

NATIONAL AMVETS RIDERS

Long Range Plan (LRP)
2022-2027

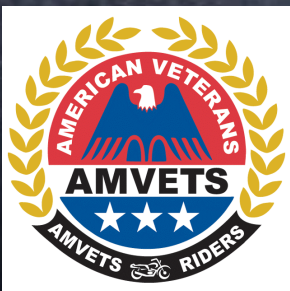


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Executive Summary

During the 2016 AMVETS Spring National Executive Committee in Washington DC, the Long-Range Planning Committee was formed by the AMVETS Riders NEB. It was time to embark upon a major Long-Range Plan (LRP), to move beyond just operating year to year. The National AMVETS Riders 2nd Vice President (RN2V) is the chairperson of the committee. The RN2V will have the discretion to appoint committee members as needed to accomplish the goal of creating and maintaining a living document that may be amended by the NEB at the discretion of the membership. At Mid-Year 2022 the RN2V convened the LRP committee again to develop a new five-year strategic plan for the AMVETS Riders. The LRP is developed with input from our membership, our NEC, and guided by our LRP committee, will become our baseline for guiding the development of our annual operational plans as we move forward over the next five years.

All this effort brings us here, to act on a long overdue organizational responsibility; to adopt a visionary LRP. We are respectfully asking that each of you continue to give your genuine, deliberate, and thoughtful consideration as we work together to create a new direction for a dynamic Veterans Service Organization (VSO) that will continue to meet the demands of all generation of veterans. The challenge is not changing our image, we must move beyond our comfort zone, our comfortable circle of older friends, and embrace younger members who are perfectly capable of assuming leadership

roles that will take the AMVETS Riders into the future, remaining relevant in the service of this nation's veterans.

AMVETS Riders Mission Statement

We the AMVETS Riders are a dedicated and patriotic group of motorcycle riders who hold true to an unwavering respect for our Nation, our Flag, and our Military...past, present, and future.

We are committed to the freedom of this Nation, and to provide community service and fellowship, and to preserve and support the aims and goals of the AMVETS National organization.

AMVETS Riders Goals and Objectives

1. This organization is formed for furthering the Aims and Goals of AMVETS.
2. Be active and take offices not only within the Riders, but also make sure to participate, get involved, and take office with your parent organization. Without our parent organization, we do not exist!!
3. Be positive and assertive in forming Chapter and Department Riders.
4. Be active in support of all our Veterans and communities through fund raising and volunteer work.

5. Increase the number of Departments to establish a true national coverage and responsiveness to the current member demographics.
6. Diversify and expand revenue streams.
7. Fully develop and expand AMVETS Riders Service Program.
8. Modernize the database and forms to become completely integrated and digital.
9. Create and implement a Guardian Award for outstanding Veteran support to be awarded at the annual Silver Helmet Award ceremony at National Convention.
10. Become best known for our leadership and service impact; as a motorcycle organization that makes a difference for our nation's heroes.
11. See an annual membership increase of 10% in the Chapters and Nationally.

Summary

The AMVETS Riders LRP is focused on the long-range organizational mission, and goals and leaves the detailed annual planning to the staff who conducts the daily activities of the organization. The staff develops the annual and deliberate operational plan, including the budget, which is required to implement the guidance from the Long-Range Plan. The LRP is the baseline for that exercise. The LRP does not authorize any specific actions or expenditures. The budget for each year must still be approved annually

by the AMVETS Riders Finance Committee and the NEC. Any actions to change the organizational structure based on LRP recommendations would still require adherence to the CBL and/or the appropriate actions to modify the CBL. AMVETS Riders must be transparent and work towards improving the organization and that requires Loyalty, Respect, dialogue, change and commitment to the Mission.

The Strategic Plan covers a five-year timeline and is reviewed and reported on to the officers and NEC by the Long-Range Planning Committee. Annually, the plan is reviewed and adjusted as necessary based on achievements and changing circumstances.

Essential to our success is:

- Increasing and retaining membership and enhancing our Chapters and Departments to speak with one voice as advocates of veterans.
- Developing the programs and services to meet the needs of all segments of our membership while demonstrating to all veterans the benefits of an AMVETS and AMVETS Riders membership.
- Continually improving and expanding our communications that will enhance our role as the leader in effective veteran advocacy.
- Ensuring adequate financial resources to support AMVETS Riders goals and objectives as outlined in this Long-Range Plan.

Strategies by Area

Administration

Background

Administration a main function of the National AMVETS Riders Officers. Membership numbers have been inaccurate because of database neglect by Chapters and Departments not submitting dues remittance forms (DRF) in a timely manner. Forms of payments and remittance of information to and from National have not progressed with current available technologies. National AMVETS Riders should be providing management and oversight for the organization need to have access to current information.

The National Secretary currently keeps in their possession, multiple boxes and filing cabinets with paper files, past DRF's, Charter applications, etc. If something catastrophic would happen to those file cabinets and boxes, the entire National AMVETS Riders history could be lost.

National AMVETS Riders raffle events are conducted with multiple physical raffle tickets distributed amongst Riders of the Nation.

Current Situation

Over the past several years, membership has worked to trim the budget down to the essentials and reduce the cost of administration for the members; however, you can only cut so far until you become ineffective. At some point there needs to be an investment in the organization and infrastructure for the organization to move to the next level.

The LRP should be used for future guidance and then year by year fund the objectives that will take us to the execution of the plan. A budget should be created with goals in mind, approved, then decide what goals can be achieved with the membership approved budget. A Long-Range Plan eliminates those problems and allows a budget, based on objectives and goals, to be developed in support of the annual operational plan.

Recommendations

The current way of submitting DRF's and revalidations are archaic and rely on the physically shipping paper forms and checks to National AMVETS Riders. Digital submittal of DRF's, Chapter Revalidations, Department Revalidations, registrations, and all other necessary documents should be introduced by 2023. This also includes any payments to National AMVETS Riders using a secure financial transaction application such as PayPal. Full implementation of digital form and payments should be completed by January 1, 2024.

Because of the vulnerability of personal computers and paper files, an on-line digital storage should be utilized for all files related to and accessed by National AMVETS Riders Officers. Within one (1) year, an on-line storage site should be investigated and approved for use, by Convention 2023 National Riders should be utilizing the on-line storage. By Convention 2023 all National AMVETS Riders paper files should be converted to a

digital format and installed into the on-line storage.

The current physical raffle tickets become inefficient to track and manage a nationwide raffle. Within one (1) year an online digital raffle ticket solution should be investigated and recommended for implementation and usage by the National Convention 2023.

Summary of recommendations:

Year One (2022-2023)

1. Introduction of digital forms and payments to National AMVETS Riders.
2. Investigate, chose, and begin utilizing on-line storage for all Riders National files.
3. All National AMVETS Riders files fully digitized, input, and stored in the online storage for National AMVETS Riders officer access.
4. Investigate and chose digital raffle ticket solution.

Year Two (2023-2024)

1. Full implementation of digital submittal of forms and payments to National AMVETS Riders.

Year Three (2024-2025)

Year Four (2025-2026)

Year Five (2026-2027)

Communications

Background

Remaining significant and achieving greater national influence is more than simply telling the world about the AMVETS Riders great work. It's about our ability to play an active and impactful role both nationally and locally in addressing the emerging and future issues facing veterans.

It's the "What's in it for Me?" and addressing the "What's against my best interests?". Enhancing the quality of life and empowering the success of our veterans, their families and the communities in which they live is our value proposition for our membership and their retention. AMVETS Riders, nationally, must provide Department and Chapter level support that will culminate in vibrant and effective services and opportunities at the local level.

Current Situation

The "culture" of tomorrow's national landscape is highly complex and competitive, much faster paced and considerably more challenging for our members especially due to the plethora of Veteran oriented motorcycle organizations all vying for a piece of the veteran landscape. Our younger members will join AMVETS Riders because of our value proposition in bettering their lives, not just because it is the patriotic thing to do. Young members have specific demands and they are the most connected generation in history via social media.

They want to know what to expect in advance of engaging, and place great value in trust. They require transparent, honest information that is as personal as possible. They want to know exactly what they are paying for and what they will receive in return. Whether nationally or locally, AMVETS Riders must align and incorporate programs, services and support into the mix that not only fulfill our mission of service to all American veterans and the communities in which they live but opportunities that younger veterans are attracted, that meet their needs and afford them the opportunity to immediately engage. Dynamic programs that are family friendly, structured to capitalize on their immediate need to demonstrate their capabilities, including their savvy social media skill and mission mindset.

Recommendations

Develop an online application 'app' for AMVETS Riders communications distribution to the membership as well as feedback from the membership back to National AMVETS Riders. This application will also include an online calendar of events to include rides, activities, and National Convention agenda.

Revamp our communications tactics from a traditional press release-centric mindset to a marketing and public relations-centric approach integrating new and social media. Within one (1) year, we develop a digital newsletter to be distributed quarterly from the NEB.

Create, maintain, and publish regularly to social media (Facebook, Instagram, Twitter, YouTube) within one (1) year.

Summary of Recommendations:

Year One (2022-2023)

1. Develop a quarterly digital newsletter
2. Regular social media publications besides only Facebook posts.

Year Two (2023-2024)

1. Develop an 'app' for communication from and to National AMVETS Riders.

Year Three (2024-2025)

Year Four (2025-2026)

Year Five (2026-2027)

Growth and Retention

Background

Membership is the responsibility of the National AMVETS Riders 1st Vice President (RN1V). During the 2016 NEC, a discussion was brought up on how we get more recognized by the AMVETS. The NEB had decided that we must put our foot in the door and let them know how vital we are to the organization. Our membership, programs and compliance with federal tax regulations are at a higher percentage than our parent organizations. We now have Riders in ALL levels of the AMVETS organization and with the contacts that come these positions must be used to expand our “Brand” to not only be recognized by the AMVETS, but nationwide as the premiere Riders organization. New Chapters and Departments are paramount to the growth the National AMVETS Riders

Membership

Recruiting membership initiatives have historically come from the Departments and Chapters and are the main drivers of new member and member retention. Many Departments have supported recruiting and retention initiatives at Chapters through membership and program reporting awards. AMVETS Riders membership has been on a steady incline with the chartering of new Chapters, but many gains are offset by Chapters folding, non-renewals, and deceased (Last Chapter) members.

AMVETS Riders membership award initiatives examples include awards at Department conventions to Chapters with

greatest growth, greatest retention, or most members.

National AMVETS Riders supports membership growth by providing brochures and handouts for prospective new members.

Database

The design of the membership roster is an Excel spreadsheet tracking all AMVETS Riders membership. AMVETS Riders officer positions, National, Department, and Chapter are reflected in the spreadsheet. Often the National roster doesn’t match Department and Chapter rosters because of Chapters and Departments failing to submit DRFs’ in a timely manner.

Current Situation

At this point in our growth, it is past time to come together. We must look alike, act alike, and project ourselves as the premier motorcycle veterans’ organization in the United States.

Database

As we have transitioned from paper DRF’s to the Excel spreadsheet there are shortcomings with spreadsheets having multiple versions and not being maintained. Infrastructure is on the path to total reliance on digital tools. As we move to centralized data entry system based on an on-line storage site, membership personnel levels are adequate but require assistance during the annual database turnover (revalidation). The approach requires an overall program understanding to answer the questions posed by leaders as they grapple with

managing member rosters in a digital environment. The digital transition will require hands on working period of about a year or two to understand the basic structural interactions.

Recommendations

Currently our CBL allows a state with three (3) Chapters and 50 members to form a Department. We should target those states that have at least three Chapters and engage with them to foster an environment that the Chapters realize the relevance and importance of having a Department as the Department leadership should be the respective product knowledge experts in their respective positions. With our current rate of growth, we should have within one (1) year have one additional Department, within three (3) years have one additional Department and within five (5) years have one additional Department.

Within one (1) year investigate and implement the utilization of a membership database (i.e. Microsoft Access).

Summary of Recommendations:

Year One (2022-2023)

1. Addition of one (1) additional Department.
2. Implementation of membership database for the 2023 renewal period

Year Two (2023-2024)

Year Three (2024-2025)

1. Addition of one (1) additional Department.

Year Four (2025-2026)

Year Five (2026-2027)

1. Addition of one (1) additional Department.

Finance and Accounting

Background

The National AMVETS Riders Treasurer (RNT) has evolved and currently focuses on supporting the daily needs of National AMVETS Riders with daily, monthly and annual accounting support. When necessary, services of outside consultants for issue resolution or investigation are utilized. Annual audits have been conducted by NEC members at the annual convention and as per a resolution at the National convention in Birmingham, Alabama 2015, an external audit is mandated.

Current Situation

This position will evolve with the organization. Currently, the RNT is not only responsible for the day-to-day operation and accounting of the National AMVETS Riders but is also responsible for the pay outs of all fundraising activities. The RNT utilizes a Finance Committee for an annual review of the financial records at the National Convention and an external audit is conducted. Overall improvements in any scenario include reducing manual transactions and automating as many manual processes as possible.

Recommendations

Within one (1) year an accounting software shall be researched and suggested for management of National AMVETS Riders financial tracking.

Within two (2) years an accounting software shall be implemented for National AMVETS Riders financial tracking.

Within two (2) years all payments to National AMVETS Riders will be made online.

Summary of Recommendations

Year One (2022-2023)

1. Research and recommend an accounting software.

Year Two (2023-2024)

1. Implement and begin utilizing the selected accounting software.
2. All payments to National AMVETS Riders will be make online.

Year Three (2024-2025)

Year Four (2025-2026)

Year Five (2026-2027)

Programs

Background

Quality programs equal membership and membership retention. Riders have specific demands and they are the most connected generation in history via social media. They want to know what to expect in advance of engaging, and place great value in trust. They require transparent, honest information that is as personal as possible. They want to know exactly what they are paying for and what they will receive in return. It is the same for programs, AMVETS Riders must incorporate programs into the mix that not only fulfill our mission of service to all American veterans and the communities in which they live but programs those younger members are attracted, programs that meet their needs and afford them the opportunity to immediately engage.

Riders seek dynamic programs that are family friendly, structured to capitalize on their immediate need to demonstrate their capabilities, including their savvy social media skill and mission mindset. Younger members are not looking for smoke filled canteens where older veterans sit talking about the old days that have few similarities to their recent experiences.

Current Situation

Programs are reported and tracked via an online reporting system. A successful Chapter will not only have great programs,

but they must also be involved with their Post and make it successful also. Without the Post, you have no Chapter.

National AMVETS Riders are committed to donating left over budget funds to help Veterans, where those funds are donated too is suggestions by the Members. Those suggestions will be voted on by the delegation at National Convention.

Recommendations

Develop a complete training syllabus and alternative delivery venues including online/webinar availability to be completed within one (1) year.

With the new training tools, 100% reporting by all Chapters is possible within three (3) years.

Summary of Recommendations:

Year One (2022-2023)

1. Complete training syllabus and alternative delivery venues including online/webinar.

Year Two (2023-2024)

Year Three (2024-2025)

1. 100% reporting for all Chapters in the Nation.

Year Four (2025-2026)

Year Five (2026-2027)