



*marked for greatness*TM

AMERICAN PAINT HORSE ASSOCIATION

**American Paint Horse Association
Strategic Plan
2018 – 2020
DRAFT**

MISSION

Promote, preserve and provide meaningful experiences with Paint Horses.

VALUES

APHA is committed to the following Values:

- Visionary Thinking
- Fostering Camaraderie
- Demonstrating Integrity

APHA Goals

- Customer – APHA will maximize customer engagement.
- Education – APHA will demonstrate educational leadership.
- Finance – APHA will demonstrate financial leadership.
- Organizational Resources – APHA will maximize organizational capacity to achieve the Strategic Plan.

Goals, Objectives, Strategies

Customer Goal: APHA will maximize customer engagement.

Objective 1: APHA will configure programs based on the targeted, specific needs of the existing customer.

Strategies

- APHA will assess existing customers regarding their needs. (2018 - Cristin)
- APHA will use the needs assessment to tailor programs to customer segments. (2019 – Cristin plus other staff)

Objective 2: APHA will identify, develop and implement new customer markets.

Strategies

- APHA will identify new customer potential in and out of the horse market. (2018 Identify; 2019-2020 implement -

- APHA will leverage social media contacts to evaluate potential new customers. (2018 – Cristin/Rachel)
- APHA will re-evaluate the ownership and horse registration model of the APHA market. (2018-2020 – Jessica/Breed Integrity/LRP)

Education Goal: APHA will demonstrate educational leadership.

Objective 1: APHA will expand the use of genetics and support research in defining the Paint Horse.

Strategies

- APHA will support research to identify and preserve white spotting patterns. (2018-2020 – Jessica)
- APHA will provide resources for expanded genetics education in appropriate formats. (2018-2020 – Jessica/Breed Integrity)

Objective 2: APHA will broaden existing and develop new educational opportunities

Strategies

- APHA will develop experiential learning opportunities for customers. (2018 Planning; 2019-2020 implementation – Laura)
- APHA will broaden the opportunity and marketing of the HorseIQ tool. (2018-2020 – David D)
- APHA will develop educational opportunities for its leadership. (2018-2020 – Billy/Theresa/Regional Club Committee)

Finance Goal: APHA will demonstrate financial leadership.

Objective 1: APHA will create alternative revenue streams.

Strategies

- APHA will expand current and develop new non-dues revenue programs. (2018 – Jenny/Holly/David)

Objective 2; APHA will have reserves equal to or greater than the annual operating budget.

Strategies

- APHA will annually budget for a surplus to maintain reserves. (2018-2020 – Jenny)

Organizational Resources Goal: APHA will maximize organizational capacity to achieve the Strategic Plan.

Objective 1: APHA will determine the optimal organization structure.

Strategies

- APHA will identify the volunteer and staff requirements dictated by the Strategic Plan. (2018 – Billy)
- APHA will evaluate existing programs in relation to the Strategic Plan requirements. (2018-2019 – Billy)

- APHA will evaluate the existing organization structure in relation to the Strategic Plan requirements. (2018 – Billy)

Objective 2: APHA will determine the optimal resources required.

Strategies

- APHA will assess the current available staff and non-staff resources. (2018 – Billy)
- APHA will identify and prioritize the required resources. (2018-2020 – Billy/Jenny)