

NWBA Town Hall

March 24, 2021



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Agenda

- Recent 'Wins' & Success Stories
- Financials
- Membership Pulse Survey
- 2021 NWBA Annual Assembly and Division Annual Meetings
- 2021 Goals and Priorities
- Question and Answer

Recent 'Wins' & Success Stories



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2021 NWBA Toyota Intercollegiate National Championships

March 11-13
Tuscaloosa, AL



Women's Champions



Men's Champions

- 69 Athletes / 8 Games / 1 Court
- Five Men's Teams and Two Women Teams
- 390 attendees with effective COVID-19 protocols and mitigation procedures in place
- Thank you to University of Alabama Adapted for hosting our members for a safe and fun event

Toyota Team of the Month & Tuesdays With Toyota



Tuesdays With Toyota

Jacob first started playing in July of 2018. He describes his experience with the sport as: “The first time I feel like I am truly an athlete. Being part of a team was a new experience for me and the opportunity to play against other teams in real action and be taken seriously as a true sport has given me a sense of pride and value that I had never felt before.”



Toyota Team of the Month

The Kansas City Kings - Prep have been committed to practicing and playing safely while keeping their season going all year. The organization has hosted a tournament and the team traveled to the Oklahoma City tournament, posting impressive records at both all while maintaining proper safety protocols.



NWBA Sanctioned Event Highlight

Oklahoma City Wheels of Thunder Tournament

January 9-10, 2021

Oklahoma City, OK



- 10 teams from the Junior Division (4 Prep teams & 6 Varsity teams)
- SportAbility Rolling Panthers, OKC Wheels of Thunder, Nebraska Red Dawgs, KC Kings, Austin Rec'ers, Dallas Junior Mavs
- 13 Varsity Games & 8 Prep Games

Lisa Elliston, President of the Junior Division
"During this uncertain time, it is with great encouragement to see that tournaments within our division can be safely planned and executed--even when travel is involved for participating teams! Kudos to the parents and coaches of these teams, that saw to the safety of their players and their families."

Financials



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Financials - Quarterly/Year-End Update

	2020	2019	2018	2017
INCOME	\$634,541	\$1,037,162	\$840,047	\$821,210
EXPENSES	\$719,365	\$891,768	\$1,015,076	\$1,125,257
NET INCOME	(\$84,824)	\$145,394	(\$175,029)	(\$304,047)

Note: 2020 results include reduction in \$281,952 in revenue from USOPC for designated expenditures that were not held due to the pandemic. This deferred revenue will end up being utilized as designated in 2021.

Membership Revenue decreased \$120,357-expected to rebound in 2021

Corporate Revenue decreased by \$50,500-expected to rebound in 2021

Includes Revenue of \$39,300 in PPP loan

Expected Increase in salaries & benefits expenses totaling \$63,253 (2019 only had partial year employment of CEO and no comprehensive health benefits).



Financials – 2020 Highlights

- Continued new culture of oversight and accountability
- Migration to new bookkeeping company- Altruic Advisors (USOPC Funded)
- Migration to Bill.com and Gusto payroll processing to streamline the approval process while enhancing a 3-tiered approval process on all expenditures
- Audit Field work completion date (representation of our preparedness)
 - 2020-February 26, 2021
 - 2019-March 25, 2020
 - 2019-November 15, 2019 (this was the longest deadline possible)
- 2021 Budgeting process was more comprehensive and involved multiple conversations with NWBA Management
- Despite the Pandemic, we did not have to borrow money on our available \$150,000 working line-of-credit



Financials – 2021 NWBA Budget Highlights

- Return of Team/Individual membership revenue to 90% of 2019 amounts
- \$79,000 Increase in P2P revenue/Giving Tuesday Revenue
- \$125,500 Increase in Sponsorship Revenue
- \$75,000 Increase in Grant Revenue
- \$60,000 Net Increase from Virtual Gala
- \$498,400 in Total Funding from USOPC-\$102K is non-High Performance, \$36k is COVID specific (nonrecurring)
- \$45,272 in PPP Draw 2 COVID loan/grant
- \$180,072 in Estimated Net Income, \$134,800 of which is from Operations



Financials – 2021 Q1 Performance: Highlights PPP Loan Forgiveness

- \$45,272 in PPP Draw 2 COVID loan/grant received in February
- Revenue and Expenses for January and February 2021 are in line with budgeted expectations
- We plan to have quarterly updates of our financial health on a quarterly basis, usually 1 month delayed to allow for processing, review and reporting
- Next update will be for 2021-Quarter 1 by the end of April on our website
- Renewed contract with Toyota at 100% of previous level (this is a huge win as their marketing expenditures decreased by 30% across Paralympic sports)
- Champions Circle commitments have equaled prior years and cash receipts are ahead of prior years.


Membership Pulse Survey



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- Survey #3 to NWBA Membership for 2020-21 Season
- Membership input is critical to our data driven approach to organizational matters
 - Your Voice Matters, Please Share it With Us



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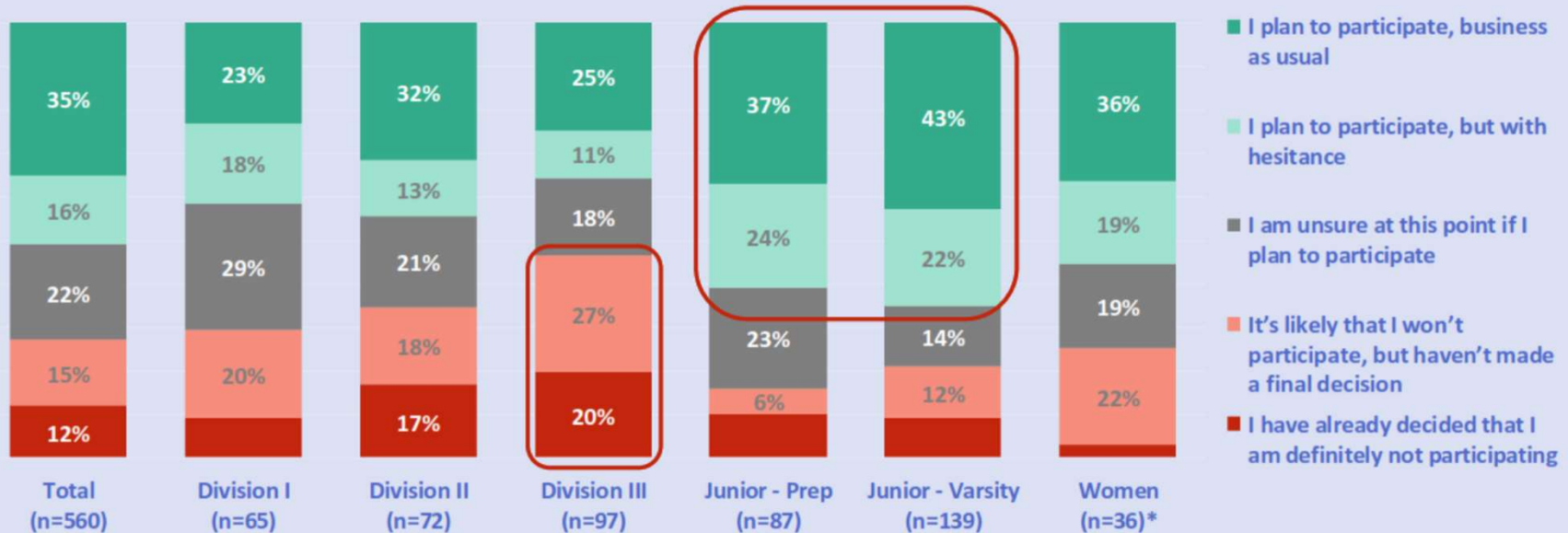
Methodology

Audience	Approach	Topics
<ul style="list-style-type: none">• NWBA members<ul style="list-style-type: none">• (excluding the Intercollegiate Division)• 365 responses	<ul style="list-style-type: none">• Online survey administered via Survey Monkey• Fielded 2/11-2/23• Average 5 minutes to complete	<ul style="list-style-type: none">• Impact of new registration deadlines• Intent to participate in 2021 season• Impact of COVID-19 pandemic• NWBA support initiatives

3

Intent to Participate in 2021 Season

- Half plan to participate in the 2021 season, with over a third planning to participate business as usual.
- Junior Division members have the most comfort in their level of participation this season, but almost half of Division III members are not planning to participate.



Q7. Which of the following best represents your feelings about participating in the 2021 NWBA season?

8

Reason for Not Participating

"Our hospital policies haven't changed and aren't likely to change for a bit longer. All indoor teams are on hold and likely to stay like this for several more months. Hopeful it changes but waiting on the okay from our medical director (as I believe most who are hospital-based programs are)."

(Somewhat Unlikely)

"As we are nearing the end of February, April will be here VERY quickly and it is not likely that vaccines will be complete at that time. We have not had organized play since early 2020. Since we don't know what participants we will have, it is far too early to decide if we will be able to register a complete team. We also have no idea when we will be granted access to facilities again. This decision is not in our control at all."

(Somewhat Unlikely)

"Our parks and recreation parent organization has decided that travel is too risky at this point in time, even with vaccine rollout and preventative measures in place."

(Very Unlikely)

"Current Covid restrictions are limiting our ability to travel and host tournaments. We also have many athletes that participate in spring and summer sports leaving them to either have to choose or not be available for basketball."

(Very Unlikely)

"Health concerns for families and athletes. Our athletes and their families have yet to receive the COVID vaccine, it doesn't seem smart to send them to the national tournament without it."

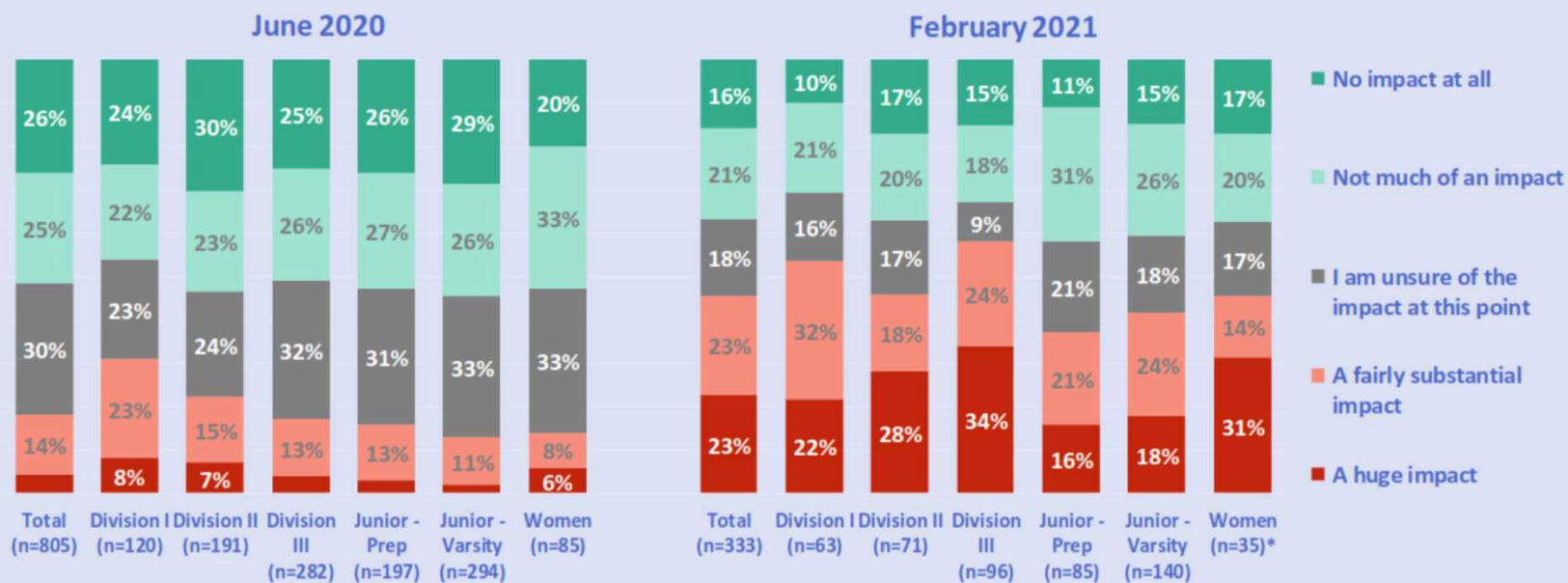
(Very Unlikely)

Q6. What is the primary reason you are unlikely to participate in the 2021 NWBA season?

7

Extent of COVID Impact

- The percentage of members who say the COVID-19 pandemic has impacted their ability to participate in the season increased significantly, compared to June 2020.



Q10./Q7. To what extent has the COVID-19 pandemic (financially or otherwise) impacted your ability to participate in the upcoming 2020-2021 season?
*Caution low base size

Details on COVID Impact

"It hasn't impacted me or our family financially. The negative impact it has had has been the lack of court time, and the enjoyment that we have as a family attending tournaments. It's impossible to participate in a sport when there are no opportunities to play."

(No impact at all)

"My team is still not able to practice or workout as facilities remain closed. Therefore, we are unable to recruit or develop new players as well."

(Not much of an impact)

"We were only able to do outside drills this fall and am only now able to get back and do inside no contact drills. Our teams need much skill building and look forward to the 2022 season."

(I am unsure of the impact at this point)

"Financially it impacts our ability to afford Nationals for all of our teams due to the fact that the dates for this season and next season will more than likely fall within the same fiscal year for our non-profit organization. COVID numbers in VA and across the country still aren't in a good place for us to feel comfortable traveling to participate in competition. We aren't even able to practice "normally" yet, as we still have strict guidelines surrounding all of our programming."

(A fairly substantial impact)

"Our budget for team travel was reduced by 80%. Our individual athletes fundraising events all canceled. Our city gymnasium remains closed, and the University and public schools continue to suspended basketball, so we are following their lead. COVID-19 cases are still high enough to keep our county in a CDC red zone. We are not holding practices."

(A huge impact)

Q11. Please use the space below to provide any details about how the COVID-19 pandemic has impacted your ability to participate in the 2021 NWBA season.

Prorated Team and Individual Membership Dues

For Remainder of 2020-21 Season



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Prorated Team and Individual Membership Dues



NWBA leadership has applied three key themes that also played a key role in this decision:

- Create a safe opportunity to compete for those teams able to do so
- Create flexibility in our processes to address the uncertainty in planning
- Minimize financial burden on membership



Prorated Team and Individual Membership Dues Policies & Procedures

OLD POLICY

Section 4.6: Dues

- 1) Annual dues for participation in the NWBA shall be set by the NWBA Board of Directors;
- 2) Notification of the determined fees associated with annual dues shall be submitted in writing to all members of the NWBA no later than August 1 of each year;
- 3) Payment of annual dues shall be made by each team at the time the team roster is submitted for registration;
- 4) Dues shall be received no later than October 15 of each year;
- 5) Teams failing to comply with this subsection shall be subject to the consequences outlined in Subsection 1.2.5 of these Policies and Procedures.



Prorated Team and Individual Membership Dues Policies & Procedures

NEW POLICY

Section 4.6: Dues

- 1) Annual dues for participation in the NWBA shall be set by the NWBA Board of Directors;
- 2) Notification of the determined fees associated with annual dues shall be submitted in writing to all members of the NWBA no later than August 1 of each year unless an alternate deadline is established and communicated by the NWBA Board of Directors;
- 3) Payment of annual dues shall be made by each team at the time the team roster is submitted for registration;
- 4) Annual Dues shall be received by the NWBA no later than October 15 of each year unless an alternate deadline is established and communicated by the NWBA Board of Directors;
- 5) Teams failing to comply with this subsection shall be subject to the consequences outlined in Subsection 1.2.5 of these Policies and Procedures;
- 6) In the event of exigent circumstances with broad and significant implications to the organization, the NWBA Board of Directors has the discretion to pro-rate the Team Registration Fee Structure to provide a discount by an amount no greater than 50%.



Prorated Team and Individual Membership Dues

Implementation of the New Policy – Effective March 20

The summary of the change to Section 4.6 (Dues) is that the NWBA Board of Directors can use their discretion to prorate the team and individual dues for the season.

TEAMS DUES

The team registration dues will be prorated to 50% of communicated price. That means that teams will be charged **\$300**, instead of the communicated price of \$600.

INDIVIDUAL DUES

The individual membership dues will be prorated by the amount of **\$5** regardless of membership type (i.e. Junior, Adult Athlete, Non-Athlete, etc.).

The discretion exercised by the Board of Directors to prorate team registration dues and reduce individual membership dues is intended to be a one-time event to reflect the extraordinary circumstances caused by COVID19.



Prorated Team and Individual Membership Dues

FAQ

What are the benefits to the teams and the NWBA by reducing Team Registration dues?

- The biggest benefit is that already registered teams will have more teams to compete against. Ideally you won't have to travel as far to compete, which is one of the largest expenses for teams.

My team just registered prior to this announcement, so will my team receive a refund for a portion of our team registration dues?

- No, the policy language that existed before did not allow for leadership to reduce the team registration dues. Unfortunately, we cannot pre-date this change to support a refund.

How does this affect membership and registration dues moving forward?

- NWBA Leadership will announce next season's dues at a later date. This reduction in dues is intended to deal with the extraordinary circumstances caused by COVID19.



Peer to Peer Campaign



NWBA Webinar Series

Presented By ABCmedical

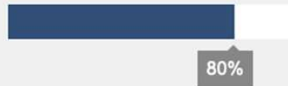
****Announcement****

"How to Successfully Organize Peer to Peer Campaign"

Wednesday, April 7
6:30 p.m. Mountain Time



\$159,423.67 of
\$200,000.00



Donate to The NWBA

Create Your Own Fundraiser Page

Tell your friends & family about this event!



Help the NWBA Return To Play!

Like other sports, COVID-19 has created an uncertain future for The National Wheelchair Basketball Association. Our athletes have been unable to train or compete together since March when our sport came to a screeching stop. This is concerning, because the sport improves physical, mental and emotional health for people who play.

In a recent survey, over 80% of NWBA Members stated a desire to return to play (safely). However, over 33% told us that they or an immediate family member have experienced a negative financial impact due to COVID-19. **The NWBA and its Members are no strangers to adversity, but these unprecedented times have brought significant financial risk.**

This Return to Play campaign is designed to help NWBA Teams raise funds to give their athletes a season when it is safe to do so. **Through this campaign, Teams, Members and Friends of the NWBA can create a personalized fundraiser page.** In your own words, you can talk about your love for the game, its impact on you or your goals. **The NWBA is providing this platform to help you #SecureYourSeason.**

The steps are below, but you can also reach out to the NWBA for direct support (info@nwba.org).

2021 NWBA Annual Assembly and Division Annual Meetings



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- ANNUAL ASSEMBLY
- POLICIES & PROCEDURES
- NWBA IRS 990 FORMS
- NWBA FINANCIAL FORMS
- TOWN HALL RECORDINGS
- LEADERSHIP TEAMS
- HOW WE OPERATE**
- HISTORY
- FOUNDING FATHER
- HALL OF FAME
- DIVERSITY & INCLUSION
- PARTNERS
- CONTACT US
- INTERNSHIP PROGRAM
- CHAMPIONS CIRCLE
- NEWS ARCHIVE

2021 ANNUAL ASSEMBLY

Board of Director Nominations, Bylaw Amendment Proposals, and more



Annual Assembly

NWBA Annual Assembly is hosted each year in conjunction with the NWBA National Championships at which all members and other NWBA constituencies gather and provide input to the Board of Directors on matters relating to the organization.

Click on the tabs below for additional information.

DEADLINES BOARD OF DIRECTORS ELECTIONS BYLAW AMENDMENTS MEETING SCHEDULE VOTING INFORMATION HOW TO PARTICIPATE DIVISIONAL ANNUAL MEETINGS

FAQ

2021 NWBA ANNUAL ASSEMBLY - DEADLINES





2021 NWBA Annual Assembly

Thursday, June 24
8:15 p.m. Central time
Wichita, KS

2021 NWBA Annual Assembly will feature:

- A "State of the NWBA" provided by the Board of Directors
- A Managerial Report provided by the Executive Director
- An Opportunity for Members to pose questions to the Board and Executive Director
- Voting on Proposed NWBA Bylaws Amendments
- Elections for Board of Directors Available Positions



2021 NWBA Annual Assembly - BOD Open Positions

- Elected Director position, currently held by Lee Montgomery
- Elected Director position, currently held by Bruce Fischbach
- Elected Director position, currently held by Doug Arambula
- Elected Director position, currently vacant
- Elected Director position, currently vacant

- Appointed At-Large position, currently held by Mike Godsey
- Appointed At-Large position, currently held by Ryan Martin
- Appointed At-Large position, currently held by Stephanie Wheeler

Important Dates:

March 26, 2021 (Friday)	90 Days before Annual Assembly	Board of Directors open positions published—self-nominations must be submitted by April 25
April 25, 2021 (Sunday)	60 Days Before Annual Assembly	Board of Directors slate of nominees published for open positions



2021 NWBA Annual Assembly - Bylaws Amendments

- Bylaws govern our organization
- Membership vote approval required

Important Dates:

March 26, 2021 (Friday)	90 Days before Annual Assembly	Call for Bylaws Amendment Proposals
April 25, 2021 (Sunday)	60 Days Before Annual Assembly	Bylaws Amendment Proposal Form must be submitted in writing to the NWBA Executive Director and Chair of the Governance Committee
May 25, 2021 (Tuesday)	30 Days Before Annual Assembly	Bylaws Amendment Proposals Emailed and Posted



2021 NWBA Annual Assembly - Participation

- Your voice matters.
- ALL are welcome and strongly encouraged to participate in the Annual Assembly (in-person or electronically).

Participation options include:

1. In-person
2. Video Conference
3. Video Stream



2021 NWBA Annual Assembly - Voting

- Only the respective registered Team Representative/Voting Delegate from teams registered for the 2020-2021 season are allowed to vote.
- The voting delegate is the person designated within NWBA Team Registration.
- Teams can update their voting delegate by editing their Team Registration within SportsEngine.

Voting options include:

1. In-person
2. Electronically
3. Absentee Ballot



2021 NWBA Annual Assembly - Voting

Important Dates:

Date	Deadline	Action
March 26, 2021 (Friday)	90 Days before Annual Assembly	Take steps to make sure that your team and voting delegates will meet the April 25th registration deadlines.
April 25, 2021 (Sunday)	60 Days Before Annual Assembly	<u>Teams must be Registered</u> and the respective Team Representative/Voting Delegate must hold a current season verified complete <u>Individual Membership Registration</u> to be eligible to vote
May 25, 2021 (Tuesday)	30 Days Before Annual Assembly	<ul style="list-style-type: none"> • Deadline to submit a request for Absentee ballot (must be requested in writing to the Executive Director—<u>Email Will</u>) • Absentee ballots sent to voting delegates
June 9, 2021 (Wednesday)	15 Days Before Annual Assembly	Absentee ballot must be received by the Governance Committee Chair— <u>Email Tim</u>



2021 NWBA Annual Assembly - Divisional Annual Meetings

Adult Division Annual Meeting

- Wednesday, June 23 from 7:30 p.m. to 9:30 p.m. Central time
- Wichita, KS

Intercollegiate Division Annual Meeting

- Thursday, June 24 from 1:00 p.m. to 5:00 p.m. Central time
- Wichita, KS

Junior Division Annual Meeting

- Thursday, June 24 from 5:30 p.m. to 7:30 p.m. Central time
- Wichita, KS

Women's Division Annual Meeting

- TBD--Likely hosted July 2021 with Women's Division National Championship



2021 NWBA Annual Assembly - Divisional Annual Meetings

DIVISIONS MEETING SCHEDULE

Adult Division Annual Meeting

- Wednesday, June 23 from 7:30 p.m. to 9:30 p.m. Central time
- Kansas Grand Ballroom, Wichita Marriott (9100 E Corporate Hills Dr, Wichita, KS 67207)

Intercollegiate Division Annual Meeting

- Thursday, June 24 from 1:00 p.m. to 5:00 p.m. Central time
- Wichita Ballroom, Wichita Marriott (9100 E Corporate Hills Dr, Wichita, KS 67207)

Junior Division Annual Meeting

- Thursday, June 24 from 5:30 p.m. to 7:30 p.m. Central time
- Kansas Grand Ballroom, Wichita Marriott (9100 E Corporate Hills Dr, Wichita, KS 67207)

Women's Division Annual Meeting

- Time/Date/Location TBD
- Likely in conjunction with Women's Division National Championship in July 2021

[CLICK HERE](#) TO SUBSCRIBE TO THE NWBA EVENTS CALENDAR TO HAVE THESE EVENTS ON YOUR SCHEDULE.

- Scroll to the bottom of the calendar and click "subscribe to RSS feed" or "subscribe to ical feed"

Logos at the bottom of the page include: Eagle sports chairs, ABLE now, hudl, NUCEVITY, and UNITED AIRLINES.

2021 Goals & Priorities



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Strategies

ORGANIZATIONAL EFFECTIVENESS

Pursue improved organizational capabilities through leadership development, revenue generation and fiscal responsibility.

- A. **LEADERSHIP DEVELOPMENT:** Provide education and training to improve leadership skills of the board, staff and key regional/local leaders.
- B. **FINANCIAL STABILITY:** Establish clear standards and business practices to ensure organizational health and enhance operational efficiency and effectiveness.
 - 1. **Diverse Revenue Generation.** Seek to maximize revenue potential of strategic initiatives where appropriate. Create a fundraising strategy inclusive of a case for support to attract donors. Pursue new or expanded sponsorships and opportunities to increase membership.

Key Focus Areas

- Donors
- Licensed merchandise/e-commerce
- Monetize select programs, e.g. higher level certification, etc.
- Sponsorship expansion
- Membership growth

2. **Fiscal Responsibility.** Adopt a fiscally prudent financial plan to support strategic goals and operational realities inclusive of cost containment and asset management (e.g., website, office building, etc.). Set annual expense management targets every year to achieve a balanced budget at a minimum.

- C. **INFRASTRUCTURE & BUSINESS PROCESS IMPROVEMENT:** Review structural relationships, roles and responsibilities at all organizational levels, e.g., national office, competitive divisions and grassroots teams, and key positions, e.g., tournament directors, officials, coaches, etc. Identify areas of improvement to better connect, align and standardize interactions. Codify improvements as guidelines, policies or operating procedures. Develop and implement a strategy for adoption of changes.

Key Focus Areas

- National office to grassroots organization operational practices
- Juniors/Collegiate/Adult Division rule inconsistencies
- Real-time games reporting

2021 Priorities

Organizational Effectiveness

- Complete Governance actions that are in process (e.g. Review of Bylaws, Employee Handbook, Policies and Procedures)
- Complete Paralympic Sport Organization Certification, including the following Board requirements:
 - Onboarding of each Board Member
 - USOPC Training on Roles / Responsibilities
 - Board self-assessment
 - CEO / ED performance evaluation
- Balance budget with various sources of revenue generation: Sponsorships, Grants, Fundraising Events and Campaigns totaling ~\$340,000.
- Board recruitment for the 5 elected and 3 appointed positions up for election in 2021

**Goals and objectives are evergreen and subject to change, pending Board approval*



NWBA 2019-2024 Strategic Plan

PLAYER DEVELOPMENT

Articulate and promote participant pathways and programming to encourage skill enhancement, identify and develop competitive talent and inspire long term involvement in the sport.

A. PLAYER PATHWAYS: Align the NWBA behind a clear roadmap for accessing and growing the number and competitive excellence of players across all levels of participation. Socialize the pathways with players, parents and coaches to increase awareness and interest.

Key Focus Areas:

- General participation
- Junior to adult
- Junior women to adult
- Junior to elite player

B. PROGRAMMING: Elevate player capabilities by providing robust education & certification programs for coaches and officials and create opportunities for improved talent identification and training.

- 1. Coaching Pipeline.** Increase the quality and quantity of coaching by developing a coordinated, multi-level coach education and certification program combined with additional programming and marketing to encourage involvement with the sport as a coach, especially older youth players.
- 2. Officiating Pipeline.** Similarly, offer coordinated, multi-level official education and certification programming paired with an opportunity awareness campaign and efforts to encourage participation in the sport as an official.
- 3. Athlete Development & Talent ID.** Assess current programs for improvement and implement change recommendations to enhance both participation and outcomes of camps, competitions, etc.
- 4. Online Resources.** Expand and modernize current offering of education and training resources available online for players, parents, coaches and officials.

2021 Priorities

Player Development

- Implement player retention survey
- Continue with existing ADM / Coach Education initiatives
 - Define NWBA ADM philosophy and player / coach pathways
 - Creation of Level 1 Coaching Education module
 - Build out of Mobile Coach content
 - Creation of Learning Center on NWBA.org, including links to Mobile Coach and Learning Management System
 - Phase 2 is developing camp and clinic curricula leveraging ADM philosophy
- Explore opportunities to expand high performance athlete and coach pipeline with "Festival" format
- Implement female & diversity recruitment and retention committee

**Goals and objectives are evergreen and subject to change, pending Board approval*



COMMUNITY ENGAGEMENT

Foster a collaborative and engaged community by strengthening connections with, and between, members and supporters of NWBA.

A. COMMUNICATIONS: Embrace a culture of transparency by establishing methods and procedures for timely, bi-directional sharing of information.

1. **Members.** Assess communication preferences and design improved methods and avenues for exchange of information with members and requests for feedback (i.e. surveys).
2. **Board.** Create processes to increase quality and frequency of information exchange between the board and NWBA staff and members.

B. TEAM SUPPORT: Establish a consistent service and support structure to strengthen and stabilize the NWBA network of affiliated organizations.

Key Focus Areas:

- Resource tool kit design
- Best practices summit
- Equipment sharing forum
- Teach and encourage teams to seek revenue-generating opportunities

C. STRATEGIC PARTNERSHIPS: Increase engagement and recruitment efforts through effective outreach and marketing activities with local organizations. Explore collaborative opportunities to fund youth and new player entry to the sport.

1. **Military/Veterans Groups,** e.g., local chapters or offices of Veteran's Administration (VA), Disabled American Veterans (DAV), etc.
2. **Sport/Recreation Organizations,** e.g., Parks and Recreation agencies, other adaptive sport organizations, etc.
3. **Basketball Organizations,** e.g., NBA, WNBA, USA Basketball
4. **School Systems,** e.g., elementary, middle and high schools, and - where appropriate - college campuses.
5. **Rehab, Disabled Support or Physical Health Organizations,** e.g., physical therapy practices, rehabilitation hospitals, etc.
6. **Corporate Partners,** e.g., Nike, T-Mobile, ABC Medical, wheelchair manufacturers, etc.
7. **Grants/Foundation,** e.g., Challenged Athlete Foundation (CAF), etc.
8. **USOC/U.S. Paralympics.**

2021 Priorities

Community Engagement

- Continue improving communication with various stakeholders
 - Continue Divisional Leadership Engagement
 - Quarterly Townhalls
 - Increase sponsor / partner activations
- Continue building capabilities of Membership through Webinar Series
- Develop actionable plan, including leadership support, of Women's Growth and Diversity initiative
- ***Establish a goal, process and toolkit to help grow membership leveraging local and regional relationships with key partners***

**Goals and objectives are evergreen and subject to change, pending Board approval*



NWBA 2019-2024 Strategic Plan

Brand & Marketing

Invest in improving and modernizing marketing and promotional competencies to stay attractive, relevant and viable with participants, fans, sponsors and donors.

A. CONTENT & COLLATERAL: Grow sport interest and player recognition through internal content creation, aggregation, dissemination and story telling and expanded promotional activities.

Key Focus Areas:

- Player stories
- Connecting and supporting player's social media posts and followers
- Film, video and visual asset development
- Promotional campaigns for select events and sponsor/vendor interactions

B. SOCIAL/DIGITAL MEDIA PROFICIENCY: Identify and leverage new and existing platforms that drive increased engagement with members and fans.

Key Focus Areas:

- Facebook Live/streaming video
- Social media presence (Instagram, Twitter, etc.)
- Video capture, storage, delivery and sharing capabilities

C. TALENT & TECHNOLOGY: Engage professional expertise – as a staff hire, contract or volunteer service – to elevate marketing and communication capabilities and lead implementation of brand promotion strategies.

Key Focus Areas:

- Content development strategy and execution
- Social/digital media strategy and execution
- Metrics/data analytics
- Athletes as brand ambassadors with sponsors, donors and fans

2021 Priorities

Brand & Marketing

- Continue momentum on improving live-stream frequency and execution when season commences
- Continue engaging athletes in story telling opportunities, including social take-overs
- Complete website refresh
- Develop brand and communications standards / guidelines for maintaining and updating website moving forward
- Frank T. Burns Heritage project
 - Leverage dollars raised and committee of interested leaders to help preserve the history of NWBA
- Develop strategy to leverage National Teams as an asset
 - We are the winningest Nation in the world, and we are afraid to lean in on that message
 - This should include Road to Tokyo and Victory Tour (virtual and live) events

**Goals and objectives are evergreen and subject to change, pending Board approval*



Helpful Links

- Successes/NWBA News Archive: <https://www.nwba.org/page/show/2077043-news-archive>
- Finance Quarterly Updates: <https://www.nwba.org/quarterlyfinancials>
- NWBA Webinar Series presented by ABC Medical: <https://www.nwba.org/webinarseries>
- Toyota Team of the Month: <https://www.nwba.org/teamofmonth>
- Dues Announcement & FAQs: https://www.nwba.org/news_article/show/1153622
- Annual Assembly/Divisional Meetings Info and FAQ: <https://www.nwba.org/annualassembly>
- Strategic Plan: <https://www.nwba.org/howweoperate>

Questions?



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Thank you!



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