



**Virginia Headwaters Council
EXECUTIVE COMMITTEE MEETING**

Thursday, April 20, 2023

Council Service Center

7:00-8:30 PM

Presiding: Steve Hammond, Council President

Attend in-person at the Council Service Center or join by Zoom:

<https://us02web.zoom.us/j/89037343626?pwd=Z1VKNVM5WEJVMnpW0EFXd2RmOVM2dz09>

AGENDA

- | | | |
|------|--|------------------------------|
| I. | Opening | |
| | • Welcome | Steve Hammond |
| | • Invocation | Roger Burke |
| II. | State of the Council | Mike White |
| | • Membership Report | Audrey Storm |
| | • 2023 FOS Luncheon | Sue Hart |
| | • Summer Camp Report | Jay Fox |
| | • Treasurer's Report | Matt Phillippi |
| III. | Approval of March Meeting Minutes & Financials | Steve Hammond |
| IV. | Reports | |
| | • Commissioner | Roger Burke |
| | • Covington Golf Tournament | Cindy Zollman |
| | • Council Office status | Steve Hammond |
| V. | Business | |
| | • Nominations: Will Hill | Steve Hammond |
| | • Proposal to streamline Council Technology | Mike White &
John Athayde |
| VI. | Endowment Fund | Steve Hammond |
| VII. | Closing Remarks | |
| | • Acting Scout Executive | Sue Hart |
| | • Council President | Steve Hammond |

Upcoming:

- Covington Golf Tournament: April 29, 2023 @ 9am (Cliff View Golf Course)
- Breaking Clays for Scouts: May 12, 2023 @ 11:30am (Shenandale Gun Club)
- Executive Board Meeting: May 18, 2023 @ 7pm



Virginia Headwaters Council
 State of the Council Report
 April 20, 2023

GREEN = metric at or exceeds monthly target
YELLOW = metric slightly below monthly target
RED = metric well below monthly target

<p><u>YOUTH MEMBERSHIP</u></p> <p>1,473 (March 2023)</p> <p>2023 goal: 1,913 Previous Month: 1,665</p>	<p><u>FOS</u></p> <p>\$71,011 (March 2023)</p> <p>2023 goal: \$110,000 Previous Month: \$46,195</p>	<p><u>SPECIAL EVENTS</u></p> <p>\$53,310 (March 2023)</p> <p>2023 goal: \$171,500 Previous Month: \$0</p>
<p><u>CAMP ATTENDANCE</u></p> <p>757 (March 2023)</p> <p>2023 goal: 920 Previous Month: 607</p>	<p><u>POPCORN & PEANUTS</u></p> <p>\$0 (March 2023)</p> <p>2023 goal: \$140,000 Previous Month: \$0</p>	<p><u>BOARD FOS PLEDGES</u></p> <p>65.8% (March 2023)</p> <p>2023 goal: 100% Previous Month: 58.5%</p>
<p><u>INCOME (YTD)</u></p> <p>\$192,208 (March 2023)</p> <p>2023 goal: \$918,100 Previous Month: \$80,954</p>	<p><u>EXPENSES (YTD)</u></p> <p>\$92,850 (March 2023)</p> <p>2023 goal: \$904,565 Previous Month: \$62,130</p>	<p><u>SURPLUS / DEFICIT</u></p> <p>\$99,358 (March 2023)</p> <p>2023 goal: \$0 Previous Month: \$18,824</p>
<p><u>Cash on Hand (General Account)</u></p> <p>\$253,486 (March 2023)</p> <p>Previous Month: \$45,948</p>	<p><u>Endowment Fund Balance</u></p> <p>\$944,888 (March 2023)</p> <p>Previous Month: \$920,726</p>	<p><u>Line of Credit Balance</u></p> <p>\$646,000 (March 2023)</p> <p>Previous Month: \$646,000</p>

Camping Committee Report – April 20th, 2023

1. Camp registrations as of a week ago was 790 adults and youth.
2. Still seeking Program Director, Health Office and Dining Hall Steward.
- 3. *Camp cannot open without a Health Office!!!***
4. Other staffing positions are currently filling. Training is beginning.
5. Trading Post has been inventoried and purchasing for stock will begin soon.
6. Camping Committee is reviewing Camp Use Policy and rates as well as Campership Policy (April).

Virginia Headwaters Council Treasurer's Report

Executive Board Meeting April 20, 2023

Key Figures Year to Date as of 31 March 2023:

- **Cash on Hand: \$253,486.19^A**
- **Net Operating Support & Revenue (Revenues - Expenses): \$99,358**
 - **Support & Revenues: \$192,208**
 - **Expenses: \$92,850**
- **Budget Variance (Actual - Budget): \$118,052; -634.50% of variance^B.**
 - **Support & Revenues: \$58,470; 43.72% in excess of budget.**
 - **Expenses: \$59,581; 39.09% less than budgeted.**
- **Accounts Payable: \$31,088^C**
- **Outstanding Debt: \$755,921**
 - **Notes Payable: \$646,000**
 - **Long-term Mortgage: \$109,921**

Notes on February 2023 Financials

- A. A significant portion of this is from revenue for summer camp and will be used for the food services contract with Kandle. We have received \$202,572 from, camp payments to this point.
- B. Because of the timing of revenues, we were budgeting for a \$18,694 deficit at this point in the year.
- C. Of this balance, \$26,970 is payable to National.
- D. Still seeking more revenue for the FOS luncheon to make goals. We are below budget for income from the event. While we made up some ground on savings, we can't let our momentum slip.
- E. FOS is our biggest revenue driver right now, which is great. We are currently 64.56% of the way to our annual goal. This is helping to make up differences in other areas but we can't rely on that as it will even out. We need to make sure our special events are raising money and we need to keep the FOS momentum up.
- F. Most of our savings are personnel related but we need to start looking for DEs to help Sue out, so we will see these savings decrease.

Still good momentum, but we are far from out of the woods. We still have a substantial amount of debt and a lot of maintenance is needed at camp and there are places we aren't spending money that could help us with membership and fundraising efforts. We will continue to look for cost savings where we can but we are at the point where we need to focus efforts on revenue growth because we can't cut much more.

Attached: March 2023 Statement of Financial Position and Statement of Operations.

Respectfully Submitted,

Matt Phillippi
VAHC Treasurer

**Statement of Financial Position -
Period Ending: March 31, 2023**

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2023	2022	2023	2022	2023	2022	2023	2022
Current assets:								
Cash	481,264	246,728	(80,951)	(35,123)	4,668	3,668	404,980	215,273
Accounts and notes receivable	-	15,954	-	158	-	-	-	16,112
Contributions receivable	25,843	20,733	549	549	-	-	26,392	21,282
Inventory	88,407	114,041	-	26,069	-	-	88,407	140,110
Deferred activity expense	631	1,322	-	-	-	-	631	1,322
Deferred special event expense	2,256	26	-	-	-	-	2,256	26
Prepaid expenses	9,966	10,731	-	-	65,037	65,037	75,002	75,767
Total current assets	608,367	409,534	(80,402)	(8,347)	69,704	68,704	597,669	469,892
Noncurrent assets:								
Contributions receivable	-	1,658	-	-	-	-	-	1,658
Land, buildings and equipment	-	-	878,121	940,899	-	-	878,121	940,899
Long-term investments	(1,000)	(1,000)	-	-	923,736	1,422,552	922,736	1,421,552
Other noncurrent assets	-	-	-	-	2,754,853	2,754,853	2,754,853	2,754,853
Total noncurrent assets	(1,000)	658	878,121	940,899	3,678,589	4,177,406	4,555,710	5,118,963
Total assets	607,367	410,192	797,719	932,553	3,748,293	4,246,110	5,153,380	5,588,855
Current liabilities:								
Accounts payable	31,088	16,621	-	-	-	-	31,088	16,621
Accrued expenses	14,598	8,351	-	31,960	-	-	14,598	40,311
Taxes and benefits withheld	2,180	(178)	-	-	-	-	2,180	(178)
Custodial accounts	139,299	131,451	-	-	-	-	139,299	131,451
Notes and mortgage payable	646,000	596,000	-	0	-	-	646,000	596,000
Deferred activity revenue	20,217	2,599	-	-	-	-	20,217	2,599
Deferred camp revenue	202,572	84,864	-	-	-	-	202,572	84,864
Deferred special event revenue	-	7,330	-	-	-	-	-	7,330
Other current liabilities	-	(2)	-	-	-	-	-	(2)
Total current liabilities	1,055,954	847,037	-	31,960	-	-	1,055,954	878,998
Noncurrent liabilities:								
Long-term indebtedness	-	252,626	-	-	-	-	-	252,626
Long-term mortgage	-	-	109,921	120,780	-	-	109,921	120,780
Total noncurrent liabilities	-	252,626	109,921	120,780	-	-	109,921	373,406
Total liabilities	1,055,954	1,099,663	109,921	152,740	-	-	1,165,876	1,252,403
Net assets:								
Without donor restrictions	(504,340)	(742,651)	344,512	471,527	(97,410)	(97,410)	(257,237)	(368,534)
With donor restrictions	55,752	53,181	343,286	308,286	3,845,703	4,343,520	4,244,741	4,704,986
Total net assets	(448,587)	(689,471)	687,798	779,813	3,748,293	4,246,110	3,987,504	4,336,452
Total liabilities and net assets	607,367	410,192	797,719	932,553	3,748,293	4,246,110	5,153,380	5,588,855

Accompanying schedules are an integral part of this financial statement.

**Statement of Financial Position -
Period Ending: March 31, 2023**

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2023	2022	2023	2022	2023	2022	2023	2022
Standard schedules								
Schedule 1: Contributions Receivable Current								
Contributions Receivable-Past Years	7,362	51,756	549	(5,000)	-	-	7,911	46,756
Allowance for Uncollectible-Past Years	(5,186)	(9,069)	-	-	-	-	(5,186)	(9,069)
Contributions Receivable-Current Year	29,124	(475)	-	5,549	-	-	29,124	5,074
Discounted Contributions Receivable	-	-	-	-	-	-	-	-
Allowance for Uncollectible-Current	(5,458)	(21,478)	-	-	-	-	(5,458)	(21,478)
Net Contributions Receivable Current	25,843	20,733	549	549	-	-	26,392	21,282
Schedule 2: Contributions Receivable Non-Current								
Contributions Receivable - Non-Current	-	1,658	-	-	-	-	-	1,658
Discounted Contributions Receivable	-	-	-	-	-	-	-	-
Allowance for Uncollectible Non-Current	-	-	-	-	-	-	-	-
Net Contributions Receivable Non-Current	-	1,658	-	-	-	-	-	1,658
Schedule 3: Land, Buildings & Equipment								
Land, Buildings & Equipment-Non Camp	-	-	191,541	191,541	-	-	191,541	191,541
Accumulated Depreciation-Non Camp	-	-	(158,693)	(155,193)	-	-	(158,693)	(155,193)
Land, Buildings & Equipment-Camps	-	-	2,259,625	2,259,625	-	-	2,259,625	2,259,625
Accumulated Depreciation-Camps	-	-	(1,470,628)	(1,411,350)	-	-	(1,470,628)	(1,411,350)
Construction in Progress	-	-	56,276	56,276	-	-	56,276	56,276
ROU assets-finance leases net	-	-	-	-	-	-	-	-
Land, Buildings & Equipment	-	-	878,121	940,899	-	-	878,121	940,899
Schedule 4: Custodial Accounts								
National Fees & Subscriptions	(107,773)	(111,558)	-	-	-	-	(107,773)	(111,558)
Unit Deposits	145,563	156,281	-	-	-	-	145,563	156,281
Order of the Arrow and NESA	34,018	41,196	-	-	-	-	34,018	41,196
Other Custodial Accounts	67,492	45,533	-	-	-	-	67,492	45,533
Total Custodial Accounts	139,299	131,451	-	-	-	-	139,299	131,451
Schedule 5: Unrestricted Net Assets Designated								
Total Board Designated Net Assets	-	-	-	-	-	-	-	-
Non-Designated Net Assets	(504,340)	(742,651)	344,512	471,527	(97,410)	(97,410)	(257,237)	(368,534)
Total Unrestricted Net Assets	(504,340)	(742,651)	344,512	471,527	(97,410)	(97,410)	(257,237)	(368,534)

End of Standard Schedules

----- End of Statement -----

**Comparative Statement of Budgeted Operations - Unrestricted -
Period Ending: March 31, 2023**

Operating Fund	Current Period			Year to Date			Current Year
	Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Support and revenue							
Direct support:							
Net direct mail							
Friends of Scouting:							
FOS contributions	12,000	24,816	27,036	32,000	71,011	44,565	110,000
Net assets released FOS	-	-	-	-	6,956	-	-
Provision uncoll FOS	(950)	(1,608)	(1,895)	(2,400)	(5,458)	(3,078)	(7,700)
Net Friends of Scouting	11,050	23,208	25,141	29,600	72,509	41,487	102,300
Net project sales							
Special events:							
Special event contributions	85,000	53,310	400	85,000	53,310	400	156,000
Spec event fees collected	-	-	-	-	-	-	10,000
Spec event cost direct benefit	(11,500)	(1,341)	-	(11,500)	(1,341)	-	(31,850)
Net special events	73,500	51,970	400	73,500	51,970	400	134,150
Legacies and bequests:							
Legacies and bequests contrib	-	2,388	3,080	-	2,388	3,080	3,000
Net legacies and bequests	-	2,388	3,080	-	2,388	3,080	3,000
Net foundations and trusts							
Other direct:							
Other direct contributions	625	-	2,000	1,875	593	2,000	7,500
Net other direct contributions	625	-	2,000	1,875	593	2,000	7,500
Total direct support	85,175	77,566	30,621	104,975	127,460	46,967	246,950
Indirect support:							
Net associated organizations							
United Way:							
United Way contributions	200	33	65	600	143	65	2,000
Net United Way	200	33	65	600	143	65	2,000
Net unassociated organizations							
Net other indirect contributions							
Government fees and grants:							
Government fees grants gross	625	-	-	1,875	-	-	7,500
Government grants and fees	625	-	-	1,875	-	-	7,500
Total indirect support	825	33	65	2,475	143	65	9,500
Revenue:							
Sales of supplies - net:							
Sale of supplies gross	6,250	3,855	8,903	18,750	13,712	18,140	25,000
Sale of supplies cost of goods	(4,063)	(2,506)	(5,599)	(12,188)	(8,913)	(12,052)	(16,250)
Net sale of scouting supplies	2,188	1,349	3,304	6,563	4,799	6,087	8,750
Product sales:							
Product sales	-	-	-	-	-	3,015	140,000
Product sales cost of goods	-	-	-	-	-	(2,696)	(63,000)
Product sales unit commissions	-	-	-	-	-	(1,663)	(56,000)
Net product sales	-	-	-	-	-	(1,344)	21,000
Investment:							
Investment income current	-	-	8	-	-	25	30,000
Total investment income	-	-	8	-	-	25	30,000
Total realized invest gain/loss							
Total unrealized invest gain/loss							
Camping:							
Camp revenues	500	195	5,060	1,000	400	5,360	492,550
Camp trading post sales	-	-	-	-	-	-	51,000
Camp TP cost of goods sold	-	-	-	-	-	-	(28,050)
Camp refunds and discounts	-	-	-	-	-	(435)	(1,500)
Net camping revenue	500	195	5,060	1,000	400	4,925	514,000
Activities:							
Activity revenues	-	12,314	5,215	5,000	21,108	7,945	32,800

**Comparative Statement of Budgeted Operations - Unrestricted -
Period Ending: March 31, 2023**

Operating Fund	Current Period			Year to Date			Current Year
	Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Activity trading post sales	-	-	-	-	-	-	500
Activity TP cost of goods	-	-	-	-	-	(303)	(300)
Net activity revenue	-	12,314	5,215	5,000	21,108	7,642	33,000
Other revenue	4,575	19,798	21,354	13,725	38,298	32,198	54,900
Total revenue	7,263	33,656	34,941	26,288	64,606	49,533	661,650
Total support and revenue	93,263	111,255	65,627	133,738	192,208	96,565	918,100
Expenses							
Employee compensation:							
Salaries	18,546	13,259	35,436	55,638	41,584	104,659	288,550
Employee benefits	6,678	2,725	7,057	20,034	9,548	22,184	80,135
Payroll taxes	2,658	1,253	3,316	7,975	3,599	10,123	34,500
Employee related	-	-	-	-	-	2,156	2,500
Total employee compensation	27,882	17,238	45,809	83,646	54,731	139,122	405,685
Other Expenses:							
Professional fees	8,250	4,242	(7,360)	24,750	10,802	24,563	99,000
Program and other supplies	2,104	2,238	6,410	5,113	2,238	6,297	201,750
Telephone and communications	733	649	903	2,200	1,407	3,424	8,800
Postage and shipping	1,017	(28)	182	1,550	(76)	1,464	5,300
Occupancy	1,775	1,630	3,582	4,875	3,146	5,414	27,800
Rental and maintenance of equi	1,383	400	354	3,150	1,108	1,470	13,000
Publication and media	1,017	943	3,107	1,550	1,252	3,271	7,650
Travel	2,654	89	2,641	7,213	910	8,423	32,900
Conferences and meeting	-	-	-	-	-	-	2,000
Recognition and awards	375	-	1,079	1,375	-	8,278	19,950
Interest	2,167	2,588	1,637	6,500	8,327	4,938	26,000
Insurance	1,417	1,411	2,656	4,250	4,154	5,261	20,000
Other	1,458	(2,758)	3,376	2,510	2,804	8,503	19,730
National charter and serv fees	1,250	2,046	1,886	3,750	2,046	7,052	15,000
Total other expenses	25,600	13,449	20,454	68,785	38,119	88,358	498,880
Total expenses	53,482	30,686	66,263	152,431	92,850	227,481	904,565
Surplus (deficit) UR revenue/expense	39,780	80,568	(636)	(18,694)	99,358	(130,916)	13,535

Net assets summary

Unrestricted net assets - beginning of year				(599,797)	(630,287)	
Change in net assets from operations	39,780	80,568	(636)	(18,694)	99,358	(130,916)
Adjustments to net assets		-	-		-	-
Transfers between funds	-	(1,300)	(843)	-	(3,900)	18,552
Change in unrestricted net assets	39,780	79,268	(1,479)	(18,694)	95,458	(112,364)
Unrestricted net assets - end of period				(504,340)	(742,651)	

----- End of Statement -----

Virginia Headwaters Council
Executive Board Meeting Minutes
Thursday, March 16, 2023 – Council Office and Zoom
Meeting – 7:00 PM

Presiding: Steve Hammond, Council President

Present: Ed Murphy, Tracey Stakem, Jim Echols, Ian Lilien, Mike White, Dr. Lawrence Whitehurst, Matt Phillippi, Liz Harman, Ann Blair, Dan Dreelin, Dave Earman, Ben Annan, Cindy Zollman, Tom Green, Gerry Locher, Roger Burke

Online: Audrey Storm, Larry Mellinger, Marc Monfalcone, Raymond Collins, Kent Schlüssel, Pete Fenlon, John Lindegren, Jay Fox, Ray Ezell, John Taylor, Shane Eppard

Staff: Sue Hart

Call to Order: Steve called the meeting to order at 7:01pm. Roger Burke gave the invocation. There was a quorum present.

Decisions and Actions:

1. Motion to approve the February meeting minutes and financials. Motion was made by Dr. Whitehurst and seconded by Dan Dreelin. There was no additional discussion or questions.
2. Motion to accept the following signatories with Vanguard as Larry Mellinger, Steve Hammond and Sue Hart. Pete Fenlon made a motion to approve and was seconded by John Taylor. There was no additional discussion and questions. Motion was approved by all.
3. A motion to formally quit claim the deed to its timeshare week back to the Lake Laura Homeowners Association (LLHA) and will send a \$200 check to LLHA to cover the costs for preparing, processing, and closing the deed. Motion was made by Matt Phillippi and seconded by Mike White. There were no questions or discussions or there were questions or modifications. Motion was approved by all.

Reports and Discussions:

1. State of the Council was shared by Mike White
 - 2023 is off to a good start in tracking our monthly targets.
 - Membership update was shared by Audrey Storm
 - Expecting a decline in membership from charter renewal. We don't want to wait until we see the decline in membership before we try and start recruiting again.
 - Special Events Report was shared by Sue and Cindy
 - The Luncheon is just over \$30k. Needing to fill additional seats.
 - Cindy shared with the board that the event after the luncheon is the Golf Tournament in Covington on April 29th. Breaking Clays for Scouts is May 12.
 - Summer Camp Report was shared by Jay Fox
 - Getting close to hitting our goal. Weeks 1 and 3 are closed. There are still some openings for staff at camp. Dining is going to be contracted out to Kandle and we are ready to sign that.
 - Board FOS participation update shared by Tom Greenwood.
 - The board pledges are at 60% participation to date.
 - Treasurer's Report given by Matt Phillippi
 - The revenue is up but there are still a number of expenses that still need to be addressed. Jitasa has been working with us a month now with a few glitches. We do not

have a year-end report for 2022 yet as there are still some items we are trying to report on.

2. Approval of February Meeting Minutes and Financials was led by Steve Hammond.

3. Reports

- Commissioner Report was shared by Roger Burke
 - Has been learning a lot from the current District Commissioners and specifically Ed Murphy. Hoping that once the Bankruptcy is over, we will be able to engage more families.
- Monticello District news was shared by District Chair Ed Murphy.
 - Aviation day is coming up April 22nd for Cub Scouts. The other big event will be Apple Harvest in the Fall at Camp Shenandoah Oct 6-8th (Highland Games is the theme).
 - Ann Blair asked if the Council considered doing venmo at events. Matt Phillippi gave the response that it would cost us money and then we would have add on an additional fee to sale. We currently already use paypal that can be used like a venmo.
- Mountain Valley District was shared by District Chair Dr. Whitehurst
 - The District is still in the process of reorganizing. The advancement team has met and has formed a committee. Membership is not as strong as he would like to see it but they did have two new units this year. More units need to schedule FOS presentations.
 - Dr. Whitehurst announces that there will be a District retreat in May at Camp Shenandoah. The event will consist of three parts: Get to know people, training, strategic planning.
- Endowment report was given by Larry Mellinger
 - Proposal: update Endowment Fund signatories with Vanguard.
- 2023 FOS Luncheon as spoken briefly again by Sue Hart.
- Friends of Scouting report was shared by Sue Hart.
 - Shared comparison 2022 vs 2023 to show we are trending ahead.
 - We are committed to doing vests again this year for anyone that gives \$1k or more.
- Sale of Council Office and Funds Distribution was shared by Steve Hammond
 - The office is under contract for \$320k. Our realtor agreed to take 3% of the commission. \$150k to pay off some of the line of credit and roll it into a loan. We will be able to stay in the office until the end of the year for \$2400. Use some of the payment to pay off the national office and then the rest we can set aside. The new space would be 1100 sqft in Staunton off of Greenville Ave.

4. Camp Shenandoah proposal was given by Steve Hammond and shared the following:

- Research is going into the possibility of Camp going into a conservation easement. This would help secure additional funds to take off the debt the Council owes.

5. Business

- Disposal of Timeshare decision was given by Mike White.
 - It was shared that the Council received the timeshare as a gift in 2009 as an Auction Item. Over \$12k was accrued in association fees and never paid since the deed was not transferred to the winner of the auction item. The Lake Laure Association has agreed to allow our Council to cancel our claim for \$200.00 to cover their costs to prepare the deed, process it and then close it.
 - A motion to quit claim on our Council's timeshare back to the association was made.

6. Closing comments by the following:

- Acting Scout Executive: Jitasa has been working great thus far. The only issue is that the checks do not look like they are coming from the Council. Things are moving forward, and we are appreciative of everyone's time and patience. A shoutout to Ed Murphy for helping out with Christmas Trees. Finally, we need additional volunteers for Breaking Clays for Scouts.
- Territory Directory Ian Lilien: Bankruptcy update: It is getting closer to being settled and there are positives taking place. Appreciates the level of discussion the group is having in making decisions for the Council.
- Council President: All the green on the chart is looking good but we can't let up as we just signed a contract for \$125k for the dining services at camp this summer. Just impressed with how the volunteers have stepped up to support the Council. The only red on the spreadsheet this evening was the FOS contributions to date and encouraged volunteers to attend the FOS Luncheon. The other priority of the board should be to actively participate in membership.
- Meeting adjourned at 8:30 PM

Respectfully Submitted,

Sue Hart
Assistant Scout Executive

Signed: _____

Date: _____

Approved: _____
Steve Hammond, President

Date: _____

A Proposal to Reimagine & Improve

The Virginia Headwaters Council Websites



JOHN ATHAYDE S7-763-21 20 APR 2023

Introductions



Current State of Systems

Multiple, disconnected platforms



Technical Concerns

The current system does not:

- Allow for integration with National Platforms
- Allow for granular access
- Provide necessary functionality
- Provide a single source of truth for inventory
- Provide a single source of truth for facility reservation & availability



Human Concerns

The current systems:

- Make it difficult to onboard & train new users
- Require large amounts of duplicate entry and manual processing
- Have extremely complex user interfaces (in certain parts of the ecosystem), creating bottlenecks with content updates and fixes to a few individuals.



Current Expenditures

Covering Existing Systems

- FY 2022: Tentaroo was \$5,352.05. FY 2023 contract is estimated by the Treasurer to finish between \$5,100 and \$5,600 after a \$500 discount.
- Tentaroo Contract is a base fee of \$2,599 plus 1% transaction fee on online transactions.
- The Council online store is hosted on WIX and is estimated at ~\$350/year plus fees.
- The Shenandoah Lodge site is hosted on Flywheel (Wordpress host), costing \$300/yr for hosting and about \$250 a year in plugins and theme licenses. The online store and ticketing for the Lodge uses Paypal, with ~3% transaction fees.
- The Council has six different payment processors all with slightly different rates.



Proposed Project Intent

Improve & Empower

- Reduce the number of systems and vendors required to digitally deliver program.
- Create sources of truth for inventory and content, reducing duplication errors and out of date content.
- Enable and empower staff and volunteers to deliver better and more timely content, thus enhancing program delivery to Scouts and Scouters.
- Reduce the overall cost to deliver aforementioned digital services.
- Look for any opportunities to empower youth to learn about web development, web content management, and marketing and to actually implement those items via the Council program, building professional skills and exposing youth to potential career opportunities through service to the Council, Camp, and Lodge.



Proposed Solution

Wordpress + Black Pug

- Wordpress CMS with three sites (via multisite)
 - Complete control of content presentation, layout, etc.
 - Global leader in online content management, widely used platform
- Black Pug Software - full suite of product offering recommended
 - Camp & Facility Reservation
 - Online & in-person store, inventory, and point-of-sale systems
 - Integration with Peoplesoft & other National Platforms



Proposed Solution Pricing

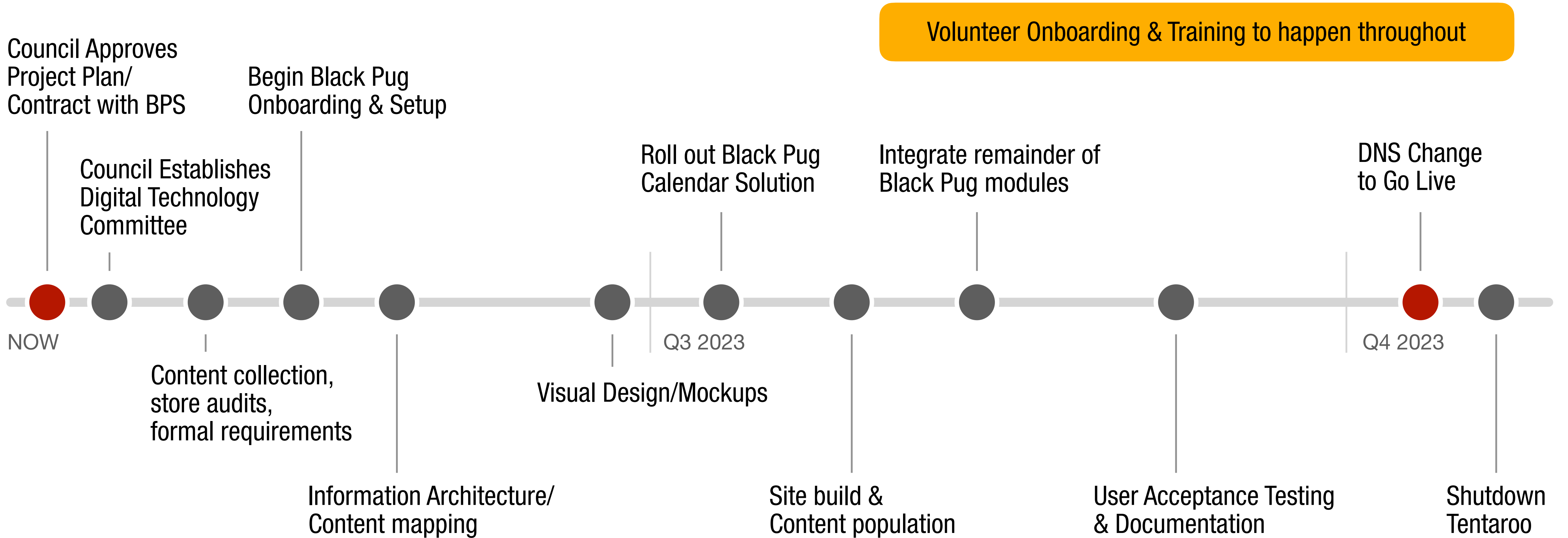
Wordpress + Black Pug

Hosting	\$930
Wordpress Plugin Licensing	\$250
Existing domain registration, email	No change
	\$1180

- Flexible Costs are related to sales (1% or 2% depending)
- Optional cost of \$1200/year for Point of Sale software - unlimited locations, runs on any connected tablet or computer



Timeline to Launch



Q&A | Discussion



A PROPOSAL TO REIMAGINE & IMPROVE THE

Virginia Headwaters Council Websites

JOHN ATHAYDE

S7-763-21 WOODBADGE

APRIL 2023

Executive Summary

The Virginia Headwaters Council (VAHC) currently suffers from a technological hodgepodge of systems and service providers to deliver its various web content to program members on vahcbsa.org, campshenandoah.org, and shenandoahlodge.org. This results in out-of-date information, choke points for content updates, and general frustration with our online experiences.

Through the streamlining of technology this proposal aims to:

- To empower Scout and Scouter volunteers to effectively leverage digital technology, primarily through the web, to help provide better programming, resources, and easier to use systems for staff, volunteers, and Scouting families as well.
- To reduce the cost to the Council in order to provide these services to the Scouting families and volunteers, potentially saving the Council thousands of dollars per year while improving the quality of service via the web.

Current State of Systems

The current state of the council's web systems is as follows:

vahcbsa.org and campshenandoah.org are served from the Tentaroo platform. This includes camp reservations, events, and the website content management system. We use various add-ons from Tentaroo (e.g. Tentaroo Forms) to achieve the current capabilities of the system.

shenandoahlodge.org is served from a WordPress instance on Flywheel hosting (www.getflywheel.com), and uses a paid theme (Enfold) as well as a few paid plugins (EventsCalendarPro with Ticketing module). The Lodge also maintains its own e-commerce store using WooCommerce with Paypal payment.

The Camp Trading Post point of sale uses a SellWise POS (point of sale system) and Square for credit card processing. This is a standalone inventory system that operates offline in the Camp Trading Post, and a Square terminal with connection via a Verizon cellular hot spot. The online Scout shop system is served from Wix, a website and ecommerce building "no-code" platform. The Lodge uses WooCommerce with its own offline inventory management.

The calendar is a shared third party system called CalendarWiz and is not integrated with other systems, requiring events to be added in multiple places. There is also no support for ongoing reservation support for Ranger Hunter and the Camping promotions committee at both the council and district levels, requiring offline work to manage bookings.

Domains are registered through GoDaddy.com. The council will need to maintain these registrations in an ongoing fashion. There is no change expected in this regard.

Council email is provided through GoDaddy.com, and Lodge email is provided through a free non-profit Google Workspace established in 2020.

Technical Concerns

The current systems do not:

- Allow for integration with PeopleSoft, LodgeMaster, or other national interfaces (at least with LM, National is supposedly working on a WordPress plugin)
- Allow for granular access to edit permissions for staff and volunteers. It is an all-or-nothing access level by platform.
- Provide necessary functionality. The Tentaroo content management system (CMS) is limited in functionality, requiring certain edits to be made by Tentaroo itself. Custom styling requires a tech ticket be submitted to Tentaroo in order to preserve the custom styles on page edit. Content edits to the prime four blocks on the home page require a tech ticket be filed with Tentaroo as well. Some Tentaroo admin functions are still built in the no-longer-supported Adobe Flash, requiring the downloading and use of Adobe Air to run a separate program on the end user's computer.
- Provide a single source of truth for inventory.
- Provide a single source of truth for facility reservation, causing double bookings and confusion about calendar accuracy.

Multiple platforms increases the chances for failures to go unnoticed and require more knowledge of different systems in order for us to deliver program effectively.

Human Concerns

The current systems:

- Make it difficult to onboard and train new users.
- Require large amounts of duplicate entry and manual processing, creating the potential for errors.
- In some cases have extremely complex user experiences, requiring a small cohort of individuals to make all essential edits to program pages, delaying implementation and publication.

VAHC also has a lack of paid professionals to handle these systems, leading to the need for volunteers in order to maintain program efficacy. The current systems make it difficult to onboard, enable, and empower these volunteers at scale.

Current Expenditures

In FY 2022, Tentaroo billings to VAHC were \$5,352.05. FY2023 contract (attached as Exhibit A) is estimated by the council Treasurer to be somewhere between \$5,100 and \$5,600 after a \$500 discount. The contract has a base fee of \$2,599 plus a 1% transaction fee on online transactions (including all fees collected via forms and camp registrations). This covers the vahcbsa.org and campshenandoah.org websites.

The online store for VAHC is hosted on wix, and is estimated to cost \$324/yr plus credit card transaction fees.

Shenandoah Lodge Site

www.shenandoahlodge.org

Hosting: \$300/yr at Flywheel

Enfold Theme \$60/yr

Events Calendar Pro with Tickets pro plugin: \$99/yr

MaxMegaMenu plugin

Paypal transaction fees ~3%

Proposed Project Intent

The proposed project intends the following outcomes:

- Reduce the number of systems and vendors required to digitally deliver program.
- Create sources of truth for inventory and content, reducing duplication errors and out of date content.
- Enable and empower staff and volunteers to deliver better and more timely content, thus enhancing program delivery to Scouts and Scouters.
- Reduce the overall cost to deliver aforementioned digital services.
- Look for any opportunities to empower youth to learn about web development, web content management, and marketing and to actually implement those items via the Council program, building professional skills and exposing youth to potential career opportunities through service to the Council, Camp, and Lodge.

Proposed Solution

After evaluating the existing system and opportunities to improve it, I feel that the best option for the Council is to unify its digital systems (save email) into one cohesive platform consisting of:

- A Wordpress multisite setup containing three Wordpress instances:
 - vahcbsa.org
 - campshenandoah.org
 - shenandoahlodge.org
- Sharing plugin installs (paid and free)
 - Akismet (blocks comment and contact form spam, much of which is obscene in nature) - paid.
 - Advanced Custom Fields (providing better control over what individuals can edit on any given page or post)
 - Contact Form 7 + Contact Form CFDB7 w/Recaptcha
 - MaxMega Menu
 - Media Replace
 - Yoast SEO
 - SVG & WebP image enabling plugins
- Hosted on WPEngine, using the professional account with multisite. This includes phone support, nightly backups, multiple environments per site, free SSL, and security updates and maintenance.
- Black Pug License for modules allowing for camp and event registration, form creation, online store, and point of sale (Point of Sale is optional).
- Establish a Github account (free) and share our theme files for other councils to build upon.

Proposed Pricing

There are two parts to this system:

- A Wordpress (or other CMS) website with various licensed plugins
- Black Pug's services and integrations

Wordpress Hosting from WP Engine would cost \$93/month or if paid annually, \$930/year (for a two month discount). This is with the multisite option enabled, which does cost \$30/mo more. This enables us to have shared logins for volunteers across the platform and reduce maintenance and developer operations overhead. It's not required, so there could be an additional \$300 saved there. There is no contract/lock in, and if we cancelled in the middle of a term, it would be pro-rated to the time used.

While Go Daddy (where we register our domains) does offer hosting, it is less focused and will require a larger lift by volunteers to maintain and run.

Black Pug has no fees for:

- The base system
- Onboarding or on-going support
- Base event module fees

All fees with Black Pug are 2% of the cost. For example:

- a \$100 Camporee is \$2 fee
- a \$15 BALOO Training is 30 cents fee
- Any event with no cost is free.

Black Pug has some exceptions to this 2% fee:

- There is no fee for the "pass-through" events Philmont, Sea Base, Northern Tier, Summit, National Jamboree, and NOAC. You can take registrations and online payments for these events with no Black Pug fees.
- There is no fee for any event where you don't charge a fee (mentioned above in your RangeMaster training, but being repeated here).

- There is no fee for fundraising events in the 4000 series account codes. Again you can take registrations and online payments for these events with no Black Pug fees. These are typically council fundraising dinners, sporting clays, council golf fundraiser outings, and things like that.
- Scouts BSA Summer Camp has a fee of 1% of the registration cost instead of the 2% fee. For a \$350 summer camp registration our fee is \$3.50. All summer camp features are included, such as campsite management and merit badge scheduling and management.

Since Summer Camp is one of our primary drivers, this should dramatically reduce our overall spend per year. Based on the above pricing estimate, the Council will save \$1,500-\$3,000 per year (starting in 2024) on the overall technology stack while increasing capabilities and streamlining operations.

Annual Costs

FIXED

Hosting	\$930
Wordpress Plugin Licensing	\$250
Existing domain registration, email	No change
	\$1180

FLEXIBLE

1% Any Scouts BSA Summer Camp registrations

2% Trading post, other events/registrations (except 4000 series account code events or pass-through registrations as outlined above)

OPTIONAL ADD-ONS

Point of Sale \$1200 (\$100 per month)
unlimited locations (requires an authorize.net account, so there is a per purchase transaction fee there)

Opportunities for Fundraising & Cost Reduction

This project provides an opportunity for the Council to make a specific ask to the community for donations specifically around this project, and/or to fund it in part (related to the fixed costs) in an ongoing fashion. We could offer logo spots or some other opportunity for promotion on certain pages on the site, and in email communications and/or a press release from the Council.

GoDaddy offers non-profit discounts and in some cases a donation-in-kind. The council should apply to and leverage this to reduce expenditures to support the program if they select GoDaddy as a hosting vendor.

Proposed Implementation Plan & Timeline

VAHC should establish a Council Technology Committee focused on cultivating and empowering volunteers to run the website and other digital tools (such as Slack channels, etc), as well as investigate how the Council might better use technology to serve its constituents. The committee would provide oversight on policy implementation as well as technical maintenance and training.

The first step should be to verify 100% of functionality transfer to the proposed systems and ensure that there are no hidden costs or other unknown issues that may cause certain elements of this proposal to need to change. The Council will need to request a formal proposal and contract from Black Pug to ensure coverage and any legal requirements.

Formal requirements should be documented if any exist beyond what is iterated over in this project proposal. An official project plan should be developed including content from this proposal and other requirements as discovered by the Committee and approved by the CEB.

For Wordpress builds, there is a BSA National Wordpress theme (<https://themesinfo.com/wordpress-template-bsa-council-theme-bznug>) that we could leverage as a base for design/layout. It is somewhat limited and we would want to modify it to best support our programs here.

After requirements are finalized, the site build will move into a pretty standard process:

1. Content collection;
2. Determination about online store offerings;
3. Graphical templates for content blocks;
4. Site build out & content population;
5. Documentation (including videos);
6. Onboarding & UAT (User Acceptance Testing);
7. Switch over to new system & spin down old system (including porting Lodge trading post items & event registration into new system)

Timeline

In order to minimize any gap in service, the new system should be stood up in parallel with the existing solution and then changed via DNS overnight after the 2023 Summer Camp season is complete, or when the new systems are ready and approved by the Council Technology Committee.

In order to fully test out the new system, and begin with onboarding, the Lodge site should be moved to the new infrastructure and access created. In parallel, the new Council and Camp sites could be created in password-protected "staging" environments, using a subdomain (e.g. staging.vahcbsa.org).

VAHC Advancement Report

20 April 2023

District	Jan-Mar 2023	Year 2022	Year 2021	Year 2020
Mtn. Valley				
Cub Scouts	13	145	71	116
Scouts BSA	35	224	165	232
Eagles	10	52	29	37
Merit Badges	29	1091	1191	875
Monticello				
Cub Scouts	131	456	225	442
Scouts BSA	94	377	265	295
Eagles	4	39	44	43
Merit Badges	85	1674	1275	1072
Eagles	14	92	73	80

Current numbers through 3/31/2023

April 2023 – Friends of Scouting Report

Friends of Scouting:

Several FOS presentations still need to take place this year. Currently we have just over 53% of presentations scheduled.

Thus far, we continue to track ahead of last year. An emphasis still needs to be placed on Family FOS.

April 2022 Family FOS:

	DATES	%	Viable UNITS	FAMILY GOAL	PRES COMPL'D	Worked Prospects	REPORTED	Reporting vs. Goal
Monticello	31	61%	51	\$36,000	22	108	\$25,881	72%
Southern	6	67%	9	\$9,000	5	21	\$6,490	72%
Valley	6	30%	20	\$16,000	5	11	\$4,990	31%
Massanutten	10	53%	19	\$14,000	9	39	\$6,300	45%
DISTRICT TOTALS	53		99	\$75,000	41	179	\$43,661	58%
Executive Board	1			\$50,000	1	14	\$12,579	25%
COUNCIL TOTALS	53	54%	99	\$125,000	42	193	\$56,240	45%

April 2023 Family FOS:

	DATES	%	Viable UNITS	FAMILY GOAL	PRES COMPL'D	Worked Prospects	REPORTED	Reporting vs. Goal
Monticello	29	91%	32	\$40,000	18	95	\$27,955	70%
Mountain Valley	12	26%	46	\$35,000	9	35	\$13,190	38%
DISTRICT TOTALS	41		78	\$75,000	27	130	\$41,145	55%
Executive Board	1			\$25,000	1	15	\$26,653	107%
COUNCIL TOTALS	41	53%	78	\$100,000	28	145	\$67,798	68%

Virginia Headwaters Council

Activity Report

April 2022

Youth Activities:

- Aviation Day will be held this Saturday, April 23 at the Gordonsville Airport. 150 Cub scouts have pre registered and they are expecting more to show up. The committee is expecting over 400 people in attendance. Many thanks to Daman Irby and his committee for bringing back this incredible event.
- Day Camp - Monticello and Massanutten are in full planning for their respective camps. Monticello's camp will be held June 20-23 and Massanutten's camp will be held July 28-July 1st.
- Camp Liger will be held on Saturday, June 18 at Chris Greene Lake in Charlottesville.

Adult Activities:

- BALOO and IOLS training was held April 2-3 at Camp Shenandoah
- Leave No Trace and IOLS for Crews will be held May 13-15
- All in for Scouting - May 13 Brother's Craft Brewing
- FOS luncheon - June 3 Boar's Head Inn

Respectfully submitted,

Tracey Stakem
VP of Activities