

EXECUTIVE BOARD & ANNUAL BUSINESS MEETING
Thursday January 19th, 2023 – 7:00-8:30PM

AGENDA

7:00 p.m. – Executive Board and Annual Business Meeting

I. Welcome & Call to Order

- a. *Pledge of Allegiance*
- b. *Invocation*

Steve Hammond, President
Lodge Chief
Roger Burke,
Council Commissioner

II. Approval of Minutes

- a. *Approval of December – Executive Committee Meeting Minutes*

Steve Hammond

III. Treasurer's Report

- a. *December Financials*
- b. *Board Resolutions*
- c. *Conflict of Interest (Sign and send in)*
- d. *Approval of Purchase Card Users*
- e. *Approval of Check Signers*

Matt Phillippi

IV. Annual Commissioner's Report

- a. *Unit health update*
- b. *How we stack up*

Roger Burke

V. Administration Report

- a. *Strategic Plan Review*

John Taylor, III,
Strategic Plan Chairman

VI. Membership Report

Brian Walton

VII. Finance Report

- a. *2022 Friends of Scouting Update*
- b. *Endowment Committee Annual Report*

Sue Hart
Larry Mellinger

VIII. 2023 FOS

- a. *2023 FOS Luncheon*
- b. *2023 FOS Board Campaign Kickoff*

Sue Hart
Steve Hammond

IX. Program Reports

Tracey Stakem

- a. Written reports included in Board packet
- b. OA Report – Shenandoah Lodge

OA Lodge Chief

X. Old Business

Steve Hammond

- a. National Update

XI. New Business

Steve Hammond

- a. Council Annual Recognition Dinner –
- b. Silver Beaver Nomination Deadline –
 - i. November 30

Cindy Zollman

Cindy Zollman

Annual Business Meeting

I. Presentation and vote of the following slates

- a. Council members at-large
- b. Executive board members
- c. Council Officers – Executive Committee
- d. Local council representatives to the National Council
- e. Non-voting members
 - i. Advisory board members

II. Introduction and swearing in of the newly elected members

III. Presentation of the 2023 meeting schedule and calendar.

IV. Recognize Charter Organization Representatives *Steve Hammond*

- a. COR's please stand, introduce yourself and name of Chartered Organization

V. Assistant Scout Executive Remarks

Sue Hart

VI. President's Remarks

Steve Hammond

VII. Adjourn



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Welcome & Call to Order



Steve Hammond

President



2023

2

Opening Flag Ceremony



Ben Annan

Order of the Arrow Lodge Chief



2023

3

Invocation



Roger Burke

Council Commissioner



2023

4

Approval of Minutes



Steve Hammond

Council President



2023

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Treasurer's Report




Matt Phillippi

Council Treasurer



2023

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2023 Budget Presentation

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Top lines

- Budgeting for a \$13,535 surplus
- Cuts to expenses but also relies on increasing revenue
- Will have to repay lines of credit (>\$600k) in 2023
- We are budgeting for all our usual activities and events to happen without significant changes in their individual budgets

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What's changed?



- Reduction in staff
- Accounting services to be provided by Jitasa
- Food services at Camp Shenandoah to be provided by Kandle
- Potential sale of council office
- Added another special event and eyeing other opportunities
- District merger

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The Big Picture



- Support & Revenue - \$1,100
- Expenses - \$4,565
- Net - Surplus of \$13,535

We are being optimistic, but not unreasonably so. This will require many hands to make this work.

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Support and Revenue Assumptions



- Camp Shenandoah
 - 1 week staff
 - ½ week Cub Family Camp
 - ½ week Webelos
 - 4 weeks Scouts BSA
- 6 (Successful) Special Events
- Every Unit with an FOS Presentation
- Grants coming back
- No more Scout Shop after Q1

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Support and Revenue



- Activities -\$33,300
- Camp Shenandoah -\$543,550
- Council Program Fee -\$54,000
- Friends of Scouting -\$110,000
- Other Direct Contributions -\$50,000
- Popcorn & Peanuts -\$140,000
- Scout Shop -\$25,000
- Special Events -\$166,000

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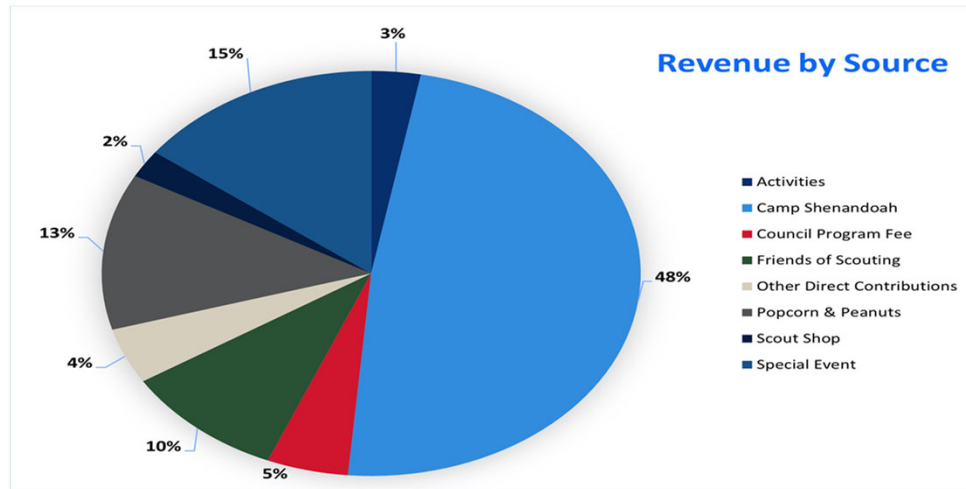


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Income Percentages



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Expense Assumptions



- Camp Shenandoah
 - 1 week staff
 - ½ week Cub Family Camp
 - ½ week Webelos
 - 4 weeks Scouts BSA
- Personnel
 - Assistant Scout Executive
 - 2 District Executives
 - 1 full-time Office Manager and 1 part-time assistant
 - Ranger
- Adjusting for inflationary price changes

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Expenses



- Activities -\$23,560
- Administrative -\$165,000
- Camp Shenandoah -\$3,100
- Friends of Scouting -\$1,000
- Interest -\$26,000
- Personnel -\$321,250
- Popcorn & Peanuts -\$126,200
- Scout Shop -\$16,250
- Special Events -\$34,230

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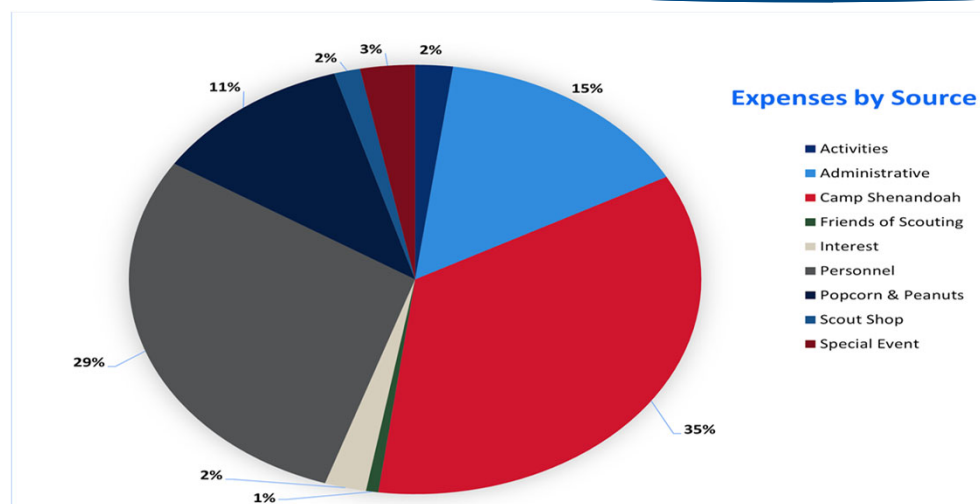


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Expense Percentages




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Questions?

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Membership Report



Brian Walton
VP of Membership



2023

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FOS 2023

| FRIENDS OF SCOUTING: | 2023 GOAL | RESPONSIBLE |
|--|------------------|-----------------|
| Family: Monticello (\$40,000) Mountain Valley (\$35,000) | \$75,000 | District Chairs |
| Community | \$10,000 | Sue Hart |
| Executive Board | \$25,000 | Tom Greenwood |
| TOTAL: | \$110,000 | |

Sue Hart

Assistant Scout Executive



2023

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Endowment



Larry Mellinger

VP of Endowment



2023

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FOS Luncheon



Featuring:
Denver Riggleman



Denver Riggleman has spent over two decades as an intelligence officer, NSA adviser, and successful CEO of support companies for the Department of Defense. A veteran of multiple worldwide military operations, he served with honor in the U.S. Air Force for nine active-duty years.

Riggleman served as congressman for Virginia's Fifth District in the U.S. House of Representatives from 2019–2021. A few months after leaving office, he became the senior technical advisor for the House Select Committee to Investigate the January 6th Attack on the United States Capitol. In addition to his work in politics and intelligence, Riggleman is co-owner of the award-winning Silverback Distillery and the New York Times bestselling author of *THE BREACH - The Untold Story of the Investigation into January 6th*.

He lives in Virginia with his wife and family.

Tuesday, March 28, 2023
UVA Alumni Hall
211 Emmet St S, Charlottesville, VA 22903



2023

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FOS 2023 – Board Support



Tom Greenwood

Board FOS Captain



2023

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Program Reports



Tracey Stakem

VP of Program



2023

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OA Report



Ben Annan

OA Lodge Chief



2023

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Old Business



Steve Hammond

Council President



2023

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New Business




Steve Hammond

Council President



2023

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District Merger

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Background

- Declining membership
- Reduced staffing
- Difficulty recruiting volunteers
- Limited resources
- Board retreat discussion
- Focus group of district leadership
- Board approval in September

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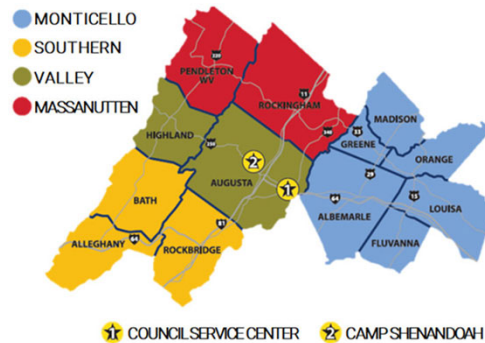
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Process



Leadership from the three affected districts met several times to discuss impacts to Scouting in our areas and how we would proceed with the merger.



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Name Selection



This included the selection of the new district's name, for which we collected suggestions. **The selected name was...**



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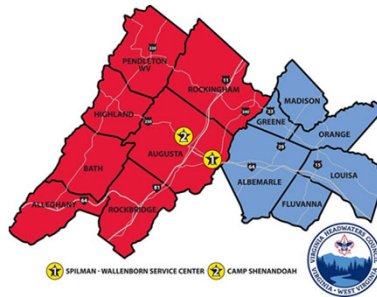
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Details and Logistics



- ~4500 square mile district with roughly 2 ½ hour drive time from corner to corner
- Seven counties and five independent cities in two states
- 14 Packs, 2+ Troops, 2 Crews
- Will recharter with the calendar year for 2024



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Roundtables



- First Wednesday of the month
- Meeting virtually each month
- Long term plans to have quarterly in-person Roundtables that will be more involved
- Encouraging units to have leaders Zoom in on the Roundtables together for discussions; maybe even different units gather together



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D istrict Com m ittee



- M eetings tentatively on third W ednesdays
- W ill be held virtually
- Looking to retain com m ittee m em bers from all the m erging districts to create a strong com m ittee
- Looking form ore w illing individuals in our com m unities to be a part of our district com m ittee

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Com m issioner Corps



- Looking to have (at least) four Assistant District Com m issioners
- Goal to have each Unit Com m issioner serve no m ore than three units
- W ill m eet virtually before Roundtable each m onth



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That's the Mountain Valley District



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District Leadership Nominations



District Chair



Dr. Lawrence Whitehurst

District Commissioner



Matt Phillippi

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Council Honors



Cindy Zollman

VP of Administration



2023

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Silver Beaver



Cindy Zollman

VP of Administration



2023

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Presentation and Vote



Steve Hammond

Council President



2023

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Introduce and Swear-In Newly Elected Members



Steve Hammond

Council President



2023

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2023 Schedule and Calendar



Steve Hammond

Council President



2023

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Recognizing Charter Organization Representatives



Steve Hammond

Council President



2023

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Assistant Scout Executive's Remarks



Sue Hart

ASE



2023

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President's Remarks



Steve Hammond

President



2023

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2023

Virginia Headwaters
Council, BSA



Executive
Board
Meeting

January 19, 2023

Thank you for your service2

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Virginia Headwaters Council, BSA
Executive Committee Meeting Minutes
December 6, 2022 – Zoom
Meeting – 7:00 PM

Presiding: Steve Hammond

Present: Pete Fenlon, Steve Hammond, John Taylor, Larry Mellinger, Anne Blair, Brian Walton, Cindy Zollman, Tracey Stakem, Jay fox, Matt Phillippi

Staff: Ian Lilien, Sue Hart

Call to Order: Steve called the meeting to order at 7:03 pm announced there was a quorum present. Brian Walton gave the invocation. Steve mentioned that this emergency meeting replace the standard executive meeting that would have taken place the third Thursday later this month.

Decisions and Actions:

1. Motion to approve the Board meeting minutes from November 2022. Motion was made by Steve Hammond and seconded by Larry Mellinger. There were no further questions or discussions. Motion was approved by all.
2. Motion to move forward to put the Council Office on the market to sell. Motion was made by Pete Fenlon and was seconded by Mike White. John Taylor commented that once there is an offer it be voted on by the committee and it was agreed. There were no further questions or discussions. Motion was approved by all.
3. Motion for the Council to designate the responsibility of the District Commissioner to serve as the Institutional Head for any Council Registered Unit located within their District's geographic territory. Motion was made by Mike White and seconded by Marc Monfalcone. John Taylor asked if there were defined roles for the Institutional Head and it was stated that they appoint the COR. The other question regarded the liability exposure which could include trailers. Mike commented that all units chartered by the unit are covered by the BSA's insurance. If the policy is increased substantially then units are asked to contribute towards that. There were no further questions or discussions. Motion was approved by all.
4. Motion to approve the new District name of Mountain Valley District. Motion was made by Matt Phillippi and seconded by Cindy Zollman. There were no further questions or discussions. Motion was approved by all.

Reports and Discussions:

1. Opening
 - Welcome
 - Invocation
2. Personnel Update was given by Steve Hammond and shared the following:
 - James Battaglia was terminated on Monday, December 5th with the support of the Territory Director Ian Lilien. Sue Hart will be doing most of the ground work with the Council as Assistant Scout Executive and Ian will act as the Council official Scout Executive from afar.
 - Scott Lancey's final day is December 7th and his official last day is December 31st, 2022. He will be using the remainder of his PTO for the rest of the month.
 - The Council is actively looking for two DE's for the new year.
3. Approval of Minutes from previous meeting.

- Steve Hammond made motion to approve.
4. FOS Dialing for Dollars Report was shared by Mike White:
 - Tom Greenwood and Cindy Zollman organized “Dialing Dollars” Campaign to call back previous donors and to collect unpaid pledges. It took place over two nights, November 20th and December 4th. Total gifts were \$13k. Many thanks to the Board members that participated.
 5. Jitasa Accounting Service was shared by Ian Lilien
 - Over 100 Councils are using Jitasa. There are different levels of service, but they become the accounting service for the Council. The basic level of service is probably around \$30-35 range of payment without benefits. Ian sent contact to Sue to set up a meeting between their sales manager, herself, Steve and Matt. The Council wouldn’t be able to start the program until onboarding has taken place which takes about a month, which would be February 1st, 2023.
 6. Council Office update was shared by Steve Hammond
 - We are looking to sell the Council Office and Sue has checked with a realtor on what it could be worth. The agent valued the property at an excess amount of \$300k. Jim Lansing has talked Ken Wallenborn about any objections to the sale of the office and there were none. There was no objection from the committee to move forward and sell the office.
 7. Institutional Head for Council Registered Units proposal shared by Mike White:
 - Due to primary to the recent memorandum of understanding between the BSA and the United Methodist Church, a registration option has been created for units to be registered as what has been termed as “Council Registered Units”. Under this method, the local Council serves as the charter organization for the unit. The unit is encouraged to sign a Facilities Use Agreement or other documentation with the local church for access to a meeting location.
 - All Council Registered Units are covered by BSA’s comprehensive general liability insurance policy which provides primary general liability coverage for registered volunteers Scouters with respect to claims arising out of official Scouting activities. For banking, the local Council should provide the Council Registered Unit with the Council tax ID number and permission to use the tax ID number to open a bank account in the name of the unit, which will be managed by the unit.
 - All Charter organizations are required to have an individual serve as Institutional Head and local Councils have been instructed to designate individuals(s) to serve as the Institutional Head for any Council Registered Units.
 8. December 15 Executive Committee Meeting
 - Committee agrees to not meet on the 15th due to the Emergency Meeting scheduled this evening.
 -
 9. Other Discussions
 - Matt Phillippi commented that the newly formed District has a name the “Mountain Valley District”. Matt will be serving as the new District’s Commissioner, but they are still looking for a District Chair.
 - Cindy reminded everyone about the Annual Business meeting in January.
 - Committee members commented that the initial draft for the budget looks promising and anticipates a better outlook by the Annual Business meeting.
 - Mike White asked that Sue connect with Michelle McCrone on the vote regarding the District Chairs as IH for units associated with the Council.

10. Closing Remarks:

- Assistant Scout Executive: Sue thanked everyone for their help and support during the past month.
- NST 12 Director: Ian commented that he looks forward to continuing to working with our Council on the issues at hand. Ian made mention that he put the Charter Organization resource guide in the chat.
- Council President: Thanked the committee for their support. Believes there are good ideas, and we are moving forward. There are still financial needs we need to address but we are fighting to stay an independent Council. It will be a long road, but we are incumbent to do it. Looking forward to see the Council doing good things in the new year.
- Meeting adjourned at 8:36 PM

Respectfully Submitted,

Sue Hart
Assistant Scout Executive

Signed: _____

Date: _____

Approved: _____
Steve Hammond, President

Date: _____

Unrestricted Budgeted Operations for Calendar Year

January 1, 2023 to December 31, 2023

| | 2022 | | 2023 |
|----------------------------------|----------------|----------------|----------------|
| | Budget | Actual* | Budget |
| Support and revenue | | | |
| Direct support: | | | |
| Friends of Scouting: | | | |
| FOS contributions | 125,000 | 92,341 | 110,000 |
| Provision uncoll FOS | (8,750) | (6,169) | (7,700) |
| Net Friends of Scouting | 116,250 | 86,173 | 102,300 |
| Project sales: | | | |
| Project sales contributions | 2,600 | - | - |
| Net project sales | 2,600 | - | - |
| Special events: | | | |
| Special event contributions | 197,000 | 122,155 | 149,500 |
| Spec event fees collected | - | - | 16,500 |
| Spec event cost direct benefit | (24,000) | (30,193) | (31,850) |
| Net special events | 173,000 | 91,963 | 134,150 |
| Legacies and bequests: | | | |
| Legacies and bequests contrib | 2,000 | 3,080 | 3,000 |
| Net legacies and bequests | 2,000 | 3,080 | 3,000 |
| Net foundations and trusts | - | - | - |
| Other direct: | | | |
| Other direct contributions | - | 2,000 | 7,500 |
| Net other direct contributions | - | 2,000 | 7,500 |
| Total direct support | 293,850 | 183,216 | 246,950 |
| Indirect support: | | | |
| Net associated organizations | - | - | - |
| United Way: | | | |
| United Way contributions | (4,000) | 65 | 2,000 |
| Net United Way | (4,000) | 65 | 2,000 |
| Net unassociated organizations | - | - | - |
| Net other indirect contributions | - | - | - |
| Government fees and grants: | | | |
| Government fees grants gross (A) | - | 100,000 | 7,500 |
| Government grants and fees | - | 100,000 | 7,500 |
| Total indirect support | (4,000) | 100,065 | 9,500 |
| Revenue: | | | |
| Sales of supplies - net: | | | |
| Sale of supplies gross | 90,200 | 79,670 | 25,000 |
| Sale of supplies cost of goods | (45,100) | (48,965) | (16,250) |
| Net sale of scouting supplies | 45,100 | 30,705 | 8,750 |
| Product sales: | | | |
| Product sales | 160,000 | 41,797 | 140,000 |
| Product sales cost of goods | (56,000) | (22,696) | (63,000) |
| Product sales unit commissions | (56,000) | (1,663) | (56,000) |
| Net product sales | 48,000 | 17,438 | 21,000 |

Unrestricted Budgeted Operations for Calendar Year

January 1, 2023 to December 31, 2023

| | 2022 | | 2023 |
|-----------------------------------|----------------|----------------|----------------|
| | Budget | Actual* | Budget |
| Investment: | | | |
| Investment income current | | | |
| Total investment income | 60,000 | 56,345 | 30,000 |
| Total realized invest gain/loss | - | - | - |
| Total unrealized invest gain/loss | - | - | - |
| Camping: | | | |
| Camp revenues | 325,650 | 311,927 | 492,550 |
| Camp trading post sales | 46,000 | 41,747 | 51,000 |
| Camp TP cost of goods sold | (22,000) | (22,036) | (28,050) |
| Camp refunds and discounts | (1,500) | (46,426) | (1,500) |
| Net camping revenue (B) | 348,150 | 285,211 | 514,000 |
| Activities: | | | |
| Activity revenues | 41,450 | 52,008 | 32,800 |
| Activity trading post sales | 3,500 | 3,061 | 500 |
| Activity TP cost of goods | (1,750) | (138) | (300) |
| Activity refunds and discounts | - | (1,290) | - |
| Net activity revenue | 43,900 | 53,641 | 33,000 |
| Other revenue (C, D) | 45,000 | 148,821 | 54,900 |
| Total revenue | 590,150 | 592,161 | 661,650 |
| Total support and revenue | 880,000 | 875,442 | 918,100 |
| Expenses | | | |
| Employee compensation: | | | |
| Salaries | 542,250 | 443,893 | 288,550 |
| Employee benefits | 110,256 | 95,964 | 80,135 |
| Payroll taxes | 43,795 | 39,946 | 34,500 |
| Employee related | 2,410 | 2,216 | 2,500 |
| Total employee compensation | 698,711 | 582,019 | 405,685 |
| Other Expenses: | | | |
| Professional fees | 59,638 | 56,641 | 99,000 |
| Program and other supplies | 145,350 | 122,885 | 201,750 |
| Telephone and communications | 15,300 | 13,272 | 8,800 |
| Postage and shipping | 5,110 | 3,575 | 5,300 |
| Occupancy | 35,340 | 33,284 | 27,800 |
| Rental and maintenance of equi | 14,385 | 15,951 | 13,000 |
| Publication and media | 10,145 | 8,038 | 7,650 |
| Travel | 40,092 | 37,140 | 32,900 |
| Conferences and meeting | 6,050 | (566) | 2,000 |
| Recognition and awards | 18,280 | 23,270 | 19,950 |
| Interest | 26,040 | 22,255 | 26,000 |
| Insurance | 25,404 | 20,730 | 20,000 |
| Other | 20,310 | 69,168 | 19,730 |

Unrestricted Budgeted Operations for Calendar Year

January 1, 2023 to December 31, 2023

| | 2022 | | 2023 |
|---|------------------|------------------|----------------|
| | Budget | Actual* | Budget |
| National charter and serv fees | 18,900 | 14,597 | 15,000 |
| Total other expenses | 440,344 | 440,240 | 498,880 |
| Total expenses | 1,139,055 | 1,022,259 | 904,565 |
| Surplus (deficit) UR revenue/expense | (259,055) | (146,817) | 13,535 |

* - Actual amounts are from the Statement of Operations for month ending 11/30/2022. The year end totals were not available at the time of this budget.

A - The \$100,00 was in a single grant provided to the council.

B - Camp Shenandoah held only three weeks of Scouts BSA camp in 2022 due to COVID. Camp is budgeted for four weeks of Scouts BSA, one week of Cub Scouts/Webelos, and one staff week.

C - Other Revenue includes the Council Program Fee. It was budgeted for \$45,000 in 2022 with \$38,889 received. Budget for 2023 with the increased amounts is \$54,900.

D - Other Revenue for 2022 includes a PPP loan forgiveness of \$107,932 that was an anomaly.



2023 Conflict of Interest Resolution

WHEREAS, the Board of Directors of the Virginia Headwaters Council, Boy Scouts of America has assembled in a meeting this January 19, 2023;

Be it resolved, that in accordance with the By Laws and Regulations of the Virginia Headwaters Council, Boy Scouts of America, that the following action is hereby approved by the Executive Board of the Virginia Headwaters Council, Boy Scouts of America:

RESOLVED, That it is the basic policy of the corporation that all executive board members or members of any committee thereof or officers or employees of the corporation have a duty to be free from the influence of any conflicting interest when they act on behalf of the corporation or represent it in negotiations or advise others in the corporation with respect to dealing with third parties. They are expected to deal with suppliers, customers, contractors, and others having dealings with the corporation on the sole basis of what is in the best interest of the corporation without favor or preference to third parties based on personal considerations. To this end the following rules shall be observed:

No member of the executive board or member of any committee thereof or officer or employee of the corporation shall accept from any person, directly or indirectly, whether by himself or herself or through his or her spouse or a member of his or her family or through any partner or business or professional associate, any gift, favor, service, employment or offer of employment or any other thing of value which he or she knows or has reason to believe is made or offered to him or her with the intent to influence him or her in the performance of his or her duties as a member of the executive board or member of any committee thereof or officer or employee of the corporation.

No member of the executive board or member of any committee thereof or officer or employee of the corporation who is a partner, officer, or employee of a partnership, firm, or corporation or who owns or controls more than 10 percent of the stock of such corporation, shall represent, appear for, or negotiate on behalf of the corporation in connection with the acquisition or sale by the corporation of any interest in real or tangible or intangible personal property to such partnership, firm, or corporation.

No member of the executive board or member of any committee thereof shall participate by discussion, voting, or by any other action taken by the executive board, or any committee thereof, in the enactment of or defeat of a motion which relates to any transaction with any party referred to in paragraph 2 above. In case any such matter is discussed at any meeting where any executive board or committee member who has such an interest is present, he or she shall promptly disclose his or her interest in the matter to be voted on to the chairman and/or president of the meeting. He or she shall not vote on the matter and at the discretion of the disinterested members present may be required to leave the meeting during the discussion and the voting on the matter.

Executive Board Member (Print Name)

Signature

Date



Current Authorized Purchase Card Holders for Virginia Headwaters Council, BSA:

| <u>Name</u> | <u>Amount</u> |
|----------------|---------------|
| Hart, Sue | \$10,000 |
| Hunter, Bill | \$5,000 |
| Michael, Terry | \$2,500 |
| Zollman, Cindy | \$2,500 |

Motion made on January 19, 2023 to approve the above purchase card holders by:

Approved (Council President)

Date



WHEREAS, the Board of Directors of the Virginia Headwaters Council, Boy Scouts of America has assembled in a meeting this January 19, 2023;

Be it resolved, that in accordance with the By Laws and Regulations of the Virginia Headwaters Council, Boy Scouts of America, that the following action is hereby approved by the Executive Board of the Virginia Headwaters Council, Boy Scouts of America effective January 19, 2023:

1. Authorized Check Signers:

The following individuals are authorized to sign checks for the Virginia Headwaters Council for the accounts at United Bank:

- Steve Hammond, Council President
- Mike White, Vice President of Operations
- Matt Phillippi, Council Treasurer
- Pete Fenlon, Past President
- Sue Hart, Assistant Scout Executive

2. Authorized Christmas Tree Sale Check Signers:

The following individuals are authorized to sign checks for the Virginia Headwaters Council for the account at United Bank used for the Christmas Tree Sale operating expenses:

- Steve Hammond, Council President
- Mike White, Vice President of Operations
- Matt Phillippi, Council Treasurer
- Pete Fenlon, Past President
- Ed Murphy, District Chair
- Sue Hart, Assistant Scout Executive

3. Authorized Blue Ridge Bank Check Signers:

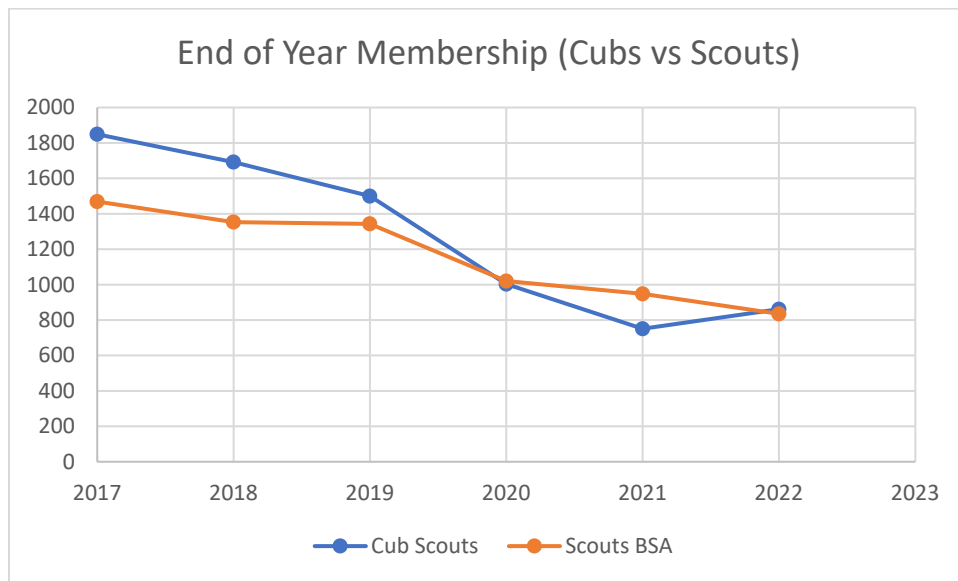
The following individuals are authorized to sign checks for the Virginia Headwaters Council for the account at Blue Ridge Bank to service our bank loan:

- Steve Hammond, Council President
- Mike White, Vice President of Operations
- Matt Phillippi, Council Treasurer
- Pete Fenlon, Past President

January Membership Report

Prepared by Brian Walton

Council membership at the end of 2022 was 1713 youth, which was just under the membership at the end of 2021 of 1738 youth. We are disappointed that the new enrollment the last two months slowed down as it had earlier looked like we would exceed the previous year. However, it is very good to see that Cub Scouting membership was up significantly compared to the previous year. In 2021, we ended with 751 Cub Scouts. At the end of 2022, we ended with 861, corresponding to growth by +14.6%. Scouts BSA fell from 948 to 835.



Moving forward this year, it will be important to see significant growth in Cub Scouting for another year as this is a foundation for long-term membership. To reach our council goals, we will need to see significant growth happening for Scouts BSA as well. In addition, there continues to be potential for growth in both Venturing (4 units, 17 members) and the Exploring LFL programs (0 units).

Demographic and Income Profile

Virginia Headwaters

Population

| Description | 2010 Census | Current Year Estimate | 5yr Projection | % Change Current - 5yr Projection |
|----------------------------|-------------|-----------------------|----------------|-----------------------------------|
| Total Population | 590,902 | 635,337 | 659,130 | +3.7 |
| Population per Square Mile | 85 | 91 | 94 | +3.8 |
| Total Households | 229,649 | 249,443 | 260,508 | +4.4 |

Urban/Rural Population

| Description | 2010 Count | % | Current Year Estimate | % | 5yr Projection | % | % Change Current - 5yr Projection |
|------------------|------------|------|-----------------------|------|----------------|------|-----------------------------------|
| Urban Population | 307,538 | 52.0 | 331,960 | 52.2 | 343,712 | 52.1 | +3.5 |
| - Urban > 50,000 | 215,754 | 36.5 | 234,655 | 36.9 | 243,260 | 36.9 | +3.7 |
| - Urban < 50,000 | 91,784 | 15.5 | 15 | 15.3 | 100,451 | 15.2 | +3.2 |
| Rural Population | 283,365 | 48.0 | 303,377 | 47.8 | 315,418 | 47.9 | +4.0 |

Population by Race/Ethnicity

| Description | 2010 Count | % | Current Year Estimate | % | 5yr Projection | % | % Change Current - 5yr Projection |
|-------------------|------------|------|-----------------------|------|----------------|------|-----------------------------------|
| African American | 51,393 | 8.7 | 56,063 | 8.8 | 60,413 | 9.2 | +7.8 |
| Asian | 11,530 | 2.0 | 15,571 | 2.5 | 17,760 | 2.7 | +14.1 |
| Caucasian | 487,721 | 82.5 | 507,508 | 79.9 | 515,691 | 78.2 | +1.6 |
| Hispanic/Latino | 27,729 | 4.7 | 39,476 | 6.2 | 45,253 | 6.9 | +14.6 |
| Native American | 1,171 | 0.2 | 1,622 | 0.3 | 1,702 | 0.3 | +4.9 |
| Pacific Islander | 213 | 0.0 | 336 | 0.1 | 353 | 0.1 | +5.1 |
| Some Other Race | 790 | 0.1 | 871 | 0.1 | 899 | 0.1 | +3.2 |
| Two or More Races | 10,356 | 1.8 | 13,889 | 2.2 | 17,058 | 2.6 | +22.8 |

Target Age Youth

| Program | Current Year | 5yr Projection | % Change Current - 5yr Projection |
|------------------|--------------|----------------|-----------------------------------|
| Cub Scout-age | 40,734 | 41,851 | +2.7 |
| Scouts BSA-age | 20,990 | 20,960 | -0.1 |
| Venturing-age | 20,760 | 20,846 | +0.4 |
| Target Age Youth | 82,484 | 83,657 | +1.4 |

Population by Age

| Description | 2010 Count | % | Current Year Estimate | % | 5yr Projection | % | % Change Current - 5yr Projection |
|-------------|------------|------|-----------------------|------|----------------|------|-----------------------------------|
| 0 to 4 | 33,070 | 5.6 | 33,485 | 5.3 | 34,064 | 5.2 | +1.7 |
| 5 to 14 | 67,892 | 11.5 | 68,598 | 10.8 | 69,792 | 10.6 | +1.7 |
| 15 to 19 | 45,872 | 7.8 | 44,844 | 7.1 | 44,551 | 6.8 | -0.7 |
| 20 to 29 | 90,609 | 15.3 | 91,864 | 14.5 | 93,226 | 14.1 | +1.5 |
| 30 to 44 | 104,966 | 17.8 | 112,547 | 17.7 | 119,167 | 18.1 | +5.9 |
| 45 to 64 | 159,011 | 26.9 | 161,797 | 25.5 | 155,751 | 23.6 | -3.7 |
| 65+ | 89,481 | 15.1 | 122,204 | 19.2 | 142,577 | 21.6 | +16.7 |
| Median Age | 39 | | 40 | | 41 | | +1.8 |

Educational Attainment

| Description | 2010 Count | % | Current Year Estimate | % | 5yr Projection | % | % Change Current - 5yr Projection |
|--------------------------------|------------|------|-----------------------|------|----------------|------|-----------------------------------|
| No High School Diploma | 64,575 | 16.5 | 56,501 | 12.9 | 58,082 | 12.7 | +2.8 |
| High School Diploma/Equivalent | 123,722 | 31.7 | 131,673 | 30.1 | 136,698 | 29.8 | +3.8 |
| Some College | 69,300 | 17.7 | 78,268 | 17.9 | 81,899 | 17.9 | +4.6 |
| Associates Degree | 21,340 | 5.5 | 27,524 | 6.3 | 29,061 | 6.3 | +5.6 |
| Bachelor's Degree | 65,484 | 16.8 | 80,307 | 18.3 | 84,743 | 18.5 | +5.5 |
| Post Graduate Degree | 46,059 | 11.8 | 63,832 | 14.6 | 68,025 | 14.8 | +6.6 |
| Population Age 25+ | 390,480 | | 438,105 | | 458,508 | | +4.7 |

Households by Income

| Description | 2010 Count \$ | % | Current Year Estimate \$ | % | 5yr Projection \$ | % | % Change Current - 5yr Projection |
|-------------------------|---------------|------|--------------------------|------|-------------------|------|-----------------------------------|
| \$0 - \$14,999 | 27,479 | 12.0 | 21,960 | 8.8 | 21,615 | 8.3 | -1.6 |
| \$15,000 - \$24,999 | 24,653 | 10.7 | 18,576 | 7.4 | 18,758 | 7.2 | +1.0 |
| \$25,000 - \$34,999 | 22,855 | 10.0 | 19,444 | 7.8 | 19,625 | 7.5 | +0.9 |
| \$35,000 - \$49,999 | 33,010 | 14.4 | 29,879 | 12.0 | 30,179 | 11.6 | +1.0 |
| \$50,000 - \$74,999 | 49,296 | 21.5 | 46,422 | 18.6 | 46,513 | 17.9 | +0.2 |
| \$75,000 - \$99,999 | 30,928 | 13.5 | 39,279 | 15.7 | 41,229 | 15.8 | +5.0 |
| \$100,000 - \$149,999 | 26,468 | 11.5 | 41,942 | 16.8 | 46,423 | 17.8 | +10.7 |
| \$150,000+ | 14,961 | 6.5 | 31,941 | 12.8 | 36,165 | 13.9 | +13.2 |
| Average HH Income | 70,389 | | 92,126 | | 96,488 | | +4.7 |
| Median HH Income | 53,255 | | 68,755 | | 71,555 | | +4.1 |
| Per Capita Income (pop) | 28,076 | | 36,855 | | 38,797 | | +5.3 |

Housing Units

| Description | 2010 Count | % | Current Year Estimate | % | 5yr Projection | % | % Change Current - 5yr Projection |
|------------------------------|------------|------|-----------------------|------|----------------|------|-----------------------------------|
| Total Occupied Units | 229,649 | 87.8 | 249,443 | 87.8 | 260,508 | 87.5 | +4.4 |
| - Owner Occupied/Mortgaged | 104,150 | 39.8 | 104,127 | 36.6 | 108,265 | 36.4 | +4.0 |
| - Owner Occupied/No Mortgage | 53,418 | 20.4 | 64,589 | 22.7 | 67,866 | 22.8 | +5.1 |
| - Renter Occupied | 72,081 | 27.6 | 80,727 | 28.4 | 84,378 | 28.4 | +4.5 |
| Vacant Units | 31,855 | 12.2 | 34,768 | 12.2 | 37,091 | 12.5 | +6.7 |
| Total Housing Units | 261,505 | | 284,211 | | 297,599 | | +4.7 |

Virginia Headwaters Council

Program Report 2022

This past year had us looking forward to a more “normal” year post COVID but unfortunately the pandemic still impacted the program in some ways. Some units were still finding ways to meet despite restrictions placed upon them. Council wide events were held with a lot of enthusiasm and participation.

We are continued to be blessed with many amazing Scouters in our Council. They have provided programs to all ages of scouts and scouters. It is a privilege to work with some amazing people who hold the scouting program close to their hearts. Watching the hundreds of scouts enjoying themselves at many of the events makes it all worth it.

The following report is an in depth look at the program and activities that were provided over the course of the year. I can safely say that program is alive and well in the Virginia Headwaters Council. Having a strong program will help to rebuild the Boy Scouts of America as it continues to emerge from the pandemic and bankruptcy.

The activities could not happen without the dedication of these amazing volunteers. They have spent countless hours making sure that program is alive and well in VAHC.

As the dust settles from all the recent changes, I am looking forward to another year of providing an excellent program for our Council. I am backed by many scouters who see the value of Scouting and wish to provide the best for our youth and adults.

Yours in Scouting,

Tracey G. Stakem
Vice President of Program
Virginia Headwaters Council

Youth Activities

Klondike Derby

The 2022 Klondike Derby was held the weekend of the 28-30 of January 2022.

Originally 8 activities (stations) were planned.

We had pre-register:

19 Units with 127 Scouts, 35 Leaders and 23 Patrols for a total of 152 attendees.

We had units from all 4 districts and one unit from out of council.

On the day of the event:

We had 11 Units with 59 Scouts, 29 Leaders and 11 Patrols for a total of 88 attendees.

We had units from 3 of the 4 districts, Massanutten, Southern, and Valley.

We ended up with 6 activities (stations), and one Troop ran two of them.

We had units from the 3 districts run the activities (stations).

The weather that kept a lot from coming out, made for a great Klondike Derby – SNOW.

We purchased Patches and Ribbons, I still need to hand them out.

I printed out the awards for the units.

Jene Phillips, Chair

Winter Swim

Winter Swim was held on February 22. Scouts were able to complete all water related activities.

Jay Fox

Aviation Day

Aviation Day returned to the Gordonsville Airport for the first time since 2020. It was bigger and better than ever. With over 180 scouts, 420 family members and numerous volunteers, the event hosted around 650 people. It was a perfect weather day and everyone had a fantastic time. Many thanks to Daman Irby and his committee for a spectacular event.

Massanutten Day Camp

The 2022 Massanutten Day Camp was held at Massanutten Presbyterian Church in June. It was 4 day Cub day camp that hosted 37 Cub Scouts. About 20 volunteers ran an incredible program. The theme was the Wild West. Each rank was about to earn 2 belt loops.

Tirzah Mashue

Monticello Day Camp - Galaxy Wars

The 2022 Monticello Day Camp ran during its traditional time (the week after Fathersday) with a lower than typical attendance of 70, with 21 of those scouts attending for Monday and Tuesday only. Careful attention to the budget and changes to program stations allowed the camp to have an income that exceeded expenses despite the smaller size. Volunteer support continued to be a driver of our challenges. This was my 5th year in the Program Director Position, and it was our hardest year in recruiting staff for shooting sports and den walkers. We had several Scouts BSA junior staff that offset our adult volunteer decline. Chris Greene Lake has been a wonderful location for the camp for decades; however, with recent changes in ownership of the area we use for shooting sports, the location is becoming less ideal. The development of a Resident Cub Camp at Camp Shenandoah is a positive move for the council. The Monticello Day Camp team looks forward to supporting that program this year.

Kyle Enfield
Program Director

Camp Shenandoah

Report will be given by camping committee.

Apple Harvest

2022 Apple Harvest, which was held October 7-9, was very successful. Held at Camp Shenandoah for the 2nd year, it had record attendance with over 800 for both Scouts and Cub Scouts. The theme was "Galaxy Wars" with a very exciting and engaging troop competition. The Trading Post reported great sales as well as lunch sales out of the kitchen. The patrol gateway competition held on the parade grounds provided an awesome opportunity to fellowship. The event was very well supported by many volunteers and staff organizers. Next year's theme will be "Highland Games" and planning is already underway for another great event in 2023.

Melissa Watts

The Randy Seelye 5K

The Apple Harvest 5K was rebranded this year in honor of Randy Seelye and continues to be one of the largest youth 5Ks in the region. The move to Camp Shenandoah has reduced participation from the community but has allowed for a stable course that reduces volunteer prep time. In looking toward the future, there was a call from the community for both in-person and virtual options to continue to support this race. I have identified ways to do that for the 2023 Apple Harvest. In addition, to further improve the race, we will transition to a platform called WebScorer which will reduce challenges around scoring. I also plan to use labels and a printer to reduce the time needed to prep bibs for troops next year.

Kyle Enfield

Adult Activities

Commissioner College was scheduled for February 12 but ended being postponed.

NRA Rifle and Shotgun Training March 5th and 6th

March 18 th – 20th Wilderness First Aid 18 completed and CPR and AED training 13 completed.

April 1st and 2nd IOLS, BALOO, and LNT Training. 12 completed IOLS, 6 Completed BALOO, LNT was rescheduled to May 13th – 15th.

May 13th – 15th BSA Certified Angler class and LNT Trainer training. BSA Certified Angler Class canceled due to lack of Registrations and LNT Trainer training postponed to October 28th – 30th.

Summer Camp trainings

BALOO 06/24/22 12 Completed

IOLS 06/30/22 18 Completed

Safe Swim Defense 06/30/22 15 Completed

IOLS 07/07/22 4 Completed

Safe Swim Defense 07/07/22 3 Completed

IOLS 07/14/22 9 Completed

Safe Swim Defense 07/12/22 12 Completed

September 24 th and 25 th BALOO and IOLS Training at Southern Revere Cellars.

IOLS was canceled for lack of instructors and 9 Completed BALOO.

October 28th – 30th LNT Trainer Training was canceled for lack of registrations.

December 3 rd and 4 th Muzzle Loading Class.

Dan Dreelin

Virginia Headwaters Camping Committee Annual Report 2022 – 2023

This past year the summer camp program at Camp Shenandoah has experienced both successes and challenges. Although preparations for the 2022 summer sessions were well planned and camp staffing was adequate (excepting the Waterfront and Dining Hall), we faced serious issues with dining hall services due to lack of securing the efforts of a cook until the last minute (a reoccurring theme) who even then would only work part time. The pandemic was to a certain extent waning but some restrictions were in place going into the summer. The summer sessions were opened with Webelos Resident Camp, led by Ms. Tracey Strakem, which was a success. Weeks 1 and 2 were well subscribed and other than several incidents of covid detected in the staff, from a medical point of view everything was good. Participant evaluations were very good, but not outstanding. There were some issues associated with food service and staff that were noted for improvement.

Week 3 opened with additional staff outages due to covid and a general sense of anxiety among the staff regarding their safety. Further there were other staffing issues which contributed to a poor staff morale. A few cases of camper covid were also identified and by Thursday the camp administration determined to close camp as of Friday noon. Given these factors, primarily lack of staffing and concerns regarding covid, Week 4 of camp was canceled. This significantly impacted the camp revenue for the summer sessions.

Following considerable review and restructuring, the Camp Committee has made a number of changes to its policies and operations. Also, in order to more appropriately reflect the increasing costs for camp operations significant fee increases were established for 2023 with the hope of attracting better staff and providing a more satisfying dining experience for the campers. To lead this, we have hired Mr. Pete Echols, a local school teacher, long time staff member and former Lodge Chief as our Camp Director for 2023. Also, Mr. Jim Echols, long time scoutmaster and former Lodge Advisor will serve as Commissioner. Active staff recruitment is ongoing. We are near to contracting a food service company to provide meals in the dining hall, circumventing some staffing requirements and hopefully enhancing the food quality.

A Cub Resident Camp will be added this year along with the Webelos Camp and we will have a 4 week summer BSA Resident Camp. While some economies have been taken, salaries for staff and materials for program will be increased to enhance the camper experience.

At present we have 22 units signed up for camp with a target of a total of ~1,100 participants this summer. If actualized the camp should yield a strong net profit.

We are tentatively optimistic for Summer 23 at Camp Shenandoah.

Respectfully Submitted,

Jay Fox, VAHC VP Camping

VAHC DEI Committee meeting report

12/11/2022 7-8pm

Present: Anne Blair, Stephan Brown, Renee Brown

1. Committee members and meeting format
 - a. Meetings will continue monthly heading into 2023, and will be switched to Wednesdays to accommodate Browns' pack schedules.
 - b. Members in 2023- those present, and potentially Adam Sowers if he is able to join in with meetings going forward on Wednesdays. Post meeting Preston Campbell also expressed interest in continuing with the committee. Kayla Capps may also join in future meetings as she is able.
 - c. **Next meeting will be on Wednesday January 11, 2023 7 to 8pm.**
2. What we have accomplished
 - a. Council DEI Patch & requirements- Stephan would like to see the patch relaunched in the new year to bring attention to it for new Scouts and Scouters.
 - b. Supporting non-binary & transgender youth in Scouting guidelines- we will be taking this document to the January NST 12 conference so that others can see what we have put together.
 - c. A Scout is Thrifty document to decrease financial barriers to Scouting.
 - d. Rolled out Citizenship in Society merit badge
 - e. Increased community presence at two Pride events in Cville and Staunton
3. What is left to do
 - a. Growing Scouting through DEI Conference- January conference in Owing Mills, MD on January 28th. Stephan and Anne will be attending. Anne will be hosting one class on how to engage board members in the work of DEI. We will bring copies of the various documents above to share with other councils.
 - b. Neurodiversity subcommittee- Given that only Anne and the Browns were at this month's meeting at this time, we can focus our efforts in this new year on issues of neurodiversity. If other folks join our committee in the future, we can incorporate and/or pivot to the initiatives that they are passionate to work on.
 - c. Council DEI website page update and maintenance- Committee will make this a priority in 2023 to gain the skills necessary to update and maintain the site so that it can house the work that we have done the last two years and can be an accessible resource for anyone. Anne will hit up Tentaroo to sign up for training on how to update and change content on DEI website. We have permission from Sue to hit them up for training on it.

d. Monticello District Scouting Showcase on January 5- Renee will ask Tracey Stakem about getting a table at the showcase so that we can highlight our work. Anne will bring the resources that she still have from previous events. Renee will also work on a tri fold that can highlight our work. It can also be an opportunity to relaunch our Council DEI patch so that more people know about it.

e. Increasing Scouts and Scouters of color in the Council- this is an important priority but steady progress in this area remains elusive at the Council/committee level. Jim Echols remains committed to the work of cultivating trust and relationships with potential charter organizations and community members in Staunton towards this end.

Virginia Headwaters Council Proposed Officers and Members for 2023



Council Officers - Executive Committee

| <i>Name</i> | <i>Position</i> |
|---------------------------|------------------------|
| Audrey Storm | VP Membership |
| Roger Burke | Council Commissioner |
| Pete Fenlon Jr. | Past President |
| Jay W. Fox | VP Resident Camping |
| Steve Hammond | Council President |
| Matt Phillippi | Council Treasurer |
| Marc Monfalcone | VP Advancement |
| Robert Moore | VP Properties |
| Tracey Stakem | VP Program |
| Larry Mellinger | VP Endowment |
| John R. Taylor III | EVP Strategic Planning |
| Ken Young | VP Finance |
| Mike White | EVP Operations |
| Cindy Zollman | VP Administration |

Executive Board Members

| | | |
|-----------------|--------------------|---------------------|
| Ben Annan | Raymond Ezell | Badwin Locher |
| Anne Blair | Aasgeir Gangsaas | Michelle McCrone |
| Ray Collins | Catherine Gangsaas | Richard Miller |
| Jamie Craig | Thomas Greenwood | Edward Murphy |
| Daniel Dreelin | Elizabeth Harman | David Price |
| David Earman | R. C. Hartman | Kent Schlusell |
| R. James Echols | Linda Hershey | J. Adam Sowers |
| Alvin Edwards | Michael Jackson | Malon Updike |
| Shane Eppard | John Lindgren | Lawrence Whitehurst |

Council Members-at-large

| | | | | |
|-------------------------|----------------------|----------------------|---------------------|-------------------|
| Derek Almarode | William Eckard | Nicholas King | David Richardson | Charles White |
| Lowell Badgley | Larry Edmunds | John Klapmust, Jr. | Paul Rogers | Richard Wilkinson |
| Dewey Baker | Donald Enslen | Bryan Kriel | Keith Sandum | William Wolfe |
| James Baker, Jr. | L. Kim Fauber | Kathlene Littlefield | Jennifer Scheer | Robert Young |
| Cedrick Broadhurst, St. | Christopher Fisher | Craig Mazuranic | Michael Schill | |
| Randall Campbell | Marcus Grimes | Ward McLaughlin, Jr. | Hubert Shaffer, Jr. | |
| Samuel Clem | Timothy Grove | Tammy Meeks | Jeff Simmers | |
| Marc Columbus | Dawn Harvey | Gail Megahan | Teresa Stewart | |
| John Crigler | William Harvill, Jr. | John Nicolay | Ray Stiehl III | |
| Kemper Dadisman | Mark Herndon | David Nordbrock | Robert Sullivan | |
| Richard Downer | John Higginbotham | Jeffrey Obenschain | Kajsa Svarfvar | |
| David Driver | Dennis Holmberg | Jane Pace | margaret Taylor | |
| James Driver | Bryon Husley | Gregory Palmer | Jason Tetterton | |
| Patrick Drury | Kelly Kaufman | Blanton Parrish | Kenneth Waters | |
| Daniel Duff | Jennifer Kearney | Christina Pearman | Lisa Welton | |

The Advisory Board

| | | | | |
|----------------------|--------------------------|--------------------|--------------------|--------------------|
| William Albrecht Jr. | Taliaferro Dickerson III | Dennis Hughes | Erin O'Connell | Kathleen Swarthout |
| Joseph Amend | Frank Earle IV | Thomas Jorgenson | Andrew Pullen | Harold Tate |
| Dr. Michael Barrett | Charles Fretwell | James Kaeli | Joseph Reisinger | Beverly Thompson |
| George Brooke | Sherwood Frey, Jr. | John Knapp | Linwood Rose | Lowrie Tucker |
| Robert Brooks | Brady Genz | Myrtle Lambert | Gordon Rutland Jr. | White Wallenborn |
| Dr. Robert Bruner | Samuel Good | James Lansing | Samuel Saunders | Thomas Weidner IV |
| Sonja Carrick | Mark Graham | Rose McGroarty | Chad Schnell | Edward Zimmer |
| Raymond Collins | Robert Grant | Doug Marechal | Carl Schwaner | |
| Adam Colson | Jared Harris | John Mitchell | Michael Sexton | |
| Hunter Craig | Richard C. Hartman | Julian Moffett Sr. | Herry Sheffer | |
| George Damewood IV | Bradley Haws | Julian Moffett Jr. | John Stalfort | |
| David Deering | Terrill Hope | Raymond Nelling | Charles Stamm | |

National Council Representatives

| | |
|---------------|-------------|
| Steve Hammond | Roger Burke |
|---------------|-------------|

EXECUTIVE COMMITTEE MEETING Committee Members Only

EXECUTIVE BOARD MEETING Committee, Board, Members at Large, & Advisory

| January 2023 | | | | | | |
|--------------|----|----|----|----|----|----|
| S | M | T | W | T | F | S |
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| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |
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| February 2023 | | | | | | |
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| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | | | | |
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| March 2023 | | | | | | |
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| April 2023 | | | | | | |
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| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | | | | | | |

| May 2023 | | | | | | |
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| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | | | |
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| June 2023 | | | | | | |
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| 25 | 26 | 27 | 28 | 29 | | |
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| July 2023 | | | | | | |
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| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | 31 | | | | | |

| August 2023 | | | | | | |
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| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | 31 | | |
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| September 2023 | | | | | | |
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| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
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| October 2023 | | | | | | |
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| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |
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| November 2023 | | | | | | |
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| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | | |
| | | | | | | |

| December 2023 | | | | | | |
|---------------|----|----|----|----|----|----|
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| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | | | | | | |

- Full Board Meeting
- Executive Committee Meeting
- Annual Board Meeting

NO AUGUST MEETING



Please note that the calendar is subject to change.