



Executive Board Guide

2026

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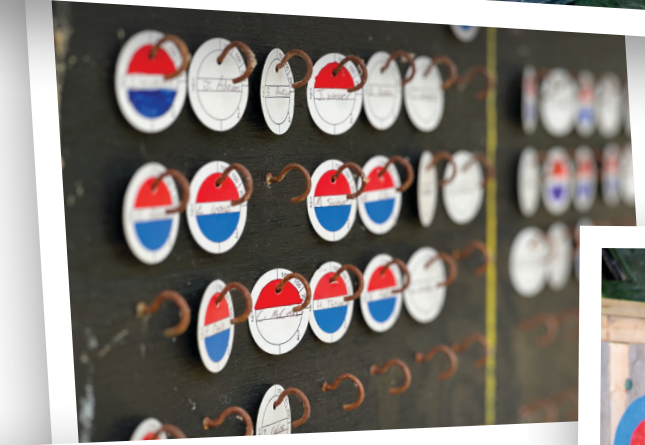


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Dear Executive Board Members,

As we step into 2026, we do so with optimism, confidence, and a deep sense of gratitude. The year behind us demonstrated what is possible when committed and dedicated Scouters come together with a shared vision and passion. While many councils across the country faced significant challenges, our council continued to move forward with stability, progress, and sound financial stewardship. That momentum positions us well for the opportunities that lie ahead.

This year invites us not only to build upon past successes but also to look ahead with fresh perspective and renewed energy. The strength of our council is rooted in the strength of its volunteer leaders. Engaged volunteers are the foundation of a successful council. Your leadership, insight, and willingness to serve ensure that the Virginia Headwaters Council remains resilient and focused on delivering meaningful programs to our youth.

We are especially grateful for the role you play as members of the Executive Board. Your generosity with your time, talent, and treasure allows Scouting to flourish in our communities. An active and committed Board is essential to sustaining our mission and your dedication makes it possible for our council to meet challenges with confidence while embracing new possibilities.

Our belief in Scouting remains unwavering. Its proven programs continue to shape young people into capable, ethical, and service-minded adults. Through Scouting, youth gain leadership experience, develop strong character, and build skills that serve them for a lifetime. We are proud to champion a movement that has such a profound and lasting impact and we remain committed to preserving and strengthening it for future generations.

Thank you for your service, your leadership, and your belief in Scouting. We are fortunate to walk this journey with you. Here's to a year of purpose, progress, and continued success as we work together to make 2026 one of our strongest years yet.

Yours in Scouting,



Mike White
Council President



Sue Hart
Scout Executive



Matt Phillippi
Council Commissioner



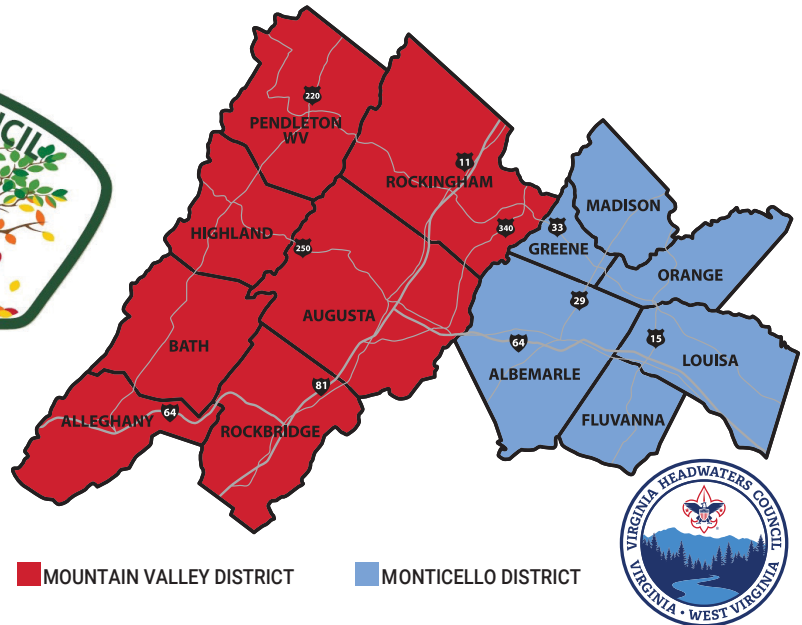
Scouting America

Virginia Headwaters Council

Virginia Headwaters Council (VAHC) is an independent non-profit 501(c)(3) corporation based in Staunton, Virginia that is chartered by Scouting America to serve youth in twelve counties in central Virginia and the Shenandoah Valley as well as one county in West Virginia. VAHC owns and operates Camp Shenandoah located in Swoope, Virginia.

The VAHC Council office is located at 617 Greenville Avenue in Staunton and Camp Shenandoah is located at 222 Boy Scout Lane in Swoope. The Council is part of Council Service Territory 12 of Scouting America and is organized into two districts comprised of the following cities and counties:

- » **Monticello District:** Charlottesville city; Albemarle, Fluvanna, Greene, Louisa, Madison and Orange counties.
- » **Mountain Valley District:** Buena Vista, Covington, Harrisonburg, Lexington, Staunton, and Waynesboro cities; Alleghany, Augusta, Bath, Highland, Pendleton (WV), Rockbridge, and Rockingham counties.



The Council was established in 1927 and currently employs three paid professional Scouters and an office staff member. A total of 100 percent of the assets of VAHC are owned, operated, and managed by a local Board of Directors (Executive Board) and the VAHC CEO (Scout Executive). The Council operates independently from the National Council but contracts their services as needed to deliver our top-notch programs to the youth in our service area. Camp Shenandoah was established in Swoope in 1950. The camp property consists of 454 acres and is located on the eastern slope of Little North Mountain with the west side of the camp bordering the George Washington National Forest.

Mission & Purpose

The Virginia Headwaters Council is home to the source, or headwaters, of all four of the great rivers (and associated tributaries) of Virginia and northeast West Virginia that flow directly to the sea from the Commonwealth. The James, Potomac, Rappahannock, and York Rivers all rise in our beloved Council territory, springing out of our highlands and giving life to the Chesapeake Bay.

Our Council is very proud of its name. Inspired by our local geography and reflective of our unique natural environment, the name speaks to the majestic beauty of our region which serves as the perfect classroom to foster sustainable, self-reliant traditions in keeping with Scouting's timeless values.

Mission of Virginia Headwaters Council

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.

Virginia Headwaters Council Vision

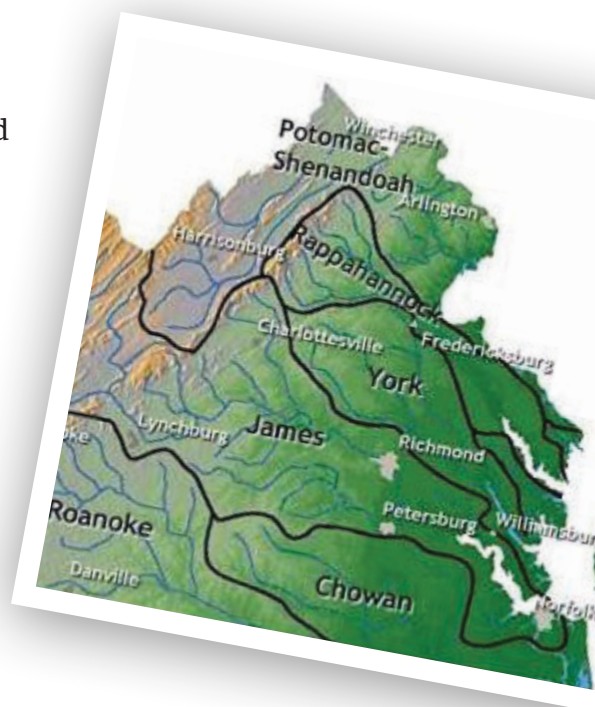
Our vision is to operate an enduring, self-sustaining Scout Council capable of serving our local Scout youth and promoting their development into engaged, selfless, and self-reliant citizen leaders.

THE FOUNDATION OF SCOUTING

Scout Oath: On my honor I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

Scout Law: A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

Scouting Mission Statement: The mission of Scouting 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 Scout Law.



Key Dates

January 16-19, 2026	Winter Camp Camp Shenandoah
February 6-8, 2026	Council Klondike Derby Camp Shenandoah
February 8, 2026	Scout Sunday
February 21, 2026	Council Recognition Dinner Tinkling Spring Presbyterian Church Fishersville, VA
April 14, 2026	Friends of Scouting Luncheon Farmington Country Club Charlottesville, VA
April 17-19, 2026	Woods with Merit Camporee Pleasant Grove Park, Palmyra, VA
May 8, 2026	All In For Scouting Casino Night Feel The Rain Brothers Brew Co. Harrisonburg, VA
May 15-17, 2026	Spring Camporee New Market Battlefield
June 6, 2026	Join Scout Night Training & Popcorn and Peanuts Sales Training
June 12-14, 2026	Cub Scout Resident Camp Camp Shenandoah
June 17 - 20, 2026	Webelos Resident Camp Camp Shenandoah
June 21-27, 2026	Week 1: Scouts BSA Resident Camp Camp Shenandoah
June 28-July 4, 2026	Week 2: Scouts BSA Resident Camp Camp Shenandoah
July 5-11, 2026	Week 3: Scouts BSA Resident Camp Camp Shenandoah
July 12-18, 2026	Week 4: Scouts BSA Resident Camp Camp Shenandoah
July 22-31, 2026	National Scout Jamboree Summit Bechtel Reserve
July 26-31, 2026	National Youth Leadership Training (NYLT) Camp Shenandoah
August 24-30, 2026	Join Scouting Week
September 19, 2026	Cub Fun Day Camp Shenandoah
September 25, 2026	Breaking Clays for Scouts Shenandale Gun Club, Swoope, VA
October 9-11, 2026	48th Apple Harvest Camporee Camp Shenandoah
November 6, 2026	Fall Dinner and Auction Waynesboro Best Western
November 7 & 14, 2026	Scouting for Food

EXECUTIVE BOARD MEETINGS

EXECUTIVE COMMITTEE

Committee Members Only

February 19, 2026
April 16, 2026
June 18, 2026
(No August Meeting)
October 15, 2026
December 17, 2026

EXECUTIVE BOARD

Committee, Board, & Advisory

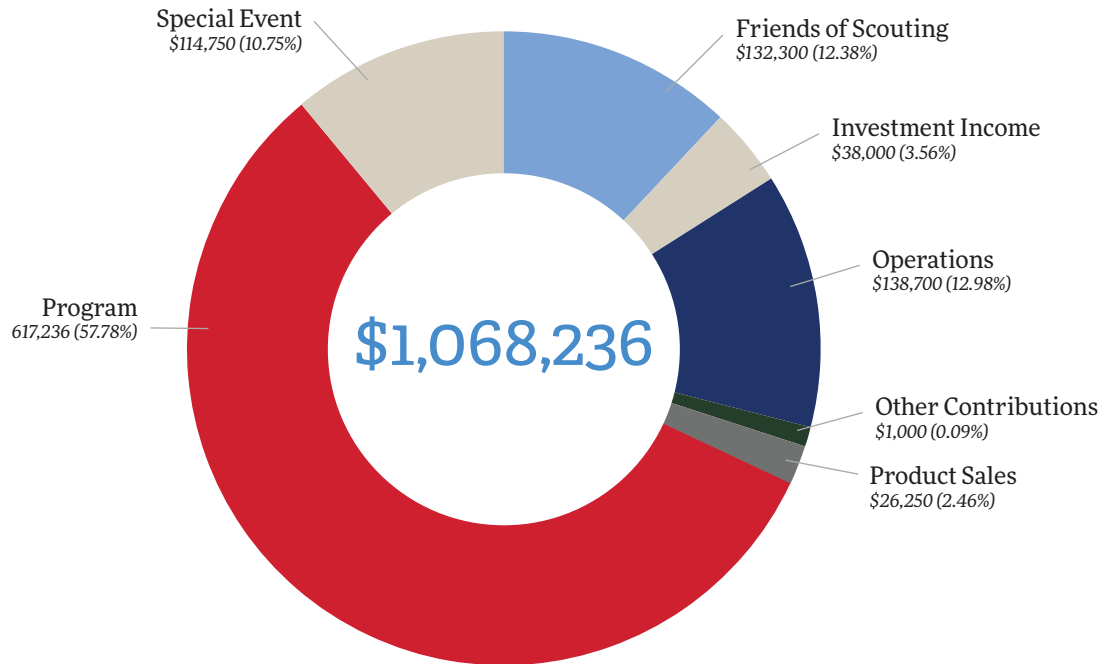
March 19, 2026
May 21, 2026
July 9, 2026
September 17, 2026
November 19, 2026

ANNUAL BUSINESS MEETING

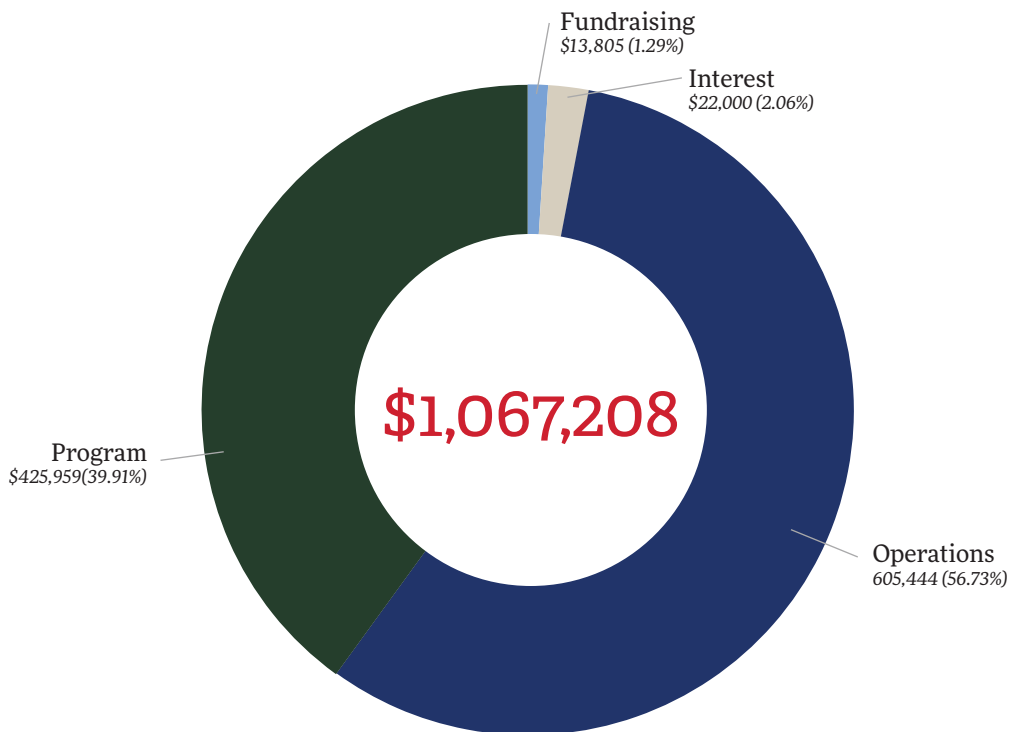
January 21, 2027
King Family Vineyards

Key Financials

REVENUES



EXPENSES



2026-2028 Strategic Plan

STRATEGIC PLAN 2026-2028

to be voted on by the Executive Board on January 15, 2026

Our Vision is that, by December 31, 2030, the Virginia Headwaters Council will:

- » Serve 3,000 youth members
- » Strengthen, grow, and modernize fundraising to ensure long-term financial stability
- » Evolve Camp Shenandoah into a facility fully capable of delivering a true Camper First experience
- » Champion an organizational culture anchored in operational excellence, forward-looking strategy, and empowered leadership

This Strategic Plan sets forth a focused three-year roadmap for the 2026 to 2028 timeframe designed to drive measurable progress toward achieving our vision.

I. MEMBERSHIP: 3,000 by '30

- » **Grow Membership:** Implement a comprehensive, year-round strategy to increase traditional youth membership with a focus on recruitment, retention, and renewal:
 - » **Recruitment Strategy:** add at least 905 new youth members in 2026 to end the year serving 1,890 youth members. Achieve at least 12% growth in both 2027 and 2028.
 - » **Retention Strategy:** exceed the average annual national minimum retention standard of 62% by at least 3 points in 2026 by offering high quality, innovative, and engaging council-level programs that are well-marketed to our units, youth, and volunteers. Strive for an annual retention rate of at least 70% by 2028.
 - » **Renewal Strategy:** focus on expiring membership on a monthly basis by tasking monthly renewal responsibility

to the District Committees with a goal of improving our annual average renewal rate of 61% by at least 4 percentage points by 2028.

- » **Increase number of Units:** Add 14 new units in 2026 with a focus on starting new units in areas of the council currently without Scouting. Add at least 8 new units in both 2027 and 2028.
- » **Improve Arrow of Light (AOL) to Scouts BSA Transition:** Increase current 75% AOL to Scouts BSA annual transition rate to 78% by 2028.
- » **Focus on Join Events and Marketing:** Rebuild fall Join Scouting Night with coordinated effort from all units and improvement and better targeting of our membership marketing to youth prospects and parents. Launch new and creative Join Scouting events throughout the year.
- » **Leverage Commissioners:** Rebuild and focus Commissioner staff on membership, prioritizing new unit support and tasking Commissioners with reducing the number of dropped units.
- » **Boost Adult Engagement:** Highlight specific

opportunities for adults to actively participate at the unit, district, or council level.

tent annual operating surpluses to achieve a cash reserve position of at least \$150,000 by 2028.

II. FUNDRAISING: strengthen, grow, and modernize to ensure long-term financial stability

- » **Grow Fundraising:** strengthen Friends of Scouting (FOS), Special Events, and Popcorn & Peanuts (PNP) to ensure mission delivery and long-term success:
 - » **Family FOS Strategy:** Strengthen the Family FOS campaign by ensuring annual presentations in every unit, expanding and training the presenter team, and ensuring that membership growth coincides with corresponding increases in Family FOS contributions.
 - » **Community FOS Strategy:** Double the amount raised through the Community FOS campaign by 2028. Cultivate major gifts.
 - » **Special Events Strategy:** Solidify the FOS Luncheon as the council's premier fundraising event, achieving gross revenue of at least \$100,000 by 2028. Increase revenue from the council's three additional Special Events by a minimum of 25% by 2028. Develop standardized Playbooks for each Special Event by 2028 to ensure consistent execution, operational continuity, and reliable replication.
 - » **PNP Strategy:** Increase PNP participation by strengthening unit engagement, enhancing incentives, and adopting best practices from councils with strong PNP performance.
- » **Modernize Systems:** Invest in CRM software and other cloud-based systems to support robust fundraising.

Ensure Financial Stability: Produce consis-

III. CAMP SHENANDOAH: fully capable of delivering a true Camper First experience

- » **Eliminate Camp Debt:** Pay off Camp Shenandoah debt by 2027.
- » **Better Maintain Existing Assets:** Allocate 10% of the annual council budget to Camp Shenandoah upkeep and improvement by 2028.
- » **Invest in New Assets:** Direct half of the Easement Funds once realized to Camp Shenandoah Improvement Plan priorities and deposit the other half into the Endowment Fund's 'Camp Shenandoah Upkeep and Improvement' designated account.
- » **Market Summer & Winter Camp:** Drive attendance growth by developing an annual marketing plan for our summer and winter camp programs, presenting it for Executive Committee review, and reporting outcomes to the Executive Board each year.
- » **Distinguish Camp Shenandoah:** Explore, develop, and implement unique programs, elements, and experiences that set our camp apart from regional competitors.
- » **Encourage and Enable Year-Round Use:** Promote year-round utilization of Camp Shenandoah by our Scouts and support it through targeted investments in camp facilities and infrastructure.
- » **Prepare and Launch Capital Campaign:** Ready the council for a capital campaign to fund remaining elements of the Camp Shenandoah Improvement Plan by developing professional architectural drawings and compelling campaign materials, establishing firm anticipated costs to inform clear fund-

2026-2028 Strategic Plan (cont'd)

raising goals, recruiting campaign leadership, and securing anchor donor commitments. Launch the campaign once key readiness benchmarks are met.

IV. CULTURE: operational excellence, forward-looking strategy, and empowered leadership

- » **Strengthen Organizational Effectiveness:** Cultivate a volunteer-driven, professional-supported operating model grounded in transparency across functions and decision-making.
- » **Amplify Communication:** Enhance internal and external communication by improving clarity, frequency, and responsiveness to keep volunteers informed and demonstrate Scouting's relevance and impact to the public.
- » **Improve Operations:** Strategically fill vacant positions that will advance our Strategic Plan objectives. Work towards a model of council volunteers having a clear, singular role. Proactively plan for succession and build bench depth. Align professional staff around functional areas and review and streamline expectations of districts for maximum effectiveness.
- » **Build Tools:** Create resources such as event planning guides to strengthen volunteer effectiveness. Develop dashboards and other tools that enable the Executive Board to monitor progress and performance of the Strategic Plan.
- » **Emphasize Training:** Prioritize and strengthen volunteer training and mentoring with a focus on developing unit-level leaders, especially newly recruited ones. Whenever possible, offer in-person training designed to meet adults where they are.
- » **Optimize Events and Programs:** Deliver high-quality, innovative, engaging, and replicable programs that support desired retention outcomes. Calendarize events and programs at least one year in advance.
- » **Enhance Executive Board:** Recruit Executive Board members with the skills, influence, and results-driven mindset necessary to advance the Strategic Plan and expand the council's reach.

Shenandoah Lodge #258

Order of the Arrow

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 at 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 for 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 supports and enriches 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 2026

Lodge Chief	Charles Palmer V	chief@shenandoahlodge.org
Lodge Adviser	Jeff Nelson	jeffnelson0715@gmail.com
Lodge Staff Adviser	Robert Clemmer	robert.clemmer@scouting.org



LODGE 2026 CALENDAR

Winter Banquet

January 3, 2026

Spring Fellowship

March 27–29, 2026

Section E9 Conclave

April 24–26, 2026

June Induction

May 29–31, 2026

National Scout Jamboree &
Operation Arrow

July 22–31, 2026

August Induction

August 7–9, 2026

Lodge Retreat

September 25–27, 2026

One Day of Service

November 7, 2026

Demographic & Income Profile

Virginia Headwaters Council

Population

DESCRIPTION	2020 CENSUS	CURRENT YEAR ESTIMATE	5YR PROJECTION	% CHANGE CURRENT 5 YR PROJECTION
Total Population	634,165	647,183	661,682	+2.2
Population per Square Mile	91	92	95	+3.3
Total Households	249,198	258,886	265,955	+2.7

Urban / Rural Population

DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
Urban Population	312,592	49.3	319,239	49.3	362,522	49.3	+2.3
Rural Population	321,572	50.7	327,943	50.7	335,160	50.7	+2.2

Population by Race / Ethnicity

DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
African American	51,355	8	52,155	8.1	54,176	8.2	+3.9
Asian	18,283	3	19,189	3.0	21,362	3.2	+11.3
Caucasian	489,979	77	195,857	76.6	497,550	75.2	+0.3
Hispanic/Latino	44,805	7	44,159	6.8	48,130	7.3	+9.0
Native American	1,038	0	1,118	0.2	1,141	0.2	+2.1
Pacific Islander	246	0	244	0.0	250	0.0	+2.5
Some Other Race	2,555	0.4	3,564	0.6	3,740	0.6	+4.9
Two or More Races	25,904	4	30,898	4.8	35,334	5.5	+14.4

Target Age Youth

PROGRAM	CURRENT YEAR	5YR PROJECTION	% CHANGE CURRENT 5 YR PROJECTION
Cub Scout (Grades K - 5)	41,311	40,429	-2.1
Scouts BSA (11-17)	21,344	21,089	-1.2
Venturing (14-20)	21,491	21,294	-0.9
Total Target Age Youth	84,146	82,812	-1.6

Population by Age

DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
0 to 4	32,774	5.2	33,009	5.1	32,755	5.0	-0.8
5 to 14	70,793	11.2	70,793	10.8	68,671	10.4	-1.6
15 to 19	47,763	7.5	46,478	7.2	44,769	6.8	-3.7
20 to 29	92,241	14.5	91,537	14.1	94,682	14.3	+3.4
30 to 44	110,069	17.4	117,619	18.2	119,760	18.1	+1.8
45 to 64	157,095	24.8	158,400	24.5	155,960	23.6	-1.5
65+	123,428	19.5	130,365	20.1	145,083	21.9	+11.3
Median Age	42		41		42		+2.4

Educational Attainment

DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
No High School Diploma	50,157	11.7	51,645	11.6	53,291	11.6	+3.2
High School Diploma/Equivalent	5,752	1.3	5,956	1.3	6,134	1.3	+3.0
Some College	156,215	36.3	159,531	35.8	164,108	35.6	+2.9
Associates Degree	48,136	11.2	49,782	11.2	51,542	11.2	+3.5
Bachelor's Degree	29,557	6.9	30,475	6.8	31,589	6.9	+3.7
Post Graduate Degree	130,110	32.6	148,000	33.2	154,480	33.5	+4.4
Population Age 25+	429,927		445,389		461,144		+3.5

Households by Income

DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
\$0 - \$14,999	21,920	8.8	20,290	7.8	17,335	6.5	-14.6
\$15,000 - \$24,999	19,478	7.8	16,354	6.3	15,001	5.6	-8.3
\$25,000 - \$34,999	21,076	8.5	18,002	7.0	16,375	6.2	-9.0
\$35,000 - \$49,999	29,821	12.0	26,418	10.2	24,123	9.1	-8.7
\$50,000 - \$74,999	44,399	17.8	39,656	15.3	34,396	12.9	-13.3
\$75,000 - \$99,999	34,198	13.7	36,470	14.1	34,250	12.9	-6.1
\$100,000 - \$149,999	40,889	16.4	51,733	20.0	60,632	22.8	+17.2
\$150,000 +	37,418	15.0	49,963	19.3	63,846	24.0	+27.8
Average HH Income	99,986		103,939		117,096		+12.7
Median HH Income	72,896		84,602		96,958		+14.6
Per-Capital Income (pop)	36,564		42,164		27,558		+12.8

Housing Units

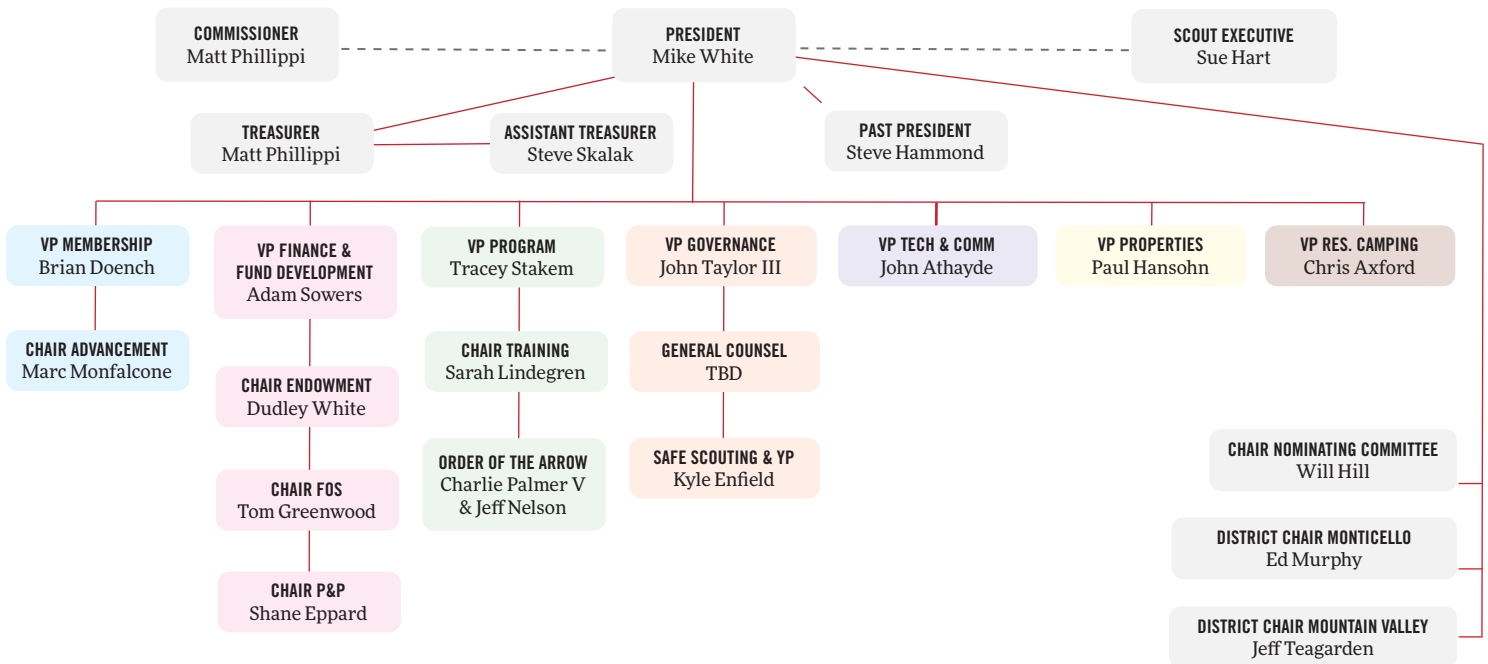
DESCRIPTION	2020 COUNT	%	CURRENT YEAR ESTIMATE	%	5YR PROJECTION	%	% CHANGE CURRENT 5 YR PROJECTION
Total Occupied Units	249,198	89.7	258,886	89.8	265,955	89.8	+2.7
Owner Occupied/Mortgaged	107,927	38.9	111,464	38.6	114,619	38.7	+2.8
Owner Occupied/No Mortgage	59,419	21.4	62,981	21.8	64,933	21.9	+3.1
Renter Occupied	81,852	29.5	84,441	29.3	86,403	29.2	+2.3
Vacant Units	28,527	10.3	29,528	10.2	30,267	10.2	+2.5
Total Housing Units	277,725		288,414		296,222		+2.7



2026 Executive Committee

Council President	Mike White
Council Commissioner	Matt Phillippi
Scout Executive	Sue Hart
Vice President of Finance & Fund Development	Adam Sowers
Vice President of Governance	John Taylor
Vice President of Membership	Brian Doench
Vice President of Program	Tracey Stakem
Vice President of Properties	Paul Hansohn
Vice President of Resident Camping	Chris Axford
Vice President of Technology & Communications	John Athayde
Treasurer	Matt Phillippi
Assistant Treasurer	Steve Skalak
Nominating Chair	Will Hill
Past President	Steve Hammond
At-large	Pete Fenlon

VIRGINIA HEADWATERS COUNCIL — EXECUTIVE BOARD ORGANIZATION 2026



2026 Executive Board

John Athayde
Chris Axford
Kent Baisley
Mike Bonham
Jamie Craig
Brian Doench
Dan Dreelin
Jim Echols
Dr. Kyle Enfield
Shane Eppard
Ray Ezell
Pete Fenlon
Jay Fox
Tom Greenwood
Steve Hammond
Paul Hansohn
Liz Harman
R.C. Hartman
Will Hill
Sandon Knicely
Baldwin Locher, Jr.
Dr. Richards Miller
Marc Monfalcone
Rob Moore
Ed Murphy
Jeff Nelson
Charlie Palmer
Matt Phillippi
Jill Rockwell
Kent Schluskel
Steve Skalak
J. Adam Sowers
Tracey Stakem
John Taylor
Jeff Teagarden
Eric Ward
Dudley White
Mike White
Dr. Lawrence Whitehurst
Ken Young

2026 Advisory Council

Joseph H. Amend
Michael A. Barrett
George M. Brooke III
Robert L. Brooks
Robert F. Bruner
Sonja Carrick
Hunter E. Craig
George P. Damewood IV
David E. Deering
T. C. Dickerson III
Frank H. Earle IV
Rev. Dr. Alvin Edwards
Sherwood C. Frey Jr.
Brady D. Genz
Samuel D. Good
Mark A. Graham
Robert J. Grant
Jared D. Harris
Bradley E. Haws
Dennis R. Hughes
Michael V. Jackson Sr.
Thomas C. Jorgensen
James K. Kaeli
John W. Knapp
C. Douglas Marechal
Larry K. Mellinger
John L. Mitchell
Julian Q. Moffett Sr.
Julian Q. Moffett Jr.
Raymond W. Nelling
Andrew Pullen
Gordon M. Rutland Jr.
Samuel E. Saunders
Michael R. Sexton
Hubert A. Shaffer Jr.
John A. Stalfort
Charles F. Stamm
Harold V. Tate Jr.
John A. Taylor
Lowrie Tucker
Malon S. Updike
Thomas B. Weidner IV

Council Leadership

The Virginia Headwaters Council is governed by the Council Executive Board which has responsibility for the Council's operations and its assets in accordance with the Council charter issued by Scouting America. The Executive Board is responsible for the delivery of the Scouting program within the Council territory.

The Executive Committee of the Executive Board is comprised of the Council officers and the Scout Executive and may include others appointed by the Council President. The Executive Committee may exercise all the necessary powers of the Executive Board in the management of the Council during the intervals between the meetings of the Executive Board.

The Advisory Council serves in an advisory role to the Executive Board and is comprised of those 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. Advisory Council Members may attend Executive Board Meetings, as available, but do not have a vote.

The Council Key 3 consists of the Council President, Council Commissioner, and Scout Executive. They meet informally as necessary to ensure proper coordination of the work of the Council.





All Executive Board Members serve to achieve the Council’s mission and vision, assisting in the delivery of a quality Scouting program to the Council’s membership. Executive Board Members have a vote in all matters that come before the VAHC Board and should attend all scheduled meetings of the Executive Board. Board members are charged with the following responsibilities:

- » **Determine mission and purpose.** It is the board’s responsibility to articulate the Council’s goals, means, and objectives for the constituents served.
- » **Ensure strategic planning.** Board members must actively participate in an overall planning process and assist in implementing and monitoring Council goals.
- » **Monitor and strengthen programs and services.** The Board should determine if programs are consistent with the Council mission and monitor their effectiveness.
- » **Ensure adequate financial resources.** The Board’s foremost responsibility is to provide adequate financial resources for the Council to fulfill its mission. Therefore, each board member is asked to make an annual gift to the Council’s Friends of Scouting campaign and attend the Council’s fundraising events.
- » **Protect assets and provide financial oversight.** The Board assists in developing the annual budget and ensures that proper financial controls are in place.
- » **Build a competent Board.** The Board should articulate prerequisites for candidates, orient new members, and periodically evaluate their own performance.
- » **Ensure legal and ethical integrity.** The Board is ultimately responsible for adherence to all legal standards and ethical norms.
- » **Enhance the Council’s public standing.** The Board should articulate to the public the Council’s accomplishments and goals to garner support from the community.

Council Officers

COUNCIL PRESIDENT: The Council President is the top volunteer of the Council and the primary volunteer leader of the organization, promoting and extending a program for youth over the geographical territory of the Council. The Council President ensures that the Executive Board fulfills its responsibilities for the governance of the Council and serves as a partner to the Scout Executive, helping him or her achieve the mission of the Council.

INTERNAL FOCUS:

- » Chairman of the VAHC Executive Board and Executive Committee, leading all 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 the 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

EXTERNAL FOCUS:

- » Representation
 - » VAHC Representative to BSA National meetings
 - » VAHC Representative to Council 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: serves as 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 achieve 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.

PAST PRESIDENT: advises the Council President and manages select special projects.

VICE PRESIDENT OF FINANCE & FUND DEVELOPMENT: responsible for building a team capable of executing the Council's overall development plan by raising the required operating funds through the Friends of Scouting campaign, Special Events, and Popcorn and Peanuts sales to meet the annual Council budget to provide a quality program for young people. Responsible for oversight of the Council Endowment Fund and securing endowment gifts.

VICE PRESIDENT OF GOVERNANCE: responsible for the Council's corporate governance principles and compliance thereof with a focus on audit function, avoidance of conflict of interest, monitoring of governance structures and processes, including policy development and processes for Board monitoring and oversight of operations, as well as education of the Board related to governance roles and responsibilities, and bridging Board knowledge gaps.

VICE PRESIDENT OF MEMBERSHIP: responsible to recruit and build a volunteer committee structure to ensure achievement of 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.

VICE PRESIDENT OF PROGRAM: responsible for recruiting and building an organization of volunteers to strengthen and enrich unit program by overseeing the program function and delivering quality Council-level programs such as Cub day camps, Cub Fun Day, camporees, Klondikes, Scouting Adventures, etc. Also oversees Council high adventure treks, national and world jamboree, Wood Badge and NYLT.

VICE PRESIDENT OF PROPERTIES: responsible 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 for the oversight, delivery, compliance, and adherence to NCAP standards of the Council's Scouts summer resident camp program with further responsibility of ensuring every youth a quality program of outdoor camping, preferably at Camp Shenandoah. Additional responsibility for promotion of Scouting high adventure opportunities for Council youth.

VICE PRESIDENT OF TECHNOLOGY & COMMUNICATIONS: responsible for development, maintenance, and upkeep of the Council's digital and technical assets including website, social media, and registration system with additional responsibility for the communications and marketing functions to convey the benefits of Scouting and the Council to the public and Scouting stakeholders.

COUNCIL TREASURER: ensures that adequate accounting systems are used, that reports on the state of the treasury are made at meetings of the Executive Board and Executive Committee, that all accounts are audited annually and all required reports prepared on time, and, in general, makes certain the Council fiscal operations are in proper working order.

Committees of the Executive Board

The following committees led by Executive Board members are critical to the operation of the Council and are responsible for the development and effectiveness of programs and policies of the council in accordance with standards and requirements as established by the Scouting America:

ADVANCEMENT COMMITTEE: responsible to the Vice President of Membership for promoting the advancement plan to units, providing training in the advancement plan to district personnel, and providing meaningful reports on advancement.

ENDOWMENT COMMITTEE: responsible to the Vice President of Finance 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.

DIVERSITY COMMITTEE: responsible to the Vice President of Membership to ensure that the Board and staff are representative of and responsive to the communities served by the council along with ensuring at-risk communities throughout the council are served.

FOS COMMITTEE: responsible to the Vice President of Finance for development and execution of the annual Friends of Scouting campaign.

NOMINATING COMMITTEE: responsible to the Council President for identifying a slate of board members that is representative of the Council geographically and professionally consisting of top-caliber individuals who can harness community resources for the advancement of Scouting. Also responsible for recommending candidates to fill vacancies that



may occur mid-year and to identify, orient, and recruit new Executive Board members.

POPCORN AND PEANUTS COMMITTEE: responsible to the Vice President of Finance for development and execution of the annual Popcorn and Peanuts product sales campaign.

RECOGNITION COMMITTEE: responsible to the Vice President of Program for selection of Silver Beaver recipients, selection of NESA Outstanding Eagle Scout Award recipients, and other recognitions as required.

TRAINING COMMITTEE: responsible to the Vice President of Program for delivering council-level required and supplemental training courses for volunteers and maintaining the high standards for all training courses offered.

PROPERTIES COMMITTEE: led by the Vice President of Properties and responsible for council property maintenance, improvement, and construction projects. Responsibilities include coordination of work weekends and adopt-a-campsite programs, development of a corps of volunteers to assist in work projects throughout the year, the annual pre- and post-camp inspections, and maintaining a current understanding of state laws related to camp operation, environment, and health department regulations as well as National standards related to camp facilities and operation.

SAFE SCOUTING AND YOUTH PROTECTION COMMITTEE: responsible to the Vice President of Governance for all matters related to health, safety, risk management, and youth protection.



The Districts

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. While a Council Executive Board establishes policies and programs, it is the role of a district to carry out those programs and policies of the Council within their respective territory. District committees and commissioner staffs are the pipeline through which the Council program flows to units and, through them, to youth.

The supervision of Scouting in each district is exercised by the Council through a District Committee consisting of selected, capable volunteers. The key leaders of the District are the District Chair and the District Commissioner. The District Chair is the top volunteer leader of the District with responsibility for giving leadership to achieving the district objectives. As a member of the Executive Board, the District Chair has the responsibility for coordination between the Council and the District. Each district's commissioner staff is led by the District Commissioner with an objective of providing services to help units succeed.

MONTICELLO DISTRICT

The Monticello District serves youth in Charlottesville City, Albemarle County, Fluvanna County, Greene County, Louisa County, Madison County, and Orange County.

MONTHLY DISTRICT MEETINGS

District Roundtable

- » First Thursday of every month at 7:00 pm (except July).
- » All adult leaders are encouraged to attend.
- » Contact District Chair for location.

District Committee Meeting

- » Third Wednesday of every month at 7:30 p.m. (except July).
- » All District Committee members and Unit Key 3 leaders are welcome and encouraged to attend.
- » Contact District Chair for location.

District Commissioners Meeting

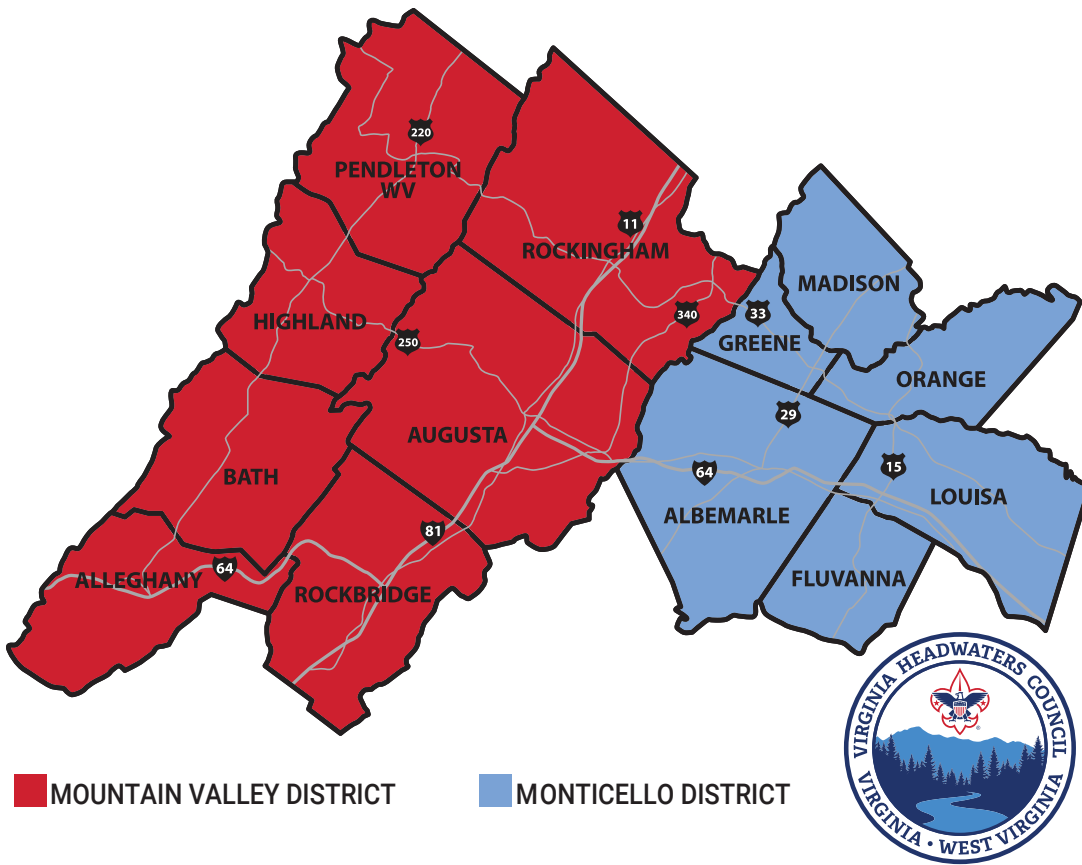
- » Third Wednesday of every month at 6:30 p.m. (except July).
- » All Commissioners are encouraged to attend.
- » Contact District Commissioner for location.

DISTRICT CHAIR

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

DISTRICT COMMISSIONER

Mike Bonham
mike@eqros.com
(224) 688-3378



■ MOUNTAIN VALLEY DISTRICT ■ MONTICELLO DISTRICT

MOUNTAIN VALLEY DISTRICT

The Mountain Valley District serves youth in Buena Vista, Covington, Harrisonburg, Lexington, Staunton, and Waynesboro Cities and Alleghany, Augusta, Bath, Highland, Pendleton (WV), Rockbridge, and Rockingham Counties.

MONTHLY DISTRICT MEETINGS

District Roundtable

- » First Wednesday of the month, via Zoom, at 7:00 pm.
- » All adult leaders are encouraged to attend.
- » Contact District Commissioner for Zoom link.

District Committee Meeting

- » Third Wednesday of the month, via Zoom, at 7:00 pm.
- » All District Committee members and Unit Key 3 leaders are welcome and encouraged to attend.
- » Contact District Chair for Zoom link.

District Commissioners Meeting

- » First Wednesday of the month, via Zoom, at 6:00 pm, prior to Roundtable.
- » All Commissioners are encouraged to attend.
- » Contact District Commissioner for Zoom link.

DISTRICT CHAIR

Jeff Teagarden
 jeff_teagarden@yahoo.com
 (304) 685-0193

DISTRICT COMMISSIONER

Kent Baisley
 baisleykp@gmail.com
 (910) 381-7876

2026 Professional Staff



Sue Hart

Scout Executive

susan.hart@scouting.org

☎ (434) 872-3320

Sue Hart was indelibly shaped by the Scouting program during her formative years as a Venturing youth. She began her Scouting career in 2008 as a District Executive at the National Capital Area Council in Bethesda, MD. She continued to progress within Scouting America, holding roles such as Senior District Executive, District Director, and Field Director. In 2017, Sue moved on to the Virginia Headwaters Council, where she served as Development Director, Assistant Scout Executive, and ultimately Scout Executive. She has a Bachelor of Science degree in Therapeutic Recreation with minors in Psychology and Outdoor Education from the University of Longwood in Farmville, VA. Sue is a Venturing Leadership Award recipient and Vigil Honor member of the Order of the Arrow who enjoys running and spending time with her family. Sue and her husband, Everett Wheeler, have two children, Elizabeth and Evelyn.



Robert Clemmer

Director of Camping

robert.clemmer@scouting.org

☎ (540) 292-2391

Robert Clemmer brings a strong Scouting background to the Virginia Headwaters Council professional staff. An Eagle Scout and Vigil Honor member of the Order of the Arrow, Robert worked at Camp Shenandoah during his summers in high school and college. After graduating from Hampden Sydney College with degrees in History and Classical Studies, he spent four summers working with the Philmont Scout Ranch Conservation Department. Robert also spent time as a District Executive with the Garden State Council, serving over 60 units in southern New Jersey. His Scouting experience has led to other opportunities in nature, providing positive outdoor experiences in New Mexico, Arizona, Alaska, and Georgia. He is very excited to be a Director of Camping for VAHC and have an impact on Camp Shenandoah. In his free time, Robert can be found outside trail running, climbing, or canoeing and he also plays the mandolin and the accordion.



Michael Werling

Director of Membership

michael.werling@scouting.org

C (703) 350-8628

Michael Werling is an Eagle Scout who spent seven years in leadership roles with the National Capital Area Council, Scouting America. Serving as District Director and previously as Senior District Executive, he managed budgets, led membership growth initiatives, and oversaw summer camp operations in both the U.S. Virgin Islands and Virginia. Under his leadership, new units were established and youth membership steadily increased. Prior to joining the Virginia Headwaters Council, Michael spent three years as a nonprofit executive in Maryland, where he managed relationships with more than 70 community partners, oversaw fundraising campaigns, and cultivated partnerships with corporations, faith-based organizations, and individuals. Michael is a graduate of the University of Virginia and his wife, Cindy, is a teacher. In his free time, Michael enjoys hiking, exploring the nearby mountains, and traveling the world.



Terry Michael

Office Manager

terry.michael@scouting.org

P (540) 943-6675

Terry Michael brings a wealth of organizational prowess and dedication to the Virginia Headwaters Council. Terry's career journey, encompassing roles in administration and project management, reflects her dedication to excellence, unparalleled administrative skills, and a commitment to creating meaningful connections. Her role with VAHC includes numerous responsibilities that span from administrative oversight and team support to communication coordination, all of which are crucial to successful volunteer support and office operations. Terry has a profound love for travel and shares life's journey with a long-time boyfriend, who brings warmth and companionship to every adventure, and a furry friend, Scout, her Shih-Tzu companion, whose boundless energy and affection brings immeasurable joy.



VIRGINIA HEADWATERS COUNCIL | 617 GREENVILLE AVE, STAUNTON, VA 24401 | (540) 943-6675 | www.virginiaheadwaters.org

