

# EXECUTIVE BOARD

LEADERSHIP GUIDE 2023



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

[VAHCBSA.ORG](http://VAHCBSA.ORG)



## VIRGINIA HEADWATERS COUNCIL

Our Council is home to the **spring-waters** of all 4 of the great rivers of Virginia and NE West Virginia that enter the sea directly out of Virginia.

The James, York, Rappahannock, and Potomac Rivers all rise in our beloved council territory. No other place on earth is home to these headwaters.



## VIRGINIA HEADWATERS COUNCIL Boy Scouts of America



### *Executive Board Members*

*Welcome to our Annual Business Meeting. That sounds so boring, doesn't it? And we know that Scouting is anything, but boring. However, there is a business side of Scouting that requires our attention. Why do we do it? We don't get paid. It's not fun. We get no special recognition or fame. We don't get any fun trips unless we pay for them ourselves. We are the object of moans and groans by many of our unit level Scouters. Many times, I have thought, I would much rather be sitting around a campfire laughing at corny skits than reviewing a budget and worrying over cash flow. Why are we on the Board?*

### *Why do we do it?*

*One day at a camporee, Order of the Arrow function, or Camp Shenandoah will answer the question. We do it because we believe. We believe that Scouting is the best youth development program available in the World today. We believe it builds better citizens and the leaders of tomorrow. We believe that the level of youth character development and leadership training can only be had in the Scouting program. We believe it is worth preserving and perpetuating. We believe in Scouting.*

*Scouting is navigating perilous times. Our Council is doing the same. You should know that we are not alone. There are many Scout councils encountering the same challenges. We have already experienced some obstacles and challenges. I expect there will be more in the future. It is times like the present, that require Board members to be strong and share that strength with our council. With all our*

*collective might we will fight for this council and its future. We will do all we can to preserve our Scouting units, our Camp, our Lodge, and our traditions. These things we hold sacred. Why will we do it?*

*We do it because we believe.*

*As we face the new year, it is important that you all know how valuable you are to the Scouting program. Without you, the work you do, and the money that you contribute there would be no Scouting in our area. Your service counts. Your contributions count. Our charge and duty is to insure that Scouting continues in our council area. On my honor, we will do so. Why? We believe.*

*Thank you for all you do.*



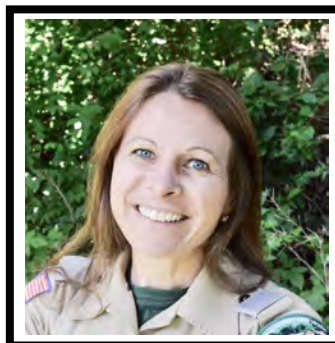
Steve Hammond  
Council President



Roger Burke  
Council Commissioner



Sue Hart  
Asst. Scout Executive



**TO ALL VAHC EXECUTIVE COMMITTEE MEMBERS, BOARD MEMBERS AND MEMBERS-AT-LARGE:**

All members are required to take "Youth Protection Training" which can be found on line at [www.scouting.org](http://www.scouting.org). Although the completed certificate will show that it is good for two years, VAHC passed a resolution that all Scouters/Members of the Board take YPT every year. Please print your Certificate of Completion and make sure it is added to your training records.



# VAHC Operations Team

## 2023 Objectives & Expectations

### **VP of ENDOWMENT: Larry Mellinger**

- Provide leadership to council debt refinance
- Determine plan to move the Endowment Fund back to BSAAM

### **VP of FINANCE: Ken Young**

- Ensure council achieves 2023 fundraising goals
- Provide support, perspective, and insight on council debt refinance
- Help evaluate offers on Council Office

### **Board FOS Captain: Tom Greenwood**

- Achieve 100% FOS pledges from Executive Board
  - Kickoff at Annual Meeting
  - Follow-up with any Board member not at Annual Meeting
- Organize Board FOS calling campaign, if needed

### **PNP Chair: Shane Eppard**

- Achieve 2023 PNP Goal of \$140,000
- Take full ownership of PNP for 2023
- Conduct 360° review of council PNP approach
  - Review vendors to confirm we're getting the best deal
  - Get perspective from units with high volume sales
  - Fix prize issue and make sure it does not happen again
- Build PNP committee to establish bench depth

### **Special Events Chair: Cindy Zollman**

- Achieve 2023 Specials Events Goal of \$171,500
- Annual Meeting Board sign-ups for 2023 Special Events
  - Board Members attend FOS Luncheon + Staff or attend at least 1 more
  - Send Board Members a calendar invite so they hold the date
- Nail down Auction location + Casino Night date & location

- Council website updated with 2023 Special Events details including flyers for all Special Events
- Build Special Events committee to establish bench depth

### **VP of PROGRAM: Tracey Stakem**

- Deliver on Cub/Webelos summer camp week
- Event that showcases fun and adventure of Scouting to help drive Membership held in public setting and make recommendation by June Executive Committee mtg.
- Ensure financial controls are in place for all events under Program
- Lead 2024 calendar planning meeting during Q3

### **ORDER OF THE ARROW: Lodge Chief Ben Annan & Lodge Adviser John Lindegren**

- Consider making an FOS gift of at least \$3,000
- Assist and support Properties Committee with:
  - Camp Shenandoah
  - Council Office
  - Timber Harvest impact

### **VP of PROPERTIES: Rob Moore**

- Establish maintenance mind-set for Camp Shenandoah
- Council Office move
- Timber Harvest at Camp Shenandoah
- Lead review of Camp Shenandoah Group Use Policy and make recommendation by April Executive Committee meeting

### **Risk Management Chair: Ray Collins**

- Comprehensive review of council insurance coverage (by April Executive Committee meeting)
  - Extra D&O cover: do we still need it?
  - Impact of Council Office sale and staff reductions?
  - Goal: proper level of coverage + save money if possible
- Review coverage for outside groups using

- Camp Shenandoah and determine if any adjustments should be made
- Assist with Camp Shenandoah Group Use Policy Review

VP of RESIDENT CAMPING: Jay Fox

- Deliver on 4 weeks of summer camp
- Rightsize volunteer expectations of Professionals
- Assist with Camp Shenandoah Group Use Policy Review

## 2023 Council Fundraising Goals

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

<b>POPCORN &amp; PEANUTS:</b>	<b><u>2023 GOAL</u></b>	<b><u>RESPONSIBLE</u></b>
<b>TOTAL:</b>	<b>\$140,000</b>	Shane Eppard

<b>SPECIAL EVENTS:</b>	<b><u>2023 GOAL</u></b>	<b><u>VOLUNTEER LEAD</u></b>	<b><u>DATE</u></b>
FOS Luncheon	\$85,000	Ed Murphy	03/28/23
Covington Golf Tournament	\$9,000	Cindy Zollman	04/29/23
Clay Shoot	\$19,000	Cindy Zollman	05/12/23
Lexington Golf Tournament	\$20,000	Cindy Zollman	09/18/23
Fall Auction	\$23,000	Cindy Zollman	11/03/23
Casino Night	\$15,500	Josh Calderon	Fall
<b>TOTAL:</b>	<b>\$171,500</b>		

**Unrestricted Budgeted Operations for Calendar Year  
January 1, 2023 to December 31, 2023**

	2022		2023
	Budget	Actual*	Budget
<b>Support and revenue</b>			
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
<b>Total direct support</b>	<b>293,850</b>	<b>183,216</b>	<b>246,950</b>
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
<b>Total indirect support</b>	<b>(4,000)</b>	<b>100,065</b>	<b>9,500</b>
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>(B)</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 <b>(C, D)</b>	45,000	148,821	54,900
<b>Total revenue</b>	<b>590,150</b>	<b>592,161</b>	<b>661,650</b>
<b>Total support and revenue</b>	<b>880,000</b>	<b>875,442</b>	<b>918,100</b>
<b>Expenses</b>			
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 equipment	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
<b>Total expenses</b>	<b>1,139,055</b>	<b>1,022,259</b>	<b>904,565</b>
<b>Surplus (deficit) UR revenue/expense</b>	<b>(259,055)</b>	<b>(146,817)</b>	<b>13,535</b>

\* - 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.





# **VIRGINIA HEADWATERS COUNCIL, BSA**

## **Executive Board**

### **Position Descriptions**



**Overview** — The Virginia Headwaters Council has a robust cadre of Executive Board and Executive Committee members. These members are either part of a committee or part of the membership at large, all designed to deliver the mission of the Boy Scouts of America. The following pages help illustrate the myriad committees and responsibilities of our Board of Directors. It is important to understand that all Boy Scout Councils are different and have different committees to further our mission. Pursuant to our bylaws, we are to have no less than 25 and no more than 50 Executive Board Members.

**BSA Mission Statement** — The mission of the Boy Scouts of America is 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.

**VAHC Mission Statement** — The mission of the Virginia Headwaters Council is to deliver an excellent and fun Scouting experience to the whole of our local community using a classic, nature-connected program, reflective of our unique environment and based on Scouting's timeless values.

#### **Board of Director Definitions —**

**Executive Board Member** — Responsible to the Council President to achieve the council's purpose of guiding and supporting districts in their mission of working with community organizations chartered by the Boy Scouts of America to deliver a quality program to their membership. The Executive Board Member is a voting member of the VAHC Board.

**Member-at-Large** — Individual is selected because of their standing in the community and their interest in Scouting. Member-at-large should reflect the various business, labor, civic, educational, religious, cultural, and ethnic interests of the council territory. A member-at-large is a voting member of the VAHC Board.

**Advisory Board Member** — Lead by the EVP of Operations to be in an advisory role to the Council. Members are people who are unable to devote time to Scouting on a regular basis but may serve the Council on special assignment or as a consultant in a specific area. Members attend executive board meetings as available, but do not have a vote.

## Executive Committee —

**Board President** — The BSA describes the role of Council President as follows:

“The president is the top volunteer of the council and the primary volunteer leader of the organization, promoting and extending a program for boys and young men and women over the geographical territory of the council. As president, ensure that the executive board fulfills its responsibilities for the governance of the council. Be a partner to the Scout executive, helping him or her achieve the mission of the council.”

### Inside Focus

- ⇒ President (Chairman) of the VAHC Executive Board— Chairs Executive Board and Executive Committee meetings
  - Ensures regular meeting schedule
  - Ensures regular attendance (quorums)
  - Ensures orderly process and reporting
  - Ensures dutiful governance
  - Reviews work of VAHC officers
  - Ensures VAHC has a healthy committee structure and appointments
- ⇒ Key Three Member
  - Partners with Scout Executive and Council Commissioner in service as executive team focused on refinement and execution of VAHC Mission
  - Supports Scout Executive to promote and enforce safe facilities and programming, especially in the context of youth safety
  - Advises and supports Scout Executive
  - Promotes healthy communication and interaction between VAHC volunteers and professionals
- ⇒ Strategic Direction
  - Working with Key Three and Executive Board, ensures development and evolution of strategic planning in keeping with VAHC Vision and Mission
  - Helps set, and fosters execution of, VAHC’s strategic goals
  - Fosters effective VAHC branding
- ⇒ Professional Team Staffing
  - Guides and ensures effective recruiting, nomination, and selection of Scout Executive
  - Supports Scout Executive with effective recruiting and selection of other professional staff
- ⇒ Professional Team Oversight
  - Reviews and approves professional team staff and salaries
  - Reviews and approves Scout Executive’s credit card and expense reports

### Outside Focus

- ⇒ Representation
  - VAHC Representative to BSA National Board
  - VAHC Representative to National Service Territory 12 Presidents’ Group
  - Supports Scout Executive to represent VAHC within broader community

⇒ Fund Raising

- Promotes and nurtures VAHC FOS campaigns
- Promotes and nurtures VAHC capital campaigns
- Promotes and/or engages in other specific VAHC fund raising initiatives

⇒ Recruiting

- Promotes and facilitates recruiting of VAHC officers
- Promotes and facilitates recruiting of VAHC Executive Board members
- Supports Scout Executive to represent VAHC within broader community

**Council Commissioner** — Responsible to the Council President, the Council Commissioner serves as part of our Key 3 and a steward of unit service of the Council by guiding and directing district commissioners and their staffs. The Commissioner ensures that districts recruit commissioners to the end of having a 1-to-3 ratio of active commissioners to units. He/she provides direction to program, training, and other support functions as to needs of units to ensure quality programs.

**Council Treasurer** — Responsible to the Council President and, through methods of internal control: for the recording and deposit of all receipts of the corporation, for the proper disbursement of its cash, and accounting for all property of the corporation (whether real or personal, tangible or intangible, however acquired). Presents annually to the Executive Board a statement of all income and expenses during the prior year, together with a statement of all assets, liabilities, and fund balances of the corporation as of the end of the year, these statements first having been duly audited and certified in accordance with generally accepted auditing standards by certified public accountants or other recognized independent public accountants approved by the Executive Board or Executive Committee. A copy of such audited annual statements shall be kept available at the office of the corporation for inspection by members of the corporation, and a copy shall be filed with the national office of the Boy Scouts of America. The Treasurer shall also present interim period reports as required by the Executive Board.

**Past President** – Advises the Council President and manages select special projects.

**Executive Vice President of Strategy** — The EVP of Strategy shall, whenever necessary and possible, serve as acting council president and shall be responsible to the Council President for the design, implementation and management of the council's short term and long range strategic/business plan.



**Executive Vice President of Operations** — The EVP of Operations shall be responsible to the Council President serving as chairman of the Advisory Board, and will direct District Chairs to run the program of Scouting in their given geographic district. This position will also be responsible to ensure strategic plan, public relations, property development and maintenance, risk management/council insurance (health and safety) and training.

**Vice President of Administration** — Responsible to the Executive Vice President of Strategy for recruiting and building an organization of volunteers to oversee the successful administration of the following: nominating committee, personnel/compensation and benefits. Also oversees Silver Beaver committee. This position will be responsible for the Council annual recognition dinner and annual business meeting. The Council Historian and Council Training Chair will report to the Vice President of Administration.

**Vice President of Advancement** — Responsible to the Executive Vice President of Strategy for advancement and recognition. Recruit, train/orient, inspire, and motivate volunteers to carry out the committee functions through chairs in each district for Cub Scout, Scouts BSA, and Venturing advancement.

**Vice President of Endowment** — Responsible to the Executive Vice President of Operations for building an organization capable of executing the council's overall finance plan in support of the strategic plan by overseeing and insuring the Council's fiscal capacity to provide a quality program for young people.

**Vice President of Finance** — Responsible to the Executive Vice President of Operations for building an organization capable of executing the Council's overall development plan in support of the strategic plan by raising the required operating funds to meet the annual council budget, capital funds for land and facilities to provide a quality program for young people, and endowment gifts to augment the council's trust fund.



**Vice President of Membership** — Responsible to the Executive Vice President of Strategy to recruit and build a volunteer committee structure to ensure steady, balanced, membership growth throughout the Council, paying attention to areas of special need, while maintaining mutually beneficial relationships with chartered organizations and other community and youth-serving groups within the council's territory. Reporting to this position will be the membership chairs for (1) Cub Scouting and (2) Scout BSA.

**Vice President of Program** — Responsible to the Executive Vice President of Operations for recruiting and building an organization of volunteers to strengthen and enrich unit program by overseeing the program function, coordinating with District Activities Chairs, and supporting the work of the district program volunteers. Recruit, train/orient, inspire, and motivate volunteers to carry out the committee functions through chairs for Cub Scout day camps, Cub Fun Day, coordination of programming to District Camporees, Klondikes, Scouting Adventures. Also oversees council high adventure treks, national and world jamboree, Wood Badge and NYLT. Also reporting to the Vice President of Program is the Order of the Arrow Advisor and Lodge Chief.

**Vice President of Properties** — Responsible to the Executive Vice President of Operations for the care and maintenance of all the Council's real and tangible properties within the limits of the Council's annual operating and capital budgets. The Council's properties collectively represent the single largest asset of the corporation, and stewardship and diligence must be exercised to build and maintain the properties for the Scouts of today and tomorrow.

**Vice President of Resident Camping** — Responsible to the Executive Vice President of Operations to ensure every youth a quality program of outdoor camping, preferably at our council's camp, and high adventures to ensure their continued interest.





# SCOUTS BSA Summer Camp!



Week 1: June 25—July 1

Week 2: July 2—July 8

Week 3: July 9—July 15

Week 4: July 16—July 22



Camp Director - Pete Echols  
CampShenandoahDirector@gmail.com

## Rates & Dates:

### Scouts

Before April 1: \$420

After April 1: \$445

Provisional: \$445

### Adult Leaders

Before April 1: \$150

After April 1: \$175

Half Week Leader: \$ 95



facebook.com/campshenandoah



## **VIRGINIA HEADWATERS COUNCIL**

### **Committees of the Executive Board**

The following committees are board member led and are critical to the operation of the Council. These committees are led by a Chairperson and may contain members that are not on the Executive Board. Committee members vary from 4-10 per committee.

**Activities Committee** — Responsible to the Vice President of Program for running fun, exciting, safe program for units. Promote the organization and implementation of service projects as a way to educate Scouts and make them aware of their obligation as Scouts to help others. Develop activities for use at the unit, district, council levels, and any new activities as the committee deem prudent. Activities could include: Annual Webelos Activity, Scout Shows, An Anniversary Celebration, Fitness and Safety Programs, Summertime Programs, Skills Meet, Where-to-go and What-to-do Pamphlet, Camporees, Athletic Events

**Advancement Committee** — Responsible to the Vice President of Advancement for promoting the advancement plan to units, providing training in the advancement plan to district personnel, and providing meaningful reports on advancement.

**Audit Committee** — Responsible to the Council President, they have an understanding of generally accepted accounting principles, generally accepted auditing standards, and financial statements, and the ability to assess the general application of such principles and standards.

**Conservation Committee** — Responsible to the Vice President of Properties, this committee works to ensure that the natural resources of the camp and all Council owned properties are maintained in the manner consistent with local, state and federal regulations as they pertain to land management uses, environmental impact, wildlife management and control.

**District Chair** — As directed by the Executive Board of the Council, responsible to the Council President or the Executive Vice President of Operations to run the program of Scouting in their given geographic district.

**Diversity Committees** — Responsible to the Vice President of Membership these committees work to ensure that our Board, staff and volunteer staffs are representative of the communities we serve. Also this committee ensures we are serving the at-risk communities throughout our council by working with and through the membership committee as well as the commissioner staff.

**Finance Subcommittees** — Responsible to the Vice President of Finance, these committees include annual campaign Friends of Scouting, special event/dinner fundraising events, compensation and benefits, the popcorn and peanut sale, endowment committee, auction committee and other committees as appointed by the board as needed.

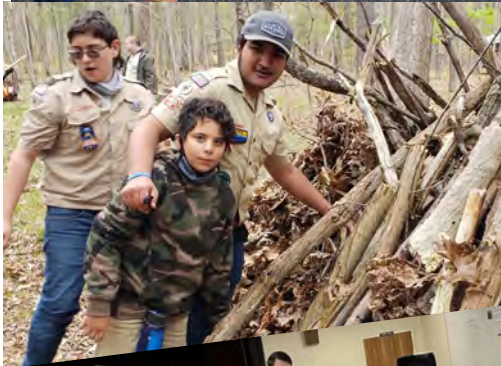
**Nominating Committee** — The nominating committee reports to the Council President and provides fresh resources to the Executive Board of the Council through the building of a board that is representative of the Council geographically and professionally. By developing a committee of top-caliber individuals from the Council and from existing executive board members, the nominating committee will provide individuals for the board who can harness community resources. The committee will meet year-round to identify, orient, and select new executive board members.

**Properties Committee** — Responsible to the Vice President of Properties and working with said person will possess a working knowledge of all facets of construction and remodeling. Through the camp rangers, coordinate work weekends, Good Turn weekends, and adopt-a-campsite programs and similar programs. Serve as a resource to camp rangers in conducting the annual maintenance plan. Be actively involved in the development of a corps of volunteers to assist in work projects throughout the year. Participate actively in both building and monitoring the properties portion of the council's strategic plan. Give leadership to and participate in the annual pre- and post-camp inspections, as well as national visitations. Through the committee and camp rangers, be capable of infusing needed resources into the planning and execution of projects at all facilities. Facilitate communication between Cub Scout and Scout programs, risk management, finance, and conservation committees as needs relate to the properties committee. Maintain a current understanding of state laws as they relate to camp operation, environment, and health department regulations. Maintain a current understanding of National BSA standards as they relate to camp facilities and operation.

**Risk Management Committee** — The Council's Risk Management Committee serves as the key point of contact on all matters related to health, safety, and risk management in the Council's volunteer leadership. This committee reports to the Vice President of Properties.

**Training Committee** — Responsible to the Vice President of Administration for the training of Council volunteers at all levels (unit, district, council) by coordinating the efforts of the district training committees, maintaining the high standards for all training courses offered, and providing training courses that are beyond the scope of the individual district's responsibility. Training is one of the critical issues to developing and conducting quality programs at all levels.

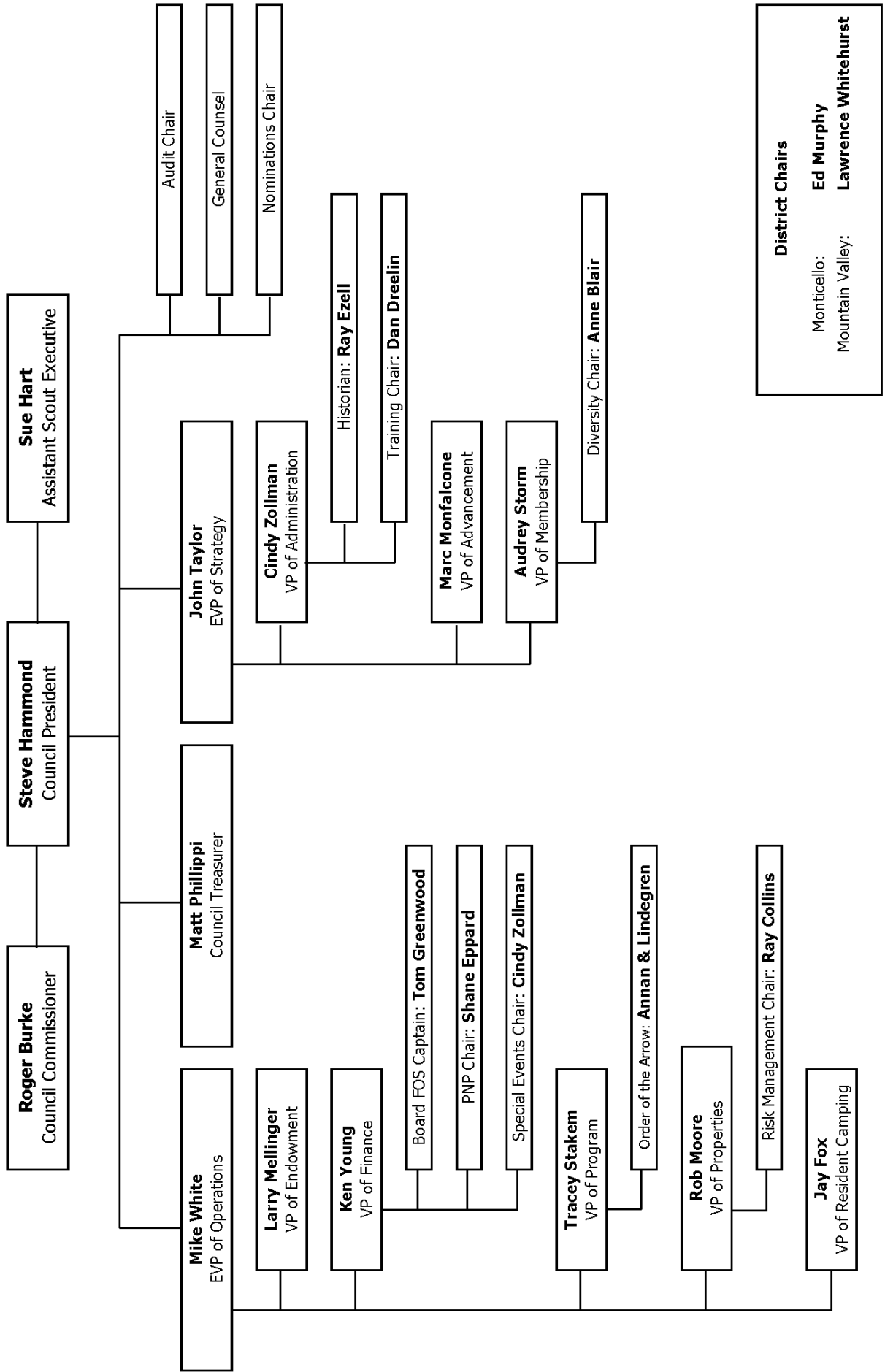






# VIRGINIA HEADWATERS COUNCIL

## 2023 Executive Board Org Chart





## VIRGINIA HEADWATERS COUNCIL 2023 Council Executive Committee

<b>Council President:</b>	Steven P. Hammond (Steve)	steve.hammond@hammondtownsend.com
<b>Council Commissioner:</b>	Roger J. Burke	burkerj@jmu.edu
<b>Past President:</b>	Peter C. Fenlon, Jr. (Pete)	petefenlon@mac.com
<b>Council Treasurer:</b>	Matthew R. Phillippi (Matt)	matt.phillippi.vahcbsa@gmail.com
<b>VAHC General Counsel:</b>	_____	
<b>Executive Vice President:</b> Strategy	John R. Taylor, III	jrtaylor3@etaylors.org
<b>Executive Vice President:</b> Operations	Michael F. White (Mike)	mikewhite001@gmail.com
<b>Vice President of:</b>		
<b>Administration</b>	Cynthia M. Zollman (Cindy)	cedarspringz@comcast.net
<b>Advancement</b>	Marc E. Monfalcone	marc.monfalcone@gmail.com
<b>Endowment</b>	Larry K. Mellinger	larry.mellinger@gmail.com
<b>Finance</b>	Kenneth L. Young (Ken)	youngkenneth019@gmail.com
<b>Membership</b>	Audrey L. Storm	astorm@artisaninc.com
<b>Program</b>	Tracey G. Stakem	tgstakem@gmail.com
<b>Properties</b>	Robert D. Moore (Rob)	rob.moore@fortline.com
<b>Resident Camping</b>	Jay W. Fox	jwf8x@virginia.edu



**EXECUTIVE COMMITTEE (Council Officers)** is comprised of the Council Key 3 and the Executive Vice Presidents, Vice Presidents, Legal Counsel, and Treasurer of the Council. The Committee normally meets every other month starting in February. The Executive Committee is “voting” members of the Council.

**Council Key 3:**

President—Steven P. Hammond (Steve)  
Council Commissioner—Roger J. Burke  
Assistant Scout Executive - Susan Hart (Sue)

Peter C. Fenlon, Jr.  
Jay W. Fox  
Larry K. Mellinger  
Marc E. Monfalcone  
Robert D. Moore (Rob)  
Matthew R. Phillippi (Matt)  
Tracey G. Stakem  
Audrey L. Storm  
John R. Taylor, III  
Kenneth L. Young (Ken)  
Michael F. White (Mike)  
Cynthia M. Zollman (Cindy)  
VAHC General Counsel \_\_\_\_\_

**Local Council Representatives to the National Council**

Steven P. Hammond  
Roger J. Burke  
VAHC General Counsel \_\_\_\_\_



**EXECUTIVE BOARD MEMBERS** are responsible to the Council President to achieve the council’s purpose of guiding and supporting districts in their mission of working with community organizations chartered by the BSA to deliver a quality program to their membership. The Executive Board Member is a “voting” member of the VAHC Board.

Ben Annan (chief@shenandoahlodge.org)  
Anne Blair (annehwangblair@gmail.com)  
Ray Collins (raycollins22980@gmail.com)  
Jamie Craig (jamie@beechtree.biz)  
Daniel B. Dreelin (ddreelin@dreelinenterprises.net)  
David Earman (earman@ntelos.com)  
R. James Echols (jeechols@verizon.net)  
Alvin Edwards (pastormzfabc@gmail.com)  
Shane Eppard (shane763@hotmail.com)  
Raymond D. Ezell (rayezell\_2000@yahoo.com)  
Aasgeir Gangsaas (cagangsaas@yahoo.com)  
Catherine A. Gangsaas (cagangsaas@yahoo.com)  
Thomas Greenwood (tag474@aol.com)  
Elizabeth C. Harman (liz.harman@gmail.com)  
R. C. Hartman (rchartman258@gmail.com)  
Linda E. Hershey (members373@ntelos.com)  
Michael V. Jackson (BishopJackson7@earthlink.net)  
John P. Lindegren (scouterjohn74@gmail.com)  
Baldwin G. Locher, Jr. (bglocher@comcast.net)  
Michelle V. McCrone (michellemccrone@gmail.com)  
Richards M. Miller (docmiller57@gmail.com)  
Edward M. Murphy (emm8X@virginia.edu)  
David O. Price (daveprice05@gmail.com)  
Kent Schlusell (k2j2@earthlink.net)  
J. Adam Sowers (adam.sowers@gmail.com)  
Malon S. Updike (malonsu@gmail.com)  
Lawrence Whitehurst (lwhitehurtsmd@gmail.com)



**COUNCIL MEMBERS-AT-LARGE** are selected because of their standing in the community and their interest in Scouting. Members-at-large should reflect the various business, labor, civic, educational, religious, cultural, and ethnic interests of the council territory. **These members are a “voting” member of the VAHC Board.**

Derek T. Almarode  
Lowell W. Badgley  
Dewey L. Baker  
James M. Baker, Jr.  
Cedrick Broadhurts, Sr.  
Randall A. Campbell  
Samuel A. Clem  
Marc J. Columbus  
John M. Crigler  
Kemper A. Dadisman  
David W. Driver  
James S. Driver  
Patrick S. Drury  
Daniel C. Duff  
William R. Eckard  
Larry K. Edmonds  
Donald E. Enslen  
L. Kim Fauber  
Christopher M. Fisher  
Marcus W. Grimes  
Timothy J. Grove  
Dawn M. Harvey  
William Harvill, Jr.  
Mark A. Herndon  
John C. Higginbotham  
Dennis E. Holmberg  
Byron C. Husley  
Kelly Kaufman  
Jennifer J. Kearney  
Nicholas A. King  
John A. Klapmust, Jr.  
Bryan G. Kriel  
Kathlene O. Littlefield  
Craig A. Mazuranic  
Ward M. McLaughlin, Jr.  
Tammy D. Meeks

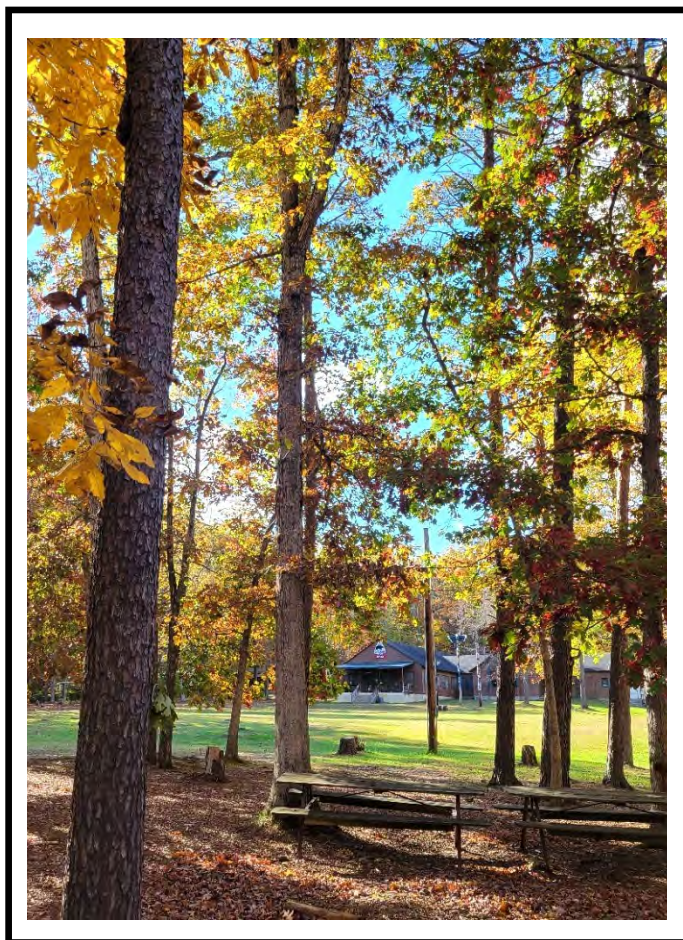
Gail M. Megahan  
John Nicolay  
David A. Nordbrock  
Jeffrey Obenschain  
Jane T. Pace  
Gregory M. Palmer  
Blanton F. Parrish  
Christina Pearman  
David C. Richardson  
Paul S. Rogers  
Keith A. Sandum  
Jennifer S. Scheer  
Michael J. Schill  
Hubert A. Shaffer, Jr.  
Jeff Simmers  
Teresa S. Stewart  
Roy T. Stiehl, III  
Robert B. Sullivan  
Kajsa A. Svarfvar  
Margaret N. Taylor  
Jason O. Tetterton  
Kenneth C. Waters  
Lisa C. Welton  
Charles A. White  
Richard K. Wilkinson  
William P. Wolfe  
Robert J. Young



**THE ADVISORY BOARD** is responsible to the members at large of the Council to be in an advisory role to the Council. Members are people who are unable to devote time to Scouting on a regular basis but may serve the Council on special assignment or as a consultant in a specific area. **Members attend executive board meetings as available, *but do not have a vote.*** These members are lead by the Executive Vice President of Operations.

William H. Albrecht, Jr.  
Joseph H. Amend  
Michael A. Barrett  
George M. Brooke, III  
Robert L. Brooks  
Robert F. Bruner  
Sonja Carrick  
Adam C. Colson  
Hunter E. Craig  
George P. Damewood, IV  
David E. Deering  
Taliaferro C. Dickerson, III  
Frank H. Earle, IV  
Charles Fretwell, Jr.  
Sherwood C. Frey, Jr.  
Brady D. Genz  
Samuel D. Good  
Mark A. Graham  
Robert J. Grant  
Jared D. Harris  
Richard C. Hartman  
Bradley E. Haws  
Terrill C. Hope  
Dennis R. Hughes  
Thomas Jorgenson  
James K. Kaeli  
John W. Knapp  
Myrtle C. Lambert  
James M. Lansing  
Rose C. McGroarty  
Doug Marechal  
John L. Mitchell  
Julian Q. Moffett. Sr.  
Julian Q. Moffett, Jr.

Raymond W. Nelling  
Erin O'Connell  
Andrew R. Pullen  
Joseph M. Reisinger  
Linwood Rose  
Gordon M. Rutland, Jr.  
Samuel E. Saunders  
Chad J. Schnell  
Carl R. Schwaner  
Michael E. Sexton  
Harry L. Sheffer  
John A. Stalfort  
Charles F. Stamm  
Kathleen Swarthout  
Harold V. Tate, Jr.  
Beverly H. Thompson  
White M. Wallenborn  
Thomas B. Weidner, IV  
Edward Zimmer



#### **Scout Executives—Lewis & Clark Area Council**

William L. Leap — 1927-1929  
Paul C. Miliken — 1929-1931

#### **Scout Executives—Staunton Council**

Willard W. Cone — 1921-1923  
Wallace L. Reynolds — 1923-1924

#### **Scout Executives—Stonewall Jackson Area Council**

John Wilford Fix — 1927-1950  
Roy D. Ridgway — 1950-1969  
Edwin W. Lundquist, Jr. — 1969-1982  
Daniel L. Duggins — 1982-1985  
Ralph W. Evans — 1985-1991  
Harold V. Tate, Jr. — 1992-2005  
Don L. Ellis — 2006-2011  
James T. Milham — 2011-2017  
James D. Battaglia — 2017-2019

#### **Scout Executive—Virginia Headwaters Council**

James D. Battaglia — 2019-2022

# **VIRGINIA HEADWATERS COUNCIL**

## **2023 Professional Staff**

801 Hopeman Parkway, Waynesboro, VA 22980

(O) 540-943-6675 (F) 540-943-6676



### **Assistant Scout Executive**

Susan L. Hart (Sue)  
susan.hart@scouting.org

In 2002, Sue spent 30 days backpacking in the Wind River Range (no water or plumbing) of Wyoming. Sue loves the water swimming with humpback whales.

## **2023 Support Staff**



### **Office Manager/Registrar**

Terry Michael  
terry.michael@scouting.org

A person afraid of heights Terry based jumped the New River Gorge Bridge in West Virginia. She is also an avid “clamper” experiencing the camping world.



### **Camp Ranger**

Gordon W. Hunter (Bill)  
gordon.hunter@scouting.org

Retired Army serving in temperatures of -147 degrees below zero. Ranger Bill has also panned for gold in Alaska.

The Virginia Headwaters Council (VAHC) is the local council of the Boy Scouts of America (BSA) that serves Scouts in areas of the Shenandoah Valley in Virginia and West Virginia and areas of central Virginia.

After years of careful evaluation, balancing pride in our rich heritage and tradition along with the need to empower all youth in our broader community, we decided our council would be best represented by a new name, previously the Stonewall Jackson Area Council (SJAC) Inc. We engaged adults and youth to ensure that our name, logo, and marketing represent the current and future Scouting families as well as the continued mission of Scouting.

VAHC is an independent, Virginia-based non-profit corporation that operates independently of the National Council. We serve over 4000 youth in twelve counties in Virginia and one county in West Virginia. VAHC owns and operates our council service center located at 801 Hopeman Parkway in Waynesboro and our Camp Shenandoah located in Swoope, VA. 100 percent of the assets of VAHC are owned, operated and managed by a local Board of Directors and the VAHC CEO.

# 2023 RECHARTER FEES

MASSANUTTEN DISTRICT RECHARTERS JANUARY 1<sup>ST</sup>  
 VALLEY DISTRICT RECHARTERS FEBRUARY 1<sup>ST</sup>  
 MONTICELLO AND SOUTHERN DISTRICTS RECHARTER MARCH 1<sup>ST</sup>

## ANNUAL MEMBERSHIP FEE

\$75					
\$45					
\$45		ALL ADULT VOLUNTEERS WITH UNIT AND NON-UNIT REGISTRATIONS (MERIT BADGE COUNSELORS - NO FEE)			

## NEW MEMBER FEE\*

\$25		*USED WHEN BRAND NEW YOUTH ARE REGISTERED
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## SCOUT'S LIFE MAGAZINE\*

\$15		*OPTIONAL
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## COUNCIL PROGRAM FEE

\$27		YOUTH
\$18		ADULT

## UNIT INSURANCE

\$12		PER REGISTERED YOUTH AND VOLUNTEER
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## UNIT CHARTER FEE

\$100		CHARTER FEE PAID BY CHARTERED ORGANIZATION
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## TOTAL RECHARTER FEE

\$129		TOTAL YOUTH FEE WITH SCOUT'S LIFE (ADD NEW MEMBER FEE FOR NEW SCOUTS)
\$82		TOTAL YOUTH FEE FOR EXPLORING
\$90		TOTAL ADULT VOLUNTEER FEE WITH SCOUT'S LIFE MAGAZINE

ALL FEES, EXCEPT UNIT CHARTER FEE, ARE ON A  
SCOUT/SCOUTER BASIS



# VIRGINIA HEADWATERS COUNCIL

## 2023 Monthly Fee Breakdown

(Scouts' Life is Optional)

VAHC 2023 FEE Chart - New Members Prorated - Massanutten									
Month	Months	Scout Youth Fee				Adult Fee	Exploring Participant		
		BSA National	Scouts' Life	New Member	Total	BSA National/Total	BSA National	New Member	Local Council Total
January	1	\$ 75.00	\$ 15.00	\$ 25.00	\$115.00	\$ 45.00	\$ 45.00	\$ 25.00	\$ 70.00
February	2	\$ 68.75	\$ 13.75	\$ 25.00	\$109.50	\$ 41.25	\$ 41.25	\$ 25.00	\$ 66.25
March	3	\$ 62.50	\$ 12.50	\$ 25.00	\$100.00	\$ 37.50	\$ 37.50	\$ 25.00	\$ 62.50
April	4	\$ 56.25	\$ 11.25	\$ 25.00	\$ 92.50	\$ 33.75	\$ 33.75	\$ 25.00	\$ 58.75
May	5	\$ 50.00	\$ 10.00	\$ 25.00	\$ 85.00	\$ 30.00	\$ 30.00	\$ 25.00	\$ 55.00
June	6	\$ 43.75	\$ 8.75	\$ 25.00	\$ 77.50	\$ 26.25	\$ 26.25	\$ 25.00	\$ 51.25
July	7	\$ 37.50	\$ 7.50	\$ 25.00	\$ 70.00	\$ 22.50	\$ 22.50	\$ 25.00	\$ 47.50
August	8	\$ 31.25	\$ 6.25	\$ 25.00	\$ 62.50	\$ 18.75	\$ 18.75	\$ 25.00	\$ 43.75
September	9	\$ 25.00	\$ 5.00	\$ 25.00	\$ 55.00	\$ 15.00	\$ 15.00	\$ 25.00	\$ 40.00
October	10	\$ 18.75	\$ 3.75	\$ 25.00	\$ 47.50	\$ 11.25	\$ 11.25	\$ 25.00	\$ 36.25
November	11	\$ 12.50	\$ 2.50	\$ 25.00	\$ 40.00	\$ 7.50	\$ 7.50	\$ 25.00	\$ 32.50
December	12	\$ 6.25	\$ 1.25	\$ 25.00	\$ 32.50	\$ 3.75	\$ 3.75	\$ 25.00	\$ 28.75

VAHC 2023 FEE Chart - New Members Pro-rated - Valley									
Month	Months	Scout Youth Fee				Adult Fee	Exploring Participant		
		BSA National	Scouts' Life	New Member	Total	BSA National/Total	BSA National	New Member	Local Council Total
February	1	\$ 75.00	\$ 15.00	\$ 25.00	\$115.00	\$ 45.00	\$ 45.00	\$ 25.00	\$ 70.00
March	2	\$ 68.75	\$ 13.75	\$ 25.00	\$109.50	\$ 41.25	\$ 41.25	\$ 25.00	\$ 66.25
April	3	\$ 62.50	\$ 12.50	\$ 25.00	\$100.00	\$ 37.50	\$ 37.50	\$ 25.00	\$ 62.50
May	4	\$ 56.25	\$ 11.25	\$ 25.00	\$ 92.50	\$ 33.75	\$ 33.75	\$ 25.00	\$ 58.75
June	5	\$ 50.00	\$ 10.00	\$ 25.00	\$ 85.00	\$ 30.00	\$ 30.00	\$ 25.00	\$ 55.00
July	6	\$ 43.75	\$ 8.75	\$ 25.00	\$ 77.50	\$ 26.25	\$ 26.25	\$ 25.00	\$ 51.25
August	7	\$ 37.50	\$ 7.50	\$ 25.00	\$ 70.00	\$ 22.50	\$ 22.50	\$ 25.00	\$ 47.50
September	8	\$ 31.25	\$ 6.25	\$ 25.00	\$ 62.50	\$ 18.75	\$ 18.75	\$ 25.00	\$ 43.75
October	9	\$ 25.00	\$ 5.00	\$ 25.00	\$ 55.00	\$ 15.00	\$ 15.00	\$ 25.00	\$ 40.00
November	10	\$ 18.75	\$ 3.75	\$ 25.00	\$ 47.50	\$ 11.25	\$ 11.25	\$ 25.00	\$ 36.25
December	11	\$ 12.50	\$ 2.50	\$ 25.00	\$ 40.00	\$ 7.50	\$ 7.50	\$ 25.00	\$ 32.50
January	12	\$ 6.25	\$ 1.25	\$ 25.00	\$ 32.50	\$ 3.75	\$ 3.75	\$ 25.00	\$ 28.75

VAHC 2023 FEE Chart - New Members Prorated - Monticello and Southern									
Month	Months	Scout Youth Fee				Adult Fee	Exploring Participant		
		BSA National	Scouts' Life	New Member	Total	BSA National/Total	BSA National	New Member	Local Council Total
March	1	\$ 75.00	\$ 15.00	\$ 25.00	\$115.00	\$ 45.00	\$ 45.00	\$ 25.00	\$ 70.00
April	2	\$ 68.75	\$ 13.75	\$ 25.00	\$109.50	\$ 41.25	\$ 41.25	\$ 25.00	\$ 66.25
May	3	\$ 62.50	\$ 12.50	\$ 25.00	\$100.00	\$ 37.50	\$ 37.50	\$ 25.00	\$ 62.50
June	4	\$ 56.25	\$ 11.25	\$ 25.00	\$ 92.50	\$ 33.75	\$ 33.75	\$ 25.00	\$ 58.75
July	5	\$ 50.00	\$ 10.00	\$ 25.00	\$ 85.00	\$ 30.00	\$ 30.00	\$ 25.00	\$ 55.00
August	6	\$ 43.75	\$ 8.75	\$ 25.00	\$ 77.50	\$ 26.25	\$ 26.25	\$ 25.00	\$ 51.25
September	7	\$ 37.50	\$ 7.50	\$ 25.00	\$ 70.00	\$ 22.50	\$ 22.50	\$ 25.00	\$ 47.50
October	8	\$ 31.25	\$ 6.25	\$ 25.00	\$ 62.50	\$ 18.75	\$ 18.75	\$ 25.00	\$ 43.75
November	9	\$ 25.00	\$ 5.00	\$ 25.00	\$ 55.00	\$ 15.00	\$ 15.00	\$ 25.00	\$ 40.00
December	10	\$ 18.75	\$ 3.75	\$ 25.00	\$ 47.50	\$ 11.25	\$ 11.25	\$ 25.00	\$ 36.25
January	11	\$ 12.50	\$ 2.50	\$ 25.00	\$ 40.00	\$ 7.50	\$ 7.50	\$ 25.00	\$ 32.50
February	12	\$ 6.25	\$ 1.25	\$ 25.00	\$ 32.50	\$ 3.75	\$ 3.75	\$ 25.00	\$ 28.75

## 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

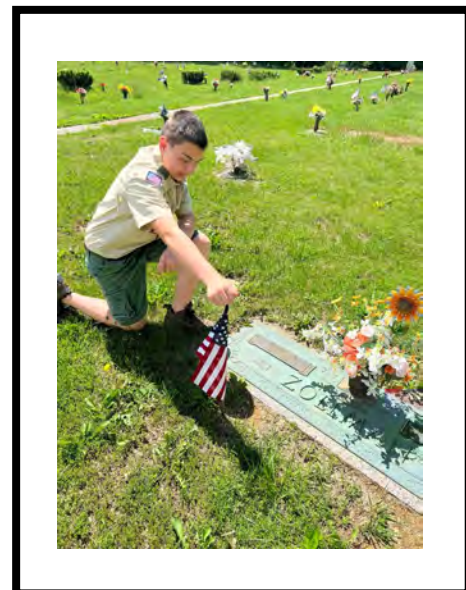
Description	2010 Count	%	Current Year Estimate	%	5yr Projection	%	% Change Current - 5yr Projection
No High School Diploma	64,575	16.5	56,501	12.9	58,082	12.7	+2.8
High School Diploma/Equivalent	123,722	31.7	131,673	30.1	136,698	29.8	+3.8
Some College	69,300	17.7	78,268	17.9	81,899	17.9	+4.6
Associates 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





## THE DISTRICT

Unlike councils, which establish policies and programs, districts carry out the programs and policies of the Council in their respective territories.

For the purpose of unit service, program administration, membership, and fund development, the council territory is divided geographically into several districts, as determined by the Executive Board. The supervision of Scouting in each district is exercised by the Council

through a District Committee consisting of all council members residing within the district, chartered organization representatives, and district members at large.

The District Chair is nominated and elected by the district members at large. This person's name is then submitted for election to the Council Executive Board.

Each District also has a commissioner staff that provides a variety of services to help units succeed. The district nominating committee after consultation with the district executive, recommends a district commissioner to the executive board for appointment and commissioning.

It is a responsibility of the Council to be sure each District has an adequate team of district volunteers, including one commissioner for every three units.

## DISTRICT CHAIR

The District Chair is the top volunteer leader of the District. The District Chair has responsibility to carry out the Council program and give leadership to achieving the district objectives. As a member of the Executive Board, he or she has the responsibility for coordination between the Council and the District. District chairs report directly to the Council President or the Executive Vice President of Operations.



The Council is no stronger than its Districts. District committees and commissioner staffs are the arteries through which the council program flows to organizations; to units; and, through them to youth. The major responsibility, therefore, of top council leadership is to build strong districts through capable district personnel, both volunteer and professional. Careful guidance of district nominating committees is vital. The key leaders of the District are the District Chair, the District Commissioner, and the District Executive, often referred to as the "District Key 3".



### Little known Scouting fact:

Did you know adult Scout uniforms now come with life long friends?

Get your uniform and friend today!



## MONTICELLO District

**District Chair - Ed Murphy** (emm8xuva@gmail.com)  
434-327-3156

**District Commissioner - Michelle McCrone** (michellemccrone@gmail.com)  
434--260-9729

### MONTHLY DISTRICT MEETINGS:

District Committee Meeting	7:30 PM - 3rd Wednesday Location changes monthly, contact Ed Murphy for location
District Commissioners Meeting	6:30 PM - 3rd Wednesday Location changes monthly, contact Ed Murphy for location
District Roundtable	7:00 PM - 1st Thursday Monticello High School, 1400 Independence Way, Charlottesville
District Eagle Scout Project Review	Jay Fox - must be scheduled 434-409-8148      jayfox8x@gmail.com
Eagle Board of Review	Hamp Carruth - must be scheduled 434-823-5927      monticelloeagleboards@gmail.com



## MOUNTAIN VALLEY District

**District Chair - Lawrence Whitehurst (Doc)** (lrwhitehurstmd@gmail.com)  
540-717-1382

**District Commissioner - Matthew Phillippi** (matt.phillippi.vahcbsa@gmail.com )  
540-324-5018

### MONTHLY DISTRICT MEETINGS:

District Committee Meeting	7:00 PM - Zoom - 3rd Wednesday Contact Matt Phillippi for link
District Commissioners Meeting	6:30 PM - Zoom - 1st Wednesday Contact Matt Phillippi for link
District Roundtable	7:00 PM - Zoom - 1st Wednesday Contact Matt Phillippi for link
Eagle Board of Review	View District webpage for Advancement Judy Goodbar - 540-460-1814    toadrunjag@hotmail.com Kemper Dadisman - 540-434-1269



## The Order of the Arrow Shenandoah Lodge # 258

For over 100 years, the Order of the Arrow (OA) has recognized Scouts and Scouters who best exemplify the Scout Oath and Law in their daily lives. This recognition provides encouragement for others to live these ideals as well. Arrowmen are known for maintaining camping traditions and spirit, promoting year-round and long term resident camping, and providing cheerful service to others. OA service, activities, adventures, and training for youth and adults are models of quality leadership development and programming that enrich and help to extend Scouting to America's youth.

As Scouting's National Honor Society, OA's purpose is to:

- ⇒ Recognize those who best exemplify the Scout Oath and Law in their daily lives and through that recognition cause others to conduct themselves in a way that warrants similar recognition.
- ⇒ Promote camping, responsible outdoor adventure, and environmental stewardship as essential components of every Scout's experience, in the unit, year-round, and in summer camp.
- ⇒ Develop leaders with the willingness, character, spirit and ability to advance the activities of their units, our Brotherhood, Scouting, and ultimately our nation.
- ⇒ Crystallize the Scout habit of helpfulness into a life purpose of leadership in cheerful service to others.

Members are elected to the OA by their unit and are selected not so much for what they have done, but rather, what they are expected to do. The Brotherhood of Cheerful Service, as the OA is otherwise known, focuses its activities on service to Scouting, and particularly our Scout Camp – Camp Shenandoah.

Shenandoah Lodge #258 is the OA Lodge serving the Virginia Headwaters Council. The lodge exists to support and enrich the Scouting program in the council's area of influence and works to benefit the local Scouting program through leadership development, camping, and an abundance of cheerful service.

### Shenandoah Lodge Leadership:

Lodge Chief	Ben Annan
Lodge Adviser	John Lindegren
Lodge Staff Adviser	Sue Hart

bena.salamander@gmail.com
scouterjohn74@gmail.com
susan.hart@scouting.org

# 2023

https://shenandoahlodge.org

## Lodge Events

<p><b>7 January</b> Winter Banquet</p> <p><b>17-19 February</b> NLS/DYLC</p> <p><b>24-26 March</b> Spring Fellowship</p> <p><b>15 April</b> ShenandoahFEST</p> <p><b>28-30 April</b> Conclave</p>	<p><b>2-4 June</b> JUN Induction</p> <p><b>11-13 August</b> AUG Induction</p> <p><b>26-27 August</b> Vigil Event</p> <p><b>29 Sep-1 Oct</b> Lodge Retreat</p> <p><b>4 November</b> Day of Service</p>
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Unit Elections 1 Jan - 8 Apr



## Miss Eleanor White

### Staunton's Wartime Scoutmaster

By Ray Ezell, Virginia Headwaters Council  
Historian

Eleanor L. White of Staunton, Virginia may hold the unusual distinction of being the only female Scoutmaster in the Boy Scouts of America (BSA) during World War I (1917-1918). She apparently served as an acting Scoutmaster in Staunton on two separate occasions. The first, was in late 1911-1912 after Eleanor's brother, Scoutmaster Marshall L. White left Staunton in November 1911. Marshall served as the Chief Scoutmaster (a.k.a. Commissioner) of the Staunton Boy Scouts.

The May 13, 1911, edition of the **Staunton Daily Leader** reported that Marshall L. White was the scoutmaster of the YMCA troop of Boy Scouts and that several other "patrols" (or troops) of scouts had been organized across Staunton which were affiliated with church Sunday school departments. At this time, Staunton had almost 100 scouts. In 1911 when the BSA was established in Staunton, individual groups of scouts were typically organized as patrols across the city (rather than troops) under the overall supervision of a single Scoutmaster (with an assistant scoutmaster affiliated with each patrol). Within a few years, these "patrols" transitioned to the more traditional troop organization that we know today.

Virginia's first Eagle Scout, Fred E. Woodson, spent much of his younger Scouting career in a troop in Muskogee, Oklahoma, and then by 1911 as a young teenager he came to Staunton and joined Troop No. 1 (the YMCA troop) which was, for a time, led by high school teacher Eleanor L. White replacing her brother, Scoutmaster Marshall White, who left Staunton in late 1911. While attached to White's troop during the summer of 1912, Woodson returned to Oklahoma to visit relatives. While there he earned half of the remaining merit badges he needed for the Eagle rank. He completed the remaining necessary merit badges with the help of Scoutmaster White once he returned to Staunton that fall. There is evidence indicating that Ms. White continued to serve as the Scoutmaster of Troop No. 1 (YMCA) thru mid-1913 when a male scoutmaster was appointed.

Again in 1918, Eleanor White was called upon to serve as scoutmaster. At this time White was affiliated with the Emmanuel Episcopal Church in Staunton. When the serving scoutmaster, Rev. William G. McDowell, joined the U.S. Army, Ms. White was appointed the scoutmaster of the church's troop and led the troop until late 1919 when Rev. J. J. Gravatt, Jr. was made permanent scoutmaster. Press reports indicate that she was the only known female scoutmaster in the United States during the War. She fulfilled this role quite well. Not only did she lead the unit in its normal activities and camping, but she also directed the highly successful Boy Scout Liberty Loan and U.S. Savings Stamp drives in Staunton during May 1919. By the end of the city-wide campaign, the scouts raised over \$85,000, earning them special recognition by the BSA Headquarters in New York and the White House.

At the end of 1919, the troop made a special recognition to their wartime scoutmaster. Ms. White was presented with a

gold medal inscribed with the following, "Eleanor L. White. Our Scout Master During The World War 1918-19." The other side was inscribed, "From The Boy Scouts of Staunton, Va., Nov. 11, 1919."

Eleanor White was truly unique in the annals of Scouting during the formative years of the movement in western Virginia and during a time of national emergency. She embodied the ideals of service and sacrifice that characterized the Scouting movement during the early 20th century and today.



#### Scout Fact:

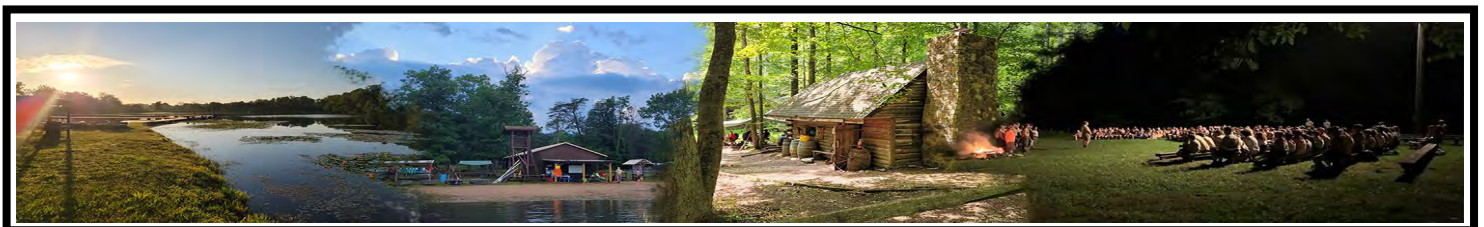
Scouting in Virginia has a long history, from the 1910s to the present day, serving thousands of youth in programs that suit the environment in which they live. Many of the local groups and districts took names of historic Virginia Indian tribes in the state.

# Virginia Headwaters Council

## 2023 DATES TO REMEMBER

*Please note that Activities, Dates and Locations are Subject To Change*

January 7	OA Winter Banquet	Crozet United Methodist Church Shenandoah Lodge 258
January 19	VAHC Annual Board Meeting	Tinkling Spring Presbyterian Church Fishersville, VA
February 10-12	Scout Jumuah, Shabbat, & Sunday	
February 10-12	Council Klondike Derby	Camp Shenandoah
February 18	Council Recognition Dinner 2022 HONORS	Tinkling Spring Presbyterian Church 6:00 PM
March 28	FOS Luncheon	UVA Alumni Hall, Charlottesville 11:30 AM
April 22	Aviation Day	Gordonsville Airport
April 22-23	Cub Family Camping	Monticello District
April 29	Golf Tournament	Cliff View Golf Couse, Covington Sponsored by Mountain Valley District
May 12	Breaking Clays for Scouts	Shenandale Gun Club, Swoope
June 18-21, 21-24	Cub Camp/Webelos Camp	Camp Shenandoah
Week 6/25,7/2,7/9,7/16	Scout Camp	Camp Shenandoah
September 18	5th Annual Golf Tournament	Lexington Golf & Country Club Sponsored by Mountain Valley District
September 22-24	Wood Badge	Camp Shenandoah
October 14-15		Tracey Stakem, Course Director
October 6-8	45th Apple Harvest	Camp Shenandoah Sponsored by Monticello District
November 3	Fall Dinner and Auction	TBD



# Council Recognition Dinner



*2022 HONORS RECOGNITION DINNER*  
*SIGN UP NOW!*

**2022 Honors: February 18, 2023**      **vahcbsa.org/RecDinner**  
**Tinkling Spring Presbyterian Church, Fishersville ---6:00 PM**



**Virginia Headwaters Council**  
is pleased to announce the  
**2023 Wood Badge Course Director**


**Tracey Grapes Stakem**

Tracey has been active in Scouts BSA since 2006. She currently serves as Cubmaster of Pack 14 and Scoutmaster of Troop 2020 in Orange and VP of Program for the Council.

The 2023 Wood Badge Course will be held on Sept 22-24 and Oct 14-15, 2023.

Contact Tracey at [tgstakem@gmail.com](mailto:tgstakem@gmail.com) for more information.

<https://www.vahcbsa.org/woodbadge>



**Friday, May 12, 2023**  
**Shenandale Gun Club**



**2023 NATIONAL JAMBOREE** SUMMIT BECHTEL RESERVE  
JULY 19-28, 2023

**FORWARD**

Contact Tracey Stakem 301-268-3437 [tgstakem@gmail.com](mailto:tgstakem@gmail.com)



## **CLIFF VIEW GOLF COURSE**

412 Friels Drive, Covington

**April 29, 2023**

**9:00 AM Morning Only**

**\$220/team of 4**

**20 maximum teams**

**Lunch Included**

**Door Prizes**

Contact - Tom Greenwood

540-968-1343 tag474@aol.com

### **THE BEST KEPT SECRET IN THE ALLEGHANY HIGHLANDS**

Cliff View has been proudly serving the Alleghany Highlands since 1996. Cliff View is located in the heart of the Alleghany Mountains of Virginia and is the nature lover's dream getaway. We have private access to the Jackson River, a fly-fishing treasure, along with hiking and biking on the Jackson River Scenic Trail. Also an 18-hole golf course on premises with outstanding mountain and river views.

## **LET'S PLAY GOLF WITH THE MOUNTAIN VALLEY DISTRICT**



## **LEXINGTON GOLF & COUNTRY CLUB**

141 Country Club Road, Lexington

**September 18, 2023**

**20 teams 9:00 AM**

**20 teams 2:00 PM**

**\$220/team of 4**

**Lunch Included with Both Sessions**

**\$1,000 Drop Ball**

**Door Prizes**

Contact - Cindy Zollman

540-460-4832 cedarspringz@comcast.net

### **THE JEWEL OF THE VALLEY WELCOMES YOU AND YOUR FAMILY**

Nestled in the Blue Ridge Mountain of Central Virginia, our club provides a fun and enjoyable experience for everyone.