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**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

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

**FOR THE June, 2018 National Executive Council Meeting**

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

**ACCOMPLISHMENTS:**

1. Reviewed and updated the entries in the OnStrategy application as I've spoken or heard from committee chairs.
2. Created Word or PDF documents from OnStrategy that will be sent to Strategic Plan committee chairs and those responsible for accomplishing activities.
3. Talked one-on-one with the Membership Chair and with Henry Rosales.

**ACTIVITIES:**

See Above.

**CONCERNS:**

1. We will be reviewing the Strategic Plan at this NEC meeting. Are the goals and objectives still what we need to increase participation?
2. We do not have a Governance Committee, to handle the fourth "leg" of our Strategic Plan. Previously the Governance Committee was Wayne Holloway and Bob Wright. They developed Bylaws changes only one of which was accepted by the clubs. How are we going to make Governance changes? I can see that we are still concerned not with Board-type issues, but with operational changes. The RDs need to work together and separately from the NEC/Board to make policy changes that can then be passed by the NEC/Board.
3. We must get a lot of the "stuff" out of Bylaws and moved to Policy. Bylaws must do this. I have a form that will help clubs understand why we are making Bylaws changes.

**RECOMMENDATIONS:**

1. Complete the review of the Strategic Plan at the Albany, NY NEC meeting.
2. Help the Bylaws Committee change the Bylaws for acceptance by the clubs.

## AVA Strategic Plan

### Review of the Plan

6/9/2018

### Why are we here doing this?

- “Plans are worthless, but planning is everything.” (General Eisenhower). Nothing survives without contact with reality, and will frequently have to change.

## Some Questions

- This plan runs until 2020 to complete.
- What is most important?
- Where should we be spending the limited money, staff time and volunteer hours we have?
- Are the Objectives correct for the position we are in right now?
- Are the tasks getting us where we need to go with regard to that objective?

## Purpose/Vision/Mission/Values

- Purpose – Promote health, fitness, well-being
- Vision – Increasingly engage ... in walking....
- Mission – Promote & Organize non-competitive activities that encourage ... fun, fitness, friendship
- Values – -Health and Safety; Volunteering & Public Service; Non-competitive & Inclusive; Adventure & Camaraderie; Environmental Stewardship; Transparency & Accountability

## Mission/Member Impact

**Key Focus Area:** Improve the Quality and Value of Member Benefits and Programs.

**Strategic Goal 1:** Promote and Organize fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.

This goal statement IS our mission.

## Goal 1 Objectives

- Retain and grow all levels of AVA membership
  - What are “levels of membership?”
  - Are we thinking too narrowly?
  - What levels have been proposed?
  - Where is the database at with regard to “people?”

## Retain and Grow Membership...

Can we define other types of “non-official membership/participation”? (Record book members, sustained giving members, club members, special program members)? In other words anyone who “does something” with us? People can be more than one type.

Can clubs record new walkers vs. those we’ve seen before?  
Can we ask at registration “Is this your first AVA walk, either a YRE or weekend walk, making it easy to ask?” Can we collect that name & email? Can that be sent to AVA? If not, why not?

## Goal 1 Objectives

- **Improve membership benefits, programs and services**

We’ve got some interesting programs:  
trails, Walker-Tracker, Centurion, various trail programs.

What are membership benefits, services?

## Goal 1 Objectives

- Establish a Club Development Program to help volunteer leaders grow active clubs

Do we need to identify clubs that are successful?

How?

How do you train for success (where, when, how?)

## Goal 1 Objectives

- Develop and Implement new global events and activities

We are on our way to the Texas Trail Roundup IML event!!

How can we repair our reputation with IVV?

Should we get involved with IVV Americas?

## Financial Sustainability

Key Focus Area: Diversify and Develop Sustainable Funding Sources.

Strategic Goal 2: Ensure long-term sustainability through financial integrity and revenue diversification.

## Goal 2 Objectives

- Develop and Implement a fund development plan to diversify revenues
  1. Donor/Sponsor Relationship Mgmt. Plan
  2. Grants/Corporate Sponsorship revenues
  3. Maximize convention and special event capacity/exposure/revenue

## Financial Sustainability

- We have donor software installed.
- Please note some of the grants that we've applied for but haven't received.
- What is happening for the 2019 convention?  
What's different in terms of sponsors/exhibit revenue?

## Goal 2 Objectives

- Streamline financial systems, policies, and practices
  1. We are on Quickbooks. Do we have reports?
  2. Financial policies – Reserve policies for different funds; others?
  3. Practices – billing, what else?

## Goal 2 Objectives

- Establish national partnerships that benefit members and generate unrestricted revenue.

Has there been anything done here or any ideas?

## Goal 2 Objectives

- Meet standard nonprofit financial ratios.
  1. This has to do with expenses for program vs. overhead/administration.
  2. What has been done?

## Internal Operations

**Key Focus Area:** Increase National Public Awareness of the New AVA Brand.

**Strategic Goal 2:** Increase public awareness, operational capacity and efficiency to facilitate engagement and growth.

## Goal 3 Objectives

- Develop and Implement a long-range national publicity campaign.

## Goal 4 Objectives

- Study and align AVA regions to support club growth.
  - What needs to happen to support growth?
  - Some RDs seem to work on growth, others do not for various reasons.
  - This was a sensitive topic when brought up in the past.

## How to Review

- Divide up into strategic goal groups 1-4
- In your group discuss:
  1. What objective is most important?
  2. Is there something that should be added or changed?
  3. What has been accomplished? Is it on the right track?

## Some Observations

- Think “Out-of-the-Box”, don’t just tweak what currently is.
- Think Strategically, don’t get “down in the weeds.” Details can be worked out later.
- Don’t be afraid! We need big, bold changes. Let leadership worry about how to communicate our plan.

**Let’s Get Busy!**

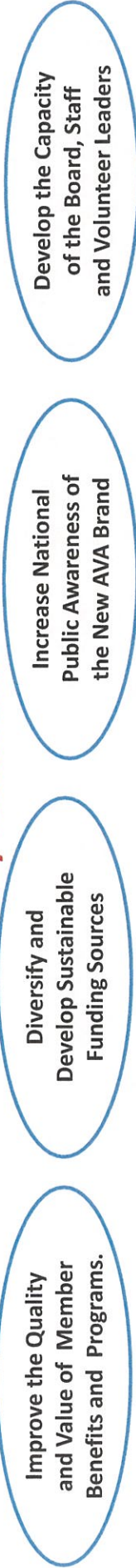
# American Volkssport Association, Inc. Vision 2020



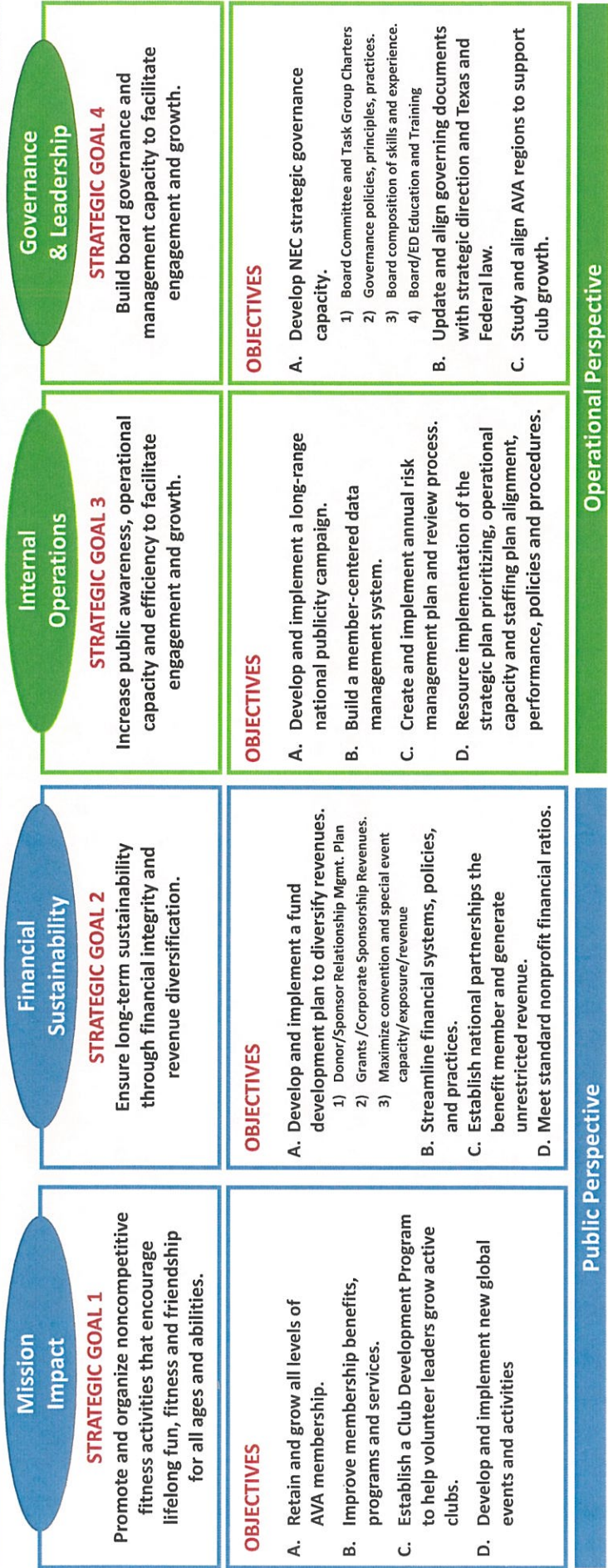
**VISION**  
**MISSION**  
**VALUES**

Increasingly engage Americans in lifelong walking and other noncompetitive physical fitness activities.  
 Promote and organize noncompetitive fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.  
 1) Health and Safety 2) Volunteering and Public Service 3) Non-competitive and Inclusive 4) Adventure and Camaraderie  
 5) Environmental Stewardship 6) Transparency and Accountability

## Key Focus Areas



## AVA Strategic Plan 2016 – 2020



# AVA Strategic Plan

Phase One: 19 months

Timeline: June 2016 – Dec. 2017

AVA Convention June 2017

With NEC Edits

## AVA'S PURPOSE

Promote the public health, physical fitness, and well-being of Americans.

AVA'S VISION Increasingly engage Americans in lifelong walking and other noncompetitive physical fitness activities.

AVA'S MISSION Promote and organize noncompetitive physical fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.

### Mission Achievement

- A. Grow the Membership.**
  - Redefine and enhance new membership categories and benefits (tiered access/walker user ratings, AVA Special discounts, Web Event Page/Blog.)
  - Grow in 55+, retirees, and empty nesters.
  - Increase participant/member conversion rate by monthly communication with participants.
  - Collect Club Best Membership Practices and post so all clubs have access
  - Increase price of New Walker Packet and include a 6 mo. free Mbr. to AVA and E-TAW.
- B. Improve Member Programs.**
  - Increase Youth Participation. Present Proposal to NEC in June 2016.
  - Implement NEW Special Program Criteria.
  - Create new concept for National Programs with more challenging events of distance and/or degrees of difficulty.
  - Maintain fee structure 'til member value and benefits are improved.
  - Create non-IVW Community Youth Events (After School walk program, Partner with schools for National Walk Day, etc.)
- C. Establish Club Development Program.**
  - Establish a program to educate and develop clubs and train club presidents within 6 months of elections.
- D. Promote our Global Connections.**
  - Make the Canada and IVW website links more visible on the AVA Home Page.

### Financial Sustainability

- A. Develop Loyal Donors and Sponsors.**
  - Establish a Donor Relationship Development Program.
- B. Increase Grants and Sponsorships.**
  - Secure Individual and Foundations Grants from Public/Private Sectors.
  - Establish Strategic, Ongoing Corporate Sponsorships (Programs, Events, Activities)
  - Form corporate sponsorships and grants with the business and institutions our members patronize: *New Balance, Fit Bit, National Parks, Taco Cabana, SAS, Shiner Brewery.*
- C. Develop Board Fund Development Training**
  - Learn how to maximize retail sales without paying unrelated business income tax.
  - Create an annual calendar *online and in person* of board training opportunities
- D. Fund Strategic Plan Implementation.**
  - Establish COA Implementation Budgets and Timelines
  - Fund a SPC Core Team to work with the ED to Monitor, Track implement and Report Progress.
  - Assign Committee Tasks/Timelines
- E. Meet Standard Nonprofit Financial Ratios.**
  - Review operational overhead costs and realize savings where possible.
  - Cost allocate a portion of staff salaries to reduce support costs.

### Operational Efficiency

- A. Develop a National Publicity Strategy.**
  - Develop and launch a Mascot by the June Convention. Explore Author J.A. Jance as a Celebrity speaker/book signing at the Convention.
  - Develop a Job Description to augment staff with an outward focused Marketing and Communications Specialist
  - Solicit a professional volunteer to conduct a Marketing and Communications Audit
  - Develop a major overhaul of Marketing and Communication Plan to present a unified AVA Brand image (website with SEO, brand, logo, communications, add a DBA: "America's Walking Club" e.g.)
  - Create and launch a National Publicity Campaign to raise the awareness of AVA
- B. Member-centered Data Management.**
  - Member-centered enhancements in:
    - Electronic communications capability.
    - Database searchability and capability.
    - Online processing of forms, payments, insurance waivers, and walk boxes.
    - Performance outcome tracking and reporting capability.
- C. Reduce Risk and Operational Costs.**
  - Review professional contracts to ensure best value and risk management (insurance, contractors, travel, etc.).

### Governance & Leadership

- A. Restructure the NEC committee structure and meetings to develop strategic capacity.**
  - Annual NEC Governance Education Plan.
  - Develop RD Management Capacity
  - Develop NEC/RD Orientation Program and offer it at Convention.
  - Redefine the NEC Executive Committee to include Strategic Governance functions. (Policies, Fund Raising, Education and Training, National Partnerships, Elections, and Nominations, etc.)
  - Develop Written Committee Charters
  - Identify Strategic Board Composition, especially for NEC Officer Positions, as they fulfill the strategic functions.
- B. Strategically Align AVA Regions to Support Planned Growth.**
  - Review/update studies with current data.
  - Gather data from regions.
  - Determine strategic map based on criteria for growth; make recommendations to NEC for Multi-State Organizations.
- C. Update and align Governing Documents to TX Law and NEC decisions.**
  - Align Bylaws with NEC decisions and changes in Texas Nonprofit Law; move details to Policy Manual
  - Review/refine criteria for "Good standing" or "Removal for Cause" for Board members, Clubs, State Orgs.
  - Limit use of Proxies; Fees; none held by NEC.
  - Create and implement a formal "Club Officer Certification" Program.

CORE VALUES: 1) Health and Safety 2) Environmental Stewardship 3) Adventure and Camaraderie 4) Volunteering and Public Service 5) Transparency and Accountability 6) Non-competitiveness and Inclusion

# AVA Strategic Plan

Phase Two: 24 months

Timeline: Jan. 2018 – Dec. 2019

With NEC Edits

## AVA's PURPOSE

Promote the public health, physical fitness, and well-being of Americans.

**AVA'S VISION** Increasingly engage Americans in lifelong walking and other noncompetitive physical fitness activities.

**AVA'S MISSION** Promote and organize noncompetitive fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.

### Mission Achievement

- Continue implementation and evaluation of Phase 1 initiatives.
  - A. Grow the Membership.**
    - Grow membership in the 55+, retirees, and empty nesters.
    - Selectively target and increase memberships and programs in underrepresented and diverse communities.
    - Create non-IVV Community Adult Events, in addition to IVV Program, (Senior Citizen Up and Out Program, Partner with other organizations for non IVV runs, practice marathons or other events.)
  - B. Improve Member Programs.**
    - Increase Youth Participation.
    - Launch more challenging National Programs with events of distance and/or degrees of difficulty.
    - Launch NEW member benefits and classes and NEW fee structure
    - Create more non-IVV Community Youth Events
    - Run both Paper and Electronic Programs.
  - C. Establish Club Development Program**
    - Continue implementation and annual evaluation of program to educate and develop clubs and train club presidents within 6 months of elections
  - D. Promote our Global Connections.**
    - Enhance education and promote International Travel/Walking opportunities under the IVV.

### Financial Sustainability

- Continue implementation and evaluation of Phase 1 initiatives.
  - A. Develop Loyal Donors and Sponsors.**
    - Build relationships with donors and sponsors
    - Generate new sources of revenue, e.g. Travel Agency referral fees, Good Sams, on-line social media sites.
    - Reinvigorate the convention to be a more profitable.
  - B. Increase Grants and Sponsorships.**
    - Nurture and grow Foundations Grants
    - Nurture and grow Corporate Sponsorships (Programs, Events, Activities)
  - C. Develop Board Fund Development Training**
    - Continue implementation and annual evaluation of board training opportunities and set new priorities
    - Learn how to maximize retail sales without paying unrelated business income tax.
    - Study social enterprises models
    - to identify one that might work for AVA.
  - E. Fund Strategic Plan Implementation.**
    - Establish COA Implementation Budgets and Timelines
    - Fund a SPC Core Team to work with the ED to Monitor, Track Implement and Report Progress.
    - Assign Committee Tasks/Timelines
  - F. Meet Standard Nonprofit Financial Ratios.**
    - Increase unrestricted revenue through educational and celebrity walk programs and events.

### Internal Operations

- Continue implementation and evaluation of Phase 1 initiatives.
  - A. Develop a National Publicity Strategy.**
    - Continue implementation and annual evaluation of the new AVA Mascot and National Publicity Campaign to raise the awareness of AVA
    - Continue implementation and annual evaluation of new Marketing and Communications Specialist
    - Continue implementation and annual evaluation Marketing and Communications Audit and Plan
    - Launch NEW, unified AVA Brand image to public! (website with SEO, brand, logo, communications, add a DBA: "America's Walking Club" e.g.)
    - Add Fund Development Director.
  - B. Member-centered Data Management.**
    - Continue implementation and annual evaluation Member-centered enhancements in:
      - Electronic communications capability.
      - Database searchability and capability.
      - Online processing.
      - Performance outcome tracking
    - Provide training at the Convention to help build affordable Club webpages.
    - Expand Online Start Box nationwide.
  - C. Reduce Risk and Operational Costs.**
    - Continue implementation and annual evaluation of professional contracts to ensure best value and risk management

### Governance & Leadership

- A. Develop NEC committee structure and meetings to develop strategic capacity.**
  - Annual NEC Governance Education Plan.
  - Develop RD Management Capacity
  - Develop NEC/RD Orientation Program
  - Continued EXPLORATION of Governance Model:
    - Ensure Leadership Continuity - Past Chair will serve 1 extra term; Self-perpetuating board?
    - Strategic Board Composition for NEC Officers
    - Transition from a National Executive Council to National Board of Directors, President and Vice President to Chair and Chair Elect
    - Redefine RD's title and separate their duties to National Director (under the BOD) and Area Administrators (under the ED)
    - Add Subject Matter Experts to BOD
    - Establish Advisory Council.
    - National Directors oversee regions other than own.
    - Pay Regional Administrators.
    - Delete State Associations.
    - No more Proxy Voting.
- B. Strategically Align AVA Regions to Support Planned Growth.**
  - Monitor regional growth
  - Provide ongoing support to Multi-State Organizations.
- C. Update and align Governing Documents to TX Law and NEC decisions.**
  - Annual review of Bylaws and Policy Manual
  - Continue implementation and annual evaluation of "Club Officer Certification"
  - Establish electronic online and absentee voting.

**CORE VALUES:** 1) Health and Safety 2) Environmental Stewardship 3) Adventure and Camaraderie 4) Volunteering and Public Service 5) Transparency and Accountability 6) Non-competitiveness and Inclusion

**AVA Strategic Plan  
Phase Three: 12 months  
Timeline: Jan. – Dec. 2020**

**With NEC Edits**

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**AVA'S VISION** Increasingly engage Americans in lifelong walking and other noncompetitive physical fitness activities.

**AVA'S MISSION** Promote and organize noncompetitive fitness activities that encourage lifelong fun, fitness and friendship for all ages and abilities.

**Mission Achievement**

- Continue 1 and 2 initiatives.
- A. Grow the Membership.**
  - Grow membership in the 55+, retirees, and empty nesters.
  - Selectively target and increase memberships and programs in underrepresented and diverse communities.
  - Create non-IVV Community Adult Events, in addition to IVV Program, (Senior Citizen Up and Out Program, Partner with other organizations for non IVV runs, practice marathons or other events)
  - Regional Gatherings every 6 months with invitation to new members offering training, a group YRE and networking.
- B. Improve Member Programs.**
  - Continue to Increase Youth Participation.
  - Launch more challenging National Programs with events of distance and/or degrees of difficulty.
  - Launch NEW member benefits and fee structure
  - Create more non-IVV Community Youth Events
  - Run both Paper and Electronic Programs.
  - Transition to total mobile platform. Use, develop, integrate apps across platforms, including a Walking Game Application.
- C. Establish Club Development Program**
  - Continue implementation and annual evaluation of program to educate and train club presidents within 6 months of elections
  - Continue implementation and annual evaluation of Club Development Program to ensure successful clubs with adequate support from National Office
- D. Promote our Global Connections.**
  - Enhance education and promote International Travel/Walking opportunities under the IVV.

**Financial Sustainability**

- Continue Phase 1 and 2 initiatives.
- A. Develop Loyal Donors and Sponsors.**
  - Build relationships with donors and sponsors
  - Generate new sources of revenue
  - Reinvigorate the convention to be a more profitable, partner with a company to track/measure individual participation and health outcomes
  - Develop a Legacy Giving Program.
  - Form innovative social enterprise to increase earned income and unrestricted revenue
  - Get listed on United Way, Combined Federal Campaigns, and Employee Giving Campaign.
- B. Increase Grants and Sponsorships.**
  - Nurture and grow Foundations Grants
  - Nurture and grow Corporate Sponsorships (Programs, Events, Activities)
- C. Develop Board Fund Development Training**
  - Continue implementation and annual evaluation of board training opportunities and set new priorities
  - Learn how to maximize retail sales without paying unrelated business income tax.
  - Study social enterprises models to identify one that might work for AVA.
- E. Fund Strategic Plan Implementation.**
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- F. Meet Standard Nonprofit Financial Ratios.**
  - Increase unrestricted revenue through educational and celebrity walk programs and events.

**Internal Operations**

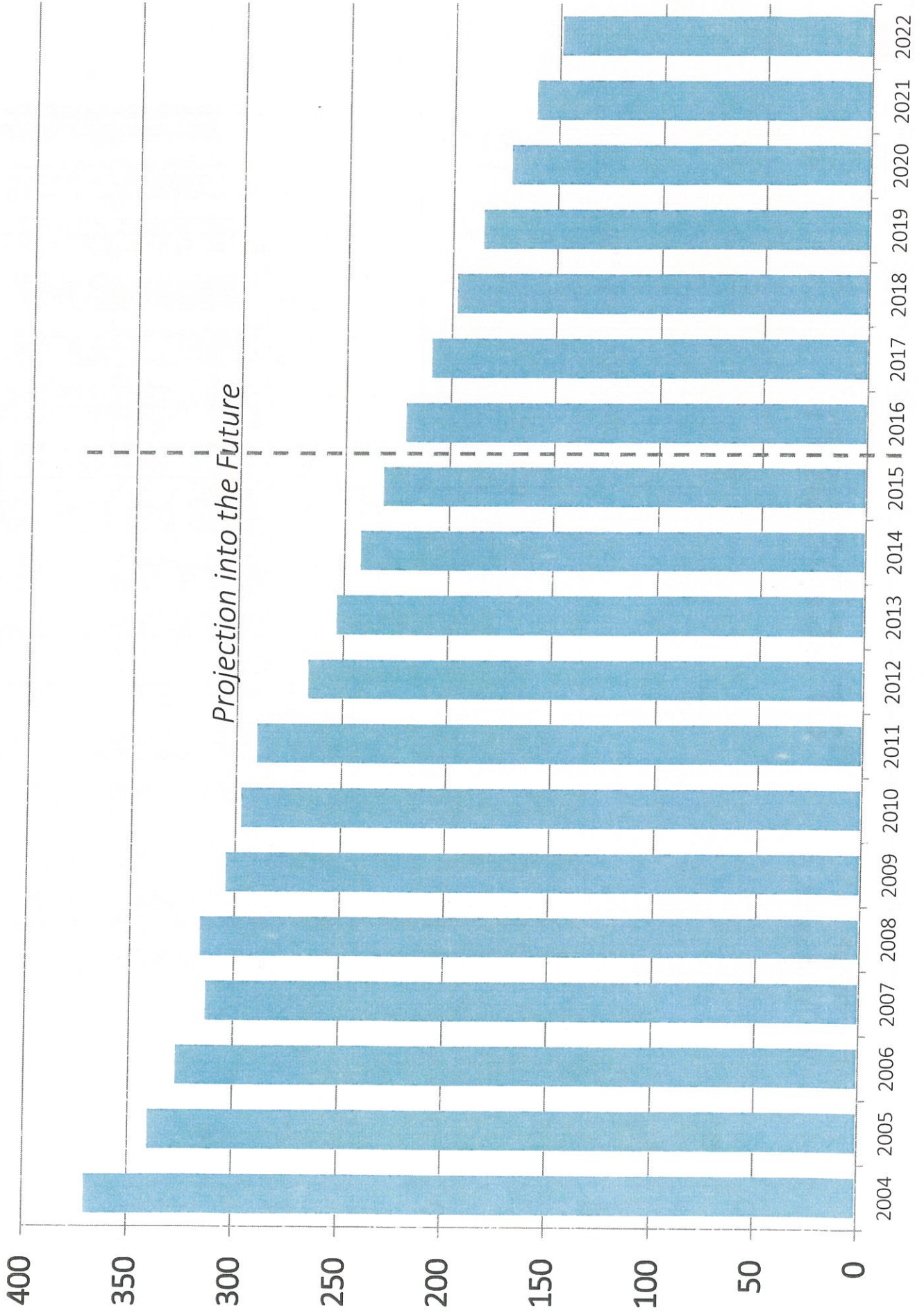
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  - Continue implementation and annual evaluation the new AVA Mascot and National Publicity Campaign to raise the awareness of AVA
  - Continue implementation and annual evaluation of new Marketing and Communications Specialist
  - Continue implementation and annual evaluation Marketing and Communications Audit and Plan
  - Launch NEW, unified AVA Brand Image to public (website with SEO, brand, logo, communications, add a DBA: "America's Walking Club" e.g.)
  - Add Fund Development Director.
- B. Member-centered Data Management.**
  - Continue implementation and annual evaluation Member-centered enhancements in:
    - Electronic communications capability.
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    - Online processing.
    - Performance outcome tracking
  - Provide training at the Convention to help build affordable Club webpages.
  - Expand Online Start Box nationwide.
- C. Reduce Risk and Operational Costs.**
  - Continue implementation and annual evaluation of professional contracts to ensure best value and risk management
  - Provide insurance for non-AVA/IVV sanctioned events.

**Governance & Leadership**

- Continue Phase 1 and 2 initiatives.
- A. Develop NEC committee structure and meetings to develop strategic capacity.**
  - Annual NEC Governance Education Plan.
  - Develop RD Management Capacity
  - Develop NEC/RD Orientation Program
  - Full implementation of NEC Strategic Governance Model:
    - Add Subject Matter Experts to BOD and/or establish Advisory Council.
    - National Directors oversee regions other than own.
    - Pay Regional Administrators.
    - Delete State Associations.
    - No more Proxy Voting.
    - Ensure Leadership Continuity - Past Chair will serve 1 extra term; Self-perpetuating board?
    - Strategic Board Composition for NEC Officers
    - Transition from a National Executive Council to National Board of Directors, President and Vice President to Chair and Chair Elect
    - Redefine RD's title and separate their duties to National Director (under the BOD) and Area Administrators (under the ED.)
- B. Strategically Align AVA Regions to Support Planned Growth.**
  - Monitor regional growth
  - Provide support to Multi-State Organizations.
- C. Update and align Governing Documents to TX Law and NEC decisions.**
  - Annual review of Bylaws and Policy Manual
  - Continue implementation and annual evaluation of "Club Officer Certification"
  - Establish electronic online and absentee voting.

**CORE VALUES: 1) Health and Safety 2) Environmental Stewardship 3) Adventure and Camaraderie 4) Volunteering and Public Service 5) Transparency and Accountability 6) Non-competitiveness and Inclusion**

# Number of Clubs



# Participation

Traditional  
YRE Traditional

*Projection into the Future*

300,000

250,000

200,000

150,000

100,000

50,000

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2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

