

STRATEGIC GOALS

1. Financial Issues

- A. Develop and implement a consistent fund raising plan that includes:
 - a. Annual Fund
 - b. Memorials
 - c. Donations
 - d. Endowment contributions
 - e. Planned Giving
 - f. Gifts of appreciated stock

Good progress has been made on all of the above.

- g. On-going Corporate Sponsorships:
 - i. Welsh-owned Businesses, AWOs, Individuals,
Estates, Memorials

[Fundraising Committee]

We have not done very much at all in this area and need professional help to proceed.

- B. Bill Annual Members for renewals [Headquarters]

See Membership Goals below.

- C. Develop an annual budget, and place controls on expenditures
[Treasurer, Exec. Dir., President]

Should be developed by the Executive Committee at the beginning of the Fiscal Year.

2. Board of Directors Organizing Issues.

- a. Develop a Board Manual containing:
 - i. Constitution
 - ii. Bylaws
 - iii. Policies
 - iv. Procedures
 - v. Forms
 - vi. Branding requirements for all public communications
- Update / Define roles and responsibilities of Board, Headquarters, Officers, Committees, Volunteers. Complete by April 2011
[Officers]

With a draft constitution in hand and a proposed (hopefully an approved) branding policy from Gerri, together with committee responsibilities, and an entertainers contract form, it is reasonable to expect a Board Member Handbook to be complete by the end of the year.

3. Venue Issues

- a. Develop a long range Venue planning process, up to 3 - 5 years ahead

- b. Develop a venue rotation plan (i.e., east west, Midwest, Canada)
- c. Develop criteria for host cities
- d. Consider far-out venues (Wales, a cruise, University conference centers)

We made some considerable progress at the mid-year board meeting but serious additional review is necessary. Not only is budget an issue but so is attendance and so also are central versus local expectations. This is something the whole board should address again.

4. Membership GOALS

- a. Increase NAFOW attendance 10% per year
- b. Increase AWO members by 10%
- c. Increase WNGGA membership 10% per year Annual, Life
- d. Define member benefits
- e. Target youth opportunities
- f. Develop a Grandparent/Grandchild program

Before we can reasonably be talking about numeric goals, we need to be clear as to our policy and procedures regarding membership. With the addition of the Legacy Society, we know have three appeals to the members for funds. I don't think our primary goals for membership should be to raise money rather it should be to maintain as accurate and current a membership list as possible and as simple a fee structure as possible. For example, a regular fee of \$25 with < 25 and >65 being \$15. Life memberships to be 15X the regular membership fee. Renewal notices would be sent out January 1st. There is more that I can share at the board meeting. If this conflicts with anything that Pat and the Membership Committee is proposing I will defer to their proposal.

5. Develop a communication system (internal, external)

- a. Create an electronic communication system with members and AWOs
Ongoing
- b. Convert at least 10% of the membership communications (HWYL, etc.) to paperless delivery each year.
Membership Committee
- c. Document the Endowment
 - i. Define Endowment
 - ii. Define imitations, uses, investment, oversight, who manages the Endowment?

Finance Committee

6. Develop / Implement a Marketing Plan

- a. Develop a Marketing Budget
- b. Get advertising materials to AWOs for St. David's Day by 2011
- c. Market the venue:
 - i. Promote group tourism events before / after NAFOW
 - ii. [ref. Alaska cruise after the Richmond NAFOW]
 - iii. Promote tours to local points of interest before and after NAFOW

- d. Capitalize on local attractions with Welsh connections
- e. Develop a plan to document and utilize the promotional outlets at the upcoming venue annually. For example: advertisements, news releases, interviews, fliers to churches, schools, cultural venues.

A great deal of very good work has been accomplished in the marketing/publicity area this year. Going forward we need to develop a longer perspective that can only come with clarity on future venues at least three years out.

3/24/2002

Strategic development plan for WNGGA:

The WNGGA is going through some significant changes, brought about primarily by a realization that:

- The current membership is not large enough to sustain the Association
- The revenue from membership is not sufficient to cover the budget
- Some recent National weekends have been financially disastrous
- Even with good ones, The National Labor Day weekend does not generate enough profits to sustain the Assoc. under the current arrangements
- There is insufficient new membership (particularly amongst the youth) to sustain the Assoc.
- The number of local Welsh Associations that can mount a weekend in which the running budget is between \$100,000 and \$125,000 US is becoming smaller
- There is a need to take control of certain aspects if not all of the weekend to guarantee a quality event and maximal income stream.
- There is a need to make the organization more visible amongst the Welsh of North America, so as to encourage new membership and commitment and to increase attendance at the National.
- Local societies do little to promote the WNGGA

Factors affecting WNGGA viability are:

- Low membership
- Insufficient consistent income
- Perception of being an out of date society
- Withdrawal of support from Wales
- Lack of visibility
- Competition from other Welsh societies, both national and local, especially for membership and donations.
- No strong connections back to Wales, other than personal
- Support from Wales has been taken for granted instead of earned.

WNGGA needs to

- Strengthen the membership base, especially youth
- Stabilize and predict minimum income
- Update its image
- Become much more visible in North America
- Become the prime source for Welsh information in North America
- Broaden and strengthen ties with Wales on a longer term footing
- Take control of the annual event permanently
- Place the event on a more profitable basis

Actions the WNGGA has taken

- Increased membership fees
- Set up AWO structure
- Set up Annual fund for contributions
- Centralized registration
- Increased National registration fees and these are deducted at HQ before sending on moneys to local site
- Changed name of National to North American Festival of Wales
- Introduced a branding logo for NAFOW
- Taken over full organizational responsibility for 2003 and 2004 Festivals
- Aggressively pursued sponsorship as a way to finance costs of the Festival
- Placed marketing and publicity as a critically important part of the Festival organization.

Outcome of actions

- Increased fees have caused decline in new members (many joined before imposition of new fees)
- AWO structure should have increased visibility to more local people in societies
- Annual Fund raised a significant sum in 2002
- Centralized registration ensured that \$10 per registrant goes into general fund immediately, Guarantees appx \$10,000 income pa.
- Assuming responsibility for 2003 and 2004, enables a greater income. In 2003, only 25% will be returned to cooperating local societies (who lent the committee seed money).
- In 2004, all money will come back to HQ.
- Changing name to NAFOW, has markedly changed visibility.
- Changing name to NAFOW has markedly changed focus
- Changing name to NAFOW has not really changed the structure of the weekend
- 2003 have succeeded in obtaining sponsorship to cover the over 80% of the artist costs of the Festival
- Sponsorship is both from Wales and North America
- Welsh establishment very supportive of the changes to the modernization, especially the change in presentation and professionalism
- Welsh establishment were very impressed by the logo
- North American Festival of Wales becomes a platform not only for our enjoyment of a quality program but also for Welsh groups that wish to work in parallel to display all that Wales has to offer.
- The platform concept leads to greater interactions and more sponsorship.
- We already have had an enquiry from an investment broker for a booth at the market place.

Future actions

- WNGGA must not wait for invitations, we must select cities and do it
- WNGGA must set up a Festival committee with quality professionals. These may not be trustees but should be well connected experienced people.
- The Festival committee must be separately budgeted with an annual float. All profits go into general WNGGA funds.
- Retain the Gymanfa as the major highlight of the weekend
- WNGGA should contract with hotels for multiple years at a national level to obtain better rates
- WNGGA should solicit invitations from convention services of different cities
- WNGGA should change its name to become more appealing
- WNGGA needs a more professional newsletter
- WNGGA must cultivate connections with the Welsh establishment to maintain support. We need not only to celebrate Wales but help in the promotion of Wales
- Artists and presenters need to want to come to the Festival not wait to be invited
- A close connection with WNACC should be maintained.
- A significantly closer relationship should be made (merger?) with NAAF. This merger could create a new society with a broader range of complementary functions and reduce the competition that exists in raising funds.
- WNGGA must create a strong professionally staffed IHQ.