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**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE STRATEGIC PLAN IMPLEMENTATION/COORDINATION COMMITTEE**

**FOR THE January, 2019 National Executive Council Meeting**

**FROM (Name): Nancy Wittenberg, Chair**

**ACCOMPLISHMENTS:**

1. Reviewing the Strategic Plan activities since June.
2. Reviewed documents and activities of Club Development and Program Committees as delivered through reports and other means.
3. Talked one-on-one with the Membership Chair and with Henry Rosales.

**ACTIVITIES:**

1. Decided with the Executive Director that OnStrategy is too complicated for our use. We have not renewed the product. We are working on an alternative.
2. The President has taken the lead to suggest changes for bylaws and governance and charged the Bylaws committee to review. Essentially this has become the Governance Committee of the Strategic Plan.
3. Working to prepare a status report on accomplishments for the board meeting in January.

**CONCERNS:**








1. We are too concerned with the details of operational issues on the board. Such issues should be the province of the RDs along with the Executive Director. I suggest the RDs and the ED get together as an operational committee to decide on policies for walks, events and other operational issues. They can then present their policy recommendations to the board as a whole for approval.
2. Committees need to continue to take some risks in their thinking getting away from fear of what clubs will think in their initial plans. "What do we need to have happen to accomplish the plan?" Then we can think of how this can be sold to clubs and club members.

**RECOMMENDATIONS:**

See Concerns.





## Membership/Programs Perspective

**GOAL** Promote and organize noncompetitive fitness activities for people of all ages and abilities.

OBJECTIVES	Baseline	2018 Target	Status
<b>1.1* GROWTH</b> Increase all levels of membership. (Holly Pelking)	1811 members in 2013-14	15% increase by 2020	
<b>1.2 RETENTION</b> Increase member retention. (Holly Pelking)	 % Retention in 2013-14	90% retained by 2020	
<b>1.3 QUALITY</b> Improve all AVA programs and services with documented quality standards and procedures. (Debbie Kruep)	New Measure. No standards.	20% improvement	
<b>1.4* CLUB DEVELOPMENT</b> Establish a Club Development Program to help volunteer leaders grow active clubs. (John McClellan)	New Measure. No standards	15% chartered	
<b>1.5 NATIONAL PROGRAMS</b> Create new programs with challenging events of distance and degrees of difficulty. (Debbie Kruep)	New Measure. No standards	2 new Natl. Programs 7 by 2020	
<b>1.6* INTERNATIONAL CONNECTIONS</b> Develop/implement new international events and activities. (Susan Medlin)	New Measure. No standards	60% of new events/activities implemented	

## Operational Efficiency

**GOAL** Increase public awareness, operational capacity and efficiency to facilitate engagement and growth.

OBJECTIVES	Baseline	2018 Target	Status
<b>3.1* PUBLICITY CAMPAIGN</b> Develop and implement a long-range national publicity campaign. (Henry Rosales)	New Measure. No standards.	Obtain marketing consultant 50% of national campaign implemented by 2019	
<b>3.2* INTEGRATED DATA SYSTEMS</b> - Build a member-centered, integrated, data management system. (Chris Zegelin)	New Measure. No standards.	100% implementation of data system integration	
<b>3.3 RISK MANAGEMENT</b> - Create, implement and comply with annual risk management plan and review process. (Henry Rosales)	New Measure. No standards.	100% of risk mgmt. reviewed annually and in compliance	
<b>3.4* HUMAN AND OPERATIONAL RESOURCES</b> - Design and implement a 3-year projected staffing plan to align with strategic direction and address staff performance, policies and procedures. (Henry Rosales)	New Measure. No standards.	100% of annual staffing plan funded and implemented	



## Governance & Leadership Perspective

**GOAL** Build board governance and management capacity to facilitate engagement and growth.

OBJECTIVES	Baseline	2018 Target	Status
4.1* <b>BOARD COMMITTEE STRUCTURE</b> - Establish new structure and develop written Charters for board approval. (David Bonewitz)	New Measure. No standards.	50% Committees chartered	
4.2 <b>BOARD OF DIRECTORS</b> - Transition NEC to Board of Directors. (David Bonewitz)	New Measure. No standards.	75% of NEC structure transitioned to Board	
4.3* <b>AVA GOVERNING DOCUMENTS</b> - Develop and approve Governance policies, principles, practices AND update and align documents with strategic direction and current Texas and Federal laws. (Lucy Yother, input from Jerry Wilson)	New Measure. No standards.	90% of board governing documents approved	
4.4* <b>BOARD COMPOSITION</b> - Refine board composition and on-boarding process to provide skills and experience to govern and sustain AVA. (David Bonewitz)	New Measure. No standards.	20% achievement of overall ideal board composition	
4.5 <b>BOARD DEVELOPMENT</b> - Provide annual Professional Education and Training for the Board & Senior Staff on nonprofit governance and management. (David Bonewitz)	New Measure. No standards.	4 educational activities	
4.6 <b>AVA REGIONS</b> - Study AVA Regions, make and implement recommendations to increase club growth. (David Bonewitz)	New Measure. No standards.	50% of recommendations implemented	

## Financial Sustainability

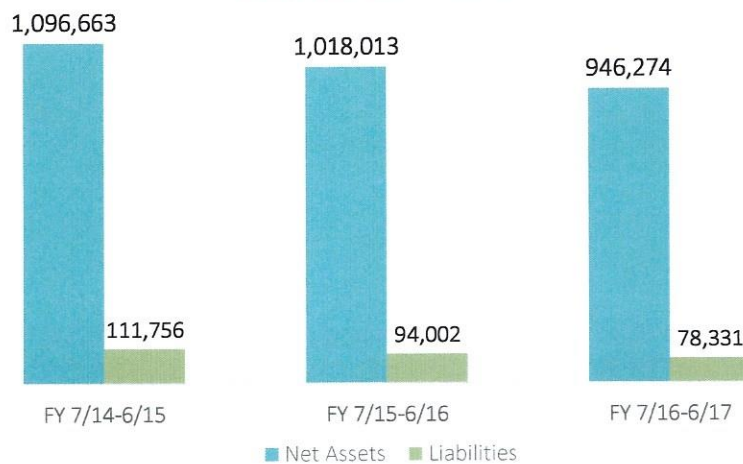
**GOAL** Ensure financial integrity and long-term sustainability thru revenue diversification.

OBJECTIVES	Baseline	2018 Target	Status
2.1* <b>FUND DEVELOPMENT</b> - Develop and Implement a 3-Year, professional, comprehensive Fund Development Plan to support strategic revenue objectives. (Nancy Wittenberg)	New Measure. No standards	40% of fund development plan implemented \$_____ raised overall	
2.2* <b>FINANCIAL SYSTEMS</b> - Streamline financial systems, policies and practices. (Henry Rosales/Erin Grosso)	New Measure. No standards	20% of financial improvement plan implemented	
2.3* <b>NATIONAL PARTNERSHIPS</b> - Establish and retain national partnerships that benefit the AVA (Susan Medlin)	New Measure. No standards	3 new Natl. Partners 10 by 2020	
2.4* <b>UNRESTRICTED REVENUE</b> - Increase annual unrestricted revenue. (Henry Rosales)	_____ 2016 _____ 2017	\$70,000 unrestricted revenue	
2.5* <b>FINANCIAL HEALTH</b> - Meet or exceed chosen standard nonprofit financial ratios annually to support increased efforts to obtain public and private grants and sponsorships. (Henry Rosales, Treasurer)	New Measure. No standards	85% compliance with nonprofit financial standards	

## Financial Sustainability

### 3-YR NET ASSETS/LIABILITIES 2015-2017

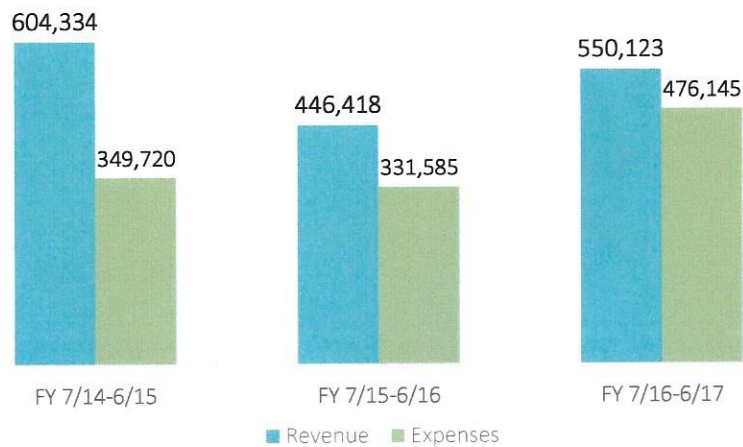
14% DECREASE IN ASSETS  
29% DECREASE IN LIABILITIES



## Financial Sustainability

### 3-YR REVENUE/EXPENSES 2015-2017

9% DECREASE IN REVENUE  
36% INCREASE IN EXPENSES





## Financial Sustainability

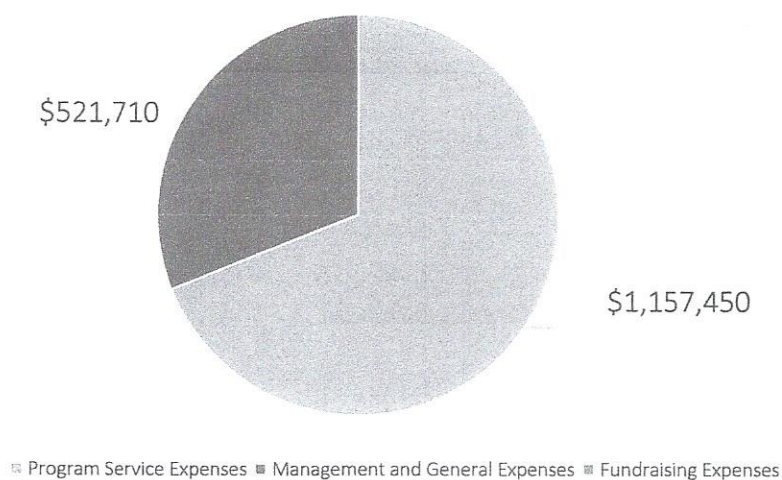
## 3-YR EARNED/CONTRIBUTED INCOME 2015-2017

40% DECREASE IN EARNED INCOME  
7% INCREASE IN CONTRIBUTED INCOME



## Financial Sustainability

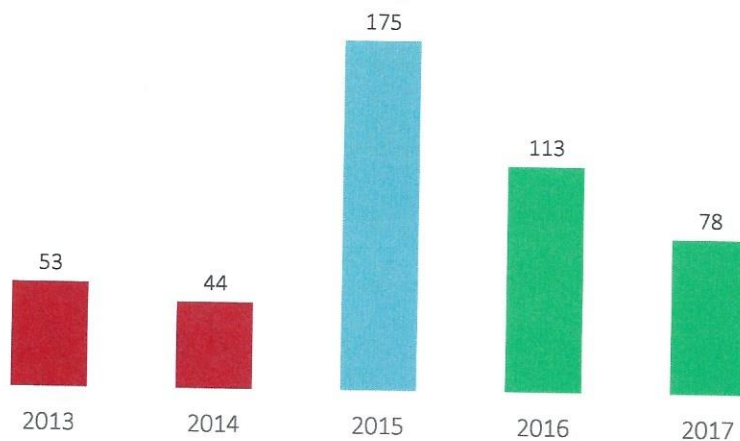
## FUNCTIONAL COSTS 2014-2017



## Financial Sustainability

### DAYS OF CASH ON HAND

STANDARD: 60-90 DAYS



## Financial Sustainability

### GENERAL & ADMINISTRATIVE COSTS

STANDARD: 25% OR LESS





# American Volkssport Association, Inc.

## Financial Ratio and Trend Analysis (a 501c3 organization)

Standard Nonprofit Financial Ratios	Audited FY 7/12-6/13	Audited FY 7/13-6/14	990 FY 7/14-6/15	990 FY 7/15-6/16	990 FY 7/16-6/17
<b>CAPACITY</b>					
<b>North America</b>					
Regions	10	10	10	10	10
State Associations	11	11	11	11	10
<b>Membership</b>					
Clubs	241	239	232	230	220
Lifetime	883	905	925	962	988
Individual	340	344	233	350	350
Family & Friends	550	562	549	550	550
Total Members	2014	2050	1939	2092	2108
<b>Liquidity Measures</b>					
1. Quick Ratio Standard: 1:1 or better					
Quick Ratio	4	1	3	3	2
2. Cash on Hand Standard: 60-90 days or more					
Days of Cash on Hand	53	44	175	113	78
<b>Leverage Measures</b>					
3. Debt/Equity Ratio Standard: 30% or less					
Debt/Equity Ratio	8%	9%	10%	9%	8%
<b>Profitability and Effectiveness Measures</b>					
4. Primary Revenue Growth					
Standard: near rate of inflation (1.7 10/2016), greater than expense growth					
Primary Revenue Growth	-17%	-24%	39%	-26%	23%
5. Program Expense Growth					
Standard: near inflation rate (1.7 10/2016), less than revenue growth *1					
(*1) Change in Expenses	-33%	-21%	-5%	-5%	44%
6. Net Assets/Cash Flow Change (Profitability)					
Standard: no deficit trend					
% Change in Net Assets	-3%	-4%	7%	-8%	-7%
<b>EFFICIENCY</b>					
<b>Financial Effectiveness Measures</b>					
7. Program Expenses					
Standard: 75% or better (program expenses/total expenses)					
(less noncash) Program Expense Ratio	76%	74%	66%	62%	77%
8. Functional Support Costs					
Standard: 25% or less (admin + fundraising / total expense)					
(less non-cash) Functional Support Cost Ratio	23%	26%	34%	38%	23%
9. Fundraising Efficiency					
Standard: 35% or less but not zero [Fundraising expense/total contributions]					
Fundraising Efficiency	0%	0%	0%	0%	0%
NOTE: *1 Excludes in-kind expenses *2 Excludes in-kind contributions					



# AVA 2018 KPI\* DASHBOARD

\*KEY PERFORMANCE INDICATORS

**LEGEND:** ● Objective is accomplished. Track and monitor. ● Objective on track. No risks at the moment. ● Potential risk. Proceed with caution or change approach. ● Objective is off track, impacts time and or budget. ● Not started. ^Priority

## GOAL 1: Mission Achievement

**GOAL:** Promote and organize noncompetitive fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.

OBJECTIVES	Baseline	2018 Target	Status
<b>1.1* GROWTH</b> Increase all levels of membership. (Holly Pelking)	_____ 2016 _____ 2017	15% increase (_____)	●
<b>1.2 RETENTION</b> - Increase member retention. (Holly Pelking)	_____ 2016 _____ 2017	90% retained (_____)	●
<b>1.3 QUALITY</b> - Improve all AVA programs and services with documented quality standards and procedures. (Debbie Kruep)	New Measure. No standards.	20% improvement (_____)	●
<b>1.4* CLUB DEVELOPMENT</b> Establish a Club Development Program to help volunteer leaders grow active clubs. (John McClellan)	New Measure. No standards	15% chartered (_____)	●
<b>1.5 NATIONAL PROGRAMS</b> Create new programs with challenging events of distance and degrees of difficulty. (Debbie Kruep)	New Measure. No standards.	2 new Natl. Programs 7 by 2020	●
<b>1.6* INTERNATIONAL CONNECTIONS</b> Develop/implement new international events and activities. (Susan Medlin)	New Measure. No standards	60% of new events/activities implemented (_____)	●

## GOAL 2: Financial Sustainability

**GOAL:** Ensure financial integrity and long-term sustainability thru revenue diversification.

OBJECTIVES	Baseline	2018 Target	Status
<b>2.1* FUND DEVELOPMENT</b> - Develop and Implement a 3-Year, professional, comprehensive Fund Development Plan.to support strategic revenue objectives. (Nancy Wittenberg)	_____ 2016 _____ 2017	40% of fund development plan implemented \$_____ raised overall	●
<b>2.2* FINANCIAL SYSTEMS</b> - Streamline financial systems, policies and practices. (Henry Rosales)	New Measure. No standards	20% of financial improvement plan implemented	●
<b>2.3* NATIONAL PARTNERSHIPS</b> - Establish and retain national partnerships that benefit the AVA (Susan Medlin)	New Measure. No standards	3 new Natl. Partners 10 by 2020	●
<b>2.4* UNRESTRICTED REVENUE</b> - Increase annual unrestricted revenue. (Henry Rosales)	_____ 2016 _____ 2017	\$70,000 unrestricted revenue	●
<b>2.5* FINANCIAL HEALTH</b> - Meet or exceed chosen standard nonprofit financial ratios annually to support increased efforts to obtain public and private grants and sponsorships. (Henry Rosales, Board Treasurer)	New Measure. No standards	85% compliance with nonprofit financial standards	●

## GOAL 3: Operational Efficiency

**GOAL:** Increase public awareness, operational capacity and efficiency to facilitate engagement and growth.

OBJECTIVES	Baseline	2018 Target	Status
<b>3.1* PUBLICITY CAMPAIGN</b> Develop and implement a long-range national publicity campaign. (Henry Rosales)	New Measure. No standards.	25% of national campaign implemented	●
<b>3.2* INTEGRATED DATA SYSTEMS</b> - Build a member-centered, integrated, data management system. (Chris Zegelin)	New Measure. No standards.	100% implementation of data system integration	●
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## GOAL 4: Governance & Leadership

**GOAL:** Build board governance and management capacity to facilitate engagement and growth.

OBJECTIVES	Baseline	2018 Target	Status
<b>4.1* BOARD COMMITTEE STRUCTURE</b> - Establish new structure and develop written Charters for board approval. (David Bonewitz)	New Measure. No standards.	50% Committees chartered	●
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## ARTICLE VII. NATIONAL EXECUTIVE COUNCIL

*NAT C*  
Change 7.1 to read "... Regional Directors, up to three At-Large Members, and the Executive Director. . ."

Add: 7.7 At-Large Members

### (a) Selection Procedure

- i. Skills needed on the Board will be determined by the members of the Board. The Board will determine the number of available At-Large positions and announce to the Membership those skills needed, number of open At-Large positions, and the suspense for receiving nominations.
- ii. Any Associate Member of AVA may make a nomination for one or more of the open At-Large seats on the Board. This nomination must be received by the AVA Secretary in writing no later than the established suspense.
- iii. The Board will assess each nominee for the skills needed on the Board, the general benefit that each nominee will bring to the Board, and their commitment to serve. From the nominees received from the Associate Members, a slate of nominees will be presented to the Associate Members of AV for selection by written vote. The Board will also announce the suspense for any vote to be received and counted.
- iv. While it is incumbent upon the Board to determine the number of At-Large Members, no more than three are allowed at any time. While their terms can run concurrently, their terms can also be staggered to provide more flexibility to the Board in ensuring that the right skill mix is available at all times.

(b) Term of Office. The term for each At-Large Member shall be two years. The term of office shall begin with the first Board meeting (in person or electronic) immediately following the validation of their election by the Board.

(c) Term Limits. At-Large Members can serve no more than two consecutive terms of office. Re-election for a second term will be done by majority vote of the Board.



## ARTICLE X COMMITTEES

**10.1 Appointment.** Committees, standing and special, as deemed necessary by the National Executive Council to carry on the work of the AVA, shall be appointed by the AVA President with the advice and approval of the National Executive Council.

**10.2 Membership.** All committees, standing or special, except the Nominating Committee, shall consist of at least one member of the National Executive Council. A majority of the members shall not be members of the National Executive Council. No member of the National Executive Council shall be on the Nominating Committee. The AVA President shall be a member ex-officio of all committees, except the Nominating Committee.

**10.3 Standing Committees.** There shall be the following standing committees: Audit, Bylaws, Convention, Internet Technology, Publicity, and Standards and Evaluation.

**10.4 Duties.** The committees shall perform such duties as are prescribed in the National Executive Council Handbook.

### PROPOSED BYLAWS CHANGES – Effective Date 1 July 2019

## ARTICLE X COMMITTEES

**10.1 Appointment.** Board Committees, standing and special, as deemed necessary by the National Executive Council Board to carry on the work of the AVA Board, shall be appointed by the AVA President with the advice and approval of the National Executive Council Board. Committees dealing with day-to-day operational subjects shall be established by and report to the Executive Director with the advice and approval of the Board.

**10.2 Membership.** All committees, standing or special, except the Nominating Committee, shall consist of at least one member of the National Executive Council Board. A majority of the members shall not be members of the National Executive Council Board. No member of the National Executive Council Board shall be on the Nominating Committee. The AVA President shall chair the Governance Committee and be a member ex-officio of all other Board committees, except the Nominating Committee.

**10.3 Standing Committees.** There shall be the following standing committees: Audit, Bylaws, Convention, Internet Technology, Publicity, and Standards and Evaluation, Finance, Governance, and Awards

**10.4 Operational Committees.** Operational committees, such as National Convention, Information Technology, Membership, Programs, Publicity, and Standards and Evaluation shall be established under the Executive Director.-

**10.45. Duties.** The committees shall perform such duties as are prescribed in the National Executive Council Board Handbook and their respective Committee Charter as approved by the Board.



## **ARTICLE VI REGIONAL DIRECTORS**

**6.1 Number.** At least six, but not more than ten geographic Regions shall be created from the jurisdiction of the AVA. The number of Regions and the area of each shall be established by the National Executive Council and recorded in the corporate records of the AVA. Each Region shall be represented on the National Executive Council by a Regional Director (RD), or a Deputy Regional Director (DRD), in the absence of the RD.

### **6.2 Eligibility.**

(a) A Regional Director must reside within the Region the individual is elected to represent. Overseas military or diplomatic addresses are not considered part of Regions for residence purposes.

(b) If a Regional Director establishes permanent residence (domicile) outside the Region which the individual was elected to represent, the office shall immediately be declared vacant by the National Executive Council and filled in accordance with the procedures set forth in Section 6.5 of this Article.

(c) A person who is considered "not in good standing" with the AVA shall not be eligible to serve as Regional Director. A person "not in good standing" is defined as an individual with a debt, obligation, or liability to the AVA that has been delinquent for five months. A debt, obligation, or liability shall be considered delinquent if it has not been settled within thirty days of the date it was due. No person may hold a National Office and serve as a Regional Director at the same time. No person may serve more than two consecutive terms as a Regional Director for the same Region.

### **6.3 Duties.** Each Regional Director shall:

(a) coordinate and promote the AVA program of activities within the represented Region;

(b) maintain liaison between Members in his Region, the National Executive Council and the National Headquarters;

(c) review applications for membership from groups in the Region and recommend action to the National Executive Council; (d) approve Volkssport event scheduling for Members within his Region or appoint a designee to do so;

(e) approve event sanctioning and provide notice of sanction approval to the National Headquarters or designate someone to do so;

(f) review delinquency reports and follow up to ensure that all reports have been submitted and debts to the AVA have been paid;

(g) implement disciplinary action against AVA members in the Region for violations of the AVA or IVV rules;

(h) promote the development of new clubs within the Region by visiting, corresponding with or making presentations to interested groups to promote the growth of the AVA;

(i) recommend to the National Executive Council disciplinary action against Members within the Region for violation of the AVA or IVV rules;

(j) perform such other duties as are prescribed by the AVA President and the National Executive Council.

**6.4 Removal.** Failure or refusal to perform the prescribed duties shall constitute grounds for removal from office. Any Regional Director or Deputy Regional Director of the AVA may be removed from office in the represented Region and from membership on the National Executive Council by a recall motion instituted by a Member in the represented Region, provided said motion is submitted in writing to the National Executive Council and endorsed by at least twentyfive percent of the Members in the Region. The Regional Director shall be removed upon a majority vote of the Members in his/her Region.

**6.5 Vacancy.** A vacancy in any Regional Director position shall be filled by election of a replacement by a majority vote of the Members in his Region. The successor to a vacancy shall serve for the unexpired term.

#### **6.6 Election Procedures.**

(a) A Nominating Committee shall be appointed in each Region by the Regional Director at least nine months prior to the regular membership meeting.

(b) It shall be the duty of the Regional Nominating Committee to nominate candidates for Regional Director in that Region. No member of the Nominating Committee may accept nomination for Regional Director. If a committee member does choose to run for Regional Director, such candidate's membership on the Nominating Committee shall terminate and the Regional Director shall immediately appoint a replacement.

(c) The Regional Nominating Committee shall report to the Members in its Region by letter at least thirty days prior to the membership meeting where the election will be conducted. Nominations from the floor shall be permitted.

d) Each Regional Director shall be elected by ballot of the Members in the Region. The election may take place at a regional meeting or by mail ballot. The Regional Director shall poll the voting members to determine which method is the majority choice. The incumbent Regional Director, or designee, shall preside at the meeting. The Members,



holding one-third of the votes that may be cast at the meeting, either in person or by proxy, shall constitute a quorum at the meeting. Elections for Regional Director cannot be held earlier than ninety days before the next regularly scheduled AVA membership meeting.

(e) If more than two candidates are running for the same office and upon the first ballot no candidate receives a majority of the ballots cast, the two candidates receiving the most ballots shall run against each other. Upon the subsequent ballot, the candidate receiving a majority of the vote shall be elected.

(f) The results of such election shall be delivered by the Regional Director to the National Secretary within 10 days. The Secretary shall announce the results of the election at a regular membership meeting and shall report the results in the minutes of that meeting.

(g) Contributions from a member club or state organization to a candidate for Regional Director shall be limited to \$200.00 or ten percent of the club's gross income for the year, whichever is less. Monies contributed to an individual's campaign for election may be used only for that purpose and once the campaign is completed all remaining campaign funds must be returned to the contributing Member(s) or given to and organization that has IRS 501(c)(3) status.

(h) For those regions that choose to elect a Deputy Regional Director, it may be done by one of two methods:

1. A Regional Nominating Committee makes (a) recommendation(s) to the Members in the region for their selection;

2. The RD makes a nomination to the Members in the region for their approval.

**6.7 Term of Office.** The term of office for each Regional Director shall be two years or until a successor is duly elected. The term of office shall begin on July 1 following the close of the regular membership meeting at which the election of the Regional Director was announced.

**6.8 Deputy Regional Director.** Each Region is authorized to establish a single position of Deputy Regional Director (DRD) who will act in cooperation with and under the direction of the Regional Director to assist in carrying out tasks outlined in Duties (6.3). Qualifications specified for the Deputy RD are the same as those of the RD. Any Deputy RD must be able to assume the role of RD at any time in the two year term, and not be in conflict with any provisions in the Bylaws, such as term limits for previous service. When a Region has a DRD, a vacancy in the office of RD will be immediately filled by



4  
the DRD. A vacancy in the office of DRD during the term can be filled in accordance with 6.6(h)

## PROPOSED BYLAWS CHANGE – Effective July 1, 2020

### ARTICLE VI ~~REGIONAL-NATIONAL~~ DIRECTORS

**6.1 Number.** At least six, but not more than ten geographic Regions shall be created from the jurisdiction of the AVA. The number of Regions and the area of each shall be established by the Board and recorded in the corporate records of the AVA. Each Region shall be represented on the Board by a ~~Regional-National~~ Director (~~RDND~~), or a Deputy ~~Regional-National~~ Director (~~DRDND~~), in the absence of the ~~RDND~~.

#### **6.2 Eligibility.**

(a) A ~~Regional-National~~ Director must reside within the Region the individual is elected to represent. Overseas military or diplomatic addresses are not considered part of Regions for residence purposes.

(b) If a ~~Regional-National~~ Director establishes permanent residence (domicile) outside the Region which the individual was elected to represent, the office shall immediately be declared vacant by the ~~National Executive Council~~ Board and filled in accordance with the procedures set forth in Section 6.5 of this Article.

(c) A person who is considered “not in good standing” with the AVA shall not be eligible to serve as ~~Regional-National~~ Director. A person “not in good standing” is defined as an individual with a debt, obligation, or liability to the AVA that has been delinquent for five months. A debt, obligation, or liability shall be considered delinquent if it has not been settled within thirty days of the date it was due. No person may hold a National Office and serve as a ~~Regional-National~~ Director at the same time. No person may serve more than two consecutive terms as a ~~Regional-National~~ Director for the same Region.

#### **6.3 Duties.** Each ~~Regional-National~~ Director shall:

~~(a) apply their regional familiarity to the general national supervision of the AVA through their membership on the Board of Directors.~~

~~(ab) with the national headquarters coordinate and promote the AVA program of activities within the represented Region;~~

~~(b) maintain liaison between Members in his Region, the National Executive Council and the National Headquarters;~~

~~(c) review applications for membership from groups in the Region and recommend action to the National Executive Council;~~

~~(d) approve Volkssport event scheduling for Members within his Region or appoint a designee to do so;~~

~~(e) approve event sanctioning and provide notice of sanction approval to the National Headquarters or designate someone to do so;~~

~~(f) review delinquency reports and follow up to ensure that all reports have been submitted and debts to the AVA have been paid;~~

~~(g) implement disciplinary action against AVA members in the Region for violations of the AVA or IVV rules;~~

~~(hc) with the Deputy National Director~~ promote the development of new clubs within the Region, ~~by visiting, corresponding with or making presentations to interested groups to promote the growth of the AVA;~~

~~\_(i) recommend to the National Executive Council disciplinary action against Members within the Region for violation of the AVA or IVV rules;~~

~~(jd) perform such other duties as are prescribed by the AVA President and the National Executive Council~~Board.

**6.4 Removal.** Failure or refusal to perform the prescribed duties shall constitute grounds for removal from office. Any ~~Regional National~~ Director or Deputy ~~Regional National~~ Director of the AVA may be removed from office in the represented Region and from membership on the ~~National Executive Council~~Board by a recall motion instituted by a Member in the represented Region, provided said motion is submitted in writing to the ~~National Executive Council~~Board and endorsed by at least ~~twentyfive~~twenty-five percent of the Members in the Region. The ~~Regional National~~ Director shall be removed upon a majority vote of the Members in his/her Region.

**6.5 Vacancy.** A vacancy in any ~~Regional National~~ Director position shall be filled by election of a replacement by a majority vote of the Members in his Region. The successor to a vacancy shall serve for the unexpired term.

#### **6.6 Election Procedures.**

(a) A Nominating Committee shall be appointed in each Region by the respective Regional National Director at least nine months prior to the regular membership



meeting. This Nominating Committee shall work in coordination with the National Nominating Committee to ensure the Board of Directors has members with the expertise it needs to lead the AVA strategically.

(b) It shall be the duty of the Regional Nominating Committee to seek and nominate qualified candidates for Regional-National Director ~~in from~~ that Region. No member of the Nominating Committee may accept nomination for Regional-National Director. If a committee member does choose to run for Regional-National Director, such candidate's membership on the Nominating Committee shall terminate and the National Regional Director shall immediately appoint a replacement.

(c) The Regional Nominating Committee shall report to the Members in its Region by letter at least thirty days prior to the membership meeting where the election will be conducted. Nominations from the floor shall be permitted.

d) Each Regional-National Director shall be elected by ballot of the Members in the Region. The election may take place at a regional meeting or by mail ballot. The Regional-National Director shall poll the voting members to determine which method is the majority choice. The incumbent Regional-National Director, or designee, shall preside at the meeting. The Members, holding one-third of the votes that may be cast at the meeting, either in person or by proxy, shall constitute a quorum at the meeting. Elections for Regional-National Director cannot be held earlier than ninety days before the next regularly scheduled AVA membership meeting.

(e) If more than two candidates are running for the same office and upon the first ballot no candidate receives a majority of the ballots cast, the two candidates receiving the most ballots shall run against each other. Upon the subsequent ballot, the candidate receiving a majority of the vote shall be elected.

(f) The results of such election shall be delivered by the Regional-National Director to the National Secretary within 10 days. The Secretary shall announce the results of the election at a regular membership meeting and shall report the results in the minutes of that meeting.

(g) Contributions from a member club or state organization to a candidate for Regional National Director shall be limited to \$200.00 or ten percent of the club's gross income for the year, whichever is less. Monies contributed to an individual's campaign for election may be used only for that purpose and once the campaign is completed all remaining campaign funds must be returned to the contributing Member(s) or given to and organization that has IRS 501(c)(3) status.

(h) ~~For these regions that choose to~~ Each Region will also elect a Deputy Regional National Director, it may be done by one of two methods:



1. A Regional Nominating Committee makes (a) recommendation(s) to the Members in the region for their selection;

2. The RD-ND makes a nomination to the Members in the region for their approval.

**6.7 Term of Office.** The term of office for each Regional-National Director shall be two years or until a successor is duly elected. The term of office shall begin on July 1 following the close of the regular membership meeting at which the election of the Regional-National Director was announced.

#### **6.8 Deputy Regional-National Director.**

(a) Each Region is authorized to establish a single position of Deputy Regional-National Director (DRD) who will act in cooperation with and under the direction of the Executive Director and their respective Regional-National Director to assist in carrying out tasks outlined in Duties (6.3). Qualifications specified for the Deputy RD-ND are the same as those of the RDND. Any Deputy RD-ND must be able to assume the role of RD-ND at any time in the two year term, and not be in conflict with any provisions in the Bylaws, such as term limits for previous service. ~~When a Region has a DRD, a~~ vacancy in the office of RD-ND will be immediately filled by the DRDND. A vacancy in the office of DRD-DND during the term can be filled in accordance with 6.6(h)

#### (b) Regional Duties of Deputy National Director

(i) maintain liaison between Members in his Region, the Region's National Director, and the National Headquarters;

(ii) review applications for membership from groups in the Region and recommend action to the Region's National Director;

(iii) approve Volkssport event scheduling for Members within his Region or appoint a designee to do so;

(iv) approve event sanctioning and provide notice of sanction approval to the National Headquarters or designate someone to do so;

(v) review delinquency reports and follow up to ensure that all reports have been submitted and debts to the AVA have been paid;

(vi) promote the development of new clubs within the Region by visiting, corresponding with or making presentations to interested groups to promote the growth of the AVA;

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(vii) recommend to the Region's National Director disciplinary action against Members within the Region for violation of the AVA or IVV rules;

(viii) perform such other duties as are prescribed by the AVA President or the Executive Director.



8(e)

**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE** \_\_\_\_\_ **Training Development** \_\_\_\_\_ **COMMITTEE**

**FOR THE** \_\_\_\_\_ **January 2019** \_\_\_\_\_ **EXECUTIVE COUNCIL MEETING**

**FROM (Name):** \_\_\_\_\_ **Tom Baltes, Committee Chair** \_\_\_\_\_

**ACCOMPLISHMENTS:**

- Worked closely with our Empire State Capital Volkssporters and national partners to achieve a near final workshop plan for the convention. Now fine tuning details of space allocation, audio-visual requirements and timing. (workshop plan attached)
- As a committee we've published monthly articles in the Checkpoint publication to engage Volkssporters and especially club officers in discussions about policies and procedures. This has led to some very fruitful discussions with clubs and individuals from across the country.
- Recognized need for training support of the GroupWorks platform and have added them to the workshop plan and will arrange a display area.

**ACTIVITIES:**

- Continued gathering inputs to support re-write of the Trailmaster and Club Operations Guides.
- Responded to numerous requests for interpretation of policy affecting events, club operations and convention plans from Volkssporters across the country.

## CONCERNS:

- Continued shrinkage of our clubs and aging out of our experienced leaders is increasing workloads for RDs, state associations and national staff to monitor and follow up on routine reporting, such as Annual Financial Reports, IRS reports and quarterly reports. Despite the online Club Operations and Trailmasters Guides, training needs in basic club duties are increasing rather than decreasing.
- Leveraging technology in the form of Meetup.com, GroupWorks, map making programs, online start box, etc. are essential tools to help market our program, improve operational success and increase membership. Yet our membership is generally not highly tech savvy and at times resistant to change. Training is vital to breaking down these barriers and increasing the use of technology. More training at larger events, such as state and regional conferences, is one way to attack this and also some online training courses through Youtube.com or other instructional video platforms. The concern is who can produce and deliver this type of training at a reasonable cost?
- We have many small clubs with difficulty recruiting new officers. Recent conversations with several OR clubs centered on working through the State Association to centralize some of the more challenging functions, such as Treasurer duties. This may be a necessary stop gap measure, but the long-term solution should be recruiting and training members to each club to do these functions.

## RECOMMENDATIONS:

- Fully integrate the use of the GroupWorks into our club, committee and board operations to assess it's capabilities and enhance communications.
- RDs/DRDs impress upon your membership the importance of a strong showing at our convention workshops. Our presenters are all exceptionally knowledgeable in their topics and will have highly invested themselves in preparing engaging presentations, from history to club operations and technologies for growth. We especially need to have good attendance for our outside guest speakers from America Walks and GroupWorks.

***Please attach any additional material that is part of your report.***

Print Form

Reset Form

Submit AVA Committee Report to AVA Headquarters by Email



8(g)

**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE** \_\_\_\_\_ **FUND DEVELOPMENT SPECIAL** \_\_\_\_\_ **COMMITTEE**

**FOR THE** January, 2019 **National Executive Council Meeting**

**FROM (Name):** \_\_\_\_\_ Nancy Wittenberg, Fund Development Chair

**ACCOMPLISHMENTS:**

1. Chaired the Big Give subcommittee and held two call-in meetings since June to plan and discuss strategies for the 2019 Big Give fund development effort.
2. Agreed to donate \$10,000 to begin a match for the Big Give.
3. Created a framework for donations to a Legacy Giving program for AVA. Communicated this framework to an AVA member who intended to put the AVA in their will. Framework for such a donation is attached. I had previously attended an online seminar on Legacy Giving.

**ACTIVITIES:**

1. Provide on-going support for the fund development efforts of the National Office and Executive Director.
2. Encourage the NEC at the January meeting to support a Big Give match.
3. Create articles for the next Checkpoints and TAW to encourage participation in the Big Give.
4. Solicit people to do 3 minute videos in support of the Big Give and do one myself at Seabreeze weekend in Ocean Shores, WA in February.
5. Continue work on a Sustained Giving program. It is compatible with our Charity Proud donor maintenance system. Details need to be decided.
6. Continue to develop a Legacy Giving Society. Roll out will be scheduled for the Convention in Albany, NY. The committee will recommend a name, recognition and any other pieces of the program.
7. Continue to provide training at each NEC meeting on fund raising. The January meeting will emphasize the difference between being a beneficiary of the program and a donor who believes in the mission.

**CONCERNS:**

1. Formalize AVA's intentions about registering as a charity with select states.
2. Review internal options for the Big Give as an alternative to using the San Antonio Foundation.

**RECOMMENDATIONS:**

1. Recommendations for a Legacy Giving program and a Sustained Giving program will be presented at future Electronic Board Meetings.

**Attachment 22**



*Fun, Fitness, Friendship*

## **How to Remember the American Volkssport Association in Your Will**

One of the simplest ways for you to make a future contribution to support the American Volkssport Association (AVA) is through your will or Trust. For the purpose of including the AVA in your plans, please use our legal name, American Volkssport Association. The American Volkssport Association's IRS tax-identification number is 74-2164037.

Here is the recommended clause for making an outright, unrestricted bequest to AVA.

*The American Volkssport Association is to receive [the sum of (specific amount) or (percentage) percent of the rest, residue, and remainder of my estate]. This bequest is unrestricted, and the National Executive Council or other governing body may use the bequest in any manner it deems appropriate.*

The AVA prefers bequests to be made for general purposes, allowing for greatest flexibility in responding to the needs of the organization. However, the AVA also welcomes specific requests for the following program areas and will endeavor to carry them out: publicity and marketing, club development, programs, membership, information and technology. To enable the AVA to use bequest funds as intended and yet accommodate unforeseen changes in program requirements, the AVA requests that the following wording be added to any restricted bequest.

*In the event that the American Volkssport Association determines that the purpose for which this gift is made is no longer appropriate or practicable, the American Volkssport Association may use said funds as in its discretion may seem most appropriate for other purposes allied to or in harmony with the spirit and purpose of the gift as described above.*

Please consult your own attorney for legal advice. The AVA provides this information as a guideline and does not provide legal services for potential donors. If you are planning to make the American Volkssport Association one of the beneficiaries of your estate plans, we encourage you to tell our Executive Director as soon as possible. The AVA will want to be sure they are able to accept your legacy gift. The AVA can only accept gifts in cash or securities which can be converted to cash.

If you have any questions, please contact our Executive Director in the AVA headquarters at [execdir@ava.org](mailto:execdir@ava.org) or 210-659-2112.

**Thank you!**





6(c)-6

## Things to Know

- AVA needs to register for the Big Give by January 13 to avoid paying \$300 instead of \$200.
- Early giving is from March 21 to March 27, you can give early, but you cannot pre-schedule your gift for a particular time on March 28.
- **March 28, 2019** is the Big Give Day.
- All early gifts will count towards our total for the Big Give amount raised and for overall prize money (end-of-day prizes only), but they will not count towards hourly/day-part prize awards, because you must give in real-time in that particular hour on March 28 to win an hourly/day-part prize.
- Prizes have changed.
- There will be no Category Prizes this year. Only Day-Part Prizes and End of Day Prizes.
- Nonprofits can win **ONLY** one day-part prize and **ONLY** one end-of-day prize.

## Day-Part Prizes

12 AM to 6 AM	6 AM to 8 AM	8 AM to 10 AM	10 AM to Noon	Noon to 2 PM
Extra Small \$1000	Extra Small \$1000	Extra Small \$1000	Extra Small \$1000	Extra Small \$1000
Small \$1000	Small \$1000	Small \$1000	Small \$1000	Small \$1000
Medium \$1000	Medium \$1000	Medium \$1000	Medium \$1000	Medium \$1000
Large \$1000	Large \$1000	Large \$1000	Large \$1000	Large \$1000
2 PM to 4 PM	4 PM to 6 PM	6 PM to 8 PM	8 PM to 10 PM	10 PM to Midnight
Extra Small \$1000	Extra Small \$1000	Extra Small \$1000	Extra Small \$1000	Extra Small \$1000
Small \$1000	Small \$1000	Small \$1000	Small \$1000	Small \$1000
Medium \$1000	Medium \$1000	Medium \$1000	Medium \$1000	Medium \$1000
Large \$1000	Large \$1000	Large \$1000	Large \$1000	Large \$1000

## End-of-Day Prizes

Category	Budget	1st	2nd	3rd	4th	5th
Extra Small	\$0 to \$49,999	\$2,000	\$1,500	\$1,000	\$500	\$250
Small	\$50,000 to \$249,999	\$2,000	\$1,500	\$1,000	\$500	\$250
Medium	\$250,00 to \$999,999	\$2,000	\$1,500	\$1,000	\$500	\$250
Large	\$1,000,000 +	\$2,000	\$1,500	\$1,000	\$500	\$250

- Prize awards are based on budget size only.
- Only donations made through the Big Give portal will count toward any prizes offered as part of the 24-hour event.
- All prize winners will undergo an audit by the Big Give team within 10 business days following the event. If an agency is found to have manipulated donor data in any way, the agency shall forfeit their prize.
- All cash prize winners will be subject to providing their most recent 990 filing and/or previous year's financials. This will be required to verify all prize winners' budget size.
- Prize money earned on March 28 is disbursed separately by The Nonprofit Council via a check to the nonprofits within 4 weeks.
- Unique donor definition has changed.
- A unique donor is identified by donor NAME, last 4-digits of donor's credit card, and donor email.
- New this year is employee engagement. Companies can encourage employees to donate to nonprofits. Companies will have a leaderboard. More details to come.
- There will be a shopping kart feature on the Big Give website (think amazon). Donors will receive a receipt from each nonprofit donated to.
- There will now be an embeddable donation form that can be copied and pasted to our AVA website. Link will not direct donors away from our website.
- Donors can now do bank to bank transfer donations. Minimum donation amount for bank transfer is \$100 and the fee is 4% + \$0.50.
- Transaction fees for all other donations are 6.2% + \$0.30.  
The complete breakdown is as follows:  
2% GiveGab service charge for building and maintaining a highly secure hosting site. This covers the building and maintenance of the website, live event customer service, donation processing, and other resources.  
2.2% + \$0.30 credit card charges on all transactions made with Visa, MasterCard, and American Express. These are standard charges from each credit card company for donations made online. New for 2019, there will be a payment option to give via ACH deposit, for which a per-transaction rate of \$0.50 will be charged (instead of 2.2% + \$0.30).  
2% service charge to the Nonprofit Council to cover the management costs, year-round event planning, free nonprofit trainings, nonprofit support services (marketing materials, templates, advertising, securing business/corporate and foundation sponsorships/support and financial services (auditing prize winners & processing prize checks).
- Donors will now have to uncheck the "Cover Fees Checkbox".
- Peer to Peer feature is still available.



**American Volkssport Association**

**Agenda Item Suggestion**

10(a)

**Proposed Motion –**

The AVA President sanction a year round event through the online walkbox to be performed on any cruise ship originating and ending at US ports.

**We move that:**

A cruise walk, similar to a mall walk, be sanctioned through the online walk box.

### Summary of Proposed Action:

- Sanction an annual generic cruise ship walk through the online walk box to enable individuals or small groups of Volkssporters to complete walks while traveling on a suitable cruise ship originating and ending in US ports.
- The walk stamp would be line 1: "Strolling Afloat" and line 2: "Cruise Ship, USA"
- Distance credit would be based on one of three methods: 1) as measured on an ship's track, 2) 5 km equals 1 hour, 10 minutes and 10 km equals 2 hours, 20 minutes or 3) as measured by a walker's device, such as GPS or fitbit for the appropriate distance.
- All walk fees would be payable to AVA as a national sanctioned event.
- Individuals or groups desiring a unique stamp and experience of their own may still sanction events through the regular sanction system.

The benefit of this proposal is that it incentivizes Volkssporters to walk while on a cruise gaining exercise and walk credit.

### Submitted by:

Thomas R. Baltes, NW RD, 505-298-1256, TLBaltes@aol.com

### Seconded by:

Reset Form					Print Form
	Atlantic	Pacific	Mid-America	North Central	Northeast
	Northwest	Rocky Mountain	South Central	Southeast	Southwest



**Agenda Item Form**

**Proposed Motion –**

Long-time local volunteers who have already received Commendable and Meritorious Awards should be recognized in the following situations: continued support of a club, state or region and/or taking on new or additional tasks at levels other than national.

**We move that:**

....A new award for volunteer effort be available to those who continue to serve at the local, state or regional level. To be eligible, a nominee must have already received both the Commendable and Meritorious Service Awards. Additionally, since their last recognition, they have taken on different responsibilities and fulfilled them exceptionally well.

**Summary of Proposed Action:**

The new award would honor those who continue to serve a club, state organization and/or region but are not interested in national offices or committee chairmanships. The recognition is open only to those who have already received the other two regional awards and who have taken on new or additional duties. The award would be a pin or plaque.

**Submitted by:**

Suzi Glass, Awards & Recognition Committee Chair

**Seconded by:**

Reset Form					Print Form
	Atlantic	Pacific	Mid-America	North Central	Northeast
	Northwest	Rocky Mountain	South Central	Southeast	Southwest



**Summary of Proposed Action:**

Prospective AVA National Awards and IVV Recognition recipients are nominated by individuals, clubs and NEC members. Nomination forms are reviewed by the Awards Chair for completeness and adherence to qualification requirements, then presented to Awards Committee members for their thoughts and recommendations. At the January NEC meeting of a convention year, the nominations and committee results are reviewed and voted on by the NEC. The above motion delineates the AVA Policy Manual process.

**Submitted by:**

Suzi Glass, Awards & Recognition Committee Chair

**Seconded by:**[Reset Form](#)[Print Form](#)[Atlantic](#)[Pacific](#)[Mid-America](#)[North Central](#)[Northeast](#)[Northwest](#)[Rocky Mountain](#)[South Central](#)[Southeast](#)[Southwest](#)

**Agenda Item Form**

**Proposed Motion –**

In preparation for the 2019 National Convention, nominations for national AVA Awards and IVV Recognition are presented to the Awards Committee members and then the NEC for their evaluation and recommendation. After a discussion of each nominee's qualifications, the NEC votes by secret ballot. The results are tabulated by the Awards Chair and passed on to those responsible for obtaining the awards and completing the Awards Recognition book.

**We move that:**

...Nominations submitted for the Hall of Fame, Distinguished Achievement, Trailblazer (clubs), Ted Ballman Youth AVA Awards and IVV Recognition be reviewed, discussed and voted on by the NEC at the January, 2019 meeting.

Further, we move that the NEC's secret ballot tally be forwarded to those responsible for obtaining the appropriate awards and creating the convention awards booklet.



## Club Greeter Proposal

By Bob and Carol Miller  
Derby City Walkers  
Louisville, KY  
502-459-4929  
carolbobm@aol.com

10(b)

Develop the Club Greeter by combining the greeting duties of a Sergeant-at-Arms with the color, exuberance and message of a Town Crier. Recognize the Club Greeter as an official position.

"The sergeant at arms is the largest supporter of any organization where he or she will always provide motivation and enthusiasm to members and new guests. This means he or she shows up to various functions early and is there to greet everyone who comes to any event."

"As Sergeant-at-Arms, you have one of the key roles in the meeting since you establish the all-important first impression of the club."

"An organization can gain members through a knowledgeable and welcoming Sergeant-at-Arms."

These quotes come from the Role and Duties of a Sergeant-at-Arms.

"Town Crier were important because they used a variety of techniques to ensure as many people as possible heard, understood and remembered what they were crying about. Variants on these same techniques are the bedrock of marketing."

"TOWN CRIERS WERE VISUALLY IMPRESSIVE"

"If you stand out in a crowd. You are likely to be looked at and listened to."

These quotes are from an article by Chris Brown. "Windsor and Maidenhead Town Crier". "Why was the Town Crier important?"

Some of the benefits are low cost advertising, publicity and public relations, the basis for a national sales force, a go-to-person for information, and a fun project for morale and spirit. We enjoyed dressing up as Pilgrims at a Mid-America Conference as greeters, Stan and Linda Neu dressed up as Kentucky Derby fans another year.

The National Organization can help outfit Greeters by making available distinctive vests and hats that can be used for displaying award patches and pins. A distinctive messenger bag such as the one that was offered at the Iowa National Convention. The messenger bag would always be available with membership information, press releases, fact sheets, etc. AVA could initiate a national Best Dressed Greeter Competition and they could also provide promotional material such as complimentary copies of "The American Wanderer" for Greeter handouts.

Other duties could include; historian, keeper of the club banner, name tags, sign-in logs etc. or as directed by the club president.

There is much more information about Town Criers and Sergeants-at-Arms on the internet.

9(e)-1

**AMERICAN VOLKSSPORT ASSOCIATION**  
**OFFICER REPORT**

**FOR THE OFFICE OF** North Central Regional Director

**FOR THE** January 2019 Tucson AZ **EXECUTIVE COUNCIL/BOARD MEETING**

**FROM (Name):** Jerry Wilson, North Central Regional Director

**MAJOR ACCOMPLISHMENTS (Not including routine RD duties and NEC related duties):**

**January 2018:** Met with a sub-committee and the Board of the Blackhills Volkssport Club to originate a cooperative effort to conduct a National AVA Promotional Effort during the 2018 Spring Crazy Horse Event. On the same trip also delivered awards to the Nebraska Wanderfreunde Trailblazers club president in Omaha NE, and participated in the January 2018 Orlando FL NEC meetings (all one trip).

**Feb.** Solicited NEC participation at the Crazy Horse National Promotional Effort. Attended the Texas Roundup to support AVA's effort to gain another permanent annual IML event.

**March**

**April**

**May:** Lost a local club in Nebraska. Sad, but this was a club basically down to one officer and productive member.

**June:** Participated and helped coordinate the first Crazy Horse AVA National Promotional effort. Received invaluable help over long days on the mountain from: David and Mindy Bonewitz, Pam Wilson, Henry Rosales and Karen Winkle. These volunteers not only delivered the AVA National Promotional Event efforts but assisted the local club in putting on this gigantic effort, starting with set-up on Saturday at 6:00am, and participant processing through 3:30pm, and the following day from 6:00am through registration take down on Sunday at 3:45pm. All this before traveling to Albany NY the end of the same week for the NEC Meetings.

**July:** Solicited NEC members to hold a one-day AVA National Promotional Event at the 2018 Crazy Horse September event.

**August:**

**September:** Added a new local club in North Dakota. Had several contacts with new members and an existing club in the same city. Also received exceptional assistance from the National Office in getting the new club's first event sanctioned and processed in a very-very short time period.

Participated in the North Central Regional Convention in and near the Twin Cities, MN. It was a very successful three-day event; however, regional attendance was lower than anticipated. AVA President David, and wife Mindy, Bonewitz attended and addressed the attendees.

Another successful Crazy Horse National Promotional Event took place. Participating also provided an opportunity for the AVA Executive Director and the AVA Training Committee Chair to meet face-to-face with the future keynote speaker for the 2019 AVA Biennial Convention. The Autumn event is only a one day, Sunday, event. I was unable to attend, however, Henry Rosales, Tom and Louise Baltes represented the AVA.

**October:** Attended and volunteered one morning at the Mid-America Regional Conference. (The neighborly thing to do!)

**November:** Began soliciting NEC participation at the June 2019 Crazy Horse Event as an AVA National Promotional Event.



**December:** Lost yet another local club in Wisconsin. A club consisting of basically two people, but it is still sad to have long existing clubs leave the fold.

**ACTIVITIES:** Included above.

Page 1 of 2

**CONCERNS:** Travel around a far reaching region and maintaining contact with local clubs and the National Office is a continuous stretch of the RD's and DRD's time, energy and finances. This can be said for all regions I am sure. - No solution is offered by me. The RD and DRD just needs to persevere through the months.

National responsibilities also stretch the RD's ability to do all that is required, and perform at their best level. I'm sure all RD's have their strengths and weaknesses as duties press their limits.

**RECOMMENDATIONS:** Develop and implement a new design for the National Board to relieve some RD duties. Recognize more non-RD AVA members to participate and lead national committees freeing up the RD to address more regional duties.

Page 2 of 2