

**ANNUAL OPERATIONAL PLAN –
2020**



1. INTRODUCTION

In 2018, the Rocky Mountain Horse Association engaged in a strategic planning process, during which we discussed our future vision and identified four main areas on which to focus over a five-year period: 2019–2023. Our planning was based on results of anonymous membership and board surveys, strategic planning committee meetings and a strategic planning retreat. The resulting strategic plan outlined five-year goals and objectives for each of the four Priority Issues; this plan was approved by the Board on August 18, 2019.

As part of the above activities, the Strategic Planning Committee and the RMHA General Manager developed this Operational Plan for 2020. This plan was approved at the October 16, 2019 board meeting.

Activities required to meet the goals of each priority area will be coordinated by the Strategic Committee Chairperson and the designated Champions for each Priority Issue. Existing and new committees, as appropriate, will align with four Priority Issues and the respective committee chairs will work with the Champions and the Strategic Planning Chair to ensure we meet short and long-term goals. The Priority Issues and Champions and others required to meet the 2020 goals and objectives are shown below.

- **Priority Issue 1 - Preserving the Breed**
 - Champion: Kelvin Robbins
 - Committee/Board Involvement: Marketing, Registration Advisory, Show Judging, Genetics, Certification Review & Grading Committees
- **Priority Issue 2 - Membership Growth and Retention**
 - Champion: Janet Peters
 - Committee/Board Involvement: Trail, Show, International Show, Youth & Membership Committees, Directors of Examiners, Local Club Liaisons/Members at Large
- **Priority Issue 3 - Organizational Strengthening**
 - Champion: John Stivers
 - Committee/Board Involvement: Rules and Nominating Committees, Presidents, Registrar, Regional Chairs, Charles Kilburn Society
- **Priority Issue 4 - Financial Sustainability**
 - Champion: Ellen Knapp
 - Committee/Board Involvement: Treasurer, Finance and Marketing Committees

This document lays out the objectives, and strategic actions to achieve each of the goals for each priority area along with a designation of who is responsible for each action, and the associated timeline and/or progress of each action. The overall budget for the RMHA for 2020 and specifically the budget required to meet each strategic action, if necessary, is included.

An annual review of the strategic plan will be conducted at the end of each calendar year and plan items, structure, etc. may be modified, as needed. Assessments via Scorecards will be completed for the Strategic Planning Committee Chair, Champions, and all associated Committee Chairs to evaluate whether we are realizing our commitment to the RMHA, its members and our horse!

2. 2020 GOALS, OBJECTIVES, ACTIONS AND RESPONSIBILITIES

The specific actions needed to achieve our 2020 ambitions are outlined in the tables presented below. These tables are organized by the 4 Priority Areas and show the goals, objectives, strategies and specific tasks to achieve each of our identified objectives. These tables also show who is responsible for each action (i.e., the Board member and committees responsible needed to ensure success), the timeframe each action should be accomplished by, and the metric at completion (what success looks like).

PRIORITY AREA 1: Preserving the Breed

Goal 1A: Move from the “threatened” to “recovering” status on the TLC’s endangered list by 2023 by increasing foaling and registration rates

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Develop and implement a marketing campaign to increase demand for RMH	<p>Implement A Marketing Plan and Consultant Plan</p> <p>Develop a Communications Plan</p>	<ul style="list-style-type: none"> • Write Marketing Plan (MP) and Consultant Plan • Input to the Communications Plan based on MP • Implement both MP and Communications Plan 	Marketing Committee (W/ support from Membership, Publications)	Drafts to Board at Jan 2020 Meeting	<p>Plans Complete</p> <p>Consultant oversight/ review of monthly status reports.</p> <p>Increased demand shown by Social Media, search engine, website hits, and other appropriate metrics.</p> <p>Targeted survey program implemented and results showing improvement.</p>
	Be an active member of the Endangered Equine Alliance (EEA).	Add specifics to the Comm. Plan on what we will post, how we will participate and who is responsible.	Marketing Committee	March 2020	RMHA has a routine and strong presence on EEA.

Goal 1B. Preserve the Breed Genetics

Objectives and Strategies to move this goal forward are moved to 2021 as a result of needing a stable database from which we can collect data.

Goal 1C. Ensure the long-term health of the horse

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Develop and Implement a Plan to promote breeding practices that ensure the long-term health of the horse	<ul style="list-style-type: none"> • Push Grading Committee for progress in early 2020. • Work with Genetic Committee on finishing recommendations of Silver study • Educate members on above issues 	Set up meetings with Grading and Genetics Committees to ensure progress is made.	Grading Genetics	March 2020	Decisions Made on Silver issue and Grading recommendations
		Add these topics to Communication Plan and ensure they are covered.	Marketing (communications only)	June 2020	Articles regarding these issues published on Website, Face Book, and Rocky Beat

PRIORITY AREA 2: Membership Growth and Retention

Goal 2A: Grow Net Membership from 1,309 (July 2018) to 2,500 in 2023

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
2A1 – Promote RMHA through marketing/brand awareness campaign	Marketing Plan	<ul style="list-style-type: none"> • Member and club outreach Communications (external and internal) 	Marketing Committee	Draft to Board at Jan 2020 Board meeting	Plan complete 1Q 2020 and implemented

Goal 2B: Increase younger members

This goal is scheduled for 2022 or later.

Goal 2C: Increase membership retention by 2023 through education and engagement

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
2C1. Educate and engage via education and communication	Raise Awareness, and Develop & Implement Communications Plan including a Targeting Survey Program	<ul style="list-style-type: none"> • Agree on Table of Contents • Write & Implement Plan • Make Assignments 	Strategic Planning (Membership, Communications, Marketing)	Draft to Board at January 2020 Board meeting	Plans Complete and Implemented Survey program implemented Articles published driving membership satisfaction and membership growth
	Benchmark our benefits program	<ul style="list-style-type: none"> • Pull group together including finance • Show Return on Investment to vendors/sponsors 	Membership (Finance)	Q2 2020	Benefits program developed and pushed out
	Go to automatic renewal for memberships	<ul style="list-style-type: none"> • General Manager to develop system 	General Manager IT (depends on Civi)	Q1 2020	Retention numbers increase
2C2, 3 & 4. Increase participation in the trail, versatility and show programs by 15% annually	Research & make changes if necessary	<ul style="list-style-type: none"> • TBD • Automated entry for Trail miles 	Trail, Show,	Q3 2020	
2C5 – Increase participation	Better utilize MALs and Liaisons	<ul style="list-style-type: none"> • Work with Priority Area 3 in their efforts to 	Strategic Planning	Q1	

and connection outside KY		move to geographic MALs (develop plan and write bylaw change) <ul style="list-style-type: none"> • Define MAL role and expectations • Local club outreach 	(Membership Committee)		
---------------------------	--	---	------------------------	--	--

PRIORITY AREA 3: Organizational Strengthening

Goal 3A: Improve the effectiveness of the board and committees

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Increase Board effectiveness	Finalize Policies and Procedures (P&P) document	<ul style="list-style-type: none"> • Agree on Table of Contents • Make assignment to write sections 	Strategic Plan	Draft to Board in June 2020 meeting	Document Completed and Used
	2020 Board Renewal of Commitment	Develop 2020 Form and distribute to all	Strategic Plan	Delivered to all at December 2019 Board Meeting	Signed by at all by January 2020 Board Meeting
	Refine the score card process	Evaluate 2019 process and improve if necessary	Strategic Plan	January 2020 and then implemented Oct 2020	
	MALs – define their role and associated goals and implement		Strategic Plan	March 2020 board meeting - 1 st presentation	
	Finish remote participation/technology stuff	Test options with SP group. Then roll out to Board	Strategic Plan, GM, IT	October 2020 January 2020	

Goal 3B. No Goal exists as a result of word processing error.

Goal 3C. Increase trust between board and members

The goal for this is covered under Priority Area 1, Goal 1A and Priority Area 2, Goal 2C.

Goal 3D. Develop and implement a Board Succession Plan

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Increase board stability/consistency	Develop a plan and working for Bylaw change for rotating officer position	<ul style="list-style-type: none"> Homework – Benchmark other organizations, look at term limits, look at www.boardeffect.com, etc. Develop plan 	Strategic Plan & Rules Committee	Draft Plan presented at March 2020 Board meeting	Plan Presented
Have better geographic representation on Board.	Develop Geographic MAL structure	<ul style="list-style-type: none"> Look at membership by geography Develop strawman of MALs by geography Craft language for bylaw change. 	Strategic Plan & Rules Committee	Draft Plan presented at March 2020 Board meeting	Plan Presented

Goal 3E. Increase efficiency of board meetings

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Improve remote participation	Implement video meetings and screen sharing technology and get file share process up and running.	<ul style="list-style-type: none"> Buy screen/monitor for office Get SharePoint/Team up and running Educate members and committee on how to use 	Strategic Plan and General Manager	Implement video conferencing at January 2020 Board Meeting	Video conference improving meetings and screen sharing and file sharing going smoothly

Goal 3F. Increase efficiency of RMHA office

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Evaluate office location		Pull an ad hoc committee together to work with SP and Finance to evaluate office location and if we rent or purchase	New Ad Hoc Finance Strategic Plan	Presentatio n to Board Fall 2019	Recommen dation for office location approved and plan implement ed.
Develop P&P including sections for office functions and staff	<i>Covered above under 3A.</i>	—	—	—	—

PRIORITY AREA 4: Financial Sustainability

Goal 4A. Maintain annual balanced budget while increase annual income

Objective	Strategy	Task(s)	Committee Responsible	Timeframe	Metric
Analyze financial cost of activities to ensure profitability	Explore financial benefit of changing magazine	Look at alternatives and associated cost and develop plan	Financial and Publications	Recommendation to Board by June 2020 Board meeting	Plan developed and approved
Increase yearly revenues beyond increasing dues/registrations.	Write and Implement a Fundraising Plan	Develop list of activities including revised sponsorship program, fundraising events (e.g., spring fling) Write and Implement Plan	Finance	Recommendation to Board at January 2020 Meeting	Plan implemented and increased revenues seen.
Explore RMH Foundation grant opportunities.	Work with RMHF to develop process to secure funding for	Reach out to RMHF and develop process to work together.	Strategic Plan	Process developed and presented to Board at	Communication and funding working.

	RMHA activities and to have them work on securing additional sources of funding via grants, etc.			March 2020 meeting	
--	--	--	--	--------------------	--

3. 2020 ANNUAL AND PRIORITY ISSUE BUDGETS

The 2020 strategic planning budget priorities are:

PRIORITY AREA 1: Preserving the Breed

Marketing Plan/Consultant/Implementation \$30,000

PRIORITY AREA 2: Membership Growth and Retention

Community outreach/surveys: \$2000

Automated entry for trail: \$3000

MAL/Club Outreach: \$5000

TOTAL: \$10,000

PRIORITY AREA 3: Organizational Strengthening

Technology \$3,000

CIVI \$25,000*

PRIORITY AREA 4: Financial Sustainability

\$0

TOTAL: \$68,000

**Whittier Grant Funds will be used for part of these funds*