

ROCKY MOUNTAIN HORSE ASSOCIATION
STANDING COMMITTEE STRUCTURE & CHARTERS

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I. PURPOSE

The Rocky Mountain Horse Association (RMHA) uses committees to provide expertise, develop and deliver programs, support governance, engage members and assist the Board of Directors in implementing the Association's strategic plan.

Committees are an important part of RMHA's ability to execute its three-year and five-year business plan.

The committee structure is organized into three categories:

1. Governance / Oversight Committees
2. Program Committees
3. Advisory / Technical Committees

This structure is intended to clarify responsibility, authority, accountability and communication while avoiding unnecessary duplication of effort.

The ultimate purpose of every committee is to help RMHA:

- Preserve and protect the Rocky Mountain Horse.
- Strengthen RMHA as the recognized breed authority.
- Grow membership.
- Strengthen and grow the breeder community.
- Increase registration and ownership of Rocky Mountain Horses.
- Increase the number of people using, enjoying and promoting the breed.
- Build a financially sustainable and member-focused Association.

II. COMMITTEE CATEGORIES

A. GOVERNANCE / OVERSIGHT COMMITTEES

These committees help protect the integrity, financial sustainability and organizational health of RMHA.

Committees

- Finance

- Rules
- Membership
- Registration

Primary Question

"Are we properly managing, protecting and strengthening the Association?"

These committees have a close working relationship with the Board and should provide regular recommendations and reports.

B. PROGRAM COMMITTEES

These committees develop and execute programs that create value for members, owners, breeders and the broader Rocky Mountain Horse community.

Committees

- International Show
- Show Advisory
- Youth
- Trail
- Versatility
- Publications
- Marketing

Primary Question

"Are we delivering programs that increase participation, engagement and growth?"

Program committees should focus on execution, measurable outcomes and member value.

C. ADVISORY / TECHNICAL COMMITTEES

These committees provide specialized knowledge, expertise and technical recommendations to the Board and program committees.

Committees

- History
- Genetics
- Show Judging

Primary Question

"Do we have the expertise necessary to make informed decisions and deliver quality programs?"

These committees generally advise rather than establish policy.

III. GENERAL COMMITTEE AUTHORITY

Unless specifically delegated authority by the Board, committees are advisory to the Board.

Committees may:

- Research issues.
- Gather member feedback.
- Consult subject-matter experts.
- Develop recommendations.
- Develop draft programs.
- Develop proposals.
- Assist with implementation of Board-approved programs.
- Monitor program performance.
- Make recommendations to the Board.
- Develop educational materials.
- Coordinate volunteer activities within their approved scope.

Committees may not, without specific authorization:

- Establish RMHA policy.
- Change bylaws.
- Change registration requirements.
- Change rules.
- Enter into contracts on behalf of RMHA.
- Commit RMHA funds.
- Hire or direct staff.
- Make public policy statements on behalf of RMHA.
- Make commitments to outside organizations on behalf of RMHA.

Final authority remains with the RMHA Board of Directors or other governing authority as established by the bylaws and policies.

IV. STANDARD COMMITTEE STRUCTURE

Each committee should have:

- A Chair.
- Appropriate committee members.
- A defined annual work plan.
- Clearly identified responsibilities.
- Measurable objectives where practical.
- A designated Board liaison when appropriate.

Committee Chair

The Chair is responsible for:

- Scheduling meetings.
- Developing agendas.
- Assigning work.
- Keeping the committee focused on its charter.
- Coordinating with other committees.
- Preparing Board reports.
- Tracking committee objectives.
- Ensuring continuity when committee membership changes.

Committee Members

Members are expected to:

- Participate actively.
- Complete assigned work.
- Respect confidentiality when applicable.
- Support the Association's mission.
- Avoid conflicts of interest.
- Keep discussions focused on the committee's assigned responsibilities.

V. COMMITTEE REPORTING

Each committee should provide the Board with a report at least quarterly unless otherwise determined by the Board.

Reports should be concise and include:

1. Completed Activities
2. Current Projects
3. Recommendations
4. Issues Requiring Board Guidance
5. Budget or Resource Needs
6. Measures / Results
7. Next Steps

Not every committee requires the same reporting frequency.

For example:

- Finance may report monthly or quarterly.
- Membership and Registration may report quarterly.
- Program committees may report quarterly or following major events.

- Advisory/technical committees may report quarterly, semiannually or when a specific issue requires Board consideration.

VI. COMMITTEE CHARTERS

GOVERNANCE / OVERSIGHT COMMITTEES

1. FINANCE COMMITTEE

Purpose

To assist the Board in maintaining sound financial management, oversight, and long-term financial sustainability.

Responsibilities

- Review financial statements and reports.
- Assist with annual budget development.
- Monitor budget-to-actual performance.
- Review revenue and expense trends.
- Monitor cash flow and reserves.
- Identify financial risks and opportunities.
- Review financial policies and internal controls.
- Evaluate the financial implications of major programs and contracts.
- Support long-term financial planning.
- Recommend financial policies or actions to the Board.

Authority

The Finance Committee does not replace the Board's fiduciary responsibilities. Financial commitments, budgets, contracts, and other matters requiring approval remain subject to the authority established by RMHA's governing documents.

Measures

- Budget-to-actual performance.
- Revenue trends.
- Expense trends.
- Cash reserves.
- Membership revenue.
- Registration revenue.
- Event financial performance.
- Sponsorship and fundraising revenue.
- Timeliness of financial reporting.

2. RULES COMMITTEE

Purpose

To maintain, review, and recommend improvements to RMHA rules, regulations, and competition standards.

Responsibilities

- Conduct periodic reviews of RMHA rules.
- Identify outdated, unclear, or conflicting provisions.
- Review proposed rule changes.
- Gather member and committee feedback.
- Coordinate with Show Judging, Show Advisory, International Show, Trail, and Versatility Committees if requested by the associated committee.
- Recommend rule changes to the Board.
- Maintain consistency among related rules.
- Assist in communicating approved changes.

Authority

The Rules Committee recommends changes. Final rule adoption remains with the authority established by RMHA's bylaws and Board policies.

Year-One Priorities

- Review all approved RMHA rule changes and ensure they have been properly published.
- Analyze active, new, and proposed rule changes.
- Work with other committees on rules affecting their respective programs.
- Identify areas where rules may be unclear, outdated, duplicative, or inconsistent.

Measures

- Rules reviewed.
- Issues identified and resolved.
- Member inquiries addressed.
- Recommended changes completed.
- Approved changes communicated.

3. MEMBERSHIP COMMITTEE

Purpose

To increase membership value, recruitment, retention, engagement, and participation.

Responsibilities

- Support implementation of the RMHA membership strategy.
- Analyze membership trends.
- Identify reasons individuals join, remain, disengage, or leave.
- Support the Welcome Back Campaign.
- Support the "Bring One New Member" Ambassador Program.
- Recommend improvements to membership categories and benefits.
- Identify barriers to joining and renewing.
- Improve the membership experience.
- Support member recognition.
- Work with Marketing and Publications on member communications.

Year-One Priorities

- Establish a membership baseline.
- Analyze active, new, renewing, and lapsed members.
- Review membership categories.
- Review enrollment and renewal processes.
- Develop the Welcome Back Campaign.
- Develop the Ambassador Program.

Measures

- Total members.
- New members.
- Renewal rate.
- Retention rate.
- Lapsed members returned.
- Member engagement.
- Membership by category.
- Geographic distribution.

4. REGISTRATION COMMITTEE

Purpose

To support an efficient, accurate, and member-friendly registration system while protecting the integrity of the Rocky Mountain Horse registry.

Responsibilities

- Review registration processes.
- Identify unnecessary complexity and barriers.
- Recommend improvements to registration forms and procedures.
- Review registration trends.
- Improve data quality.
- Support accurate ownership and transfer records.
- Recommend registration communication improvements.
- Coordinate with Genetics where appropriate.
- Support breeder education.
- Identify opportunities to make registration an engaging part of horse ownership.

Year-One Priorities

- Establish registration baseline data.
- Review registration processes from the member perspective.
- Identify data-quality issues.
- Review transfer and ownership processes.
- Review the validity and necessity of the certification process and determine whether certification should continue to be required.
- Improve communication regarding registration requirements.

Measures

- Annual registrations.
- Foal registrations.
- Transfers.
- Processing time.
- Data completeness.
- Registration inquiries.
- Member satisfaction.

PROGRAM COMMITTEES

5. INTERNATIONAL SHOW COMMITTEE

Purpose

To plan, coordinate, and support the successful execution of the RMHA International Show.

Responsibilities

- Assist with event planning.
- Develop event programming recommendations.
- Coordinate with Show Advisory and Show Judging.
- Coordinate with Youth, Trail, and Versatility Committees as appropriate.
- Improve exhibitor and spectator experience.
- Support sponsorship opportunities.
- Support event promotion.
- Review post-show results.
- Recommend improvements for future shows.

Measures

- Exhibitor participation.
- New exhibitors.
- Entries.
- Attendance, where measurable.
- Sponsor participation.
- Event financial performance.
- Exhibitor and member satisfaction.

6. SHOW ADVISORY COMMITTEE

Purpose

To provide ongoing recommendations concerning RMHA shows, competitions, and the exhibitor experience.

Responsibilities

- Review the overall RMHA show program.
- Gather feedback from exhibitors, judges, and show managers.
- Identify opportunities to improve participation.
- Review show formats and classes.
- Identify barriers to participation.
- Work with Rules (If needed) and Show Judging.
- Recommend educational opportunities for exhibitors and show managers.

- Recommend improvements to the show calendar.

Year-One Priorities

- Establish a spring and summer show hosted by RMHA.
- Develop statistics on attendance.
- Identify priority educational topics.
- Review attendance data from 2021–2026 and establish a graph depicting upward or downward trends.
- Develop recommendations to grow the RMHA show program.

Key Distinction

International Show Committee: Responsible for the International Show.

Show Advisory Committee: Focuses on the overall RMHA show program.

Measures

- Number of shows.
- Entries.
- Exhibitors.
- New exhibitors.
- Repeat participation.
- Member feedback.
- Improvements implemented.

7. YOUTH COMMITTEE

Purpose

To develop the next generation of Rocky Mountain Horse owners, riders, breeders, volunteers, and leaders.

Responsibilities

- Youth Ambassador Program.
- Youth ownership education.
- Scholarships.
- Youth contests.
- Junior breeder education.
- Youth recognition.
- Youth participation at shows and events.
- Youth-focused communications.
- Develop pathways from youth participation to adult membership and ownership.

Year-One Priorities

- Establish a Youth Ambassador Program.
- Develop youth education.
- Identify scholarship opportunities.
- Develop youth contests and recognition.
- Establish baseline youth participation data.

Measures

- Youth membership.
- Youth participation.
- Youth ambassadors.
- Youth event participation.
- Scholarships awarded.
- Youth transitioning to adult membership.
- Youth transitioning to ownership or breeding.

8. TRAIL COMMITTEE

Purpose

To strengthen trail riding and recreational participation in the Rocky Mountain Horse community.

Responsibilities

- Promote the Rocky Mountain Horse as a trail and recreational horse.
- Develop trail programs and challenges.
- Support trail education.
- Identify trail events and partnerships.
- Promote safe and responsible trail use.
- Develop resources for new owners.
- Coordinate with Youth and Versatility.

Measures

- Trail program participation.
- New participants.
- Trail events.
- Geographic participation.
- Member satisfaction.
- New-member or owner activity generated.

9. VERSATILITY COMMITTEE

Purpose

To promote the Rocky Mountain Horse as a versatile breed capable of participating in multiple disciplines and activities.

Responsibilities

- Develop versatility programs.
- Develop challenges and awards.
- Recognize horses and riders participating in multiple activities.
- Coordinate with Show, Trail, and Youth.
- Develop educational content.
- Introduce new audiences to the breed.
- Recommend recognition programs.

Measures

- Program participation.
- Horses participating.
- Disciplines represented.
- New participants.
- Awards earned.
- New owners or members generated.

10. PUBLICATIONS COMMITTEE

Purpose

To provide accurate, useful, and engaging communications that educate members and promote the Rocky Mountain Horse.

Responsibilities

- Support RMHA publications.
- Develop editorial calendars.
- Identify member, breeder, horse, and educational stories.
- Coordinate with History, Genetics, Youth, and Marketing.
- Produce educational content.
- Showcase breeders, owners, youth, and horses.
- Create and publish the RMHA Magazine.
- Support digital communications.

Measures

- Publication frequency.
- Content engagement.

- Member contributions.
- Educational resources produced.
- Digital reach.
- Member feedback.

11. MARKETING COMMITTEE

Purpose

To increase awareness, understanding, and interest in the Rocky Mountain Horse among audiences beyond the existing membership.

Responsibilities

- Develop and support the "Rocky Horse for Every Rider" campaign.
- Identify priority audiences.
- Develop consistent messaging.
- Coordinate with Publications.
- Support breeder and horse promotion.
- Develop prospective-owner resources.
- Identify partnerships.
- Support events and promotional campaigns.
- Track marketing performance.

Year-One Priorities

- Establish a digital reach baseline.
- Identify priority audiences.
- Develop core messaging.
- Develop a prospective-owner pathway.
- Improve promotional materials.
- Identify partnership opportunities.

Measures

- Website traffic.
- Social media reach.
- Engagement.
- Inquiries.
- Prospective-owner engagement.
- New audiences reached.
- New members attributable to marketing, where measurable.

ADVISORY / TECHNICAL COMMITTEES

12. HISTORY COMMITTEE

Purpose

To preserve, document, organize, and communicate the history and heritage of the Rocky Mountain Horse and RMHA.

Responsibilities

- Preserve historical records.
- Identify historically significant horses, people, and events.
- Develop an RMHA historical archive.
- Collect oral histories.
- Research the development of the breed.
- Support historical information on the website and in publications.
- Recognize significant contributors.
- Work with Publications and Marketing.

Year-One Priorities

- Inventory existing historical materials.
- Establish a digital archive plan.
- Identify historical gaps.
- Begin oral-history collection.
- Establish guidelines for preservation.

Measures

- Records preserved.
- Oral histories collected.
- Materials digitized.
- Historical content published.
- Member participation.

13. GENETICS COMMITTEE

Purpose

To provide scientific and educational expertise regarding genetics, inherited conditions, genetic diversity, and responsible breeding.

Responsibilities

- Monitor developments in equine genetics.
- Provide recommendations regarding genetic testing.
- Educate breeders and owners.
- Review available breed genetic data.
- Identify potential genetic risks and opportunities.

- Recommend appropriate testing and data collection.
- Work with Registration and breeder initiatives.
- Consult qualified geneticists, veterinarians, and other experts.

Year-One Priorities

- Publish existing genetic information.
- Determine useful genetic data to collect.
- Identify priority educational topics.
- Review current genetic testing practices.
- Develop recommendations for the responsible use of genetic information.

Measures

- Educational resources developed.
- Testing participation, where applicable.
- Data completeness.
- Breeder engagement.
- Recommendations delivered.

14. SHOW JUDGING COMMITTEE

Purpose

To support the quality, consistency, education, and availability of qualified RMHA show judges.

Responsibilities

- Review judge qualification processes.
- Support judge education.
- Support continuing education.
- Identify geographic gaps.
- Review exhibitor feedback.
- Work with Rules (If needed) and Show Advisory.
- Recommend improvements to judge evaluation.
- Support development of future judges.
- Maintain appropriate separation between judging decisions and administrative decisions.

Year-One Priorities

- Identify ways to streamline judge clinics.
- Hold at least four judge clinics.
- Identify priority continuing-education topics.
- Review the current judges list.
- Develop recommendations for future educational materials.
- Develop additional metrics for evaluating RMHA judges.

- Establish a Senior Judge role or designated senior judging resource to provide feedback to the committee and board regarding judge performance, subject to Board approval and applicable RMHA rules.

Measures

- Qualified judges.
- Geographic coverage.
- Continuing-education participation.
- Judge availability.
- Show coverage.
- Exhibitor feedback.
- Judge clinic participation.
- Judge evaluation results.

VII. CROSS-COMMITTEE COORDINATION

Many RMHA initiatives require multiple committees.

Initiative

Lead

Supporting

Database & Data	Board / Foundation Initiative	Membership, Registration, Finance, Marketing
Membership Growth	Membership	Marketing, Publications, Youth
Breeder Growth	Registration / Membership	Genetics, Marketing, Publications
Registration Growth	Registration	Genetics, Marketing, Membership
International Show	International Show	Show Advisory, Show Judging, Youth, Trail, Versatility, Marketing
Overall Show Program	Show Advisory	Rules, Show Judging, International Show
Judge Development	Show Judging	Rules, Show Advisory
Youth Development	Youth	Trail, Versatility, Marketing, Publications
Trail Program	Trail	Youth, Versatility, Marketing
Versatility	Versatility	Trail, Show Advisory, Youth, Marketing
Breed History	History	Publications, Marketing
Genetics Education	Genetics	Registration, Publications
Member Communications	Publications	Membership, Marketing, Youth
Breed Promotion	Marketing	Publications, Membership, Youth, Events
Financial Sustainability	Finance	All Committees

VIII. ANNUAL COMMITTEE WORK PLAN

Each committee should submit an annual work plan to the Board at the November Board Meeting.

The work plan should identify:

1. Objective

What are we trying to accomplish?

2. Activities

What actions will we take?

3. Deliverables

What will be produced?

4. Timeline

When will the work be completed?

5. Resources

What volunteers, staff, technology or funding are required?

6. Measures

How will we know whether the work was successful?

7. Board Decisions Required

What approvals, policy decisions or resources are required from the Board?

IX. COMMITTEE PERFORMANCE REVIEW

At least annually, the Board will review each committee based on:

- Alignment with the RMHA strategic plan.
- Completion of assigned objectives.
- Value created for members and the Association.
- Volunteer participation.
- Budget performance.
- Measurable outcomes.
- Collaboration with other committees.
- Whether the committee should continue, change, merge or conclude.

Committees should evolve as RMHA's needs evolve.

The existence of a committee should not automatically mean that the committee must continue indefinitely.

X. YEAR-ONE STRATEGIC ALIGNMENT

During Year One, committee priorities should support the five strategic pillars established in the RMHA Three-Year and Five-Year Business Plan.

PILLAR 1 — BUILD THE FOUNDATION FOR GROWTH

Primary committees:

- Finance
- Membership
- Registration
- Rules

Supporting committees:

- Marketing
- Publications
- Genetics
- Show Judging

Key areas:

- Database.
- Data quality.
- Membership structure.
- Registration processes.
- Website.
- Governance.
- Reporting.
- Baseline metrics.

PILLAR 2 — BUILD A MEMBER ORGANIZATION WORTH BELONGING TO

Primary committee:

- Membership

Supporting committees:

- Marketing

- Publications
- Youth
- Trail
- Versatility
- Show Advisory

Key areas:

- Member value.
- Recruitment.
- Retention.
- Engagement.
- Welcome Back.
- Ambassador Program.
- Member communication.
- Participation.

PILLAR 3 — STRENGTHEN AND GROW THE BREEDER COMMUNITY

Primary committees:

- Registration
- Membership

Supporting committees:

- Genetics
- Marketing
- Publications
- History

Key areas:

- Breeder development.
- Breeder visibility.
- Registration.
- Education.
- Marketplace.
- Genetics.
- Buyer connections.

PILLAR 4 — DEVELOP THE NEXT GENERATION

Primary committee:

- Youth

Supporting committees:

- Trail
- Versatility
- Marketing
- Publications
- International Show

Key areas:

- Youth ambassadors.
- Ownership education.
- Scholarships.
- Contests.
- Junior breeder education.
- Youth recognition.
- Leadership development.

PILLAR 5 — GROW THE BREED BEYOND OUR CURRENT COMMUNITY

Primary committee:

- Marketing

Supporting committees:

- Publications
- Membership
- Registration
- Trail
- Versatility
- Youth
- International Show
- History

Key areas:

- "Rocky Horse for Every Rider."
- New audiences.
- Breed awareness.
- Prospective owners.
- Experiences.

- Partnerships.
- Digital reach.
- Conversion to ownership, registration and membership.

XI. THE COMMITTEE SYSTEM AND RMHA'S FOUR GROWTH OUTCOMES

All committee activity should ultimately contribute to one or more of the four primary growth outcomes identified in the RMHA strategic plan:

MORE MEMBERS

Membership, Marketing, Youth, Publications, Trail, Versatility and Show committees contribute to this outcome.

MORE BREEDERS

Registration, Membership, Genetics, Marketing and Publications contribute to this outcome.

MORE REGISTERED ROCKY MOUNTAIN HORSES

Registration, Genetics, Membership and breeder-focused initiatives contribute to this outcome.

MORE PEOPLE USING AND PROMOTING THE BREED

Marketing, Publications, Trail, Versatility, Youth, Show and International Show committees contribute to this outcome.

These outcomes are interconnected:

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

XII. COMMITTEE CULTURE AND EXPECTATIONS

RMHA committees should operate with a shared understanding that committee activity is not the objective; organizational results are.

Every committee should ask:

- Does this support the RMHA mission?
- Does this support the strategic plan?
- Does this create value for members or the breed?

- Is another committee already doing this?
- What outcome are we trying to achieve?
- How will we measure success?
- What does the Board need to decide?
- What can the committee accomplish with the resources available?

Committees should collaborate rather than operate as independent organizations within RMHA.

XIII. BOARD–COMMITTEE RELATIONSHIP

The Board of Directors establishes the strategic direction of RMHA.

Committees help the Board:

Understand → Evaluate → Recommend → Execute → Measure → Improve

The Board establishes priorities and approves policies, budgets and major initiatives.

Committees provide the expertise, volunteer capacity and program execution necessary to turn those decisions into results.

This creates a clear relationship:

BOARD

Strategic direction, governance, policy, fiduciary responsibility and accountability

↓

COMMITTEES

Expertise, recommendations, programs, implementation and member engagement

↓

MEMBERS / BREEDERS / OWNERS / PUBLIC

Participation, ownership, breeding, promotion and growth of the Rocky Mountain Horse

XIV. ANNUAL REVIEW

This Committee Structure and Charter document should be reviewed annually by the Board to ensure that:

- Committee responsibilities remain appropriate.
- Committee workloads are manageable.

- Strategic priorities are being addressed.
- Committees are producing measurable value.
- Overlapping responsibilities are resolved.
- New organizational needs are addressed.
- Committees that have completed their purpose can be consolidated or concluded.

The committee structure should remain flexible enough to change as RMHA grows.

XV. CONCLUSION

A strong committee system allows RMHA to use the knowledge, experience and passion of its members while maintaining clear Board accountability.

The purpose of this structure is not to create additional bureaucracy.

It is to create a practical system through which RMHA can:

Preserve the breed.

Strengthen the Association.

Serve its members.

Support its breeders.

Develop the next generation.

Reach new audiences.

Increase ownership and registration.

Build a financially stronger and sustainable organization.

And ultimately:

Build a stronger future for the Rocky Mountain Horse.