

RMHA

Three Year and Five-Year Business Plan

EXECUTIVE VISION

By end of year 5, the RMHA will be a growing, financially stronger, member-focused organization with a larger, active breeder base, increased ownership and registration of Rocky Mountain Horses; with expanded awareness, use and promotion of the breed beyond our existing community.

We will build a stronger, growing and sustainable RMHA through four interconnected engines of growth.

**MORE
MEMBERS**

**MORE
BREEDERS**

**MORE REGISTERED
ROCKY MOUNTAIN
HORSES**

**MORE PEOPLE USING &
PROMOTING THE BREED**

These four areas feed and strengthen one another.

More exposure → more prospective buyers → more owners → more members → more breeders → more foals & registrations → greater exposure

Guiding Principles

These principles run across every strategic pillar rather than standing alone as separate programs.

PRESERVE & PROTECT THE ROCKY MOUNTAIN HORSE

Preservation of the Rocky Mountain Horse is at the heart of the strategy. A stronger association, engaged members, successful breeders, increasing registrations, youth participation and greater demand all contribute to protecting the breed's future.

STRENGTHEN RMHA AS THE RECOGNIZED BREED AUTHORITY

RMHA should be the recognized and trusted source for Rocky Mountain Horse information, education, registration, standards, history and breed expertise.

To achieve these growth outcomes, RMHA will focus Year One efforts around five strategic pillars.

Five Strategic Pillars: 3–5 Year Strategic Framework

The pillars describe the major strategic areas RMHA must advance. The initiatives beneath them are the Year One actions.



Year One: Build the Framework and Begin Execution

Year One should establish the baseline, address foundational barriers and launch a manageable set of initiatives. Years Two through Five can then be refined using actual data, results and organizational capacity.

Pillar 1 — Build the Foundation for Growth

Year One objective: Create the organizational infrastructure, information and processes RMHA needs to make informed decisions and execute a coordinated growth strategy.

- Modernize the database and address data quality, usability and access to meaningful reporting.
- Review and simplify membership structure, sign up and renewal process.
- Establish baseline analytics for membership, membership categories, retention, lapsed members, breeders, registrations, foals, transfers, ownership, geography, participation and revenue.
- Establish a baseline “State of the RMHA and the Breed” using the best available data, including total membership and membership by category, active and lapsed members, annual registrations and foal registrations, active breeders, transfers and ownership activity, estimated living registered horse population where reasonably determinable, geographic distribution, and other key indicators of the Association and breed.
- Develop a practical RMHA data dashboard and identify the measures that should be reviewed regularly. Identify appropriate external benchmarks and market comparators, where available, to understand RMHA membership, registration, breeding and participation trends in the context of the broader horse industry and comparable breed associations.
- Review governance, Social Media policy, Board processes, transparency, accountability and the roles of staff, Board and committees.
- Ensure the existing RMHA website is functional and easy to use for members and prospective members.

Pillar 2 — Build a Member Organization Worth Belonging To

Year One objective: Create meaningful value, community and opportunities for people to participate in RMHA regardless of how they enjoy their Rocky Mountain Horse.

- Create an RMHA “Welcome Back” Campaign targeting members whose membership has lapsed.

- Create a “Bring One New Member” Ambassador Program that asks every member to introduce one new person to the association.
- Use member and former-member feedback to understand why people join, stay, disengage or leave.
- Evaluate current member benefits and identify gaps for trail riders, recreational owners, exhibitors, breeders, families and other segments.
- Improve member communication, engagement, recognition and opportunities to participate.
- Improve the availability, consistency and quality of RMHA show judging.
- Increase the network of examiners to make the certification process more accessible.

Pillar 3 — Strengthen and Grow the Breeder Community

Year One objective: Increase the value RMHA provides to breeders while supporting responsible breeding, registered horses and stronger connections between breeders and prospective owners.

- Develop the existing breeder/service directory into an expanded breeder marketplace and breeder development program that improves breeder visibility and buyer access.
- Establish a baseline of active breeders, breeding activity, foals and registrations.
- Create an RMHA Breeder Business Academy offering education on topics including breeding, genetics, registration, marketing and customer education.
- Use registration as a promotional opportunity to recognize newly registered horses, owners and breeders.
- Create an “RMHA Foal Challenge” or similar initiative that makes breeding and registration an event vs. an administrative transaction.

Pillar 4 — Develop the Next Generation

Year One objective: Create pathways for young people to become lifelong Rocky Mountain Horse owners, riders, breeders, volunteers and future association leaders.

- Youth Ambassador Program.
- Youth horse-ownership education.
- Youth Trail Challenge.
- Junior breeder education.
- Photography and essay/video contests.
- Scholarship opportunities.
- Youth-focused social media and recognition.
- Begin tracking the transition of youth members into adult membership, ownership and continued participation.

Pillar 5 — Grow the Rocky Mountain Horse Beyond Our Current Community

Year One objective: Expand awareness of the Rocky Mountain Horse among new audiences and create a pathway from discovery to experience, ownership, registration and participation.

- Develop the “Rocky Horse for Every Rider” campaign to reinforce that the breed — and RMHA — has a place for many types of riders and owners.
- Identify priority audiences beyond the current Rocky Mountain Horse community.
- Develop a coordinated digital/content strategy that consistently tells the Rocky Mountain Horse story.
- Pilot opportunities for prospective owners to meet, learn about and experience Rocky Mountain Horses.
- Strengthen the pathway from public interest to breeders, trainers, horses for sale, registration information and RMHA membership.
- Build partnerships with aligned equine, trail, youth and recreational organizations.

- Measure reach, inquiries, prospective-owner engagement and conversion over time.

The Five-Year Roadmap

The five strategic pillars remain constant across the full plan. The level of detail should not. Year One establishes the foundation and begins execution; Years Two and Three expand and refine what is working; and Years Four and Five scale, sustain and evaluate progress against the five-year vision.

Years 2–3 — Expand, Test and Refine

During Years Two and Three, RMHA should use the baseline data, systems and early results established in Year One to expand promising initiatives, refine those that need adjustment and discontinue activities that are not producing meaningful value. Priorities should be set annually within the five strategic pillars rather than fixed several years in advance.

- **Foundation:** Improve data quality and reporting, implement or refine core technology and database systems, simplify member and registration processes, and use analytics in regular Board decision-making.
- **Member Organization:** Expand successful recruitment, retention, engagement and member-value initiatives based on member feedback and measured results.
- **Breeder Community:** Expand breeder education, visibility and buyer connections; use breeder, foal and registration data to identify trends and barriers to growth.
- **Next Generation:** Grow the youth initiatives that demonstrate participation and value, and strengthen pathways from youth involvement to ownership, adult membership and leadership.
- **Beyond Current Community:** Expand effective outreach, partnerships and “Rocky Horse for Every Rider” activities; improve the pathway from awareness to experience, ownership, registration and membership.

Years 4–5 — Scale, Sustain and Evaluate

During Years Four and Five, RMHA should concentrate resources on the programs and systems that have demonstrated measurable value, institutionalized successful practices and evaluate whether the organization is moving toward the outcomes described in the Executive Vision.

- **Foundation:** Maintain reliable systems, reporting and governance practices that support sustained growth and informed decision-making.
- **Member Organization:** Sustain a clear member value proposition and strengthen retention, participation and volunteer leadership.
- **Breeder Community:** Strengthen the active breeder base, registered breeding activity and connections between breeders and prospective owners.
- **Next Generation:** Establish durable youth pathways that produce long-term riders, owners, breeders, volunteers and future leaders.
- **Beyond Current Community:** Scale the outreach channels and partnerships that are most effective at bringing new people into the Rocky Mountain Horse ecosystem.
- At the end of Year Five, conduct a formal strategic review and use the results to establish the next planning cycle.

Measuring Progress

RMHA will establish baseline measurements during Year One and use them to evaluate progress throughout the five-year plan. Measures should focus on whether the Association is making meaningful progress toward the four growth outcomes and should be refined as data quality and reporting capabilities improve.

Five-Year Outcome	Core Measures	What We Need to Learn
More Members	Total members; members by category; new members; renewals; retention; lapsed-member return; geography	Who is joining, staying, leaving and returning — and why?
More Breeders	Active breeders; new breeders; breeder retention; breeding activity	Is the breeder base stable or growing, and what barriers affect breeding decisions?
More Registered Rocky Mountain Horses	Total registrations; foal registrations; transfers; available ownership indicators	Are registrations and ownership activity strengthening, and where are changes occurring?
More People Using & Promoting the Breed	Participation; inquiries; prospective-owner engagement; experiences; new-owner indicators; public/digital reach	Are new audiences moving from awareness to experience, ownership, registration and participation?

How the Pieces Fit Together

The four growth engines define the outcomes RMHA seeks to achieve. The five strategic pillars organize the work required to achieve them. Preservation of the Rocky Mountain Horse and RMHA's role as the recognized breed authority guide the entire strategy. Baseline data and ongoing measurement allow the Board to evaluate progress and adjust priorities throughout the five-year plan.