

VHA Organization-wide Improvement Considerations From Board Self Evaluation Workshop (11/11/20)

To Be Submitted to VHA Sr. Staff for Further Study and Implementation

As prescribed in its Mandate, the VHA Board of Directors conducted a Board Self Evaluation workshop on November 11, 2020. A very productive discussion and analysis ensued that resulted in recommendations that fall under the Board's jurisdiction to improve its responsibilities and effectiveness.

Limitation of the Board of Directors Role - However, while the Board establishes policy, ensures, legal compliance, and oversees the performance of the VHA in accordance with the Bylaws, it does NOT manage the VHA or its activities and does not establish procedures. These are the responsibilities of the VHA Officers, Vice Presidents and other Managers.

In the course of discussing areas of improvement that falls under the jurisdiction of the VHA Board of Directors, some topics came up relating to broader topics/issues that relate to the VHA Organization in its entirety. The responsibility for addressing broader and operational issues fall under the leadership of the VHA Senior Staff and Operational Management.

The VHA Board is sharing these results with the VHA Senior Staff for their consideration, analysis and potential implementation:

VHA Vision / Mission – Confirm Relevance

- What “Arena” does the VHA want to Participate in?
 - We have been moving away from “the latest cause” mindset.
 - Value Proposition should help to better define.
 - Relevance to the community
- Define what VHA stands for, what you get
- Who are we and why you should want to join?
- Is it applicable to the needs of new residents e.g. south of SR44?
- Need “Elevator” speech extoling the benefits of the VHA to the community.
- Leaders might consider a project of trying to drill down and identify the root cause of this lack of relevance and determine a new thrust or strategic direction that can be introduced to the community, sort of “New VHA”

Recruiting Talent / Nominations / Volunteers

- Need competent individuals in leadership positions
- Everyone should proactively be trying to recruit potential candidates: friends, individuals with particular expertise. Especially need to look for individuals South of Route 44
- Need one on one conversations – blanket emails don't work. Use “Church” philosophy of “Each One, Reach One”

VHA Leaders and Volunteers – Role, Education and Training

- Pool of people to help appears to be diminishing competing with so many other organizations
- Strain on Leadership with so many responsibilities and no one to train them including VPs
- Understanding of Position responsibilities and Related Training - Lot of Volunteers don't know enough to take responsibility for their roles. The same approach does not work for every person

Membership – There was a lengthy in-depth discussion among Board members

Adverse conditions affecting increase in membership and dues revenue

- Pandemic has curtailed most activities that members would view as benefit
- New Resident night is on hold – no meetings at Colony or Everglade Rec Centers
- We are not reaching out to residents especially in the Far South Area (below SR44)
- Two-year renewal membership cycle creates a lost year of revenue.
- Innately individuals don't like rejection – If asking resident “Why not join the VHA?” Fear of being rejected. Most individuals do not like to “sell”

Suggestions for Improvement

- Need to think out of the box
- New VHA Website should provide some opportunities
- Need to get more engagement with residents from New areas (South of SR44). They have some different values and expectations than older more established areas North.
- Need “Elevator” speech extoling the benefits of the VHA to the community.
- On membership application can identify specific areas of interest from new member, what they would like to do – possibly opportunity to use their talents.
- But individuals respond better to direct 1-1 interaction.
- Lot of individuals like “one and done” responsibility such as the VHA Hoedown
- Need to do direct 1-1 conversation with member who does not renew to determine why they leave, enumerate the value of the VHA and encourage them to renew.

Marketing / Communications and Tools

- Review and modify Strategy
- Rollout of new VHA Website
- Leveraging the VHA Voice in “on-line world”
- Review and continue implementation of recommendations from Marketing and Communications Committee established with SCORE Business Plan Study

Financial Sustainability

- In the past the VHA relied on membership dues for revenue.
- Now direction is to look at alternative ways such as VHA Hoedown to raise funds. We are at risk in this area.