

EXECUTIVE BOARD MEETING MINUTES

A regular meeting of the Executive Board of the Family Motor Coach Association was held on Saturday, March 11, 2023, in Perry, Georgia and via Zoom Conference. The National President and Secretary were both present. National President Rett Porter called the meeting to order at 9:00 a.m. An Invocation was given, and the Pledge of Allegiance to the Flag of the United States of America was recited.

Members present:

Rett Porter	National President
Gary Milner	National Senior Vice President
Kathie Balogh	National Secretary
Barbara Smith	National Treasurer
Phyllis Britz	National Vice President, Eastern Area
Dianna Huff	National Vice President, South Central Area
John Jacobs	National Vice President, Midwest Area
Ken Lewis	National Vice President, Great Lakes Area
Dennis Martin	National Vice President, Northwest Area
Paul Mitchell	National Vice President, International Area
John Traphagen	National Vice President, Northeast Area
Patricia Voyna	National Vice President, Southeast Area

The minutes note that the Rocky Mountain Area Vice President position is vacant.

Members present via Zoom Conference:

Bob Golk	National Vice President, Western Area
Jon Walker	Immediate Past National President (non-voting member)

Guests present:

Jerry Ayres	Long-Range Planning Committee Chairman
Linda Burdette	Governmental and Legislative Affairs Committee Chairman
Farrell Long	Risk Management Committee Chairman
Connie Pool	Constitution and Bylaws Committee Chairman
Bob Weithofer	Policy and Procedure Committee Chairman
Al Zimmerman	Long-Range Planning Committee member

Staff present:

Chris Smith	Chief Executive Officer (non-voting advisor)
Anne Baumgartner	Director of Marketing
Penny Gortemiller	Director of Chapters and Governance
Larry Pennington	IT Manager
Danielle Powell	Chapter Services Coordinator
Aaron White	Director of Membership

President Porter conducted an officer installation for Dianna Huff, National Vice President of the South Central Area, who was just elected to fill the vacancy.

President Porter called on the Secretary for a roll call of members. A quorum was established, with all members in attendance.

President Porter asked for corrections to the minutes of the previous meeting held on November 9, 2022. There were no corrections. Kathie Balogh noted that the minutes were approved as distributed.

Secretary Kathie Balogh reported that the final chapter certification report has been distributed and asked for questions. She noted an update of 263 total chapters, with a loss of 17 chapters from last year. Kathie asked that any specific questions from the Area Vice Presidents be addressed individually after the meeting.

The Board members were reminded how important the chapter certification process is to the governance structure.

President Porter called on Barbara Smith for the Treasurer's Report. (Attachment #1)

National Treasurer Barbara Smith noted that the Federal Reserve is predicting a 2% inflation rate over time. She said that now is a good time to continue the repayments to investments. Barbara briefly touched on the comments from the Audit Report, noting tighter controls are needed on management objectives. There were two bank fraud attempts caught. When she found out, she attended a seminar provided by the Boston Federal Reserve and the FBI. Barbara noted the revenue for the fiscal year from October 2022 to February 2023 was \$2,818,263. Expenses were \$3,044,802, for a loss of (\$226,539). The investments averaged \$7.2 million with cash equivalent the prior day of \$274,430. Barbara referred to the fiscal year report through January 31, 2023 (Attachment #2). She noted that FMCA has met significant challenges over the last four months.

Ken Lewis moved to accept the Treasurer's Report. The motion was seconded, and a roll call vote was taken.

Kathie Balogh voted yes.

Phyllis Britz voted yes.

Bob Golk voted yes.

Dianna Huff voted yes.

John Jacobs voted yes.

Ken Lewis voted yes.

Dennis Martin voted yes.

Gary Milner voted yes.

Paul Mitchell voted yes.

Barbara Smith voted yes.

John Traphagen voted yes.

Patricia Voyna voted yes.

The motion carried unanimously.

President Porter noted that Auditor Mary Lou Kurtz was not able to present the audit report because of a family emergency.

National Treasurer Barbara Smith asked Chief Executive Officer Chris Smith to present the Audit Report.

Chris reviewed the report from the audit firm pointing out that the report contains notes to the consolidated financial statement, some of which require discussion. There is a letter to the Executive Board explaining the audit and some of the issues. The size of the accounting department was noted again. The position is posted and FMCA continues to look for an accounting employee. There was a miscoding of a transaction to the incorrect accounting code, which was corrected. There were two bank fraud attempts and fake checks were caught, with no loss, and stop payments were issued. Chris noted the implementation of Positive Pay, which helps detect fraud in the bank account. There was a note regarding significant deficiencies with the travel reimbursement policy and procedure in that the policy was not followed properly. Additional testing was done regarding the reimbursement policy, and now if there are questions, accounting staff returns the questioned items to the submitter and reports must be completed within 30 days.

A question was raised regarding a situation when a Board member stays in the convention area prior to or following an event. It was noted that the explanation should contain the reasons they stayed in the area. There is also an exception noted in the policy, and if a Board member requests an exception and it is granted, then the report should note that as well.

Chris noted the comment about capital purchases by Executive Board members mentioned in the report. Chris share that there is a very strong purchase policy for staff, and that a similar form for Board members could be implemented.

Chris noted that in 2022 FMCA had a loss of \$1.1 million in the investment account. There are four reasons – Tucson was short on attendees; Lincoln was short on attendees; TechConnect changed carriers; and FMCA had to rebate Tech Connect members to stay under the threshold for non-profits. Mary Lou offered her contact information for any questions the Board members have. Suggestions were made to go through an employment agency for a short-term solution to hiring staff or working with an outside firm.

Paul Mitchell moved to accept the Audit Report. The motion was seconded, and a roll call vote was taken.

Phyllis Britz voted yes.

Bob Golk voted yes.

Dianna Huff voted yes.

John Jacobs voted yes.

Ken Lewis voted yes.

Dennis Martin voted yes.

Gary Milner voted yes.

Paul Mitchell voted yes.

Barbara Smith voted yes.

John Traphagen voted yes.

Patricia Voyna voted yes.

Kathie Balogh voted yes.

The motion carried unanimously.

President Porter called on Chris Smith for the Chief Executive Officer Report (Attachment #3).

Chris highlighted items from his written report. He noted that registration for Gillette will open when the staff gets back from Perry: TechConnect+ is launching a new plan named “Accelerate”; options for another carrier are also being negotiated; FMCA is offering new text messaging to members; he updated the Board members on the monthly dues project; and he noted that there is a planned flash sale, where new joins will receive \$20 off, and renewals will receive \$10 off.

The Chief Executive Officer Report was accepted for file.

President Porter requested that since the Constitution and Bylaws Committee report, the Long-Range Planning Committee report, and the Policy and Procedure Committee report are reviewing similar items and in some cases the reports conflict, he would prefer to hear all three reports prior to voting.

The discussion started with the Constitution and Bylaws Committee report (Attachment #4). Chairman Connie Pool noted that the first decision will be whether the Governing Board will approve sending the proposed changes to the FMCA Constitution out to the membership. If they vote no, the proposals fail. She discussed the effect of the proposed changes and the committee’s rationale for each proposal. Connie noted that the proposed changes must go to the Governing Board as submitted. The Governing Board can make amendments to the proposals on the meeting floor.

Because of time constraints, President Porter asked Risk Management Committee Chairman Farrell Long to present the Risk Management Committee report. (Attachment #5.)

Farrell Long noted that the committee did not have a formal meeting because they did not get the data for the insurance renewal in time to schedule a meeting prior to this Executive Board meeting. He noted that he reviewed the policy renewal and noted that there is a decrease in the total insurance premium cost of 2%. Farrell noted that the insurance agent and staff efforts to mitigate risk helped to decrease the price.

On behalf of the Risk Management committee, Farrell Long moved to accept the Risk Management Committee report. The motion was seconded and carried.¹

President Porter called on chairman Bob Weithofer for the Policy and Procedure Committee report. (Attachment #6.)

Bob answered any questions the Board members had regarding the proposed amendments to the policies and procedures.

President Porter then called on chairman Jerry Ayres for the Long-Range Planning Committee report (Attachment #7).

¹ Following the meeting, the Risk Management Committee conferred by email to review the policy renewal in detail and noted that they had no additional recommendations and were pleased with the policy renewal.

A PowerPoint presentation was made by Long-Range Planning Committee member, Al Zimmerman. The presentation showed the Board members how the Long-Range Planning process was handled. Al and Jerry answered any questions from Board members. They noted they are looking forward to making a presentation at the Governing Board meeting in Gillette, Wyoming.

President Porter called on Chairman Connie Pool for the Constitution and Bylaws Committee motions.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Constitution Amendment #1, Article I, Name, Status, and Purposes, to add an Assumed Business Name, as submitted. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation against sending this amendment to the general membership for a vote, noting that the proposal as submitted was incomplete. The committee recommended that a policy and procedure to cover the necessary process to develop a "DBA" be in place prior to voting on this proposed amendment.

The Executive Board agreed that an amendment is necessary if the Policy and Procedure is ready by the Governing Board meeting.

A roll call vote was taken:

Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.

The motion carried unanimously.

Gary Milner moved that the Executive Board agree with the Proposed Constitution Amendment, providing that the policy and procedure that addresses the concerns of the Constitution and Bylaws Committee be drafted before the Governing Board meeting. The motion was seconded.

A roll call vote was taken:

Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.

Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.

The motion carried unanimously.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Constitution Amendment #2, Article I, 3, A. - Name, Status, and Purposes, to reword the mission statement as submitted. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation against sending this amendment to the general membership for a vote, noting that the current mission statement is wordy; however, the committee finds the proposed statement to not reflect the social nature of the Association.

The Executive Board agreed that an amendment is necessary, and proposed wording was introduced by the Long-Range Planning Committee as follows: "The mission of FMCA is to educate, enable, and encourage RV owners so they can enjoy the RV lifestyle." It is expected that this will be introduced on the floor at the Governing Board meeting.

A roll call vote was taken:

Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.

The motion carried unanimously.

Gary Milner moved that the Executive Board accept the new wording offered by the Long-Range Planning and Constitution and Bylaws Committees to be introduced on the floor of the Governing Board meeting. The motion was seconded, and a roll call vote was taken:

Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.

John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.

The motion carried unanimously.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Constitution Amendment #3, Article I, 3, B I. - Name, Status, and Purposes, to reword the purpose statement as submitted. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation against sending this amendment to the general membership for a vote, noting that the current purpose statement is one very lengthy sentence; however, the committee finds the proposed purpose statement to be too detailed, and the committee would like to see the current purpose statement rewritten in shorter sentences and updated to include all RVs.

Connie also noted that the FMCA Bylaws have the same statement in Article I, Paragraph 2. Should this proposal be mailed out to the membership and pass, a proposed Bylaws Amendment will need to be presented at the Governing Board meeting in 2024.

The Executive Board agrees with the proposed amendment, noting that the purpose statement should be less wordy and more concise. The current wording is outdated, and the proposed wording could be modified or shortened on the floor of the Governing Board meeting.

A roll call vote was taken:

Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.

The motion carried unanimously.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Constitution Amendment #4, Article VI, FMCA Numbered Identification Emblems to remove emblem from the FMCA Constitution. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation for sending this amendment to the general membership for a vote, noting that the description of the emblem does not need to be in the Constitution.

The Executive Board agrees with the proposed amendment to delete the description of the emblem from the Constitution.

A roll call vote was taken:

Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.

The motion carried unanimously.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Bylaws Amendment #5, Article I, FMCA Mission and Purpose, to reword the purpose statement as submitted. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation against this amendment, noting that the current mission statement is wordy; however, the committee finds the proposed statement to not reflect the social nature of the Association.

The Executive Board agreed that an amendment is necessary, and proposed wording was introduced by the Long-Range Planning Committee as follows: "The mission of FMCA is to educate, enable, and encourage RV owners so they can enjoy the RV lifestyle." It is expected that this will be introduced on the floor at the Governing Board meeting.

A roll call vote was taken:

John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.

Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.

The motion carried unanimously.

Gary Milner moved that the Executive Board accept the new wording offered by the Long-Range Planning and Constitution and Bylaws Committees to be introduced on the floor of the Governing Board meeting. The motion was seconded, and a roll call vote was taken:

Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.

The motion carried unanimously.

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Bylaws Amendment #6, Article VI, FMCA Emblem, to remove the wording from the Bylaws, as submitted. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee's recommendation against this amendment, noting that any change to the FMCA emblem must come before the Governing Board for a vote and would include a Proposed Bylaws Amendment, noting that all could be accomplished at the same time.

The Executive Board was reminded that earlier they voted to remove the emblem description from the Constitution. It was noted that the emblem loses its importance if it were to be removed from the Bylaws, too. Several members felt that the emblem should only be changed by the Governing Board. Others noted the current description of the FMCA emblem is dated and does not represent the current description of the association.

A roll call vote was taken:

Phyllis Britz voted no.
Bob Golk voted no.
Dianna Huff voted no.

John Jacobs voted no.
Ken Lewis voted yes.
Dennis Martin voted yes.
Paul Mitchell voted no.
Barbara Smith voted yes.
John Traphagen voted no.
Patricia Voyna voted no.
Kathie Balogh voted no.
Gary Milner voted no.

The motion failed with three votes “for” and nine votes “against.”

On behalf of the Constitution and Bylaws Committee, Connie Pool moved to approve Proposed Bylaws Amendment #7, Article III, Membership, to add a new membership category. The motion was seconded, and discussion followed.

Connie provided the rationale for the committee’s recommendation for this amendment, noting that adding the category may encourage people who are thinking about the RV lifestyle to actually buy an RV and become a full member of FMCA. She noted that the second paragraph in the proposal should be included in a policy and procedure, and not in the Bylaws.

The Executive Board agreed with the proposed amendment.

A roll call vote was taken:

Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.

The motion carried unanimously.

The Constitution and Bylaws Committee report was accepted for file.

President Porter called on Bob Weithofer for the Policy and Procedure Committee report.

On behalf of the Policy and Procedure Committee, Bob Weithofer moved to approve Policy and Procedure #1028, Commercial Membership Fees & Dues, as submitted. The motion was seconded, and discussion followed.

Bob reported that this is a Governing Board approval level and noted that the changes are needed to keep the commercial membership categories in line with how they are listed today, and the update had been requested by the Commercial Council.

A roll call vote was taken:

Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.

The motion carried unanimously.

On behalf of the Policy and Procedure Committee, Bob Weithofer moved to approve Policy and Procedure #2001, CAN-SPAM Act Compliance, as submitted. The motion was seconded, and discussion followed.

Bob reported that this is an Executive Board approval level P&P and noted that the changes combine the existing Area Communications with the CAN-SPAM requirements.

A question was raised regarding whether this verbiage came from the CAN-SPAM Act itself. Since this is Federal law, there is no choice but to comply. It was noted that the new language was changed to be understandable for the layman. A question was raised regarding the history of the P&P. Bob noted that there is no current guidance in our P&Ps on how to comply. This P&P will provide the guidance that is missing. Bob noted that the law can be confusing and putting this information into a P&P will place the information in our documents. There were two focus areas in the Act, one focuses on advertising and the other focuses on asking for money. Rett noted that if the P&P is passed, we will have something official in our P&Ps that note that the Executive Board discussed the CAN-SPAM Act requirements.

A roll call vote was taken:

John Jacobs voted yes.
Ken Lewis voted no.
Dennis Martin voted yes.
Gary Milner voted no.
Paul Mitchell voted yes.
Barbara Smith voted no.
John Traphagen voted yes.
Patricia Voyna voted yes.

Kathie Balogh voted no.
Phyllis Britz voted no.
Bob Golk voted no.
Dianna Huff voted yes.
Rett Porter voted yes.

The motion carried with seven votes “yes” and six votes “no,” with Rett Porter breaking the tied vote.

On behalf of the Policy and Procedure Committee, Bob Weithofer moved to approve Policy and Procedure #2031/A, Vice Presidents’ Allocation of Expenses for Travel, as submitted. The motion was seconded, and discussion followed.

Bob reported that this is Executive Board approval level and noted that the Executive Board asked the committee to determine the process for allocation of travel funds and to change the approval level to Governing Board. Bob also noted that this proposal distributes funds based on 50% geographic location, and 50% allocation for the number of chapters in each area. This change also sets limits of no more than 15% of the budget for an area and no less than 5% of the budget.

One Board member disagreed with the proposal because the limits were set just last May. Another Board member noted that even though some areas have a fewer number of chapters, they still may have many, many miles to travel across their area. One Board member noted that he is in favor of completing a formula for the budget as requested. A recommendation was made for a 70/30% split of area mileage versus the number of chapters because of the distance traveled. A recommendation was made that the Review Council review the policy each odd-numbered year.

President Porter clarified that a yes vote means you agree with the new percentages listed. A no vote means that you do not agree with the new percentages, and if the motion fails, the percentages will go back to what was approved in May 2022.

A roll call vote was taken:

Ken Lewis voted no.
Dennis Martin voted yes.
Gary Milner voted no.
Paul Mitchell voted yes.
Barbara Smith voted no.
John Traphagen voted no.
Phyllis Britz voted no.
Bob Golk voted yes.
Dianna Huff voted no.
John Jacobs voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted no.

The motion failed with five votes “yes” and seven votes “no.”

Bob requested guidance from the Executive Board for the changes to this P&P. Rett asked that the Board Members think about their desires and bring direction and/or guidance to the Policy and Procedure Committee during the upcoming May meeting.

On behalf of the Policy and Procedure Committee, Bob Weithofer moved to approve Policy and Procedure #3022, Chapter National Director's, and Alternate National Director's Responsibilities, as submitted. The motion was seconded, and discussion followed.

Bob noted that the suggested amendments were being made in accordance with the Governing Board action to make the Alternate National Director an optional officer position. It was noted that this P&P is Governing Board approval level.

A roll call vote was taken:

Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.

The motion carried unanimously.

Regarding Policy and Procedure #4010, FMCA Review Council Responsibilities, Bob pulled this item from consideration until after the May meeting, since it is tied to the results of a previous P&P.

The Policy and Procedure Committee report was accepted for file.

President Porter called on Jerry Ayres for the Long-Range Planning Committee Report.

Chairman Jerry Ayres moved to accept "Planning the Future of FMCA" and to adopt the January 2023 edition of the FMCA Strategic Plan as presented. The motion was seconded, and discussion followed.

Ken Lewis moved to amend the Strategic Plan to strike the last bullet under the heading "Measurable expectations" on the last page. The amendment was seconded, and discussion followed.

The Board members discussed that it is a bullet point in the plan, but the impression could be that money is tied to the plan. It should not be tied to an amount. It was noted that the Long-Range Planning Committee would not be opposed to removing it.

A roll call vote was taken on the amendment:

Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.

The amendment was carried unanimously.

President Porter clarified that the motion on the floor is ***to accept “Planning the Future of FMCA” and to adopt the January 2023 edition of the FMCA Strategic Plan as amended.***

A roll call vote was taken on the Strategic Plan as amended:

Paul Mitchell voted yes.
Barbara Smith voted yes.
John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.
Dennis Martin voted yes.
Gary Milner voted yes.

The motion carried unanimously.

The Long-Range Planning Committee report was accepted for file.

The meeting was recessed for lunch at 12:53 p.m., and resumed at 1:32 p.m.

President Porter called on Linda Burdette for the Governmental and Legislative Affairs Committee Report.

Chairman Linda Burdette mentioned that the Committee is working on several issues. She began reporting on the draft letter to Michigan legislators. Michigan registration fees are based on the original

MSRP of a vehicle. She provided an example of an individual RV owner who purchased a used RV whose current annual registration fee is \$12,000 and will never go below \$10,000. One item that is not in his favor is that it applies to all vehicles made after 1984, not just motorhomes. The difficulty will be if they consider carving out an exemption for motorhomes, they could receive pushback from expensive auto owners because of the exemption. This could make any change harder to accept. This member is offering to take the lead but would like support from FMCA with the letters to the Michigan legislators and has requested that FMCA reach out to members in Michigan who could contact their legislators. Linda asked for questions or comments.

Jon Walker noted that being a Michigan resident, he can attest to the accuracy of the concern. He thanked Linda and the committee for looking into the issue. Rett noted that the committee may also want to investigate the state of Arizona for a luxury tax.

Another letter the committee is working on is for the California heavy-duty maintenance and inspection program. The law passed in 2020, but the inspections were set to begin this year. They dropped the out of state motorhomes inspection requirement of the law, but they kept it for motorhomes registered in the state of California. She noted that the RV owners who live in the state of California are having to submit their RVs for emission standards testing. She noted that there had been questions raised from FMCA members, and Rett had asked the committee to put a letter together to send to the Governor of California to emphasize the impact that this will have on FMCA members. This could be very expensive for FMCA members to retrofit their motorhomes for compliance with the current emissions standards. Linda noted that she had been in contact with the California Air Resources Board to clarify some of the requirements and to make sure they had the information correct.

Linda requested that the members in both states be contacted to notify them of the concerns raised so they can see what FMCA is undertaking on their behalf, and it is important to get the voters involved in the effort. President Porter noted that this issue also affects the trucking industry. Linda noted that to renew the registration, they must show a new inspection report to the DMV. Bob Golk noted that this law states that motorhomes must be tested every year, whereas autos only need to be tested every other year, and new vehicles don't need to be tested until they are five years old.

Linda noted the EPA has issued their new rule on the DEF system. The bottom line is there are new requirements for the manufacturers to make the system simpler to see fault codes and know what's happening. And the other thing is that they changed the derate system. The worst derate is 25 mph. The law goes into effect for motorhomes produced in 2027, and the effective date March 27, 2023.

The committee had a couple of requests from people who want to know the survey results of the DEF survey. If we want to put this information out to members, we must provide a general overview for them to understand the issues. Failure rate is associated with the brand of chassis the motorhome has. Linda mentioned getting the DEF information out to members would be helpful.

Linda noted that the DEF issue is beyond what the committee could help as they have received a response from the government on the issue. But the lingering problems should be addressed by a more

technical committee. Linda noted that the government ruling states that repairs should be able to be done at non-specialized shops and should be fixed using a generic scan tool.

President Porter asked Linda to work on the out-of-state dealer laws that prevent FMCA from holding conventions in certain states. Linda acknowledged that it would be a good topic for FMCA to address.

The Governmental and Legislative Affairs Committee report was accepted for file.

Under new business, the Executive Board discussed Area Rally dates.

Bob Golk noted that the dates for the 2024 and 2025 Western Area Rallies are set for January 10-14, 2024, and January 8-12, 2025, in Indio, California. Ken noted that he would be approaching his Board to return to Greenville, Ohio, instead of Goshen, Indiana. Phyllis Britz noted that the Eastern Area contract was approved for 2024 in Asheville, North Carolina. Dennis Martin noted that the Northwest Area rally for 2024 may be cancelled if approved for the FMCA convention to be held in Redmond, Oregon.

Under new business, John Jacobs asked a question about the chapter rally advertising policy and procedure. While negotiating with fairgrounds facilities in his area, he found that the rates are constantly increasing. As a result, they discussed and negotiated an advertisement for the facility at the lower, discounted chapter advertising rate. They have been using this negotiation tool in the hopes that the facility will pay the discounted rate for the advertisement and in return lower the fee for their use of the facility for the rally. It was noted that the ad did not mention the chapter at all but received the chapter advertising discounted rate. John also noted that if an ad could be submitted using a format other than a marketing pdf format it would be helpful to small chapters. The pricing was discussed. Chris Smith said he could ask Pamela Kay, Director of Communications, to assist with writing guidelines to insert into the policy and procedure, including file requirements, frequency, and providing authority for use as a marketing tool.

John Traphagen moved to research the utilization of P&P #3023/A, Discounted Rates for Chapter Display Advertising, for advertising use and move forward with amendments to the policy and procedure that would outline the requirements. The motion was seconded.

Discussion followed whether the chapters can still utilize the P&P as is. President Porter answered that they are not looking at changing the current policy.

A roll call vote was taken:

John Traphagen voted yes.
Patricia Voyna voted yes.
Kathie Balogh voted yes.
Phyllis Britz voted yes.
Bob Golk voted yes.
Dianna Huff voted yes.
John Jacobs voted yes.
Ken Lewis voted yes.

Dennis Martin voted yes.
Gary Milner voted yes.
Paul Mitchell voted yes.
Barbara Smith voted yes.

The motion carried unanimously.

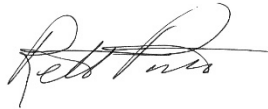
President Porter discussed a video tool that is being worked on to be used at RV dealerships when buyers are in the purchase process down-time. The video could always be used at area rallies, public gates, etc. He noted that the video is not finished yet but would soon be.

It was determined that the Executive Board would have an October meeting via Zoom, and not in person.

The meeting was adjourned at 2:58 p.m.



Kathie Balogh
National Secretary



Rett Porter
National President

Treasurer's Report October 2022 to February 2023

US jobless claims eased last week and fourth-quarter labor costs were revised upward — once again pointing to a strong job market. That sent Treasury prices down, with yields all across the curve now above 4%, since then Federal Reserve predicts a 2% inflation rate over time. It is a good time to continue our payments back to investments.

The data for this report comes from the accounting department and our investment advisor.

Our audit process and report is complete. The audit asked for tighter controls on management objectives.

We had a bank fraud attempt, 2 checks from the rebates, (the attempt was caught, and we worked with U.S bank) and 1 fraud attempt (handled internally). I attended a seminar on bank fraud put on by the Boston Federal Reserve and the FBI. They gave suggestions on how to prevent bank fraud in the future.

Revenue for the fiscal year from October 2022 to February 2023 was \$2,818,263. Expenses were \$3,044,802 for a loss of (\$226,539). Dues are down. Remember TechConnect+ now has 4,000 lines instead of 6,000.

Our investments over 4 months averaged \$7.2 million with cash equivalents yesterday that were \$274,430.

Change in net assets were \$370,306. So, we had a loss over \$225,000, but our net assets went up \$370,306. We had some very difficult challenges but we met them. Majority of the difference compared to last year was TechConnect+.



Barbara Smith
National Treasurer

FAMILY MOTOR COACH ASSOCIATION

ACTUAL vs BUDGET FISCAL YEAR 2023- Through January 31, 2023

			Actual Vs. Budget	Prior Year	Curent Year Vs.
Revenue	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Prior Year Variance</u>
Membership/Commercial	2,487,635	3,249,714	(762,079)	2,611,792	(124,157)
Magazine/Web/Classifieds/ Digital/Enewsletter	330,628	377,468	(46,840)	381,882	(51,254)
Winter Convention	-	-	-	-	-
Summer Convention	-	-	-	-	-
PPP Grant	-	-	-	-	-
Total	<u>2,818,263</u>	<u>3,627,182</u>	<u>(808,919)</u>	<u>2,993,674</u>	<u>(175,411)</u>
Expenses					
Membership	1,356,383	1,889,175	(532,792)	1,239,972	116,411
Winter Convention	-	-	-	26,475	(26,475)
Summer Convention	-	-	-	-	-
Magazine	247,773	314,832	(67,059)	165,899	81,874
Travel	24,005	40,080	(16,075)	42,918	(18,913)
Administrative	1,416,641	1,451,775	(35,134)	1,492,673	(76,032)
Total	<u>3,044,802</u>	<u>3,695,862</u>	<u>(651,060)</u>	<u>2,967,937</u>	<u>76,865</u>
Operating Income Before Investments/Taxes	<u>(226,539)</u>	<u>(68,680)</u>	<u>(157,859)</u>	<u>25,737</u>	<u>(252,276)</u>
Investment Results					
Interest/Dividends	90,117	-	-	68,846	21,271
Realized gains/loss	11,789	-	-	184,421	(172,632)
Unrealized gains/losses	660,694	-	-	(159,134)	819,828
Investment Fees	(15,464)	-	-	(21,945)	6,481
Taxes	<u>(25,740)</u>	<u>-</u>	<u>-</u>	<u>(37,162)</u>	<u>11,422</u>
Education	<u>(67,000)</u>	<u>(65,000)</u>	<u>(2,000)</u>	<u>(54,000)</u>	<u>(13,000)</u>
Marketing Expenses- LRPC	<u>(5,965)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(5,965)</u>
Depreciation	<u>(51,586)</u>	<u>-</u>	<u>-</u>	<u>(45,224)</u>	<u>(6,362)</u>
Change in Net Assets	<u>370,306</u>	<u>(133,680)</u>	<u>503,986</u>	<u>(38,461)</u>	<u>408,767</u>

**CEO'S REPORT
TO THE EXECUTIVE BOARD
PERRY, GA**

March 11, 2023

The following is a report of activities that have occurred since the August 2022 convention in Lincoln, NE. This is a summary of the high-level projects we have been working on, and not a representation of all the work staff has completed.

CONVENTION PARKING

After a successful trial of the Location QR Code RV tracking system at the Lincoln event, we are implementing the system fully in Perry. Members of the parking team will scan RVs as they arrive to show that they are on-site, and then rescan each RV after it is parked to show its final parking location. This technology gives us the ability to find an attendee's RV anywhere on the grounds, and it also allows us to be at an RV and figure out who the owner is so that we can reach him or her if they need to return to the unit. Larry Pennington did a tremendous job creating this system, which will continue to improve the more we use it and learn how to make it even sharper.

GILLETTE CONVENTION

FMCA's 107th International Convention will be August 23-26, 2023, at CAM-PLEX in Gillette, Wyoming. Registration will open on March 29, but registration forms are available here in Perry for folks who may want to complete the form and submit payment (check only). The theme for this summer's event is POWER TRIPPIN'.

2024 EVENTS

We will be heading back to Tucson for our 2024 winter convention. The dates are March 20-23, 2024. There are multiple locations under consideration for our 2024 summer event and we hope to be able to announce the site very soon.

NEW CHAPTERS

Two new FMCA chapters have formed since the Lincoln convention:

West Tiffin Travelers – Rocky Mountain Area

Friendly Maryland Travelers - Eastern Area

SPECIAL AVP ELECTIONS

As I write this, there are two special area vice president elections taking place to fill vacancies. Below are the dates that the results will be announced.

South Central Area – March 2, 2023

Rocky Mountain Area – April 3, 2023

NOMINATING COMMITTEE ELECTION

The results of the election were announced on January 5, 2023. Here are the results:

Bill Mallory- Chairman

Les Naylor

Roxane Parish

Mike Neighbors

L.B. Butts

REVIEW COUNCIL ELECTION

The deadline for nominations is April 30, 2023. To date, there has only been one name submitted. The elections will occur at the second Executive Board meeting in Gillette.

AFFILIATE PROGRAM

Since the program has launched, there have been 74 affiliates signed up. Those 74 affiliates have provided 18 new joins.

TECH CONNECT+

In Perry, Tech Connect Accelerated internet will be soft launched and promoted as a pilot program. This is a 290 GB plan priced at \$89.99 per month. Throttling will only occur when the 290 GB threshold is reached. Users will receive a 5G router instead of a hotspot. Download speeds on the 4G network will be up to 50Mbps, and the 5G network will provide speeds up to 100Mbps.

MEMBER BENEFITS

Two new member benefits have launched since August:

DriveQuest

Goodyear Tires

There are two other benefits that are scheduled to be launched soon:

FMCA Health Plan

MicroAir

SMS COMMUNICATIONS

Staff has been testing SMS capabilities. This will give FMCA another way to communicate with members about membership renewal reminders, event registration announcements, new member benefit announcements, etc.

MONTHLY DUES

This project, which has been ongoing for two years, is close to being finalized. It will allow members to pay \$5.99 per month for dues, which will be automatically charged to a credit card. These members will not receive an F number or plate, and they will receive new member kits, renewal kits, and the magazine digitally only. It is hoped that offering the ability to pay monthly and not the full amount up-front will help new member acquisition. Requiring the monthly fee to be charged on a recurring basis will hopefully also help retention.

I respectfully submit this report for file.

Chris Smith

CEO

FMCA

**CONSTITUTION AND BYLAWS COMMITTEE
REPORT TO THE EXECUTIVE BOARD
MARCH 11, 2023**

The Constitution and Bylaws Committee held a video conference meeting on February 20, 2023, and the committee is forwarding the following proposed Constitution and Bylaws Amendments to the Executive Board:

1. A proposed Constitution Amendment to Article I, Name, Status, and Purposes – This amendment adds a paragraph that allows FMCA to choose and operate under an assumed business name. The committee does not recommend this proposed amendment because the amendment does not have the necessary procedures in developing a DBA accompanying the proposed amendment.
2. A proposed Constitution Amendment to Article I, 3.A. – Name, Status and Purposes – This proposed amendment shortens the Mission statement. The committee does not recommend sending this amendment to the general membership for a vote because they find the proposed statement to not reflect the social nature of the organization, it sounds more political in nature than social, and FMCA’s history is a social and family organization.
3. A proposed Constitution Amendment to Article I, 3.B.i. – Name, Status and Purposes – This proposed amendment rewrites the Purpose Statement. The committee does not recommend sending this amendment to the general membership for a vote. They agree the current purpose statement is wordy; however, they would like to see the current purpose statement rewritten in shorter sentences and updated to include all “RVs.”
4. A proposed Constitution Amendment to Article VI – FMCA Numbered Identification Emblems – This proposed amendment suggests eliminating the emblem from the FMCA Constitution. The committee agrees and recommends sending this amendment to the general membership for a vote.
5. A proposed Bylaws Amendment to Article I – FMCA Mission and Purpose – This proposed amendment shortens the Mission Statement in the Bylaws. The committee does not recommend adoption of this amendment because the wording does not reflect the social nature of FMCA. As written, the words sound more political in nature than social.
6. A proposed Bylaws Amendment to Article VI – FMCA Emblem – This proposed amendment deletes the description of the FMCA Emblem from the Bylaws. The committee does not recommend adoption of this amendment because they feel any change to the emblem must come before the Governing Board for vote and should be accompanied by a proposal to change the Bylaws.
7. A proposed Bylaws Amendment to Article III, Membership – This proposed amendment adds a new membership category for people interested in purchasing an RV. The committee recommends adoption of this amendment and recommends this proposal be amended to include only the first sentence of the proposal, as it may encourage people who are thinking about the RV lifestyle to actually buy an RV and become a full member of FMCA.

The committee also believes the additional sentences after the first sentence should be in a policy and procedure and not in the Bylaws.

RISK MANAGEMENT COMMITTEE
REPORT TO THE EXECUTIVE BOARD

MARCH 19, 2022

A meeting of the Risk Management Committee of Family Motor Coach Association was held on March 3, 2022, via teleconference. The committee is forwarding the following recommendation to the Executive Board:

- The committee recommends moving forward with the numbers provided on the policy renewal so far and recommends increasing media liability to \$5,000,000. When final numbers come in, the committee will discuss briefly, and forward a full and complete picture to present to the Executive Board.

**POLICY AND PROCEDURE COMMITTEE
REPORT TO THE EXECUTIVE BOARD
MARCH 11, 2023**

A meeting of the Policy and Procedure Committee was held on February 1, 2023, via Zoom conference. The committee is forwarding the following recommendations to the Executive Board:

The committee recommends amendments to the following P&Ps.

1. P&P #1028, Commercial Membership Fees & Dues

Governing Board approval level

These changes are needed to keep the commercial membership categories in line with how they are listed today and have been requested by the commercial council.

2. P&P #2001 CAN-SPAM Act Compliance

Executive Board approval level

The suggested amendment combines the Area Communications and the CAN-SPAM requirements.

3. P&P #2031/A, Vice Presidents' Allocation of Expenses for Travel

Executive Board approval level

The suggested amendment was directed by the Executive Board to determine the process for allocation of travel funds and changes the approval level to GB

4. P&P #3000/A, Contract Review

Executive Board approval level

This new P&P was made to establish requirements for contract review and to establish a procedure. (This P&P has been returned to Committee to address comments from staff.)

5. P&P #3022, Chapter National Director and Alternate National Director Responsibilities

Governing Board approval level

The suggested amendments are being made in accordance with the Governing Board action to make the Alternate National Director an optional officer position.

6. P&P #4010, FMCA Review Council

Governing Board approval level

This amendment adds the responsibility for recalculating the AVP travel fund distribution.

The Committee will review the National Constitution and Bylaws Amendments for policy and procedure revisions should any Constitution and Bylaws Amendments be passed by the Governing Board.

Report of the Long-Range Planning Committee
To the Executive Board
March 11, 2023

The Long-Range Planning Committee met on February 24, 2023, and are presenting the following for consideration by FMCA's Executive Board:

Advancing the 2022 Governing Board's motion for Planning the Future of FMCA, by adopting the Strategic Plan, (January 2023 edition), as presented.

The committee prepared 9 Constitution and Bylaws Amendments, six of which are being presented to the Governing Board at their meeting in Gillette, Wyoming.

The committee commissioned a prospective member research survey by a marketing research group and will be analyzing those results when they are final.

The committee also commissioned a survey of FMCA members regarding chapter membership involvement. The results are encouraging and provide insight into how to approach the topic of chapter officers.

The committee developed a month-by-month timeline for implementation of the strategic plan in order to stay on track with the objectives.

The committee discussed chapter growth ideas and made recommendations, some of which are currently being worked on by the FMCA staff.

PLANNING FOR FMCA'S FUTURE



FMCA's Strategic Plan

January 2023

LONG RANGE PLANNING COMMITTEE

Jerry Ayres, Chair
Vanessa Simmons
Al Zimmerman
Dennis Fox
Joanne Fadale
Fred Terranova

OFFICERS

Rett Porter, President
Gary Milner, Senior Vice President
Kathie Balogh, Secretary
Barbara Smith, Treasurer

CHIEF EXECUTIVE OFFICER

Chris Smith

This strategic plan is subject to modification as new research becomes available and as periodic adjustments are made over time and progress is made in accord with the plan.

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PLANNING FOR FMCA'S FUTURE

FMCA's Strategic Plan January 2023

Planning for any organization starts with research and reflection on the state of the organization. Planning must consider the environment in which the organization exists. The key research examined was the 2020 RVIA Demographic Study. This report was 199 pages of detailed analysis of statistical data. The committee reviewed a summary of the report's findings and looked at implications of the study. The report and its implications are essential to understanding the conclusions reached by the committee.

Implications from RVIA study to guide the preparation of the strategic plan.

1. FMCA is not a significant player among RV owners (.69%) and is not even a key player among motorhome owners (3.3%). FMCA has a heritage and resource base that can enable it achieve growth better than most other RV membership groups.
2. FMCA's membership is aging (average age 71). FMCA must reorient itself to serve a younger population.
3. RV owners are an affluent part of the population.
4. Most RV owners use their RV for vacations, family outings, and short trips (75%).
5. FMCA must shift its appeal to those who are somewhat affluent, but do not travel far and use their RVs primarily in the summer. FMCA's focus has been on RV owners who are wealthy, older, retired, and travel far from home.
6. FMCA must emphasize towables (56%) as much or more than motorhomes (19%) to engage more RV owners.
7. Technology and tech support are important to today's RV owners.
8. RV owners pursue hobbies while using their RVs (85%), therefore FMCA should emphasize the use of RVs in support of hobby interests.
9. Large convention gatherings that require RV owners to travel long distances do not appeal to the target market.
10. FMCA's leadership should reflect its target markets, while retaining the best of its current structure.

It is preferable to have objective, non-biased research data on the target market(s), so that any planning and presentations are based on unbiased observations – rather than individual opinions. This is especially important for a nationally focused organization.

Key implementation dates

Executive Board meeting March 10-11, 2023

End of February for presentation in Perry

Executive Board meeting May 15-19, 2023

May 1 for any action items for Gillette

Any bylaws changes need to go through Constitution & Bylaws Committee before January 1, 2023

Target Markets for Planning

RVIA study analysis, committee discussion, and Membership Recruitment committee have identified four target groups for planning purposes.

- Existing FMCA membership – older RV owners (primarily motorhome owners) who travel long distances from home and travel for significant time periods.
- Prospective members who have been identified as RV owners who are aged 55+, do not travel long distances, and use their RVs less than 30 days a year.
- Vendors – dealers, service centers, supply stores, etc.
- Campgrounds

The **primary target** market for new members are RV owners who 55 – 65 and are empty nesters, recently retired, or retired. They are relatively affluent, but not wealthy. They prefer to stay in public campgrounds, state parks, and private campgrounds, but not “resort” style campgrounds. They pursue hobbies and sports that reflect an active lifestyle.

A **secondary** market for FMCA involves RV owners who are age 35 – 55.

Mission Statement

The mission of FMCA is to educate and empower RV owners so they can enjoy the RV lifestyle.

It has been recommended that the proposed mission statement be modified as follows:

The mission of FMCA is to educate, enable, and encourage RV owners so they can enjoy the RV lifestyle.

The **purpose** of FMCA is to ...

1. Utilize various means of communication, interaction, and involvement to address the needs of RV owners.
2. Provide benefits and services to members to enhance the use of their RVs.
3. Enable RV owners to gain the best use of their RVs through educational and technical presentations.
4. Strengthen the bonds that unite members through chapters, interest groups, activity-focused gatherings, rallies, social media, or other member-identified means.
5. Strengthen the relationship of the RV community with vendors and campgrounds to enhance the enjoyment of their RVs.
6. Serve as an advocate for RV owners in dealings with manufacturers and with governmental bodies having oversight over RVs.
7. Develop a positive image of the organization and its members that will lead to greater growth of the organization.

Vision Statement

FMCA is to be a vibrant RV association that serves a diverse membership of RV owners so they can better enjoy the benefits of the RV lifestyle.

Elements of the vision statement:

- Vibrant – growing, lively, increasing membership significantly over time.
- Association – member led, members make decisions and have stake in the future of the organization.
- Serves – seeks to meet the needs and wants of the diverse membership.
- Diverse membership – younger, varying backgrounds, various RV uses.
- RV owners – recognizes the distinct segments of RV owners.
- Benefits – RV owners enjoy numerous benefits and advantages when compared with non-owner.
- Lifestyle – having an RV leads to a more relaxed and pleasurable life with new adventures, challenges, and responsibilities.

The committee's planning was organized as follows:

Mission > Vision > Goals > Strategies > Objectives

Goal 1 - Create a new identity and brand that orients the organization to a different demographic.

- The current identity and brand are oriented to motorhome owners. A new image for the organization is needed to build bridges and engage a new and enlarged demographic.
- The existing, authorized logo has a bus, and is distinctly related to motorhomes. This authorized logo no longer appears in any outside marketing materials.
- The unauthorized logo being used for marketing purposes (FMCA – your RVing family) still has an underlying emphasis on “motor coaches.” To explain to nonmembers when asked what the FMCA letters mean – one is still brought back to motor coaches.
- To strategically reach a broader, more diverse, and younger demographic a fresher image needs to be developed.

Key suggested strategies & objectives

1. Creatively seek to develop a new identity (name) for the organization that reflects and identifies with the target market.
 - a. President appoint a committee of members and staff to research and identify at least three possible new identities for the organization by October of 2022. (New Identity Committee)
 - b. FMCA staff research the legal implications and potential costs of using the new name as a d.b.a. without disturbing the underlying legal documents and identity of the organization by September of 2022.
 - c. EB identify a new name for the organization by December of 2022 that is to be recommended to the GB at its 2023 meeting.

2. Discover how the new name can be applied to reshape and reorient the organization.
 - a. New Identity Committee research and discover the advantages and disadvantages of a new name for the organization by October of 2022.
 - b. New Identity Committee develop a rationale for the new identity that can be used to “sell” the new name to the EB and the GB by December of 2022.

3. Create a new logo and identity that will reflect the new direction of the organization.
 - a. Together with FMCA staff (and possibly a marketing consultant) New Identity Committee is to research, prepare, and propose at least three possible new logos to be used to market the organization to broader, younger, and more diverse demographic by February of 2023.
 - b. EB to identify a new logo for the organization by March of 2023 that is to be recommended to the GB at its 2023 meeting.

4. Recommend the removal of the identification of an official logo from the bylaws.
 - a. When the revised bylaws are presented to the GB for adoption, the section stipulating an official logo is to be removed. This proposal needs to go through the Constitution & Bylaws Committee by December 31, 2022.
 - b. Constitution and Bylaws Committee is to propose this change for adoption for the 2023 GB meeting.

5. Apply the new corporate identity in a broad-based marketing effort to build bridges with the primary target market and gain additional market share in the RV community and the general marketplace.
 - a. FMCA marketing staff (and possibly together with a marketing consultant) is to develop a marketing campaign to launch the new identity by October of 2023.
 - b. Launch the marketing campaign by November of 2023.

Goal 2 - Preserve and enhance the membership benefits oriented to the current membership while researching benefits that would appeal to the target market.

Key suggested strategies

1. Determine the ability of the current benefits to meet the needs and wants of the current membership.
 - a. CEO to prepare an analysis of the acceptability/appeal of the current membership benefits/services to the current membership demographic by November of 2022.

2. Discover how the current benefit offerings appeal to the target market.
 - a. Research how the current benefit/service offerings appeal to the target market by December of 2022.

3. Research what, if any, new member benefits/services might have greater or additional appeal to the target market.

- a. Determine a list of additional membership benefits/services that might be offered that appeal more directly to the needs and wants of the target market by February of 2023.
 - b. Prepare a report on the cost/benefit analysis of potential new benefits/services that would appeal to those who do not travel long distances, do not use their RVs for more than 30 days, and primarily use their RVs for family vacations and hobby interests by February of 2023.
4. Adopt additional membership benefits or services that will attract a greater portion of the target market while continuing to attract the demographic of the current membership.
 - a. Prepare a recommendation on potential benefits/services that could be considered that would appeal to the target market by March of 2023.
 - b. EB adopt enhanced membership benefits/services that would appeal to the target market while preserving the appeal of the benefit package to the current membership demographic by March of 2023.
5. As benefits, programs, and services are added that appeal to prospective members who pursue a more active lifestyle and actively engage in hobby interests closer to home, it is expected that FMCA will see more younger families among its membership.

Goal 3 - Consider and adopt new venues for gathering, educating, serving, and enabling RV owners to enhance the enjoyment of their RVs.

- It is recognized that the target market of younger RV owners is not oriented toward large group, multi-generational gatherings (conventions).
- The younger target market is a more active demographic that use their RVs to pursue water sports, hobby interests or other adventure-oriented pursuits.
- The current convention offerings of the national organization and the area rallies are oriented to the older demographic of the existing membership. The younger target demographic has different entertainment interests than is offered currently.
- The current national conventions (2X per year) and the area rallies are oriented towards those who travel long distances over multi-week periods. It is no longer reasonable to expect those who travel less than 30 days a year to take all of that time to attend a convention.
- The current strategy of holding international conventions at a limited number of sites may be justified from a cost basis, but does not encourage repeat attendees or a growing attendance number.
- The current format of conventions and area rallies will likely see stable or modest growth in attendance. It is unreasonable to expect to see convention attendance numbers of 4 – 5,000 RVs gathered in one place.

Key suggested strategies

1. Consider how to enhance the current convention/rally structure to continue to attract attendees.

- a. Review and analyze convention response/surveys (especially among attendees in the target market segment) to determine the best received events/scheduled convention offerings by October of 2022.
 - b. Conduct surveys of Lincoln convention attendees (especially among attendees in the target market segment) to determine what changes in format, schedule, events, workshops might attract more interest.
 - c. Discover ways to capture the interests of the day pass attendees.
2. Consider new venues that would appeal to the younger target market demographic based upon the use of their RV.
 - a. Discover what could entice the target market RV owners to attend a large, convention type event or gather in smaller, rally-type FMCA-sponsored venues.
 - b. The target market of RV owners is more active and use their RVs in association with their hobby interests. Consider holding smaller rally events sponsored by FMCA that are associated with fishing, vacation destinations, dune buggy events, bass tournaments, summer celebrations etc. Report on possible rally venues by May of 2023. Determine the feasibility of such FMCA-sponsored rally events by June of 2023.
3. Consider holding organization gatherings near or in association with where RV oriented groups gather already.
 - a. There are certain major RV “shows” that happen at various times of the year – Hershey, Tampa, etc. Consider taking advantage of the natural draw of such events. Dealers and vendors are less-inclined to come to a FMCA convention unless there is a “large” attendance. Sometimes (especially at area rallies) some dealers do not want to be involved unless they are the exclusive dealer for the rally. In contrast to getting them to come to a FMCA convention, take FMCA where potential members are gathering anyway. (It is realized that FMCA has had a display/vendor booth at some of these major RV shows.)
 - b. Consider having a FMCA-sponsored “gathering” at a venue associated with or nearby to the major RV shows by May of 2023.
 - c. Determine the possibility, format, advantages and disadvantages of such a concept by May of 2023.
 - d. Such a concept may expect a gathering of 500 RVs. This type of event could be sponsored jointly by an area and the national FMCA office. It will take some creativity to construct such a non-traditional concept, but fishing it is best to go where the fish are.
4. Provide more educational offerings in ways that the target market likes to receive such information.
 - a. The effort of FMCA national to provide educational content in non-traditional ways using more current social media venues is recognized.
 - b. There are certain You Tube channels (RV Camper, Do-It-Yourself RV, Camper Report) and forums that are active and provide resources for RV owners (irv2).
 - c. Consider how to partner with some of these venues in a mutually beneficial way to provide worthwhile information to RV owners. Prepare a feasibility report by

January of 2023. If such an effort is feasible, explore the possibility of some ventures by March of 2023.

- d. Increase the educational offerings related to towables which are the primary RV used by the target market.
- e. Perhaps consider how a QR code can be a link to education materials.
- f. Research how the target market wants to receive education materials.

Goal 4 – Expand FMCA rallies and conventions through greater involvement of vendors and an emphasis on a more entertaining and fun atmosphere.

Observations

- The format of conventions remains basically the same – this breeds a sense of boredom.
- Attendees come to area rallies and national conventions for education, excitement, fun, and entertainment. Convention planning needs to be geared to meet the objectives of the attendees.
- First time attendees and younger attendees are looking for fun.
- The first day of the convention is uneventful (except for volunteers and GB representatives). The activity at our conventions are slow starting with a number of "open spots" awaiting others to arrive and set up.
- There is little activity for attendees on the final afternoon before departure.
- If there is a dead spot – seek to have that spot filled with activity.
- Need to have offsite tours of local attractions during conventions.
- Towables now represent 10% of FMCA's membership. There is a need for more travel trailer products at conventions.

Key strategies

1. In planning for future conventions try to designate a gathering spot with food vendors, hand-outs, ample tables and chairs (for interaction between attendees, staff and officers). Make it a good "kick-off" spot for multiple hours. If the weather is too hot, rainy or too cold, have a plan to have the gathering somewhere indoors. Officers, entertainers, vendors and staff should be asked to take part to help "sell" the convention from the beginning. This type of venue would encourage lasting relationships.
 - a. Area should be decorated and festive; vendors selling sandwiches, soft drinks, ice cream, etc.
 - b. Plan for implementing such an area should be included in convention planning for the spring 2023 convention.
 - c. Establish such an area for the spring 2023 convention.
2. Consider a gathering (departing reception) to share convention experiences, gather information for future convention planning, and seek ideas to improve the next convention.

- a. Consider the feasibility of such a gathering (departing reception) in the planning for the 2023 spring convention.
 - b. If it is deemed that such a gathering would be a positive contribution, the gathering would be implemented for the 2023 spring convention.
3. Increase the number of vendors, services, and products oriented towable towable RVs at conventions.

Travel trailers have been part of FMCA landscape since 2018. There are many products that service both motor homes and travel trailers. Now that travel trailers represent around 10% of our population, increase in travel trailer product is sought at the conventions. February, 2023

- a. Develop a strategy for increasing the number and scope of vendors oriented to towables for the spring convention of 2023.
- b. Develop and promote the increased vendor offerings oriented to towables for the spring 2023 convention.

GOAL 5 - Expand the role and number of chapters by expanding current chapters and establishing new chapters.

Observations

- Membership in chapters has gone from 66% of FMCA members in chapters in 2002, to 18% in 2018, to 16% in 2020.
- Towables are reluctant to join a chapter of motorhomes because they feel they are outsiders.
- Need for more easily accessible information on forming a new chapter.
- There seems to be a lack of information encouraging people to find others with similar interests and encourage them to come together. Other similar RV organizations seem to make this information available.
- The target market for potential new members has a more active lifestyle, uses their RVs in pursuing hobby and recreational pursuits (fishing, ATVs, special interests, water sports, etc.).
- The target market uses their RVs less than 30 days a year and does not travel far from home.
- In contemporary society joining a civic, fraternal, or social organization is not expected or sought as it was in previous generations. Seeking to become an organization leader or active volunteer is not part of the general culture. People generally seek personal satisfaction and the fulfillment of personal life goals in choosing to allocate their available recreational time.
- COVID and socio-economic conditions in the past several years has had a very negative impact on the growth of chapters. The lack of chapter growth has also impacted the development of leadership in chapters, areas, and the national governing structure.
- Some other national entities are elimination of reducing support for their “chapter” or geographic groups.

Key strategies

1. FMCA marketing department develop a strategic plan to reach out to these orphaned “chapters” in other organizations and entice them to join FMCA. Such a plan should provide support and help in securing their membership with FMCA.
 - a. Develop a plan by December of 2022.
 - b. Implement the recruitment plan during the first quarter of 2023.
2. FMCA officers and staff become more aggressive in chapter development and membership. October 2022
 - a. FMCA staff and officers develop a more aggressive plan to increase chapter growth by October of 2022.
 - b. Implement steps outlined in the chapter development plan during the first quarter of 2023.
3. Establish at least one chapter in each region for towables only. Once established, that chapter can then make a decision on the inclusion of motor homes or not.
 - a. FMCA office develop marketing materials and steps for each region to establish a chapter for towables only. Packet of marketing materials and recommended plan be developed by December of 2022.
 - b. Each region establish at least one chapter oriented to towables by June of 2023.
4. Create a plan to develop chapters in each state (or region) related to various hobby interests. The intent is to gather those who pursue similar recreational interests and also use their RV with that hobby or activity.
 - a. Explore means and methods used by similar organizations to develop “chapters” or groups oriented around similar hobby or recreational pursuits. The emphasis is to be on similar interests in local geographic areas (state or geographic area determined by participants). Report on findings be made to Membership Recruitment Committee and Executive Board by February of 2023.
 - b. Utilize the resources of the FMCA national office to secure lists of potential members participating in recreational activities. Report of feasibility of such an effort be made by February of 2023.
 - c. FMCA office develop means and methods to prepare lists of prospective interest-related groups and members. The means to make such lists available to regions is to be developed by May of 2023

- d. Develop a plan and marketing materials that can enable regions to recruit prospective members with similar recreational interests. Materials are to be ready by May of 2023.
5. Emphasize the ease of establishing new chapters through various media. See that a packet of materials outlining the process is made available to any interested person or group.
6. Develop more creative ways to promote the establishment of chapters through various marketing channels.
 - a. Publish an article in the FMCA magazine outlining the process of starting a chapter – illustrating the process for an area chapter, specialty, or national chapter. Publish such an article in a fall issue during 2022.
7. Recommend to all chapters that a position of “Membership Recruiter” be created. Such a position would be responsible for keeping the chapter member count up, respond to any means and methods dealing with new membership, receive central office leads, contact RVs at campgrounds and make personal contact with potential new members.
 - a. FMCA staff develop a recommended job description for such a position by December of 2022
 - b. A plan to recommend such a chapter position be implemented by January of 2023.
8. Recommend to all FMCA areas that a position of “Chapter Developer” be created. Such a position would not be a regular officer requiring a bylaw change. This person (or committee) would endeavor to establish new chapters that are hobby/interest focused, more local/regionally focused, and oriented to RVers who have towables. The AVPs efforts generally would remain focused on the annual rally/regional convention and supporting existing chapters.
 - a. FMCA staff develop a recommended job description for such a position by January of 2023.
 - b. A plan to recommend such an area chapter developer be implemented by March of 2023.
9. Explore the idea of developing chapters in all major cities. RVs of all levels are stored at homes or storage units in each city. Members would already have a cohesiveness instantly by experiencing the same city's sport team, shopping centers, restaurants, and other areas of mutual interest. An announcement on the cities social network would explore the level of interest of the cities RV's owners
 - a. Membership Recruitment Committee and FMCA staff explore the concept of establishing city chapters by December of 2022.
 - b. Explore the possibility of using the resources of the FMCA national office to secure lists of potential members residing in major cities or metropolitan areas. Report of feasibility of such an effort be made by February of 2023.

- c. Develop a recruitment plan by city or metropolitan area by April of 2023.
10. FMCA staff make changes to the FMCA website so it is more user friendly with chapter information presented in a way that it is easy to access.
 11. Encourage AVPs to develop an FMCA booth with appropriate materials at local RV shows to generate more interest in FMCA.
 - a. FMCA staff to prepare a booth kit that could be used or modified by AVPs for use at local RV shows, expositions, sports shows, etc. The kit could include story boards, handouts, chapter info, magazines, benefit info, etc. Kit to be prepared by March of 2023.
 - b. FMCA staff outline and implement a plan to encourage AVPs to become more outreach oriented and use the outreach kit by April of 2023.
 12. Educate chapters on the tools FMCA has available to support chapters and their activities. This could include an annual mailing to chapters, email blasts, etc.

Goal 6 - Strengthen the organization's marketing efforts based on ways and methods that will reach the target market while not neglecting the current membership demographic.

1. Review the marketing efforts of FMCA and the means of measuring outcomes from current efforts.
 - a. Conduct an overview of current marketing and communication methods by November of 2022.
 - b. Develop or utilize a means of measuring the effectiveness of current marketing methods by November of 2022.
2. Research the ways the target market would prefer contact from FMCA. The emphasis is not just current members, but the prospective members who have not joined FMCA.
 - a. Develop a means of researching the preferred contact/marketing means preferred by the target market who are not members of FMCA. This may best be accomplished through an outside research firm. Develop the means or tools for conducting such research or an RFP by October of 2022.
 - b. Conduct the research on communication/marketing methodologies by February 28, 2023.
 - c. Report the results by March of 2023.
 - d. Implement any recommendations by April of 2023.
3. Confirm that the current marketing/contact methods are effective in reaching the current membership.
 - a. Develop a means of measuring the effectiveness of current marketing/communications among the existing FMCA demographic by October of 2022.

- b. As a result of the study of communication methods among the current membership, make any recommended changes by April of 2023
4. Consider working with a large, multi-site RV dealer that is able to sign-up FMCA members.
 - a. Devise a plan to recruit dealers as advocates committed to support FMCA and enlist members by April of 2023.
 - b. Enlist one dealer by June of 2023.
 - c. Enlist 3 major dealers by August of 2023.

Goal 7 - Enhance the organization's role as an advocate for RV owners in dealings with manufacturers, dealers, and with governmental bodies having oversight over RVs.

Key suggested strategies

1. Investigate the possibility of a RV owner's advocate as part of the FMCA staff.
 - a. If FMCA is to serve as an advocate for RV owners in dealings with manufacturers dealers, service centers, and with governmental bodies having oversight over RVs, then FMCA should have a more active role in representing RV owners in areas where individuals are not likely to succeed in representing themselves.
 - b. Consider the role of an official FMCA advocate/ombudsperson who would represent and respond to the concerns of members. Decide whether the position should be part-time or full-time at the beginning. Define the job description of such an advocate/ombudsperson by September of 2023.
 - c. Such an advocate would be one who would receive concerns about manufacturer/dealer issues/complaints/warranty problems, and seek to reasonably resolve such issues to the RV owners' satisfaction.
 - d. Publicize the results/resolution of matters in the magazine, website, and other appropriate venues in a way that maintains the proper relationship with time member and the vendor. Begin such efforts by January of 2024.
2. RVs and RV owners are subject to a plethora of laws and regulations, therefore to better serve its membership, it would be well to have a more visible role as an advocate in dealings with governmental bodies.
 - a. Work with the Governmental and Legislative Affairs Committee to further define their role and the potential role of an advocate to act on behalf of members in dealings with governmental bodies.
 - b. Publicize legal issues, laws, and regulations that affect RV owners and ways that FMCA has helped its members in such areas. Establish a regular column in the FMCA magazine on these matters by January of 2023.
3. Have a regular article in the FMCA magazine reporting on what is being done in area of advocacy.
4. At the conventions report on what is happening on the national RV scene from the FMCA perspective.

Goal 8 - Build a stronger network of vendors and campgrounds based upon a mutually beneficial relationship linking members to those providing needed services.

- Many vendors are changing strategies to reach new customers.
- We need to let vendors know we are not the old, stale, FMCA. FMCA is fresh, welcoming, and expanding with new avenues of membership and goals.

Key suggested strategies

1. Conduct a focus group of 12 – 15 campground owners/managers/operators gathered from campgrounds in each of FMCA's nine geographic areas. Selected campgrounds could be franchises, owner-operated, corporate owned, or associated with a national campground chain. The intent of the focus group would be to:
 - a. Ascertain whether the current FMCA brand and identity hinders or fosters stronger relationships with campgrounds and/or campground owners.
 - b. Assess the perspective, needs, wants, and desired relationship of campground owners and managers with FMCA.
 - c. A major national entity has a strong relationship with campgrounds throughout the U.S. (Good Sam). Would FMCA benefit from a strong program to attract and retain more campgrounds as commercial members? Would FMCA members benefit from a larger and more visible relationship between FMCA and campgrounds?
 - Preparation of discussion questions and topics to be addressed in the focus group by December 31, 2023.
 - Decide if materials to conduct a focus group would be provided to each area president or if a focus group facilitator would rotate to the various areas.
 - Select potential focus group members by January 30, 2024.
 - Conduct focus group meetings during February 2024.
 - Prepare report of conclusions from focus group by March of 2024.
 - d. If a major national entity has terminated or withdrawn support for their chapters, does this help or hinder our support and expansion of our chapters and campground acquisitions?
2. If the results of the focus group study are positive, seek to establish a network of FMCA recommended campgrounds through a mutually beneficial relationship between campgrounds and FMCA and its members.
 - a. The current campground benefit for FMCA members is of marginal value. In the past this market was surrendered to Good Sam.
 - b. Campground recommendations are one of the primary ways people discover a national RV organization. Camping discounts have great appeal to RV owners.
 - c. Work with campground owners, franchisees, national organizations (KOA, etc.) to explore the possibility of an FMCA recommended network of campgrounds by April of 2024.
 - d. Consider the possibilities of a FMCA member participation model similar to or linked to a model like the RV Park Review concept.
 - e. Establish the framework for such a recommended list of campgrounds by May of 2024.

- f. Launch the campground network at the 2024 GB meeting.
3. Conduct a focus group of 12 – 15 RV-related commercial vendors (RV dealers, RV product outlets, service centers, repair facilities) gathered from vendors within a reasonable geographic area. Selected vendors could be franchises, owner-operated, corporate owned, or associate with a local or national chain. (Camping World and its affiliates are excluded). The intent of the focus group would be to:
 - a. Assess the perspectives, needs, wants, and desired relationship of vendors with FMCA.
 - b. A major national entity (Camping World) has a strong presence in the nation-wide RV product, service, and sales markets. Would FMCA benefit from a stronger program to attract and retain commercial product outlets, service centers, and repair facilities as commercial members?
 - Preparation of discussion questions and topics to be addressed in the focus group by December 31, 2023.
 - Select potential focus group members by January 30, 2024.
 - Conduct focus group meetings during February 2024.
 - Prepare report of conclusions from focus group by March of 2024.
4. If the focus group proves positive, work toward establishing a network of independent RV dealers, service centers, and supply stores which can benefit the vendors and FMCA members.
 - a. There are many quality RV vendors that are not associated with Camping World. RV owners are looking for alternatives, but are unsure of the quality of such vendors.
 - b. Work with the Commercial Council and a group of RV dealers, service centers, and supply stores to explore the possibility of an FMCA recommended network of vendors by April of 2024.
 - c. Establish the framework for such a vendor network by May of 2024.
 - d. Work through the legal issues and details of a FMCA recommended network of RV vendors .by May of 2024.
 - e. Launch the vendor network at the 2024 GB meeting.
5. Provide more regional/area coverage of campgrounds and vendors in the magazine and website/media because the target market of RV owners does not travel beyond their area.

Develop a more area/regional emphasis in the magazine and media. There are nine geographic regions in the FMCA structure. If two areas were featured with three campgrounds and two vendors in each area in each magazine, then there would be more appeal to those who don't travel cross-country.

 - a. Consider the concept of an enhanced area emphasis in the magazine and media by January of 2023.
 - b. Implement an enhanced area emphasis in the magazine and media by March of 2023.
6. Consider an advertising campaign in magazines oriented toward active hobbies: hiking, fishing, boating, etc.
 - a. Develop a plan for implementation by March of 2023.

- b. Understanding the expanded role of social media and decline of magazine readership include alternatives to magazine advertising in formulating the plan.
 - c. Launch the advertising campaign after a new identity for the organization has been developed and adopted.
7. Several major sports/active hobby stores (Cabelas, Dick's, etc.) are located near FMCA area and national convention sites. These may be potential sponsors or vendors at FMCA conventions.
- a. Develop an outreach plan to such retailers by April of 2023.
 - b. Enlist at least two of these national retailers for the 2023 national convention.

Goal 9 - FMCA's leadership should reflect its target markets, while retaining the best of its current structure.

- As an association FMCA has one of the most representative governing structures in the present EB and the GB.
- There is an inherent conflict between the FMCA constitution stating that the governance of FMCA is derived from its **members** (all of its members) – and yet the governing authority rests with the Governing Board which is composed only of representatives from members who belong to **chapters**.
- Only 19% of FMCA members belong to chapters, therefore a small minority of members control the governing structure of FMCA. The governing structure lacks the perspective and input of 81% of its members. It is difficult to say that FMCA is a member-led association, if the vast majority of its members are not represented.
- FMCA will be improved if it has access to the needs, desires, and perspective of a greater percentage of its members. Without the views of non-chapter members, the FMCA leadership is operating in a vacuum.
- If FMCA is to be a vital and vigorous organization it must have input from all of its members, not just chapter members.
- Any improvements/modifications to the existing governing structure must build upon the strength of the existing structure.

Key consideration

Non-chapter members are not clamoring to be involved in FMCA leadership, however
 FMCA leadership needs to have the **perspective** of non-chapter members in order to provide effective leadership for the **entire organization**.

The **challenge** is to create a means of giving meaningful representation or voice to FMCA members who are not members of chapters. There is a **need** to add perspective and involvement from FMCA members who are not members of an FMCA chapter. The current FMCA governing structure provides no substantive or meaningful involvement for non-chapter members. To bring the perspective of non-chapter members to the FMCA leadership, the addition of an Advisory Committee is recommended.

Key suggested strategies

1. Recommend to the Constitution and Bylaws Committee that the general governing structure of FMCA be maintained at this time.
2. Establish an Advisory Committee of non-chapter affiliated FMCA members as a standing committee that reports to the Executive Board and the Governing Board.
3. The membership of the Advisory Committee will consist of 6 to 9 members who are representative of FMCA members who are not affiliated with a recognized FMCA chapter. Members may be drawn from the various FMCA regions or such members who have indicated by their involvement a desire to participate by providing guidance and insights representative of the 80% of non-chapter members that will prove helpful to the leadership of FMCA.
4. The role of the advisory committee is to give the Executive Board insight and recommendations that reflect the perspective of members not customarily in FMCA leadership positions.
5. Discussion items are to be given to the Advisory Committee by the FMCA president or FMCA's chief executive officer to gain the committee's perspective on items being discussed by the Executive Board. The items to be brought to the Advisory Committee for consideration are at the discretion of the president. Items and information could also come from the Advisory Committee to initiate consideration of subjects at the Executive Board. The findings, suggestions, and recommendations of the Advisory Committee are not binding on the Executive Board, but should be seriously considered by the Executive Board. The success of the Advisory Committee is directly related to its involvement by the president and the Executive Board.
6. The Advisory Committee will broaden the views and perspectives brought to the Executive Board and better reflect the entire FMCA membership while retaining the role of the Executive Board, Governing Board, and chapter delegates.
7. The FMCA president shall appoint the members of the Advisory Committee for two-year terms. The terms of the members of the Advisory Committee may be staggered.
8. The members of the Advisory Committee shall elect one of its members to serve a two-year term as chair of the committee.
9. The chair of the Advisory Committee shall serve as a non-voting member of the FMCA Executive Board.
10. The Advisory Committee shall keep a record of its proceedings (minutes) and such record shall be distributed to the Executive Board.
11. Establish the Advisory Committee as a proposal to be submitted to the Constitution and Bylaws by September of 2023 so that it can be submitted to the 2024 Governing Board.
12. Chapters have been the backbone of FMCA since inception. Should the steps outlined above fail to broaden the representation of non-chapter members or the membership in chapters continues to fade, the president is to appoint a committee whose purpose is to outline what FMCA will need to do to reduce the impact of chapters on the organization. This may include the modification of the Governing Board/Executive Board or the formation of a new governing body to replace the Governing Board. Consideration of this proposal is to occur in October of 2027.

Measurable expectations

- Grow the FMCA membership to 90,000 within five years.
- Maintain an average convention attendance of 1,600 RVs over the next five years.
- Grow the network of campgrounds to 1,500 within five years.
- Establish a network of 1,000 FMCA-linked vendors with five years.
- The operational FMCA budget be maintained and increased as the membership grows.

Also suggested for background (LRPC papers and background material)

- Go Rving – Analysis Summary
- 2020 RVIA Demographic Study – key findings
- 2020 RVIA Demographic Study – implications

FMCA Strategic Plan 2023
Recommended by Long Range Planning
Committee 2/24/2023
Adopted by Executive Board and
Recommended to Governing Board for
acceptance 3/11/2023