

PLANNING FOR FMCA'S FUTURE



FMCA's Strategic Plan

January 2024

LONG RANGE PLANNING COMMITTEE

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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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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, support, and encourage family and social RV lifestyles.¹

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

Promote good fellowship and cooperation among all FMCA members and provide services to meet the needs of the RV community.

Acquire real and personal property of every nature and description by purchase, gift, deed, mortgage, lease or by other lawful method; and to develop, improve and operate and to dispose of by sale, conveyance, or any other lawful method such property as decided by the Governing Board or as specified in the Bylaws; and;

Enter into contracts, to issue notes, pledges or mortgages of FMCA, to promote the interest of same consistent with all the purposes of FMCA; and to perform all acts necessary, incidental, and appropriate for the accomplishment of the purposes stated;

Other specific purposes shall be in accordance with the provisions of the Bylaws.

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.

¹ As approved by the Membership of FMCA on January 5, 2024.

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 nationwide 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