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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

Improve the Quality  
and Value of Member  
Benefits and Programs.

Diversify and  
Develop Sustainable  
Funding Sources

Increase National  
Public Awareness of  
the New AVA Brand

Develop the Capacity  
of the Board, Staff  
and Volunteer Leaders

## AVA Strategic Plan 2016 – 2020

### Mission Impact

#### STRATEGIC GOAL 1

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

#### OBJECTIVES

- A. Retain and grow all levels of AVA membership.
- B. Improve membership benefits, programs and services.
- C. Establish a Club Development Program to help volunteer leaders grow active clubs.
- D. Develop and implement new global events and activities

### Financial Sustainability

#### STRATEGIC GOAL 2

Ensure long-term sustainability through financial integrity and revenue diversification.

#### OBJECTIVES

- A. 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
- B. Streamline financial systems, policies, and practices.
- C. Establish national partnerships the benefit member and generate unrestricted revenue.
- D. Meet standard nonprofit financial ratios.

### Internal Operations

#### STRATEGIC GOAL 3

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

#### OBJECTIVES

- A. Develop and implement a long-range national publicity campaign.
- B. Build a member-centered data management system.
- C. Create and implement annual risk management plan and review process.
- D. Resource implementation of the strategic plan prioritizing, operational capacity and staffing plan alignment, performance, policies and procedures.

### Governance & Leadership

#### STRATEGIC GOAL 4

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

#### OBJECTIVES

- A. Develop NEC strategic governance capacity.
  - 1) Board Committee and Task Group Charters
  - 2) Governance policies, principles, practices.
  - 3) Board composition of skills and experience.
  - 4) Board/ED Education and Training
- B. Update and align governing documents with strategic direction and Texas and Federal law.
- C. Study and align AVA regions to support club growth.

## Public Perspective

## Operational Perspective



## 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 of 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

#### 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 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-IVW Community Adult Events, in addition to IVW Program, (Senior Citizen Up and Out Program, Partner with other organizations for non IVW 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-IVW 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 IVW.

#### 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.**
  - 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 Phase 1 and 2 initiatives.
- A. Develop a National Publicity Strategy.**
  - 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.
    - 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
  - Provide insurance for non-AVA/IVW sanctioned events.

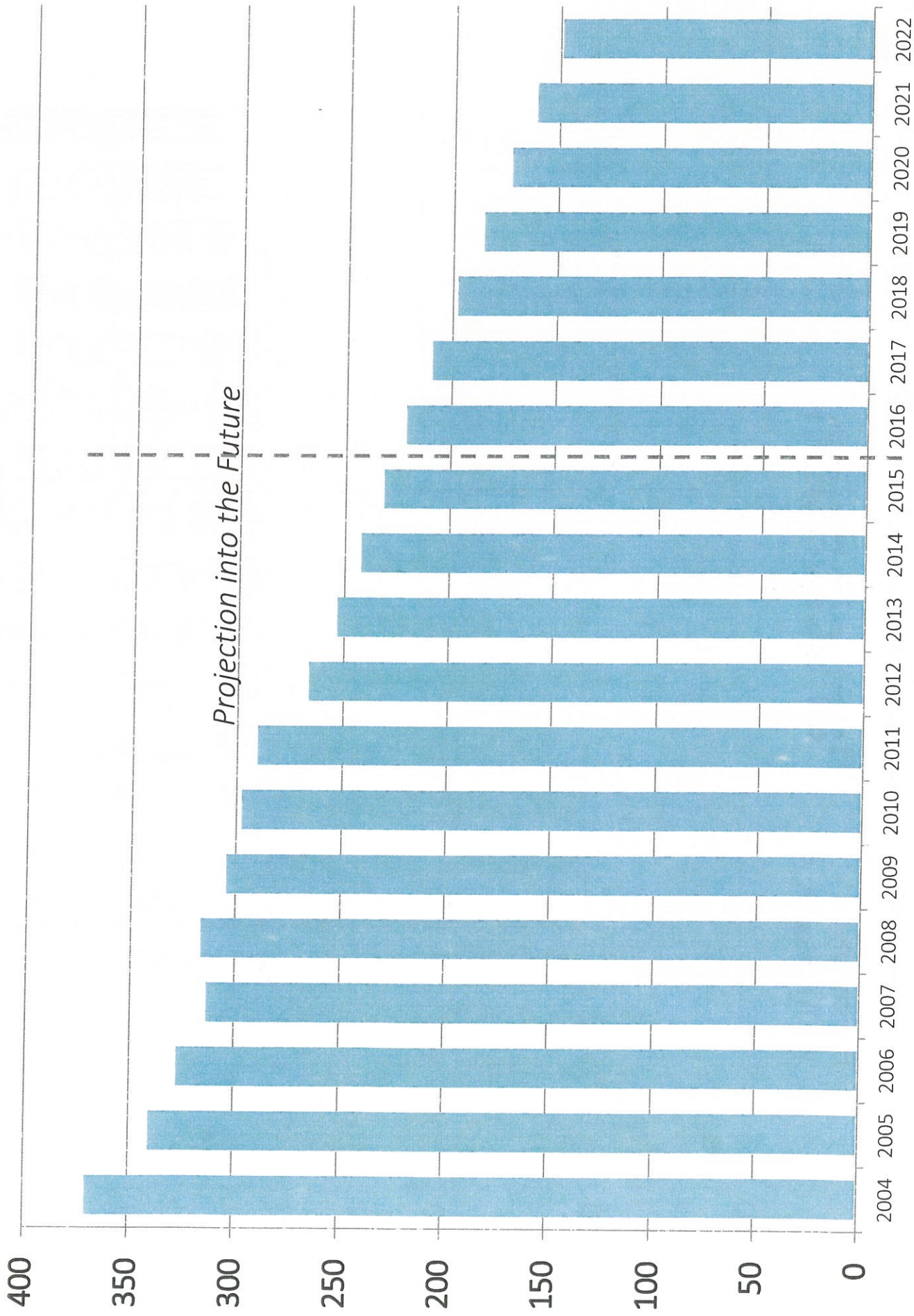
#### Governance & Leadership

- 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

Traditionals  
YRE Traditionals

*Projection into the Future*

300,000

250,000

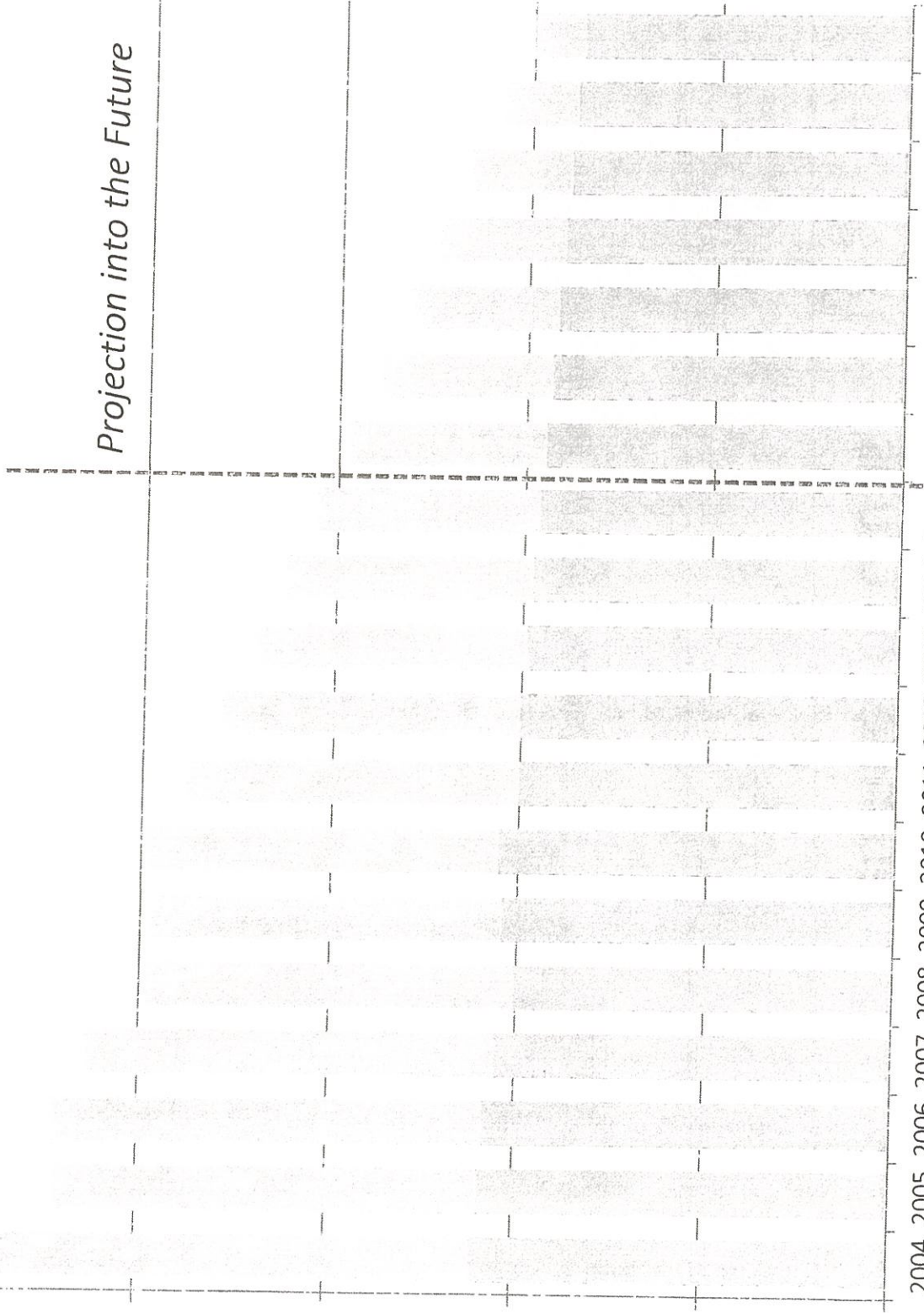
200,000

150,000

100,000

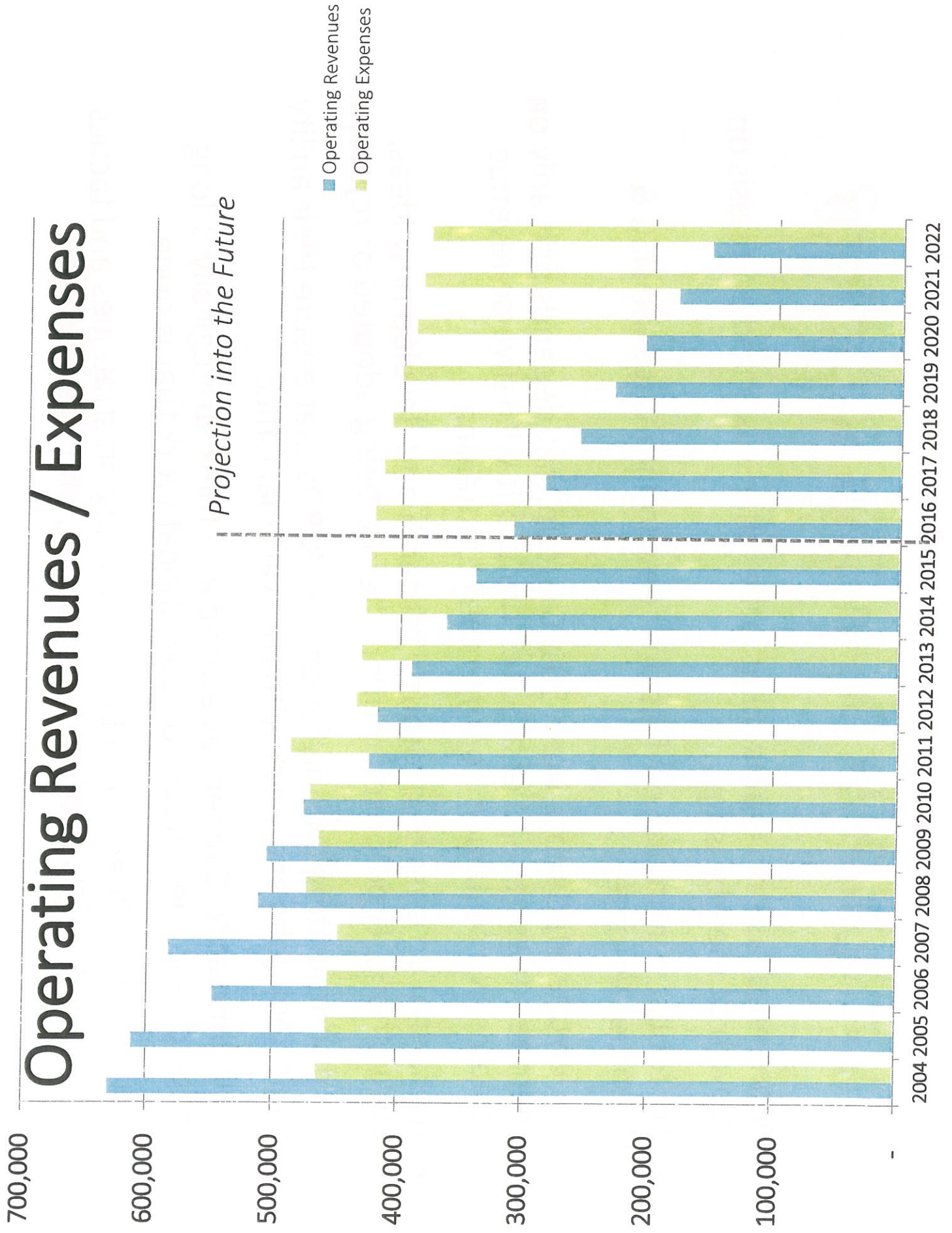
50,000

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





# Operating Revenues / Expenses



# Why might AVA Be In This Situation?

- More emphasis on maintaining rather than sustained emphasis on growth of membership.
- No robust continuing professional development for the NEC & Member Volunteers
- We've operated more like a 501c6 Group that depends primarily on member dues instead of a 501c3 nonprofit with diverse revenue streams. No sustained non-member fundraising.
- No formal process to rigorously research and develop new ideas, suggestions, & proposed motions before being adopted or rejected.
- No discriminating criteria for officers & RDs that ensure their ability to do their jobs and work with the National Office.
- Little time at NEC meetings available to think strategically & long range due to the amount of Operational Work that is done.
- Remaining an Operational Board, focusing on strategies and tactics rather than policy, oversight, partnering, and fundraising.



“The definition of insanity is  
doing the same thing over  
and over again, but expecting  
different results.”

Attributed to Albert Einstein

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**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE** \_\_\_\_\_ **Special Programs** \_\_\_\_\_ **COMMITTEE**  
**FOR THE** \_\_\_\_\_ **June 8-10, 2018** \_\_\_\_\_ **EXECUTIVE COUNCIL MEETING**  
**FROM (Name):** \_\_\_\_\_ **Bonnie Johnson, Committee Chair**

**ACCOMPLISHMENTS:**

The NEC approved two of the three programs submitted in January 2018 Florida meeting to begin effective January 1, 2019. The programs approved were "Carousels Across America" of Albany Fitwalkers, Albany, OR and " Little Free Library" of the Greater Des Moines Volkssport Club of Des Moines, IA. Both clubs have submitted articles to TAW and their Special Program books are currently ready for purchase. Information has been sent to update the AVA website on Future Special Programs

**ACTIVITIES:**

No new programs have been submitted at this time which would begin January 2020.

**CONCERNS:**

None

**RECOMMENDATIONS:**

None

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

Print Form

Reset Form

Submit AVA Committee Report to AVA Headquarters by Email

## IVV CONGRESS 2018

Dolores Grenier and I were the AVA delegates to the 2018 IVV Congress that was held in Sicily. Our mission was to make bids for the IVV Congress in 2020 and the Olympiad in 2021. The Congress began with a social activity on Sunday, May 20th. We had a boat ride to outlying islands and participated in a sanctioned 10 km walk.

Prior to the meeting beginning on Monday there was a presentation on the IVV Digital project. At the 2016 Congress in Brazil, a German company (Hahn IT) had presented a proposal to build a very complex app for use by IVV. Given its complexity and cost, the proposal was not approved at that meeting. In the interim, the goals were scaled down to a more reasonable level. The presentation at this meeting was for a major upgrade to the IVV website and major improvement to the IVV database. The intent was to move toward an IVV app in a more stepwise manner. Based on this presentation, I would conclude that AVA is ahead of IVV in moving into the digital realm. Given where we stand with the On-Line Start Box and the direction we are headed with our new website, I recommend we press strongly forward toward an AVA app. We will have more discussions about this with the IT Committee.

Attached is the agenda of the meeting and the Audit Report for 2016 and 2017. IVV closed its year in 2015 with a deficit of 5,405.06 euros, 2016 with a deficit of 49,078.42 euros, and 2017 with a deficit of 14,386.25 euros. I was quite surprised that there were no comments or questions about this continued series of deficits.

At a previous time a survey was taken of all the member countries. These survey results are attached to this report. The Congress broke into three groups based on language (English, German, French) for discussions of the results of the survey. At the end of these workshop sessions, the workshop leaders reported back to the Congress the results of their discussions.

At this point in the meeting, the presentations for the next IVV Congress (2020) and Olympiad (2021) were made. In both cases, the AVA presentation was first.

Our presentation for the Congress of Delegates went well. Frankly, I was unimpressed by the presentation by Belgium who had also put in a bid for the 2020 Congress. Voting was then done by secret ballot. Member countries have votes based on the number of their clubs. As a point of reference, AVA has 5 votes.



Following the Congress of Delegates presentation, the presentations for IVV Olympiad were made. Again, our presentation went well, but I must admit the presentation by Korea was over-the-top. Again, voting was done by secret ballot.

The results were then announced. Based on the presentations, I will admit I was surprised with the vote tally for the Congress (66 for Belgium and 24 for USA). Frankly, based on the presentations, I was not as surprised by the vote for the Olympiad (67 for Korea and 23 for USA).

While the results were quite disappointing, I believe there were some real lessons learned. In addition, I got quite a bit of encouraging feedback from a number of countries. In both cases, we were apparently suffering from some issues from the past. I don't know what this might be, but it was clearly a factor. In addition, it appears that relationships are a big factor in these decisions. I was a new face in the crowd. This will continue to be an issue as it appears that most of the countries are supported by national organizations (e.g., Korean Athletic Association) and many delegates appear to be paid staff members who are the "regular" delegates to the IVV Congress. With our turnover of volunteers, this may always be an issue for us. In addition, for at least the last 10 years, the AVA has not been active in the business of IVV. I was advised that we should become active on various committees and show that we are full participants in the business of IVV.

In retrospect, I think the primary reason that we did not get the bid for the Congress is financial. The bulk of the IVV countries are in Europe. Why spend thousands of Euros to travel to the U.S. when you can spend just hundreds to travel in Europe? As for the Olympiad, the Koreans clearly had put a lot of money into their bid. They had 12 or 13 people in attendance supporting their bid including a number of really cute kids. They put a lot of money into gifts for the delegates, and clearly they invested a lot of money into their presentation.

Other factors were related to me that probably played into the votes. The biggest was likely the fact that we are not members of IVV-Americas. While I tried to explain to everyone I discussed this with the problem with our IRS. It seemed that no one could believe that this could be a problem. Typically, the reaction was then how could the Red Cross be a part of the International Red Cross or Rotary be part of Rotary International? While I tried to explain that these were not similar situations, it seemed to fall on deaf ears. I told folks that I would be looking further into this and will share with you more about this later. Another "excuse" that was suggested was one of safety. When I questioned this, I was told that after all there had just been two school shootings. My response was that they were listening to the mainstream media with its

agenda, and frankly this was not likely to impact any of these folks visiting the U.S. In fact, I pointed out that we were at greater risk in Europe of being blown up or run over by a terrorist and that didn't seem to concern anyone.

I was also told that we showed a lot of guts by going for both the Congress and the Olympiad. Frankly, I think that by going for both we showed that we want to be active and involved in IVV. Based on the results, I don't think that going for both actually hurt us in any way.

Based on the financial aspects of the IVV Congress and its relatively low benefit to AVA, I would not recommend that we bid again for the Congress. However, I would recommend that we seriously consider making another Olympiad bid for 2023. If we are going to do so, I would suggest that we will need to start soon to continue to rebuild our relationships with IVV and the member countries as well as either find a way to join IVV-Americas or be able to convince everyone as to why we can't.

While the IVV Congress closed at the end of the day on May 21, there was a special ceremony on Tuesday, May 22, to celebrate the 50th Anniversary of IVV.

The following 3 days were taken up walking the 4th Europiade in Western Sicily.





Agenda of IVV-Congress of Delegates  
on May 21, 2018, 10 am  
Garibaldi Theater in Mazaro del Vallo, Sicily/Italy

(Before the Congress the project "IVV Digital" will be presented at 8.30 am)

1. Opening and welcoming
2. Minute's silence for deceased
3. Election of electoral committee and examination board
4. Further greetings
5. Establishment of the Delegates present and quorum
6. Approval of the Meeting Minutes of Brazil
7. Reports:
  - a) President's report
  - b) Vice President's report
  - c) Treasurer's report
  - d) Secretary's report
  - e) Report of IVV-Asia representative of United Presidium
  - f) Report of IVV-Europe representative of United Presidium
  - g) Report of IVV-Americas representative of United Presidium
  - h) Auditors' report
8. Discussion of the reports
9. Approval
10. Survey (3 workshops) afterwards discussion
11. IVV Digital, discussion of presentation
12. Motions
13. Election of location of the next Congress of Delegates in 2020 incl. presentation (5 min. each)
14. Election of location of the next IVV Olympiad 2021 incl. presentation (10 min. each)
15. Honours
16. Miscellaneous
17. Closing of Congress of Delegates

## AUDIT REPORT for FISCAL YEAR 2016

Dear Ladies and Gentlemen, Dear Delegates,

Mr. Brian TILBURY and Mr. Michel COURTIER, Auditors of the IVV, audited the associations' funds in Koblenz (Germany) on 8<sup>th</sup> June, 2017 in the presence of IVV Treasurer Mr. Walter MOTZ according to the IVV statutes and rules of order. The audit took place in Koblenz (Germany) at the hotel "Mercure". The necessary documents for the audit were provided by Mr. MOTZ.

For the audit we had the financial statement of 2016 with the earnings report which had been completed by our tax consultant Mr. Günther OTTERBEIN in GROSSENLÜDER. The treasurer gave a detailed report, therefore we will not mention all the figures in here.

We had the opportunity to check each entry with the according invoice or accounting record.

Our audit was related to the totality of the documents, not just random sampling. At the audit no anomaly was observed. Due to reasons of simplification and saving of labour the receivables are only entered after receipt of payment. This procedure saves the need of an accounts receivable accounting. We can pinpoint an open entry at year end 2016 of € 3,873.60 against € 5,123.78 at year end 2015.

The inventory, which was mentioned in the financial statement with € 12,840.91 on 31<sup>st</sup> Dec. 2015, increased by € 8,681.64 in 2016 and states € 21,522.55 on 31<sup>st</sup> December, 2016.

The reported financial investment and the means of cash on 31<sup>st</sup> December, 2016 of € 321,087.60 thereof € 53,000.00 absorbed in real estate finances, previous year € 374,951.98, generated an interest yield in 2016 of € 6,611.41. In 2015 it was € 8,546.27, thereby a loss of € 1,934.86. The financial means of the association are still invested with variable interest rates.

The annual result closes with a deficit of € 49,078.42 on 31<sup>st</sup> December, 2016 against a deficit of € 5,405.06 on 31<sup>st</sup> December, 2015.

According to the loan agreement to IVV Americas the item "Other loans" appears in the assets with a balance of € 5,000.00. The IVV Presidium decided at their meeting in Munich (Germany) on 28<sup>th</sup> September, 2016 not to reclaim the loan of € 5,000.00 granted to the IVV Asia, due on 31<sup>st</sup> December 2016.

Thank and compliments appertain to the Treasurer for the responsible job. We suggest to the Delegates to relieve the association's funds as well as the IVV Presidium for 2016.

Thank you for your attention.

KOBLENZ, 8<sup>th</sup> June, 2017

Brian TILBURY

Michel COURTIER

## AUDIT REPORT for FISCAL YEAR 2017

Dear Ladies and Gentlemen, Dear Delegates,

Mr. Brian TILBURY and Mr. Michel COURTIER, Auditors of the IVV, audited the associations' funds in Strasbourg (France) on 28<sup>th</sup> March, 2018 in the presence of IVV Treasurer Mr. Walter MOTZ according to the IVV statutes and rules of order. The audit took place in Strasbourg (France) at the office of IVV-France. The necessary documents for the audit were provided by Mr. MOTZ.

For the audit we had the financial statement of 2017 with the earnings report which had been completed by our tax consultant Mr. Günther OTTERBEIN in GROSSENLÜDER. The treasurer gave a detailed report, therefore we will not mention all the figures in here.

We had the opportunity to check each entry with the according invoice or accounting record.

Our audit was related to the totality of the documents, not just random sampling. At the audit no anomaly was observed. Due to reasons of simplification and saving of labour the receivables are only entered after receipt of payment. This procedure saves the need of an accounts receivable accounting. We can pinpoint an open entry at year end 2017 of € 3,020.13 against € 3,873.60 at year end 2016.

The inventory, which was mentioned in the financial statement with € 21,522.55 on 31<sup>st</sup> Dec. 2016, decreased by € 3,920.74 in 2017 and states € 17,601.81 on 31<sup>st</sup> December, 2017.

The reported financial investment and the means of cash on 31<sup>st</sup> December, 2017 of € 300,312.53 thereof € 53,000.00 absorbed in real estate finances, previous year € 321,087.60, generated an interest yield in 2017 of € 9,283.49. In 2016 it was € 6,611.41, thereby a profit of € 2,672.08. The financial means of the association are still invested with variable interest rates.

The annual result closes with a deficit of € 14,386.25 on 31<sup>st</sup> December, 2017 against a deficit of € 49,078.42 on 31<sup>st</sup> December, 2016.

According to the loan agreement to IVV Americas the item "Other loans" appears in the assets with a balance of € 5,000.00 due on 31<sup>st</sup> December 2019.

Thank and compliments appertain to the Treasurer for the responsible job. We suggest to the Delegates to relieve the association's funds as well as the IVV Presidium for 2017.

Thank you for your attention.

STRASBOURG, 28<sup>th</sup> March, 2018

Brian TILBURY

Michel COURTIER



## AVA National Promotion Event - Crazy Horse Event – June 2 & 3, 2018

We had six AVA volunteers promote AVA – America's Walking Club to the majority of walkers that were not familiar with AVA. Participating both Saturday, June 2, and Sunday, June 3, 6:00am – 3:00pm, were:

David Bonewitz  
Mindy Bonewitz  
Henry Rosales  
Karen Winkle  
Jerry Wilson  
Pam Wilson

Volunteers helped direct participants to the proper registration tables and talked about AVA to the masses. Volunteers also talked with participants during the walk up the hill, and more in depth at the finish line. Walkers learned there were over 3,000 other walking events and hundreds of local clubs around the country. We also handed out AVA lip balms and literature. Side Note: Jerry W., NC Regional Director has already received two emails looking for local clubs near participants that walked the Crazy Horse event.

### 2018 Spring Crazy Horse Participant Numbers:

Saturday = 4,806  
Sunday = 3,289  
Total = 8,095

### Participant Categories:

IVV Credit = 130  
Non-IVV = 6,807  
Awards = 1,158  
Total = 8,095

Coupons = 10 (?????)

AVA Volunteers also helped the Crazy Horse Volunteers to fill some registration staffing gaps, along with helping with morning set-up and afternoon tear-down each day.

AVA National Volunteers have been invited back for the:

- September 30, 2018 (Sunday) Crazy Horse Event; and,
- June, 2019 Two-day Crazy Horse Event.

Respectfully Submitted,  
Jerry Wilson, NC-Regional Director

Report on: Canadian (CVF) Convention in Halifax, Nova Scotia

Dates Held: May 25-27 2018

As the designated AVA representative, I attended the convention. I was asked to say a few words at the Friday night Meet and Greet, which was a very nice buffet of local flavors of food and tables to sit and eat. They featured the hot seafood chowder found in the area, miniature fish and chips served to each table and variety of other foods. They had a band playing and some attendees were dancing (after a long day of walking!)

The attendance was reported to be 260- with 100 of those from the USA. I welcomed everyone and made a remark about the fact that I was surprised 100 of us Americans had made it up to join their convention. I thanked them for inviting all of us to the great walks they offered over the weekend. Then I invited all of the Canadians to join us in Albany at our convention June, 2019. After the meet and greet, our convention committee members were busy fielding questions about convention details. **NEXT TIME:** brochures (or at least SAVE THE DATE postcards) need to be available to hand out about the CVF convention with the schedule of the convention and outlying walks. Obviously, those who lived in Nova Scotia were very interested in the post convention Niagra Falls walk. I felt quite unprepared for convention questions, and I should have been able to speak to it better.

Saturday evening I was asked to join the CVF officers and convention chairs in the processional into the formal dinner, led by the bag piper who is a member of one the Nova Scotia clubs. I also sat at their table and was treated quite royally the entire evening. Sunday, I was presented a personalized coffee mug with the symbol of CVF, the convention dates and my name as a reminder of the wonderful time I had.

Let's take note of how to treat our fellow volkssport officers from other nations. I have never felt as honored as I was at this event!

Respectfully submitted, Holly Pelking

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**American Volkssport Association**

**AUDIT COMMITTEE CHARTER**

(Revised 2-26-18)

**Organization –**

The Audit Committee shall be chaired by the Treasurer or other financially qualified individual designated by the President. The Committee Chairperson shall select other qualified AVA Associate Members to serve on the committee.

**Purpose of the Committee:** The Committee will provide assistance to the NEC in fulfilling its oversight responsibilities related to: (1) the integrity of the organization's financial statements, (2) the effectiveness of the organization's internal control over financial reporting, (3) the organization's compliance with legal and regulatory requirements, (4) the independent auditor's qualifications and independence, and (5) the performance of the organization's independent auditor.

**Committee Reports to:** the NEC, is guided by AVA's strategic plan and takes direction from the AVA President.

**Staff to Committee:** the Executive Committee and staff of AVA

**Committee membership and operations:**

**Frequency of meetings:** There are no formal meetings scheduled for the committee. Meetings will be called as needed by the chairperson.

**Scope of work for the Strategic Plan Implementation/Coordination Committee:**

- 1) Reviewing qualified candidates and selecting for engagement, the audit firm to perform the annual audit of AVA.
- 2) Receiving the annual report prepared and submitted by the audit firm including any recommendations, concerns or audit issues that arise during the performance of the audit.
- 3) Reviewing the audit report with management and the auditor and make appropriate recommendations regarding its contents to the Executive Committee.
- 4) Reporting to the Board of Directors.



## AVA

## Bylaws Committee Charter

**Purpose of the Committee:** As a standing committee of the National Executive Council (Board), reviews the AVA bylaws and recommends changes to the Board and members. Works with the Executive Director to assure timely release of information necessary for any bylaws changes.

**Reports to:** the Board and takes direction from the AVA's strategic plan.

**Committee membership and operations:** The chair is appointed by the President. The Committee Chairperson shall select other qualified AVA Associate Members to serve on the committee, from different regions of the country.

**Frequency of meetings:** As needed, estimated at 2 to 4 times per year, generally through conference calls. In person meetings, if needed, will be scheduled at meetings of the Board or AVA conventions.

**Scope of work for the Bylaws Committee:**

1. Bylaws are AVA's operating manual.
2. Bylaws are not public documents, but making them readily available increases AVA's accountability and transparency and encourages the Board to pay closer attention to them. Board should review them regularly and amend them accordingly as our organization evolves.
3. According to the IRS' compliance guide for 501(c)(3) nonprofits, "An exempt organization that is required to file an annual return must report name, address, and structural and operational changes on its return." That means if AVA changes our bylaws, we have to let the IRS know on our next annual report (990). Some states may also require you to file bylaws and report changes.

## American Volkssport Association

### CLUB DEVELOPMENT & SUPPORT COMMITTEE CHARTER

The **Club Development & Support Committee** is hereby chartered by the 20<sup>th</sup> National Executive Committee (NEC) of the American Volkssport Association (AVA) for the term of 1 July 2017 through 30 June 2019.

**Purpose of the Committee:** AVA participation, club membership and # of clubs continue to decline. As a *standing committee* of the National Executive Council (Board), the Committee will assist the Board in implementing Strategic Objective 1.c. (Establish a Club Development Program) by examining issues that frustrate club leadership and make recommendations on acceptable solutions. The AVA President has stated that the theme of this NEC will be *Helping Clubs Grow and Growing New Clubs*. This committee will therefore focus our efforts at the club level.

**Reports to:** The Board and takes direction from the AVA's strategic plan.

**Staff to the Committee:** One representative from the AVA staff.

**Committee Membership and Operations:** The chair is appointed by the President. Five to seven members include both Board and non-Board volkssporters. Members come from many regions of the country, with an emphasis on members from smaller, "struggling" clubs if possible. All committee work is done in partnership and through the leadership and enabling of the Executive Director. The committee does not usurp the authority of the Board, and neither directs or oversees any staff.

**Frequency of meetings:** Initially, no less than quarterly. Ideally, once per month once steady-state. Meetings generally through online platforms (MS Teams) or conference calls. In person meetings, if needed, will be scheduled at meetings of the Board or AVA conventions.

#### **Scope of work for the Club Development & Support Committee:**

1. Develop tools for Regions to assess their clubs to determine who are the strong clubs that can lend mutual support and which clubs need assistance.
2. Define what we consider a "struggling club" in terms that allow the AVA to then direct resources.
3. Consider recommendations for criteria to direct a non-performing club be demobilized
4. Examine the existing club dues schedule and make recommendations on future revenue potential and potential alternative ways to structure club dues
5. Review several recent, good papers (by members) concerning club maturity models or ways to structure clubs – determine what recommendations can be referred to other Committees or the Board

## American Volkssport Association

### CLUB DEVELOPMENT & SUPPORT COMMITTEE CHARTER

6. Explore implementing a system (searchable database) to help clubs submit and share "best practices," similar to US Army CALL (Center for Army Lessons Learned)
7. Explore current delivery training and development to clubs, assess effectiveness and make recommendations
8. Encourage new club formation – examine "gaps" Nationally and recommend a plan that Regions can implement
9. Work in coordination with the Marketing (Publicity) Committee on the design of a National Marketing Program that supports clubs

#### Metrics, Deliverables & Reports:

- % annual increases in new clubs, club leader satisfaction, and certified club leaders
- % retention in club membership and associate membership
- Reduce # states without clubs from 4 back to no more than 2
  
- Bring Motions to the Board for consideration in support of clubs
- Advocate for a budget line iso the "club support" OBJ in the strategic Plan
- A searchable "Lessons Learned" system
- A plan for new club development
  
- Regular Committee reports to the Board in the standard AVA format

//Signed by//

David Bonewitz  
President, AVA



**Free Walker Ad Hoc Committee**

**Committee Purpose:** As an ad hoc committee of the National Executive Council, the committee will develop a plan and recommend to the Board of Directors a plan to deal with the issue of free walkers.

**Reports to:** The AVA Board of Directors

**Staff to the Committee:** AVA Executive Director

**Committee membership and operations:** The chair is appointed by the AVA President with the consent of the National Executive Council/Board of Directors. Members of the committee are both board members and non-board members. Members will be from the Southwest Region and Northwest Region. The reason for using these two regions is that the Southwest is most in favor of eliminating free walkers and Northwest is most in favor of keeping free walkers.

**Frequency of Meetings:** Meetings will be by email only. In person meetings will not be needed.

**Budget:** No budget requirements are foreseen.

**Objective:** Prepare a comprehensive report not later than the January 2019 NEC/BofD meeting that will include recommendations on how to proceed regarding free walkers.

- Goal 1. Identify the history of free walkers by January 2018.
- Goal 2. Solicit comments volkssporter comments from both sides of the issue by January 2018
- Goal 3. Solicit comments from participants who currently are free walkers by June 2018
- Goal 4. Develop statistics which have a bearing on the issue by June 2018.
- Goal 5. Presentation of the committee findings/recommendations not later than January 2019.

## FUND DEVELOPMENT AD HOC COMMITTEE CHARTER

**Purpose of the Committee:** As an ad hoc committee of the National Executive Council (Board), helps the Board assure the fiscal health of the AVA through philanthropy and fund development by assisting the Executive Director in the implementation of the Financial Sustainability goal of the Strategic Plan.

**Reports to:** the Board and takes direction from the AVA's strategic plan.

**Staff to the Committee:** The Executive Director of the AVA.

**Committee membership and operations:** The chair is appointed by the President. Eight to ten members include both Board and non-Board Volkssporters and up to 50% outside the organization. Members come from many regions of the country. All committee work is done in partnership and through the leadership and enabling of the Executive Director. The committee does not usurp the authority of the Board, and neither directs or oversees any staff.

**Frequency of meetings:** As needed, estimated at 6 to 8 times per year, generally through conference calls. In person meetings, if needed, will be scheduled at meetings of the Board or AVA conventions.

### Scope of work for the Fund Development Committee:

1. Work with the Executive Director through the fund development planning process: establish charitable contribution goals for the annual budget; devise the annual fund development plan for action by the Board; and, recommend results and key performance indicators to assess progress towards meeting fund development goals.
2. Establish fund raising policies.
3. Develop an expectation for financial contributions from all members of the Board and provide leadership by making their own gifts.
4. Assure that the Board and individual Board members are adequately educated about the basic principles and best practices in fund development.
5. Help the Board articulate the case for philanthropic support directed at specific audiences.
6. Involve and cultivate major gift prospects.
7. Help nurture a culture of philanthropy throughout the AVA, and assure that all donors of time and money are respected and honored.
8. Identify grant opportunities and assist in grant writing.
9. Identify potential sponsor organizations and contacts within the AVA;
10. Establish sub-committees to carry out specific fund development activities.  
Monitor sub-committee performance.



## AMERICAN VOLKSSPORT ASSOCIATION INFORMATION TECHNOLOGY COMMITTEE CHARTER

**Mission Statement:** The AVA IT committee will provide timely guidance and leadership to the NEC, headquarters, and clubs for information technology and electronic systems used by the association.

**General Statement of Purpose:** AVA needs to up its game if it is to survive. We must strive to have the right tools and processes to support clubs and AVA headquarters, align development with the strategic plan, delivered in a way that all can participate.

**Governance:** The chair is appointed by the AVA President and the committee reports to that office. The committee takes direction from the Executive Director and the NEC as a partnership to define the projects and improvements needed by the organization. The committee, at a minimum, will consist of a Chair, a liaison to the NEC, and a liaison to AVA HQ. Members of the committee are selected and approved by the Chair. All committee members have an equal vote in matters that concern the committee.

**Meetings:** The committee will hold an open meeting monthly with minutes published. A quorum is 50% of the standing members of the committee.

**Focus:** To fix problems in the IT systems that have persisted for years. This may include modifying existing systems as well as new development.

**Budget:** The committee will work as best it can to keep within the budget outlined in the organization's yearly plan. Extraordinary expenses will be justified to and approved by the Executive Director.

### **What we will do:**

- Review and critique proposals that affect the work load on IT development.
- Manage a priority for the work so that limited resources are best aligned with the goals of the organization.
- Coordinate the various IT efforts as work progresses.
- Undertake specific projects that include new development work.
- Modify or correct deficiencies in the existing IT infrastructure.

### **What we will not do:**

- Desktop support for personal systems
- Manage AVA email accounts (setup, resets etc.)
- Club web sites



## MEMBERSHIP COMMITTEE CHARTER

**MISSION STATEMENT:** To increase AVA membership by active promotion and benefit enhancement.

**Committee Purpose:** As the membership committee of the Board of Directors, the committee will facilitate communication exchanges, brainstorming of ideas and individual and club proposals/papers in order to provide recommendations to the Board of Directors that increases and retains AVA membership and defines membership benefits. All proposals and ideas are vetted through a committee process.

**Committee Responsibility:** The committee is formed to act as the single forum and vetting organization of AVA for ideas and proposals that achieve the goals set by the committee and ultimately fulfill the mission. After reviewing these ideas and proposals, the committee will set goals for moving forward and submit necessary motions to the Board of Directors.

Committee responsibilities include but not limited to:

- Collating ideas and proposals both inside and outside the committee
- Communicating with leadership, clubs and individuals
- Examining the viability of proposals for institutional constraints
- Developing a forum promoting an informational flow within the organization
- Resolving competing and redundant ideas
- Collaborating with other committees
- Monitoring existing membership initiatives for successful results
- Recommending new membership initiatives and benefits
- Soliciting input from divergent sources such as staff, membership and clubs

**Staff assigned to the committee:** AVA Executive Director, Awards/Membership coordinator

**Committee membership and operations:** The chair is appointed by the AVA President with the consent of the Board of Directors. Members of the committee are both board members and non-board members.

All committee members have a vote, except the Board of Directors' Liaison. A simple majority vote passes a motion.

**Budget:** No budget is necessary currently

**Frequency of meetings:** Meetings are generally by email; possible conference calls necessary in the future.

## NATIONAL PROGRAMS COMMITTEE CHARTER

**Purpose of the Committee:** To create and nurture new national and international programs that raise funds for AVA, support local clubs, increase participation, publicize our organization, and reach out to new audiences.

**Reports to:** the NEC.

**Committee Membership and Operations:** The chair is appointed by the President. Members are recruited as needed to support specific new national, international or regional programs. The committee does not usurp the authority of the NEC and neither directs or oversees any staff.

**Frequency of Meetings:** as needed, generally through emails.

**Scope of work for the National Programs Committee:**

1. Create new programs that have national or regional interest.
2. Emphasize longer distance events and more challenging events.
3. Create, in coordination with the region(s), events which highlight and promote their region.
4. Identify and work with outside agencies on national, international or regional programs.
5. When directed, hold a national contest for an AVA Mascot.
6. Identify and cultivate international event opportunities.

**Funding:** as needed to promote national and international events.

Submitted By: Susan Medlin, SWRD, Chair of the National Programs Committee

## AVA Program Committee Charter



**Mission Statement:** To increase AVA participation by development and enhancement of new and existing national programs.

**Committee Purpose:** To develop and implement nationwide interactive programs that bring all AVA members together, both clubs and individuals of all ages while promoting the presence of AVA to potential new members through the publicity of these programs.

### Committee Responsibility:

- Vet program ideas submitted by committee members, Board of Directors, AVA clubs and individuals.
- Develop nationwide programs
- Submit motions to the BOD for approval of new programming initiatives
- Implement nationwide pilot programs until such a time the program is deemed viable to AVA and staff is trained for program transfer or program is dismissed.
- Promote said programs to the AVA nation
- Train clubs and individuals on the use of said programs
- Communicate, collaborate and/or train other committees on the use of said programs
- Monitor existing and new programs for viability

**Committee Composition:** The committee chair is appointed by the AVA President with the consent of the Board of Directors and responsible for communication with the BOD, AVA President and Executive Director. Members of the committee may or may not be board members, preferably the latter as this is a labor intensive committee. Members are held responsible for research, implementation and evaluation between meetings. All committee members have a vote. Committee may have staff intern if available.

**Frequency of meetings:** Meetings are held monthly (except December) by conference call and/or video conference. Email, texting and phone calls between meetings may be used to communicate.

**Budget:** Budget items will be set through the Executive Director and used on an as needed basis. When necessary, budgeted items may need the approval of the BOD. In these cases a motion will be submitted for approval.





*Act, Fitness, Friendship*

# American Volkssport Association

## Board Committee Charter

### PUBLICITY COMMITTEE

10(a)-9

**Increase Awareness**

**Mission: To increase national and local public awareness of the new AVA brand to facilitate engagement and growth.**

**Committee Accountability**

**This committee reports to the President of the board and the NEC. This committee is accountable to recruit, monitor, and report progress on targeted marketing and communication strategies in alignment with the strategic plan.**

**Committee Purpose**

**The Publicity Committee has the following main objectives:**

- Market AVA's brand and events to encourage increased participation, membership, and sponsorship growth
- Develop and implement a national publicity campaign that creates high visibility of the AVA
- Develop and implement a communications strategy for the AVA
- Expand resources and capacity of the AVA's national public relations and communications strategies

**Committee Responsibilities & Success Measures**

#### Responsibilities

#### Measures

1. Ensure AVA has a viable Marketing and Communications Plan with measurable, achievable goals for each target market that is consistent with the Strategic Plan, and a reliable process for measuring marketing and communications results and impact
2. Enlist marketing resources as needed
3. Ensure marketing research is conducted and used effectively to understand and analyze angel needs, angel satisfaction, and trends
4. Ensure AVA has clear graphics guidelines (logos), consistent use of messages and branding elements
5. Annually review marketing and communications results for effectiveness
6. Research, develop and administer effective social media messaging and communication platforms for the AVA and its membership
7. Develop a Request for Proposal (RFP) for marketing and communications services and solicit consulting firms
8. Provide a recommendation on selection of the consulting firm
9. Maintain minutes of meetings and regularly report to the board on committee findings and recommendations



*Fun, Fitness, Friendship*

# American Volkssport Association

## Board Committee Charter

### PUBLICITY COMMITTEE

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#### Committee Composition

The committee will consist of two or more members with marketing, advertising, public relations, communications, technology or media experience and at least one individual who is not a member of the AVA. The Executive Director is the appointed Chairperson by the President to preside at committee meetings and he is responsible for selecting all committee members.

Committee Chair: Henry Rosales

Committee Members: Susan Ives, Patricia Jewett, Barbara Nuss

Staff Liaison: Samanta Sanchez

#### Committee Meetings

Committee meetings will be held as needed, estimated at 12 times per year, generally through conference calls. In person meetings, if needed, will be approved by the NEC.



## STRATEGIC PLAN IMPLEMENTATION/COORDINATION COMMITTEE CHARTER

**Purpose of the Committee:** As a special committee of the National Executive Council (NEC/Board), the Strategic Plan Implementation/Coordination committee assists and coordinates the work of the chairs of the Strategic Planning committees to make sure the work of those committees is carried out as described in the Strategic Plan.

**Reports to:** the NEC and takes direction from the AVA President and the AVA's strategic plan.

**Staff to the Committee:** The Executive Director of the AVA.

**Committee membership and operations:** The chair is appointed by the President and serves at the President's decision. All committee work is done in partnership with the Strategic Plan committee chairs and through the leadership and enabling of the President and the Executive Director. The committee does not usurp the authority of the NEC and neither directs or oversees any staff.

**Frequency of meetings:** There are no formal meetings of the committee. Work is done individually by the chair in conference with the Strategic Plan committee chairs and sub-chairs.

### Scope of work for the Strategic Plan Implementation/Coordination Committee:

1. Utilizes the OnStrategy tool to set up and maintain the elements of the Strategic Plan.
2. Prepares reports from OnStrategy and sends to the various Strategic Plan committee and sub-committee chairs for their updates.
3. Consults with the various Strategic Plan committee chairs to determine status of work, and make suggestions where appropriate.
4. Reviews Strategic Plan committee reports to the NEC prior to publication.
5. Reviews potential problems of Strategic Plan committees and reports to the President and the Executive Director as needed. Suggests possible solutions.
6. Reports to the NEC at NEC meetings utilizing OnStrategy Reports.
7. Chairs a review of the Strategic Plan annually with the NEC and Strategic Plan committee chairs.
8. Confers with the President and Executive Director to determine any budget changes that might be needed during the implementation of the Strategic Plan.





# America's Walking Club



## Training Development Committee Charter

**Purpose of the Committee:** As a special committee of the National Executive Council (Board), will work continuously to develop and update program documents and courses to help our members, clubs, state associations, regional directors and the national staff deliver fun and inviting noncompetitive physical fitness activities for all participants.

**Mission:** To improve the paths to success for new and existing clubs through coherent and thorough documents and multimedia training programs.

**Report to:** the Board and takes direction from the AVA's strategic plan.

**Strategic Plan Goals Supported:** Strategic Goal 1 (Mission Impact), Objective C.  
*Establish a Club Development Program to help volunteer leaders grow active clubs.*

**Committee membership and operations:** The chair is appointed by the President. If the chairman is not serving as Board member, then an officer will be assigned to the committee as a liaison to the Board. The chair will identify the needs for additional committee members up to six and work with the Regional Directors to find the best candidates. All committee work is done in partnership and through the leadership and enabling of the Executive Director.

**Frequency of meetings:** As needed, but estimate at monthly, generally through conference calls. In person meetings, if needed, will be scheduled at meetings of the Board or AVA conventions.

### Scope of work for the Training Committee:

- 1) Update the Trailmaster Guide
- 2) Update and publish a Club Operations Guide
  - Prepare or update and publish a guide for starting a new club
  - Prepare or update and publish an Event Coordinator's guide
- 3) Work with other committees to deliver training at AVA conventions and other events
- 4) Continuously seek feedback from all partners to identify additional training needs

**Budget:** No travel requirements are foreseen for this committee, other than the chairman attending biannual Board meetings on an as needed basis. Publication of final documents will generally be online, however, some hard copy instructional publications are anticipated. An annual budget of not greater than \$500 is forecast for administrative costs, with an additional \$750 during convention years.



# America's Walking Club

## Training Development Committee Charter

**Mission:** To improve the paths to success for new and existing clubs through coherent and thorough documents and multimedia training programs.

**Purpose:** As a Special Committee, Training Development will work continuously to develop and update program documents and courses to help our members, clubs, state associations, regional directors and the national staff deliver fun and inviting noncompetitive physical fitness activities for all participants.

### Primary Goals:

- 1) Update the Trailmaster Guide
- 2) Update and publish a Club Operations Guide
  - Prepare or update and publish a guide for starting a new club
  - Prepare or update and publish an Event Coordinator's guide
- 3) Work with other committees to deliver training at AVA Conventions and other events
- 4) Continuously seek feedback from all partners to identify additional training needs

**Committee Composition:** The AVA President, in consultation with the AVA Executive Board, will select the chairman for this special committee. Term of service will generally be two years and can be extended in two year increments. If the chairman is not serving as Board member, then an officer will be assigned to the committee as a liaison to the Board. The chairman will identify the needs for additional committee members up to six and work with the Regional Directors to find the best candidates. Work assignments will be made based on experience and availability.

Chairman:	Tom Baltes	NW RD
Members:	Joe Blazek	NW
	Sharon Moats	NW
	XXXXXXXXXXXXXX	Region
	XXXXXXXXXXXXXX	Region
	XXXXXXXXXXXXXX	Region
	XXXXXXXXXXXXXX	Region

**Budget:** No travel requirements are foreseen for this committee, other than the chairman attending biannual Board meetings on an as needed basis. Publication of final documents will generally be online, however, some hard copy instructional publications are anticipated. An annual budget of not greater than \$500 is forecast for administrative costs, with an additional \$750 during convention years.

Author:

Board Approval Date:



## America's Walking Club



Limits to Authority: The committee will work independently to identify training needs and present them to the Board for approval before assigning tasks to committee members. No funds will be obligated without Board approval.

Author:

Board Approval Date:



## American Volkssport Association

### AWARDS AND RECOGNITION SPECIAL COMMITTEE CHARTER

**Purpose of the Committee:** As a Special Committee of the National Executive Council (NEC/Board), the Awards and Recognition Committee is responsible for coordinating and completing procedures for the nomination and distribution of awards for clubs, individuals and organizations through the NEC and Executive Director.

**Reports to:** National Executive Council

**Staff to the Committee:** Executive Director of the AVA.

**Committee membership and operations:** The chair is appointed by the AVA President. The committee consists of 5-7 Volkssporters from various regions of the country. Committee work is done in partnership using email and electronic meeting sessions, if needed. Depending on the award, committee recommendations are reviewed by the NEC, the AVA President and/or IVV for approval. The committee does not usurp the authority of the NEC and neither directs nor oversees any staff.

#### **Scope of work for the 2017-2019 Awards and Recognition Committee:**

1. Implement fill-in, online forms that can be saved, printed and emailed.
2. Compile award packets that include instructions and forms in one place on the AVA website.
3. Advertise nomination timelines on the AVA website and in several issues of both *The Checkpoint*, and *The American Wanderer*.
4. Remind Volkssporters of the qualifications, procedures and timelines for national and regional awards.
5. Review and collate committee members' comments and votes for national award nominees.
6. Present national award nominee information to the NEC at the January, 2019 meeting.
7. Coordinate writing and printing the 21<sup>st</sup> AVA Biennial Convention Recognition Awards booklet with AVA Headquarters.

## **Motion**

I move that the AVA ESR support download of directions/map pdf (Event pdf) for any AVA sanctioned YRE/SE. The operational details will be worked out by the IT Committee and the Executive Director as per the attached guidelines.

Motion made by: Mike Green (AT-RD)

Second by:

Motion passed:

Motion failed:

NEC Meeting: June 8-10, 2018 - Albany, NY

## **Motion Guidelines**

1. A club may optionally upload an event pdf for any sanctioned YRE/SE.
2. A user is charged \$2 convenience fee to download pdf after logging in.
3. In order to download an event pdf, a user will have to
  - a. Setup a user account (same as an OSB user account)
  - b. Electronically sign the AVA electronic waiver (once)
  - c. Fund their user account's event bank using Paypal (to become EVO)
4. A logged in user is charged \$2 convenience fee to download an event pdf.
5. A user will still need to sign the log in physical start box and pay the club \$3 for IVV credit.
6. The \$2 convenience fee proceeds will be split between the AVA and sanctioning club:
  - a. AVA- \$1.25 and Club - \$.75
7. Event pdfs need conform to the rules and style of the event pdfs created for OSB. See <http://nodegreen.com/atrd/>
8. RDs or RD designee must approve any uploaded event pdf (for first time upload) before it is made available to the public.
9. This capability will use features already developed for OSB to support pdf upload (and approval).