

## Drivers to the Strategic Plan

### Mission Statement

Our mission is to serve and be valuable to members and customers by promoting, marketing, education and registering Arabian, Half-Arabian and Angle-Arabian horses; maintaining a registry database preserving the integrity of the Breed; producing national championship shows and distance rides; recognizing other Arabian shows, distance rides and activities each year; and improving the economics of owning, breeding and showing Arabian horses.

### Vision

We will help more people know, enjoy and benefit from Arabian, Half-Arabian and Angle-Arabian horses by providing excellent services, promotion and incentives. We will perform with the excellence that these horses do.

### Core Values

1. The thoughts and ideas of all members, staff and officers of AHA must be respected. We recognize AHA must be a cohesive organization with internal trust to be successful now and in the future. In all that we do, we must feed this trust.
2. In areas where the Governance of AHA is fragmented and has built in conflicts of interest by governing documents, we must be acutely aware of our fiduciary duty to AHA and seek flexibility in such documents for the mutual good of AHA and PAT.
3. AHA will be honest and truthful with and care about the needs of members, customers and clients.
4. The welfare and purity of the Arabian horse must never be compromised.
5. AHA will foster a climate which encourages creative thinking, innovation and diligence by members, staff, officers, and directors through leadership using intrinsic and extrinsic incentives.
6. AHA will recognize and utilize the internal diverse and useful backgrounds, education and skills of its members.

# The Strategic Plan

## Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for the Arabian Horse Association:

### Strengths: Build Opportunities

1. The Arabian horse is unique in beauty, intelligence, trainability and bonding with people and is the world's oldest light horse breed. Other breeds, such as Quarter Horse and Thoroughbred, owe their existence to an Arabian stallion. The Arabian horse is recognized as the world's best in the discipline of endurance. The Arabian horse, truly the world's horse, performs more disciplines with excellence than any other breed.
2. The AHA staff is competent and dedicated to our mission.
3. The Arabian Horse Association volunteers are competent and dedicated to our mission. Fees would necessarily be much higher without these volunteers.
4. The AHA Registry competently provides, serves and maintains the integrity of our registry data.
5. The Board of Directors of AHA has diverse strengths and experience.
6. Core members of AHA are very loyal to the Arabian horse breed and have stuck with AHA through the down times.
7. AHA has competent and dedicated trainers and exhibitors.

### Weaknesses: To be Resolved

1. Registrations, membership and show numbers are all in decline and must be changed to positive.
2. Marketing strategies with respect to increasing memberships and breed growth need to be focused and improved.
3. Lack of trust by some within AHA needs to be changed.
4. Fragmentation in the AHA Governance and management structure resulting in some lack of team spirit needs attention.
5. Public misconception that Arabian Horses are wild, flighty and hard to train needs changed.
6. Environment for the horse industry is challenged by the economy, demographics, non horse sports and technology, lack of usable land and some animal rights groups. These need addressed.
7. Financial stability of AHA is at some risk. Strategic planning and strategic budgeting in pursuit of our mission and vision will be beneficial to lower the risk.

8. AHA needs more communications, promotion and marketing to youth and adults inside and outside the Arabian horse industry.
9. Each department of AHA needs a strategy, tactical plan and metrics for accountability. AHA programs need metrics for determining success.
10. AHA rules need reviewed and, as needed, revised, simplified and uniformly applied.
11. Costs to own, breed and show Arabian Horses are prohibitive to a segment of potential members. We need to add incentives to improve the economics of owning, breeding and showing.

#### Opportunities Exploit

1. Increase membership, new and retention, by adding incentives and better serving and communicating.
2. Increase registrations of Arabian and Half-Arabian horses by providing more incentives and marketing than are now available
3. Focus marketing resources specifically on increasing membership by targeting youth and diverse adult population. Do outreach to youth groups such as schools, FFA, and 4H. Communicate using social networks, clubs, website, MAH and personal contact.
4. Market the Breed by the variety of disciplines performed with excellence.
5. Market the healthy lifestyle, physical and mental, and enjoyment of horse ownership and horse activities for families. Exploit the worth of an Arabian horse as a companion, usefulness for enjoyment of activities around the home and as a working farm and ranch horse.
6. Renew commitment to protecting breed authenticity, breed versatility and to increase our owner/breeder loyalty
7. Be forward thinking with respect to the economy and managing the negative, and taking advantage of any positive facts.  $E + R = O$ . We can do little about the Environment but much about our Response to it greatly affecting accomplishing our mission and vision (Outcome).
8. Be willing to assess change to that part of the Governance and business that are not helping achieve the mission and vision of AHA. Be willing to change and manage the process of change correctly. Foster creativity and innovation within AHA.
9. Help all members and leaders in AHA develop a positive and enthusiastic attitude.
10. Evaluate all programs for relevance toward achieving AHA's mission and vision.
11. Structure intrinsic (personal value) and extrinsic (economic value) incentives to lead AHA and staff to high and enthusiastic support of the mission and vision
12. Each director, officer and member must be attuned to sales of memberships to youth and adults. Each of us should set our own quota for promoting memberships in our community and among friends and family. Be willing to tell about the benefits of being a member of AHA.

#### Threats: To be Avoided or Mitigated

1. Economic pressures impacting our business, our members and the services we provide.
2. Perception and opinion with respect to the expense of horse shows. The Market has become price sensitive
3. Need to effect positive changes concerning our membership, registrations, and show participation
4. Reliance on our 4 National shows, registrations, and membership to ensure the financial soundness of our organization
5. Limited funds to invest in facility, capital planning and information technology hardware/software integration.
6. Need for negotiation concerning the merger and license agreements affecting governance issues with PAT to the mutual benefit of PAT and AHA. Make such changes as benefit the achievement of the mission of each organization.
7. Challenged revenue sources to support current AHA programs and marketing. Find more sources of income.
8. Aging volunteer leadership and need for programs and incentives to entice and train new volunteers.
9. Lack of trust and unity in working to achieve AHA's mission and vision
10. Effect of downsizing and inadequate incentive benefit programs have taken a toll on staff
11. Non national levels of participation in activities and shows have diminished
12. Need to add incentives and sell added value of club membership.
13. Loss of facilities and land threaten all equine breeds.
14. Inconsistent local activities by clubs to market the Arabian Horse and encourage membership participation.

#### Problem Statement

This problem statement recognizes the key issues facing AHA today.

- Continuous declining Membership Trends. Accelerating declining trend in Youth membership
- Continuous declining Purebred Registration Trends
- Accelerating declining Half/Anglo Arabian Registration trend
- Budget Issues and long-term consequences. Lack of promotion money for registrations and breeding.
- History of inadequate Fiscal Planning and financial management. This has vastly improved.
- History of inadequate Strategic Planning and execution within AHA.
- History of inadequate Business planning and/or implementation.
- Organization structure and business model need assessed.
- Assessment of the need for diversification versus consolidation to be evaluated
- Assessment of leadership and resources needed.
- Assessment of Organization Response Readiness needed

- As an organization, assess our mission on a continuing basis and change as needed
- Need integrated Information Technology Plan for upgrading hardware and software
- Need a Strategic (ways) and Tactical (means) plan from each department setting forth what, how and when each department will perform its duties in accomplishing implementation of this Strategic Plan and the mission and vision of AHA.

### Key Strategies

The following strategic areas will be pursued by Arabian Horse Association:

- Membership Retention and growth
- Registration Management
- Core Revenue Centers Management
- Operations and Leadership

### Major Strategic Goals

The following key business targets will be achieved by the Arabian Horse Association per the schedule and funding of this plan:

#### Strategy 1 - Membership Retention and Growth

**Purpose:** Because all sectors of our membership have been in decline for several years including adult and youth, with accelerating decline in youth membership, and because we realize about a third turnover in memberships each year, it is necessary to address both our acquisition and retention membership policies.

**Key Lead:** Glenn Petty and Sr Mgrs

**Team Representation:** Staff, Membership Committee and club membership chairs

**Implement by:** Not later than September, 2014

**Objective:** Change negative to positive. Increase membership retentions and growth 15% by September 2014 instituting programs targeted by an understanding of the primary membership segments, the services that motivate the desire to be members, and the reasons that expected renewable memberships are not retained. The membership department will develop an internal departmental practical plan including specific programs and incentives for retention and acquiring youth members for presentation to the Board at the 2011 convention and the same for adult members at the first Board meeting in 2012.

Objective Tactic	Key Measurements and Success Criteria
Creating value added levels of membership targeting specific membership sectors	There is a membership category that is profitable for the membership purpose
Marketing diversification by reaching outside of the obvious horse markets. Reaching out to diverse youth groups in schools, FFA, 4 H, Clubs and other organizations. Making appeal to diverse ethnic groups. Use incentives to attract youth	Identify and use alternative members sources
Providing educational experiences at appropriate venues	Evaluate the current strategy and upgrade for maximum effort with targeted membership goals for each
Developing a strategy to create the next generation of Arabians owners to ensure an aging group of members and volunteers is replaced with knowledgeable support for all AHA programs	<p>Work with regional directors, clubs, and national volunteers to encourage and develop new volunteer resources. Once again promote the value of volunteering and minimize "paid" volunteers. Develop position descriptions and publish on website.</p> <p>Highlight voluntary activity as a critical element of the organization. Train volunteers by individual instruction as is practical</p>
Reducing annual turnover	From 33% to 25%
Creating a "two-way" communications between Membership, BOD, Management and Staff by ensuring clear and accurate exchange, transparency, use of social media and internet including modernization of our AHA Website	Documented policy in place and implemented Develop promotional budget with specific targets and metrics by the first Board meeting in 2012
Creating a strategy to link and direct the museum visitors to AHA	Visitors to the Museum have a direct link to AHA through the museum experience. Develop procedures and metrics and publish in MAH and on website by first Board meeting in 2012

### Strategy 2 – Registration Management

**Purpose:** Registrations for Purebred horses have been on a steady decline. Registrations for Part-Bred horses are on a decline that has accelerated. Incentive programs like Sweepstakes are no longer enough to motivate breeding. Competitions that do not require proof of registration have gained in popularity and have lessened the importance of registering for some Arabian owners.

## OBJECTIVE

Break through the decline lines to positive trends by developing communications and programs that transmit added value of breeding and registration of Part Bred and Purebred horses. Increase sales value of these horses by consultation with members involved in sales and with sales of horses. The AHA Registry Commission and the Registration Department will develop and transmit a plan for producing this break through for presentation to the Board as soon as practical but not later than the first Board meeting in 2012.

**Key Lead:** Glenn Petty, Debbie Fuentes

**Team Representation:** AHA Registration Commission and Department, PAT, and AHA Staff

**Implement by:** 4<sup>th</sup> Qtr 2012

**Objective:** Increase registrations and promote responsible breeding on three levels.

Break through the decline lines to positive trends by developing communications and programs that transmit added value of breeding and registration of Part Bred and Purebred horses and increase sales value of these horses. The AHA Registry Commission and the Registration Department will develop and transmit a plan for producing this break through for presentation to the Board during the 2011 convention.

Objective Tactic	Key Measurements and Success Criteria
Market diversification and Education to generate new markets	Provide latest breeding tips and information to breeders using AHA Website, E-Blasts, emails, social media. Utilize equine departments in Universities, such as Michigan State.
Analyzing Transfers to determine growth markets by understanding where the growing demands are so that registrations and ownership remain current	
Work with other equine breed organizations by creating a breed coalitions keeping the breeds relevant in horse world and economy while emphasizing the value of registrations	Benchmark other breeds to benefit from successful ideas being implemented in those organizations. Maintain close ties with American Horse Council to understand and mitigate the decline of the horse in the American culture.
Develop Technology to register horses online	
Develop online Stallion Reports so that future foal crops can be more accurately forecast and mare owners can be contacted to register their foals	Publish metrics online for stallions to mare ratios, registrations, mares bred from online stallion reports
Work with the successful breeders and registration	Provide latest breeding tips and information to breeders using AHA Website, E-Blasts, emails,

commission to learn to reason for their success	social media
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### Strategy 3 – Core Revenue Center Management

**Purpose:** Hold accountable those responsible for their respective budget profit contributions. The risk of trusting the Nationals shows to ensure the financial stability of our organizations is too great. Mature revenue streams must be reinvigorated and new revenue sources must be determined.

**Key Lead:** Lance Walters (until November 2012), Glenn Petty

**Team Representation:** Treasurer, B & F, EC, BOD, Staff, Show Commissions, EEC, Marketing

**Implement by:** 4<sup>th</sup> Qtr 2014

**Objective:** To move AHA into a better financial position and to ensure financial stability and financial growth it is necessary for AHA to realize a \$150,000 net profit, and a positive cash flow, each year by revitalizing mature revenue centers, explore new revenue opportunities and address programs that do not contribute to the financial stability of the organization. This team will develop a plan for maintaining and reinvigorating current income streams and plan for new income streams for AHA for presentation to the Board as soon as practical but not later than the November, 2012 convention.

Objective Tactic	Key Measurements and Success Criteria
<p>Improve our national shows and the roles of the show commissions and assess the advantage of 3<sup>rd</sup> party management and professional management. Create and innovate new revenue streams for AHA.</p> <p>Increase the financial incentives and enjoyment aspects of our national shows and events.</p>	<p>Incorporate the Nationals to be an event rather than just a competition with improved scheduling and added prestige for all competitors. Reconsider qualification policies. Add incentives and enjoyment</p> <p>Determine the roles of commissions and the cost-effectiveness of hiring contractors to run the national level shows. Evaluate combining or eliminating shows.</p> <p>Perform Think Tanks within the team to reinvigorate and develop additional income sources for AHA</p>
Evaluate the cost of the fragmented governance of AHA and assess the feasibility of different ways to remedy this.	
Ensure all rules, policies, procedures, programs are relevant for achieving the Mission and Vision	

Suspend or eliminate non-profitable programs that have no substantial value in achieving the AHA mission and vision	
Find and exploit profitable opportunities with the MAH, the website, and data source	Look to promoting and selling educational videos for racing, EEC, etc.
Evaluate the cost and benefits of the annual conventions for any needed changes to the convention to reduce costs and make the convention more attractive for all members to attend	
Formalize a payback plan for such internal restricted and Board designated funds as appropriate	
Evaluate the structure of the AHA staff organization and services against the revenues gained , expenses incurred and value in achieving the AHA mission and vision. Implement changes to support achieving the mission and vision.	

#### Strategy 4 – Operations and Leadership

**Purpose:** Motivation and Operational efficiency.

**Key Lead:** Glenn Petty

**Team Representation:** BOD, CEO, EC, EVP, Sr Mgrs

**Implement by:** 4th QTR 2013

**Objective:** Build trust and improve motivation of members, volunteers, professional staff, officers and directors of AHA. Improve the efficiency of AHA operations through proper leadership and management of staff personnel, accurate and timely customer and client services, and assets and expenses. Good management is doing things right. Good leadership is doing the right things and doing things right.

Objective Tactic	Key Measurements and Success Criteria
Set all targets and goals at the highest practical achievable level	

<p>Communication is the key to good leadership. Communications must be accurate, properly prioritized, clear, frequent and consistent.</p> <p>Use every available channel of communication, including social media and internet, and invent ones of our own ensuring communications are meaningful, targeted, two-way with members (outreach), BOD to MGMT to STAFF, clear, accurate, and transparent.</p>	
<p>Use IT as a positive means of storing and exchanging ideas and maintaining an IT strategy that ensures currency of operations, agility to respond to business operations and is efficient and cost effective from a maintenance and operations perspective</p>	<p>Develop the Integrated Information Technology plan to map current software, hardware and network gaps against current technology. Develop a prioritized list with options which can be used to prepare future budgets.</p>
<p>Leveraging of leadership throughout AHA can spell the difference between success and failure.</p> <p>Leadership starts from the top and done properly spreads throughout the organization from to motivate and facilitate. Manage collaboratively by working together to sustain positive relationships with members, staff, customers and clients. Permit a sense of ownership and that the work is meaningful. This leads to internal satisfaction and great motivation.</p> <p>Use a rational decision making process. Avoid flawed cognitive processes in decision making.</p>	<p>EVP to hold staff meetings that foster the type of leadership mentioned.</p> <p>Create a workplace environment that provides intrinsic incentives and recognition and also extrinsic incentives for creative and innovative ideas that are implemented. Use care with extrinsic incentives to avoid politics, gaming the system and loss of concentration on the task by employees trying to gain the reward.</p> <p>Seek voluntary membership donations for awards to staff, teams, and departments for exceptional work in achieving AHA's mission and vision.</p>
<p>Relate all creative and innovatory activities to achieving the mission, vision and economic performance.</p>	
<p>Look for new ideas in management and people policies, as well as in products and processes</p>	
<p>Promote leveraging of leadership, including leadership without a title, throughout AHA.</p>	
<p>Invest in people's personal as well as their professional development promoting unity, cross training, incentive and compensation programs, recruiting and retention, roles and responsibilities, mgmt accountability, staff recognition, and productive officer and EVP staff meetings. Lead to avoid turf wars, jealousy and other counterproductive thinking that can creep into an</p>	<p>Develop training and qualifications to allow staff members to become familiar with operations in other departments. Reward those that qualify to work in other departments.</p>

organization. Avoid death by meeting.	
Analyze our true facility needs and consider all options from leasing idle space or selling and leasing space from a 3 <sup>rd</sup> party and determine a way to reduce our facility costs through revenue	Develop a prioritized list of building problems and needs which can be used to prepare future budgets. Include staff and determine a "top 5" or "top 10" list for each year. Develop metrics and quarterly reporting to staff on progress and celebrate each completion.
Commit to a consistency and dedication to process	Establish a public relations campaign that champions the reporting and communicating of any changes, the justification for changes and the status of the progress using the AHA Website, email blasts and MAH as appropriate.
Ensure all committees and commissions add value and driven by purpose. Some Committees and commissions should be established for a specific purpose that is not perpetual and be disbanded once the purpose is fulfilled or changed. To avoid fragmentation in purpose and conflicts of interest all committees and commissions must be answerable to the CEO.	
Review the current convention process and ensure that it is cost effective and is educational and relevant. The frequency and location of convention should be addressed for expense control	Overhaul the convention purpose to attract more members to attend starting in 2013.  Restrict Convention to Denver to reduce costs until such time that the organization has a solid financial footing.
Review regional shows and boundaries to rationally determine optimum ways of creating benefits to the organization Clubs, regions and AHA and members. These should be evaluated for competitions, qualifications and the value it provides AHA.	

## Risk Analysis

Risk	Probability High, Med, Low	Impact High, Med,Low	Accept, Mitigate, Avoid
1. If the plan and execution progress is not properly communicated, then the implementation will not achieve its planned objectives.	Med	High	AVOID – create a formal communication plan and assign a resource to own and coordinate all communications
2. If plan oversight is not determined at all levels of responsibility, then the costs and timeline will be extended creating a negative impact to the organization.	High	High	MITIGATE – establish an oversight team with representation from all stakeholder areas
3. If Executive commitment isn't consistent and fully engaged, then the plan will not succeed.	Med	High	MITIGATE – ensure the EC, BOD, EVP, and the Sr. Manager's must be held accountable
4. If roles and responsibilities are not clear, assign and understood, then the full benefits of the plan will not be achieved.	Med	High	MITIGATE – create a roles and responsibility document for all participating stakeholders and get their acceptance and approval.
5. If the plan over reaches and is not achievable, costs will be increased and the plan will fail	Med	Med	MITIGATE – ensure plan is integrated with all operational activities of the organization
6. If the plan is not fully funded and resourced, the plan will fail.	Med	Med	MITIATE – ensure full involvement of the CFO and B & F committee.
7. If resource allocations are not managed, then staff will have conflict with other operational responsibilities.	Med	Med	MITIGATE – ensure plan is integrated with all operational activities of the organization.
8. If a formal Project Management Methodology is not used, then the implementation will not be successful and could have cost overruns.	High	High	MITIGATE - Central management and control of the implementation must be determined and Project Management must guide the process.
9. If internal and external impacts are not identified and managed, timelines and costs will increase.	Med	Med	MITIGATE – Project management team must work closely with Senior Managers to address conflicts.

# Implementation Considerations

1. Meetings have no validity on their own. Meetings are just a conduit for decision making. It is management's job to get the balance just right. Too few meeting and the decision making process may fail. Too many meetings and they become a treadmill and crowd out innovation and creation.
2. It is important to experiment to get meetings just right to deliver what AHA needs-no more and no less. Try different styles and routines. Ask participants what works and what does not.

## Assumptions

- Strategies will be consistent with the purpose, mission, and vision of the organization
- All funding will be contemplated in the budget and all variances will indentified and approved by the BOD.
- Innovation and change will be encouraged.
- Initiatives with conflicting resources will be prioritized and approved by the BOD or implementation oversight team
- An annual Business Plan will be determined by AHA Operations consistent with the strategic plan.

## Plan Monitoring and Amendment Policy

Updates to the Strategic Plan can be identified and offered by any member, committee, commission, staffer, club or other authorized entity of AHA of the organization by:

- Documenting the recommended update
- Providing a justification for the update or change
- Providing a cost impact statement
- Providing an accountability recommendation
- Providing an estimate for the effort to build and implement

Variances to the strategic plan will be validated:

- Variances will be matched to the appropriate strategy within the plan by staff Sr Mgrs
- Financial impacts will be reviewed by the CFO and the Controller
- Budget and Finance will review based on the recommendation of the CFO and Controller
- Audit committee will review to ensure the variance is within the current strategic goals
- The variance will be passed to the Executive Committee

All strategic plan modifications and amendments will be evaluated as follows;

- The Executive Committee will review the results of the validation process to determine if all requirements have been met to be presented to the Board of Directors
- The Board representative for the submitting agency will present the update if the originator is not able to do so in person
- The Board may accept the change, reject the change or send back for more detail
- All strategic recommendations must be voted up or down within 2 Board meetings of the original submission
- Approval will require a two-thirds vote to be accepted.

#### Audit, Review and Oversight

- The EVP will prepare and report, as needed, on the Strategic Plan at Board meetings
- There will be an annual "check and adjust" performed by the Strategic Planning Oversight Committee. Changes will be reviewed and approved by the EC and the Board of Directors

## Cost and Resource Analysis

- Determine if any of this will start this year to determine variances to the current budget
- Cost out and resource each strategy
- Training and Cross training
- Conduct cost benefit analysis of each initiative to determine it remaining in scope and priority
- Create cost input to submit to this years budget process
- Cost management through strict cost controls

## Timeline

- What happens when
- Who's is responsible
- What are the dependancies
  
- Milestones
  
- Determine timeline for overall strategic plan

## Implementation Strategy

- Utilize a Project Management Methodology with an agile approach integrating all of the strategic initiatives
- Rigorous management of Cost, Schedule, Resources and Quality
- Communication Plan – staff, board, membership, stakeholders, corporate partners and EC
- Stakeholder analysis and buy in.
- Milestones determined and tracked using formal project management methodology
- Responsible Parties for each strategy will develop a supporting annual business plans
- EVP will report a status of the Strategic initiatives at each Board meeting
- EC will conduct periodic and regular review of directives with appropriate approved and documented course corrections and report to the Board
- The AHA treasurer will work with the controller to conduct periodic and regular review of strategic costs with robust budget management and rigor and report to the EC and the Board of Directors

## "Approach" Rational

### Planning Process Readiness

- Be sure all the participants understand the basics of strategic planning and are provided relevant reading materials
- Schedule a minimum of two 3-hour sessions. Secure a facility that facilitates open thinking and that is comfortable for all
- Consider an independent facilitator or appoint someone from the participants that has facilitation experience
- Determine a plan to evaluate the sessions. The most basic outcome is that the plan is completed. Also consider communications, productiveness of sessions, other training or assistance needs, etc.

### Planning Team Considerations

- Participants should be considered from Executive Committee, Board of Directors, key Staff managers, and third party expertise.
- Establish clear expectations and clarify roles for all participants and overall process direction
  - Those directly involved in the planning
  - Those who will provide key information to the process
  - Those who will review the plan document
  - Those who will authorize the document
- Determine and ensure key stakeholders are involved in the process
- Involve someone to manage the administration of the process including but not limited to:
  - Meeting arrangements
  - Equipment such as flipcharts and other supplies, refreshments, etc.
  - Monitors the status of preparation
  - Disseminates all appropriate documents and information
- Create meeting expectations
- Determine timeline for development, review and approval of Strategic Plan

### Strategic Plan Accountability

- STRATEGIC PLANNING COMMITTEE: Create the comprehensive Strategic Plan
- EXECUTIVE COMMITTEE: Review comprehensive Strategic Plan developed by the Strategic Planning Committee.
- CFO: Review all financials and prepare feasibility report to EC and BOD
- EVP & Sr Mgrs : Review all strategic initiatives and present impacts to Executive Committed for review, approval, and inclusion in annual and long-term budget planning.
- BOARD OF DIRECTORS: Review proposed plan and provide feedback. Determine where to include further independent financial, technical and industrial expertise.
- EXECUTIVE COMMITTEE: Complete final plan with final Costs, Resources and Timelines.
- BOARD OF DIRECTORS: approve final plan