



STRATEGIC PLAN 2021 – 2023

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 experience.
- Education – APHA will demonstrate educational leadership.
- Finance – APHA will demonstrate financial leadership.

CUSTOMER GOAL - APHA WILL MAXIMIZE CUSTOMER EXPERIENCE.

Objective 1: APHA will configure programs based on the current and future needs of the existing customer and market.

Strategies

- APHA will explore and develop opportunities to increase return on investment for breeders/owners/exhibitors that raise Paint Horses for discipline-specific events.
- APHA will utilize technology to provide a user-friendly online experience.

Objective 2: APHA will cultivate new customer markets.

Strategies

- APHA will develop experiences geared toward horse enthusiasts in live and virtual formats.
- APHA will develop experiences geared toward identifying and engaging new youth to a Paint Horse experience.

Objective 3: APHA will work to eliminate barriers to entry and work to simplify ways to participate.

Strategies

- Identify barriers and complexities in existing rules and programs by utilizing the committee structure.

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 developing tools that identify and preserve white spotting patterns.
- APHA will provide resources for expanded genetics education in appropriate formats.

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

Strategies

- APHA will develop experiential learning opportunities for customers.
- APHA will broaden the opportunity and marketing of virtual education.
- APHA will develop a training program for its leadership.

Objective 3: APHA will develop and execute a strategic communication plan.

Strategies

- APHA will clarify the relationships between audiences, messages, channels, activities, and materials to discover the most effective ways to communicate.

FINANCE GOAL - APHA WILL DEMONSTRATE FINANCIAL LEADERSHIP.

Objective 1: APHA will create additional revenue streams.

Strategies

- APHA will expand current and develop new non-dues revenue programs.
- APHA will work to create placed-based funding opportunities. (*"placed-based" funding is defined as opportunities for a specific geographic area and the people in those geographic areas that are attending the event - for example, the Stockyards, Equitana USA, Frontier Days Rodeo, NFR - to have a Paint horse experience. That could be a paid experience, or not, but provides the opportunity to support the Foundation or APHA at that time or in the future.*)

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.