

**ANNUAL OPERATIONAL PLAN
STRATEGIC GOALS 2022**



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 developed this Annual Operation Plan/Strategic Goals 2022. This plan was approved at the December 2, 2021, 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 with 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 2022 goals and objectives are show below.

- **Priority Issue1 - Preserving the Breed**
 - Champion: Kelvin Robbins
 - Committee/Board/Office Involvement: Office Manager, Registrar, Marketing, Registration Advisory, Genetics, Certification Review & Grading Committees
- **Priority Issue 2 - Membership Growth and Retention**
 - Champion: Janet Peters
 - Committee/Board/Office Involvement: Office Manager, Trail, Versatility, International Show, Membership Committees, Local Club Liaisons and Members at Large
- **Priority Issue 3 - Organizational Strengthening**
 - Champion: John Stivers
 - Committee/Board/Office Involvement: All Committees and Office Manager, Rules Committees, President, and Registrar
- **Priority Issue 4 - Financial Sustainability**
 - Champion: Lyngle Lawson
 - Committee/Board/Office Involvement: Office Manager, 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.

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 member and our horse!

2. 2022 GOALS, OBJECTIVES, ACTIONS AND RESPONSIBILITIES

The specific actions needed to achieve our 2022 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 “watch” status on the TLC’s endangered list by 2023 by increasing foaling and registration rates

Objective: Implement a Marketing and Communications Plan to increase the demand for the RMH (and to retain and grow membership)

Action Items:

Item	Who’s Responsible	Others Involved	When	Metric
Develop and implement 2022 Marketing Plan	Office Manager/Marketing Contractor	Kelvin Robbins, Marketing, Publications, and Membership Committees and MALs/Local Clubs	January/February 2022	Plan presented to the board in a teleconference in February 2022
Develop a Dashboard to report registration (and membership)	Lori Nelson	Kelvin Robbins, IT Contractor (and Membership Committee)	Draft Format by February 2022 Final by March	Dashboard presented at each board meeting and on website

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

Objective: Be an active member of the Livestock Conservancy and Endangered Equine Alliance

Action Item	Who’s Responsible	Others Involved	When	Metric
Improve Board understanding of the Livestock Conservancy “ranking” process (e.g., data required, when and how delivered, etc.).	Kelvin Robbins	Judy Brummer	Q1	Report to the Board on the Process and Ranking
Define LC/EEA Liaison Role and planned activities for the year and routine report outs.	Judy Brummer	Kelvin Robbins/Genetics	2022 Board Meetings	Role presented to the Board and routine updates

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

Objective: Develop and Implement a Plan to promote breeding practices that ensure the long-term health of the horse

Action Item	Who’s Responsible	Others Involved	When	Metric
Work with the Genetics and Ad-hoc Breeding Standards Committees to develop a 2022 Plan including better understanding of the Breed Standard Committees Goal and definition of problem.	Kelvin Robbins	Genetics Committee/Ad Hoc Breed Standards Committee	By end of Q1	Present recommendations to the Board at the March 26 th meeting
Strengthen/Modify Certification Process	Kelvin Robbins	DOEs	By June 2022	Present program to Board in June

to streamline the process				
Define goals/objective of Gene Preservation Program or delete	Kelvin Robbins	Genetic Committee/Board Possible Membership Survey and benchmark with other breeds Evaluate LCA Grant Money	By June 2022	Plan developed and approved by Board or objective deleted from Strategic Plan
Develop “Breeder of Merit” Program with the goal of incentivizing breeder(s) to submit their paperwork (e.g., registering foals, getting stallion reports in, etc.).	Kelvin Robbins	Registration Advisory Committee or Ad Hoc Committee	By June 2022	

PRIORITY AREA 2: Membership Growth and Retention

Goal 2A: Grow Net Membership from 1,309 (July 2018) to 2,500 in 2023
Goal 2C: Increase Membership Retention Through Education and Engagement
Objectives: Promote RMHA through marketing/brand awareness campaign and Educate and engage members via education & communication

Action Items	Who’s Responsible	Others Involved	When	Metric
See action items from 1A above regarding Marketing Plan and Communications Plan and Dashboard	Office Manager/Marketing Contractor	Kelvin Robbins, Marketing, Publications, and Membership Committees and MALs/Local Clubs	January/February 2022	Plan presented to the board in a teleconference in February 2022
Benchmark our benefits program	Janet Peters	Membership	Q2 2022	Benchmark done and member benefits revised

Go to automatic renewal for our membership	Office Manager	Board	Plan to do so in place by June 2022	Automatic renewals implemented and membership retention increases.
Develop Membership Dashboard	Office Manager	Kelvin Robbins, IT Contractor (and Membership Committee)	Draft Format by February 2022 Final by March	Dashboard presented at each board meeting and on website
Implement the approved Quick Survey Program	Office Manager	Janet Peters, Membership Committee, and others	First survey out Jan 1 st ; others quarterly Q4	Improvement in “Net Promoter Score” Analyze data and present to Board
Continue to increase participation in the RMHA Trail Program and start work on growing versatility and show programs. Ideas include possibly introducing “futuraity” program or foals or new activities.	Janet Peters	Office Manager/ Trail Committee/Versatility /Show Advisory Committees These committees should work with the SPC to develop ideas/programs to increase participation. Ideas include more RMHA shows, futurity, new activities, etc.	Q2	Increased participation across all programs.

PRIORITY AREA 3: Organizational Strengthening

Goal 3A: Improve the effectiveness of the board and committees
Objectives: Increase Board Effectiveness

Action Items	Who's Responsible	Others Involved	When	Metric
Finalize Policies and Procedures (P&P) document	John Stivers	Office Manager and ALL COMMITTEE CHAIRS	Q2	Draft of document to Board by June 19 Document Finalized by August 7th
2022 Board Renewal of Commitment/Code of Conduct	Office Manager	All Board	October 2021	Signed forms received from all Board members
Work with President on the scorecard/evaluation process	Ellen Knapp	Office Manager	Q1 for 2022 Board and Committee members	Scorecards done and discussion had with all
Evaluate process automation	Office Manager	John Stivers	June	Draft Plan Presented to Board
Develop office staff training program so they have appropriate skills to help Board and Committees (e.g., Excel, CIVI, QuickBooks).	Office Manager	TBD	February	Draft Plan Presented
Work on strengthening committees including additional opportunities for volunteers.	John Stivers	Rules/Others	June	Draft Plan presented to the Board.

Goal 3D: Develop and Implement a Board Succession Plan**Objectives: Increase Board Stability/Consistency and Increase Board Effectiveness**

Action Items	Who's Responsible	Others Involved	When	Metric
Define MAL position and responsibilities and look at geographic/club responsibilities and better link with Membership Committee	John Stivers	Strategic Plan, Membership & Rules Committee	March 2022 Board meeting	Draft Plan presented MALs active, working with Membership and routinely reporting out to the Board

Goal 3E: Increase efficiency of board meetings**Objectives: Improve remote participation**

Action Items	Who's Responsible	Others Involved	When	Metric
Get file sharing/document (SharePoint or Dropbox) editing plan in place to allow for a virtual file cabinet	John Stivers	Office Manager/SPC	June 2022 Board meeting	Draft Plan presented

Goal 3F: Increase efficiency of RMHA office**Objectives: Evaluate office location**

Action Items	Who's Responsible	Others Involved	When	Metric
Find a suitable and safe office location	Office Manager	SPC	June 2022 Board meeting	Draft Plan presented

PRIORITY AREA 4: Financial Sustainability

Goal 4A: Maintain annual balanced budget while increasing annual income
Objectives: Increase yearly revenues beyond increasing dues/registrations

Action Items	Who's Responsible	Others Involved	When	Metric
Write and Implement a Fundraising and Sponsorship Plan including new revenue streams, and events.	Office Manager/Marketing Contractor	Lyngle Lawson; ISC: Trail Committee	Q4	Plan presented to Board at February meeting
Evaluate C3 Application	Office Manager	Lyngle Lawson	Q1	Recommendation to Board
Better understanding and build a working relationship with Foundation	SPC	Office Manager and President	All year	Better understanding and transparency