouters and new Scout parents take training early, they can lead a strong program sooner. This makes Scouting fun for youth and adults, encouraging them to stay and strengthening the unit.
- New Scouters and parents want to understand what they have joined. Training – online or in person – helps them learn faster.
- Encourage position-specific training and the required Safeguarding Youth Training. Click [here](#) for position-specific training requirements. Scouters should keep their training up to date. Also see [Hazardous Weather Training FAQ](#).



Four Functions of a District

Some Key Elements:

The following are areas where new and struggling units often need help.



Recruitment – Recruiting new youth members:

[Recruitment Resources](#); [Dynamic Recruitment](#)

[Cub Scouts](#); [Pack and Den Recruiting](#) [Scouts BSA](#) [Venturing](#) [Sea Scouts](#)
[Roundtable Hot Topic: Recruitment, Retention, and Membership](#)

Encourage units to be visible in the community. Activities that place Scouts in public settings support recruitment and strengthen retention. Scouts grow when they are active and seen in their communities. New youth are often the best recruiters.



Activities – New units and struggling units might benefit from opportunities such as:

- Helping at school functions and activities. Being visible matters.
- Building relationships in the community through parades, clean-up days, holiday events, etc.
- Keeping the focus on *FUN* for Scouts, parents, and leaders.
- Meeting parents' desires to be involved in their Scouts' activities by helping them get involved in small ways. Clear communication supports engagement.
- Offering activities that build social interaction and fellowship among members.

These efforts help Scouts stay involved in Scouting and support parents' engagement. Bringing together leadership, programs, recruitment, and retention enables any unit to grow and sustain itself. With this support, units can sustain themselves for many years.

Program Support Resources:

To support new unit leaders, it is helpful to become familiar with the specific Scouting program. The best resources can be found by selecting each Scouting program at www.scouting.org or the Commissioner Resources [webpage](#).

The commissioner or support team is the best resource for stabilizing and sustaining the units they serve.



Before Formation of a New Unit

Building relationships and trust with new Scout parents creates a strong foundation for the new unit.

Without “mutual respect, candor, and trust . . . the communication and collaboration required to effectively support units is impossible.”
[Commissioner](#) Culture:
Be the Heart; Build Relationships; Change Lives.

Everyone new to Scouting needs to know that support is there for them—someone to answer questions, help them learn, guide them as they grow, and offer support when challenges arise. Commissioners and other volunteers who support the new unit are that “someone.”

The team participates in meetings with the adults forming the unit, builds relationships, answers questions, offers support, explains what lies ahead, and becomes the single best resource. Ideally, the Scouter or team working with the founders continues to provide support once the unit is formed and begins offering programs for the Scouts. Early involvement, before formation, is invaluable, even if trust and relationships will pass to someone else once the unit is established.

Before the first official unit meeting, the support team can work with the prospective Scout parents alongside the district professional and the district commissioner to:

- Identify unit key leaders, including:
 - Unit leader;
 - Committee chair;
 - Chartered organization representative;
 - Den leaders and assistant den leaders, assistant Scoutmasters, assistant crew advisors, mates, as applicable; and
 - New member coordinator(s) to:
 - Welcome new Scouts and families and orient them to the unit; and
 - Help organize recruitment activities. See [New Member Coordinator; Q&A](#).
- Secure a unit meeting location before the first meeting. See [Facility Use Agreement & Chartered Organization Agreements](#), “Unit Membership Resources”.
- Begin orienting new leaders and interested parents to Scouting and what to expect in the coming months. Open, honest communication about expectations and concerns builds relationships and lays a foundation for unit stability and sustainability.
- Use Scouting America's new family orientation guides to support this work. See [Welcome to Scouting](#); [New Cub Scout Family Guide](#); [Organizing a Ship](#).
- Establish communication pathways that work best for everyone.



The First Three Months: 30-60-90 Day Plan for Unit Stability

The first few months are important for a new unit. While they can be exciting, they may also present challenges. Commissioners, district volunteers, and nearby units must offer support to help the unit.

Each unit will need different types of support. Give clear and simple support so the unit can run a safe and strong Scouting program.

Follow up with Scouts and families who attend a meeting or two and then stop coming, as well as those who sign up but never show up.

Read on for more ideas and check the [Thriving Units' Resources](#) for more information. The following sections cover

- ★ **First 30 Days – Connect and Develop the Foundation**
- ★ **By 60 Days – Planning and Engagement**
- ★ **By 90 Days – Implement and Build for the Future**
- ★ **After 90 Days and Beyond – Short-Term Stability and Long -Term Sustainability**

✓ First 30 Days – Connect and Develop the Foundation

Indicators: Introduce fun activities; establish structure; build relationships.

The commissioner or district support team should mentor the adult leadership team to:

👥 **Recruit and Organize**

- Confirm youth and adult registrations with the professional Scouter.
- Conduct an orientation for families to welcome them and explain the program.
- Encourage each new Scouter and Scout parent to create a my.scouting.org account.
- Set up the unit's [Scoutbook](#) account and BeAScout pin.
- Discuss the unit's organization and leadership roles with the Scouts.

Cub Scouts: [AOL Patrol Method](#)
Scouts BSA: [SPL](#); [PLs](#); [PLC](#)

Venturing: [Crew Officers](#)
Sea Scouts: [Ship Officers](#)

- Continue recruiting new members through "[normal friend activities](#)," community outreach, service projects, schools, the chartered organization, and other local connections.

🎓 **Train and Prepare**

- Complete the required [adult training](#) on [scouting.org](#) or in person. See also [Safeguarding Youth Training](#).
- Plan and conduct youth leadership orientation.

Cub Scouts: [AOL Patrol Method](#)

Scouts BSA: [ILST](#)

Venturing: [Crew Officer Orientation](#); [ILSC](#)

Sea Scouts: [ILSS](#)

🌿 **Hold Meetings and Establish Unit Communication**

- Begin regular unit meetings with fun, hands-on activities, including some outdoors.
- Establish communication channels with unit families (email, text groups, Scoutbook).
- Hold a unit committee meeting to outline roles (advancement, finance, events, new member coordinator (NMC), etc.) and begin planning logistics for the first activity or outing.
- Start discussions about the next month's calendar and budget needs.
- Develop integrated social media communications. Create a strategy to reach the intended audience with your key message(s) through print, the internet, email, word of mouth, and social media. See [Social Media Guidelines](#).

🚩 **Plan Program Kickoff**

- Introduce the Scout Oath and Law and program values in age-appropriate ways.
- Conduct the first unit activity—ideally outdoors—and make it memorable!

Cub Scouts: e.g., day hike, games at the park **Venturing:** e.g., crew icebreaker

Scouts BSA: e.g., day hike; outdoor activities **Sea Scouts:** e.g., boat safety, swim test

🎯 **Unit Support:** As a commissioner or support team:

- Begin establishing relationships between the unit and the district and council volunteers.
- Invite and accompany unit adults to the district roundtable.
- Introduce unit leaders to leaders of other units and other experienced Scouters.



By 60 Days – Planning and Engagement

Indicators: Develop a calendar, start advancement, service, and outdoor activity.

The commissioner and district support team should mentor the adult leadership team to:

Develop Youth Leadership and Culture

- Establish unit traditions and culture (openings, closings, recognition, fun rituals).
- Develop unit vision and goals with clear expectations (unit rules and regulations).
- Support the growth of youth leadership.

Cub Scouts: [AOL Patrol elections](#)

Venturing: [The ALPS Model](#)

Scouts BSA: [SPL](#); [PLs](#); [PLC](#)

Sea Scouts: [Quarterdeck](#)

Develop the Unit's Scouting Program

- Establish a 3–6-month calendar of meetings, outings, service projects, and “[normal friend activities](#)”, where Scouts invite others to join the fun.
- Use Scouting resources to plan and support program delivery.
[Cub Scouts](#); [Scouts BSA](#); [Venturing](#); [Sea Scouts](#)
- Begin advancement:
 - Cub Scouts:** [Cub Scout Adventures](#); [Den Meeting Decks for Leaders](#).
 - Scouts BSA:** [Scout rank](#) and [Tenderfoot rank](#) requirements.
 - Venturing:** [Venturing](#); skills inventories; adventure planning.
 - Sea Scouts:** [Apprentice](#); skills inventories; adventure planning.
- Conduct in-unit youth training and encourage completing the required online training:
 - Cub Scouts:** [Patrol Code of Conduct](#) **Venturing:** [ILSC](#) skills instruction;
 - Scouts BSA:** [ILST](#) skills instruction. **Sea Scouts:** [ILSS](#) Seamanship; skills instruction;
 - Safeguarding Youth Training:** <https://my.scouting.org/>
- Promote attendance at position-specific training for direct-contact adults and unit committee members through the local district, council, or territory.

Organize and Hold Events and Activities

- Plan and hold an outdoor activity, such as a day hike, campout, boating day, service day, or crew adventure. Choose something fun and easy to organize.
- Begin preparing for the unit's first formal recognition event.

Develop Family Engagement

- Encourage adults to complete a family talent survey. [Cub Scouts](#); [Scouts BSA](#); [Venturing](#)
- Help the unit leaders engage other Scout parents to support unit activities and functions.
- Involve parents in support roles (drivers, merit badge counselors, event helpers, sharing den meeting responsibilities, etc.).
- The New Member Coordinator should create a welcoming environment for parents.
[New Member Coordinator](#)

Unit Growth: Recruit new members through:

- Conducting “[normal friend activities](#)”.
- Participating in school festivals and local and state fairs.
- Participating in community outreach activities.
- Conducting service projects for schools, churches, and chartering organizations.
- Volunteering at local festivals, holiday events, and other activities where the Scouts can be visible in a positive setting. Wearing a common activity shirt is often appropriate.
- Sharing the news about the unit through local media and social media outlets.

By 90 Days – Implement and Build for the Future

Indicators: Celebrate successes, share progress, and prepare for sustained growth.

The commissioner and district support team should mentor the adult leadership team to:

Conduct Recognitions and Celebrations

- Conduct a formal recognition event.

Cub Scouts: [Pack Meeting](#)

Venturing: [Advancement](#)

Scouts BSA: [Court of Honor](#)

Sea Scouts: Bridge of Honor

- Recognize youth advancement and leadership, as well as adult support.

Develop a Unit Leadership Plan

- Support the growth of youth leadership.
- Continue encouraging youth and adult training.

Encourage the Unit Key 3 to Focus on Goal Setting and Progress, Soliciting Feedback, and Completing Unit Self-Assessment (as available)

- After setting goals, review progress.
- Request feedback from families and Scouts through surveys and discussions.
- Complete unit self-assessments, as available. See, for example, [Troop Self-Assessment](#).

Encourage Unit Growth

- Continue recruiting new members through “[normal friend activities](#)”, community outreach, service projects, schools, and faith communities.

Continue Developing the Unit’s Program

- Plan advancement progression and skills development.
- Expand programs, including service projects and day or overnight activities, as applicable.

Plan for Sustainability

- Conduct a program planning session to establish future programs and develop the unit calendar.
- Finalize the annual budget (fundraising, dues, expenses).
- Continue regular unit and unit committee meetings.

Opportunities are plentiful for the commissioner and support team to strengthen and grow the unit by sharing information and mentoring unit leaders. Unit leaders and other volunteers should feel welcome in the district. Parents and youth should feel valued and essential to the unit.



After 90 Days and Beyond

Short-term Stability with Long-term Sustainability

The following steps connect short-term stability to long-term sustainability. The commissioner and support team aim to help the unit achieve long-term sustainability.

Succession Planning

- To keep the unit thriving, it is essential to plan for the future, including how leadership will progress. Expected and unexpected leadership changes happen. Having a succession plan is vital to the unit's continued success.
- Succession planning involves identifying, assessing, and recruiting adult leaders and parents who are ready to step in or step up.
- Mentor the unit to proactively ensure it has capable and willing adults ready to lead and keep the unit running smoothly.
- The following links will help the unit plan for future success and continued leadership:
[Next in line: Why succession planning is a must in every Scouting unit.](#)
[Succession Planning for Cub Scout Leaders;](#) [Leader Succession Planning.](#)

Annual Budgeting & Program Planning

- Support the committee chair and committee as they complete the budgeting worksheet linked below, and encourage them to share it with parents.
- Encourage unit leadership to share the unit's calendar with members. When families see the unit's plans, newly recruited youth and their parents gain a clearer sense of the fun and activities ahead.

Cub Scouts: [Budget Planning](#) **Scouts BSA:** [Budget Planning;](#) [Worksheet;](#) [Program Planning](#)

Venturing: [Budget Planning;](#) [Worksheet;](#) [Annual Program Planning](#)

Sea Scouts: [Planning and Budgeting;](#) [Activity Planning;](#) [Float Plan](#)

Fundraising

- Fundraising is often an essential part of a unit's operations.
- Unit leadership and parents may not be aware of the fundraising opportunities that can offset expenses and support the unit and its members.
- Beyond dues, units need additional funds for many essentials, from activities to camping gear.
- The commissioner and support team play an important role in sharing information and mentoring unit leadership on available fundraising options.
- Council-sponsored product sales, such as popcorn, may be available to benefit the unit, Scouts, and families.
- The [Unit Money-Earning Application](#) is available for unit fundraising efforts that are not council-sponsored.

Unit Traditions

- Units build traditions based on the Scout Oath and Law in their openings, closings, recognition events, and fun rituals.
- Traditions could include recognizing advancements, focusing on service, honoring the traditions of chartered organization and engagement with the chartered organization such as a service project and the charter presentation, and creating memorable camp experiences that build bonds and foster self-reliance.
- Commissioners and the support team listen to unit leaders and encourage their efforts to make unit traditions and rituals safe and appropriate.

Peer-to-Peer Recruitment

- Surveys of new Scouts show that the positive actions and words of current members are key reasons why they join.
- Commissioners and the support team can support unit leaders in teaching Scouts how to invite their friends.

[Peer-To-Peer Recruitment](#); [Peer-to-Peer Recruitment Guidebook](#); [Cub Scout Joining Event](#); [Talking to Friends About Scouting](#)

Marketing

Units should maintain a strong and vibrant social media and internet presence for their members and prospective members.

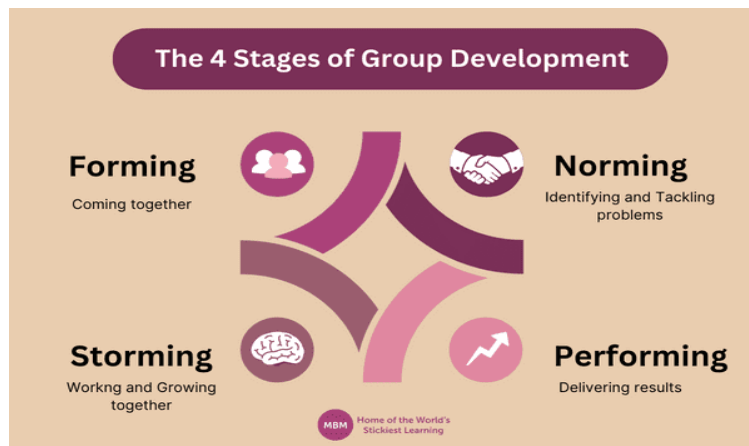
[Scouts BSA Marketing](#); [Venturing Marketing Toolbox](#); [Sea Scouts Marketing Toolbox](#); [Community Visibility](#); [Scouts BSA recruitment menu](#); [Recruitment and Marketing resources](#)

Social Media

- Social media is one of the best ways to reach families today. For many units, the challenge is deciding what to post and when.
- Use a variety of social channels, such as X, Facebook, Instagram, Nextdoor, YouTube, and Pinterest. Follow the [Social Media Guidelines](#).
- Ensure visitors have a positive experience on the unit website. Responsive design helps the site work well on any screen and keeps it clear, easy to read, and simple to use.
- Make it easy for visitors to join.

Scouting is a team game with a purpose. No leader leads alone.

How can the commissioner and support team use the EDGE method to help new leaders learn? EDGE stands for **E**xplain, **D**emonstrate, **G**uide, and **E**nable. It is a way to teach new skills.



*Explain – Forming
Demonstrate – Storming
Guide – Norming
Enable – Performing*


[Teaching EDGE](#);
[Lesson plan for EDGE](#)

A new unit usually goes through four stages as it learns to work together. Units that change leaders often go through these stages too. With support from a commissioner, support team, and mentors, the unit can become strong. Using EDGE skills helps the commissioner and support team guide the unit through these stages.

Sustaining Scouting Units

Is The Unit Thriving or Just Surviving?







A strong unit does not happen by accident; it grows through intentional leadership and consistent support. When meetings feel chaotic, participation declines, or outdoor adventure is missing, the unit might need additional guidance.

 **Helpful Resources:** Visit [Marketing Tools](#), [Marketing and Membership Hub](#), [Recruitment](#), [Scouting America](#), and [Thriving Units' Resources](#) for promotional resources, recruitment and retention ideas, and customizable tools.

Meaningful Unit Meetings

Meaningful meetings are the heartbeat of a successful unit. When Scouts and families look forward to gatherings, they will stay engaged. Strong programming helps the unit grow and thrive.

The commissioner and district support team should mentor the adult leadership team to:

-  **Be Productive:** Align with clear goals, such as advancement, skills, and planning.
-  **Engage:** Energize youth with fun and variety in activities.
-  **Be Youth-Led:** Troops, crews, and ships empower Scouts to lead.
-  **Plan Fun Activities:** Games, challenges, or creative projects.
-  **Foster Advancement:** Activities that connect to rank requirements and skill-building.
-  **Encourage Family Involvement:** Small roles help adults feel included in the unit's journey.

Every unit meeting is a chance to build skills, friendships, and character.

Outdoor Adventures








The great outdoors is why many youths join Scouting. To sustain the unit, the commissioner and district support team should mentor the adult leadership team to:

- Include the Outing in Scouting early!
- Hold an outdoor activity each month or in most months.
- Join a district-sponsored or council-sponsored event.
- Team up with nearby units for joint outings.



Other Important Areas to Consider




The commissioner and district support team should mentor the adult leadership team to:

-  **Program Activities:** Use Scout skills, themed events, and goals.
-  **Advancement:** Support steady progress toward rank and skill development.
-  **Communication:** Use email, text, or apps such as Scoutbook to share information.
-  **Budgeting:** Track expenses and plan ahead for upcoming needs.
-  **Fundraising:** Start small fundraisers or popcorn sales.
-  **BeAScout Pin:** Keep the unit's online listing active and accurate for new families.
-  **Social Media:** Build awareness and showcase unit adventures for prospective families and the community. See [Social Media Guidelines](#).

Unit Renewal

On-time, accurate annual renewals are essential for a healthy, functioning unit. The commissioner and district support team should mentor the adult leadership team to complete unit and member renewals.

Checklist for Success

-  **Online Unit Renewal:** Units access online renewal through Organization Manager in my.scouting.org. Click [here](#) for step-by-step instructions.
-  **Member Renewal:** Member renewal is the responsibility of the unit, even when members renew themselves and their Scouts. Advance communication and training are invaluable. Click [here](#) for step-by-step instructions.
-  **BeAScout Pin:** Units should confirm at least annually that their pins are accurate and complete.

Every Scout registration is a commitment. Every renewal is a promise kept.

Sustaining the Unit for the Long-Term

 **The Formula: Consistent Communication + Mentorship + Recognition
= Growth + Success**

To support long-term unit success, the commissioner and district support team should mentor the adult leadership team to continue to:

- Guide new adult volunteers as they learn their roles.
- Recognize youth and adult achievements with timely recognition to build confidence and excitement.
- Carry out a recruitment and retention plan to sustain and grow the unit.
- Follow up with Scouts and families who attend a meeting or two and then stop coming, as well as those who sign up but never show up.
- Maintain a clear succession plan for long-term sustainability.

The goal is for a new unit to become independent and high-performing, delivering an excellent Scouting program.

Progression to a Self-Sufficient Unit


The following worksheet brings together key tasks to help units, the unit commissioner, the support team, and the district commissioner see how far a unit has progressed toward stability and sustainability.

A district commissioner might use it to decide whether additional district resources are still needed or should be reallocated to other units.

When the unit leaders are ready—usually well into the first year and sometimes into the second—the support team or commissioner should review these indicators with them. The conversation must be collaborative, and the unit leaders should feel empowered to add, remove, or adjust the indicators.

The items on this worksheet are *not* goals, and the unit is *not* to be measured against any standards. They are simply tools to help keep the unit stable, sustainable, and actively serving Scouts.

INDICATOR	NOTES/COMMENTS
Is a succession plan in place for the unit leader and other key adult leaders?	
Are all unit leaders' position-specific trained for their registered Scouting roles?	
Are unit leaders encouraged to attend supplemental training?	
Does the unit hold annual planning sessions and maintain a yearly calendar, and are activities age-appropriate ?	
Is the unit retaining Scouts and growing, and does it have a clear growth plan?	
Does the unit maintain an annual budget, ensure adequate funding, and conduct approved fundraising activities?	
Are the Scouts advancing, and are they recognized instantly?	
Does the unit hold ceremonies to recognize youth advancement and other achievements and honor adult service?	
Does the unit hold monthly outdoor programs, including half-day and full-day activities, day camp, summer camp, water activities, and district and council events?	
Does the unit have a well-functioning unit committee?	
Is there a succession plan for youth leadership, as applicable?	
Are youth leaders trained, as applicable?	
Do dens have den leaders and den chiefs, as applicable?	
Has the unit been renewed (a) at least twice, and is a succession plan in place, or (b) at least once following transition from the founding unit leadership?	
Does the unit commissioner or district volunteer team continue to meet with the unit, with reduced involvement and need?	

 **Final Thought:** *Stabilizing and sustaining a unit means creating a place where youth thrive, leaders learn, and families feel connected.*

Let's deliver the promise together!

THRIVING UNITS' RESOURCES

The Path to Stabilizing and Sustaining New and Struggling Units

Last Updated: April 2026



This comprehensive resource guide, "Thriving Units' Resources," serves as a centralized toolkit for commissioners and the support team to help new and struggling units thrive. Its purpose is to simplify unit operations, support the safety and growth of all participants, and provide easy access to valuable documents, training modules, and program materials necessary for a vibrant unit experience. This guide brings together resources to help stabilize, sustain, and strengthen units so they can thrive.



[Why Scouting?](#)

UNIT OPERATIONS

Be a Scout: [Be A Scout](#)

Marketing Toolbox: [Marketing toolbox](#)

New Member Coordinator: [New Member Coordinator](#); [Q&A](#)

Commissioners: [News for Commissioners](#), [Starting, sustaining, and growing units](#);
[Program support resources](#)

Family Talent/Resource Survey: [Cub Scouts](#); [Scouts BSA](#); [Venturing](#)

Unit Money-Earning Application: [Unit money-earning application](#)

Unit Dashboard: [Unit Dashboard](#)

Unit succession planning: [Succession Planning](#); [Succession planning is a must](#)

REGISTRATION AND RENEWAL

New Member Registration: [Online Registration](#)

Membership Renewal: [Membership Renewal](#)

Unit Renewal: [Unit Renewal](#)

Chartered Organization Agreements & Facility Use Agreement:
[Annual Registration Agreement](#); [Facility Use Agreement](#); [United Methodist Church Agreement](#);
[Charter Agreement, Catholic Dioceses/Parishes/Schools](#)

Release/Assumption of Unit Charter: [Release/Assumption of Unit Charter](#)



HEALTH, SAFETY, AND RISK MANAGEMENT

Safeguarding Youth Protection Training: [Safeguarding Youth Protection Training](#)

Incident Reporting: [Incident Report](#)

S.A.F.E.: [SAFE Checklist](#)

Safety Moments: [Safety Moments](#)

Health & Safety Guide To Safe Scouting: [Health and Safety Guide to Safe Scouting](#)

Guide to Safe Scouting, Camping: [Guide to Safe Scouting, Camping](#)

Activities: [Age Appropriate Guidelines for Scouting Activities](#)

Activity Planning and Risk Assessment: [Prohibited and Unauthorized Activities](#)

Health and Safety FAQ's: [Health and Safety FAQ's](#)

Social Media Guidelines: [Social Media Guidelines](#)



PROGRAMS [Program Planning Tools](#); [Scouting America's Programs](#)

Program Resources:

- Cub Scouts: [Pack meeting resources](#); [Den meeting resources](#); [Fun & Games](#); [New Cub Scout Family Guide](#); [Tips to empower parents to lead your pack](#)
- Scouts BSA: [Program planning tools](#); [Troop Self-Assessments](#)
- Venturing: [Program resources](#)
- Ships: [Program resources](#); [Sail Training Plan](#)

Outdoor Program Activities: [Outdoor program resources](#)

Roundtable Overview: [Roundtable resources](#)

Uniforms: [Scout Shop](#)



RECRUITMENT & RETENTION

Study: [A Study of Ethics and Character in America](#)

Benefits of Cub Scouting – Tufts Study: [Benefits of Cub Scouting | Scouting America](#)

Recruitment: [Recruitment & Marketing](#)

Recruitment and marketing resources: [Recruitment and Marketing resources](#)

Cub Scout Recruitment: [Cub Scout Recruiting](#); [Cub Scout Recruitment Playbook](#);

Scouts BSA Recruitment: [Scouts BSA Recruitment Idea Book](#);

Dynamic Recruitment Playbook for Venturing: [Dynamic Recruitment Playbook](#)

Retention: [Plan for membership growth](#); [Connection Guide Retention](#)

Marketing and Membership Hub: [Marketing and Membership Hub](#)

TRAINING & ADVANCEMENT

- **Safeguarding Youth Training:** [Safeguarding Youth Training](#).

Adult leader position-trained requirements: [Position-trained requirements](#); [Position-specific courses](#)

- Cub Scout: [Cub Scout leader training](#)
- Scouts BSA: [Scouts BSA](#)
- Venturing Advisor: [Venturing Advisor Training](#)
- Crew Committee: [Crew Committee](#)
- Sea Scout: [Sea Scouts adult training](#)

Hazardous Weather Training: [Hazardous Weather Training FAQ](#)

Youth leader training in Scouts BSA, Venturing, and Sea Scouts: [Youth leader training](#)

Training Quick Links: [Training Quick Links](#)

Other Training: [Other materials](#); [Guide to Leader Training](#); [Fillable training cards](#)

Supplemental training: [Supplemental training](#)

EDGE: [The Teaching EDGE](#); [Lesson plan for EDGE](#)

AWARDS

- **Scouting America Awards Central:** [Awards Central](#)
- **William D. Boyce Award (New-Unit Organizer Award):** [William D. Boyce Award](#)
- **Founding a New Unit Award:** [Founder's Bar](#)
- **Awards and Insignia:** [Guide to Awards and Insignia](#)

QUICK REFERENCE GUIDES

- **Guide to Safe Scouting:** [Guide to Safe Scouting](#)
- **Guide to Advancement:** [Guide to Advancement](#)
- **Guide to Awards and Insignia:** [Guide to Awards and Insignia](#)
- **Guide to Safe Scouting (Camping):** [Guide to Safe Scouting \(Camping\)](#)
- **SAFE Checklist:** [SAFE Checklist](#)



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**“The greatest gift you
can give a child is your time”.**
Robert Baden-Powell

THRIVING UNITS was created by volunteers for volunteers.



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