

ODS Strategic Plan

1: Executive Summary

Overview of the strategic plan highlighting goals and near term actions

2: Introduction

Oregon Dressage Society (ODS) was established in 1971 and officially chartered on March 21, 1972. We are currently one of the largest Group Member Organization (GMO) in the United States Dressage Federation (USDF) with an average of around 800 members annually.

ODS embarked on creating a new strategic plan and operational action plans with engagement from its Board of Directors and 13 Chapters to provide a roadmap for ensuring the sustainability of our organization as we move into its next half century of operation.

2a: Mission Statement

As part of the strategic planning process, the ODS Board of Directors reviewed the mission statement and concluded that it is still the correct statement for why the organization exists.

The purpose of the Oregon Dressage Society is to educate, promote and inspire its members and the general public through programs, publications and competitions, in a way that enhances the image of Dressage and promotes the welfare of the horse.

2b: Vision Statement

ODS has identified three primary objectives in this planning process that create the vision for what will be achieved through this work.

- I. Improve organizational function and value while developing short and long range economic viability**
- II. Improve Financial Management and Stability as ODS continues to support its members through educational programs, competitions, and publications**
- III. Improve Communications, the number one concern of ODS members and recognized as essential to serving existing members and recruiting new members**

3: SWOT Analysis

ODS completed an analysis of its strengths, weaknesses, opportunities, and threats (SWOT) in March 2020. The purpose the SWOT for ODS is to understand the context within which the strategic plan is being created and inform goal setting. Inputs to the SWOT analysis included interviews of the ODS chapters and a few external organizations¹, information gathered in surveys of the members and the board, as well as independent analysis of the organization’s finances. The SWOT provides the information from which we can identify the best opportunities for ODS to pursue (The WHAT) and which strengths ODS needs to emphasize or develop to get there (The HOW). Understanding of weaknesses and threats and other factors that affect the WHAT and the HOW is important to inform what the organization chooses to Stop, Start, and Continue in order to create sustainability.

From the information gathered it appears that ODS is financially stable with adequate available funds to provide the programming desired by the membership, and that ODS has value to its members with significant opportunities to continue to increase that value in the existing community of dressage riders and beyond.

Summary Table 1.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Available funds • Insurance for chapter events • Online calendar of events • Championship Show • Educational events • Dressage tests publication 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Chapter communication • Membership communication • Engagement of professionals • Access to educational opportunities • Data gathering and accessibility • Financial management • Internal organizational struggles
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Community of dressage riders of all levels • Cross pollination with other disciplines • Youth education and training • Local events, focus on education, 	<p>THREATS</p> <ul style="list-style-type: none"> • Travel distance to ODS events • Economy and other variables (COVID-19) • Misperception about what dressage is and who is welcome • Opinions about the state of the

¹ ODS Chapters interviewed include Central Oregon, Columbia County, Eagle Cap, Fort Vancouver, Mid Valley, Northeast Oregon, State of Jefferson, Twin Rivers and Umpqua Valley. External organizations interviewed include California Dressage Society, Oregon Hunter Jumper Association, and WE United.

adult amateur	organization
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The complete SWOT analysis report can be found in Attachment A.

4: Goals

Organizational Development – Improve internal organization to be able to implement the programs ODS chooses with clear guidelines directing its volunteers and leaders.

Financial Management – Create a Financial Plan that establishes a transparent financial management system with an annual budget, a process for tracking actual revenue and expenses through each year, and commitment to consistent feedback to the Board of Directors on budget versus actuals to inform decisions for future investments to assure ODS’s mission is carried out while maintaining financial sustainability.

Marketing and Communications – Improve communications and establish a member growth plan. Develop effective marketing tools and outreach to members to help them feel part of a community that serves them to continue to learn, connect with USDF and compete at whatever level they are at.

Member Programs – Commit to serve members with accessible competitions and education programs throughout the year, coming up with creative solutions when limited by COVID-19 rules and regulations or other obstacles.

5: Operations Plan

The purpose of the following set of action plans is to take goals and opportunities and define how ODS will transform these into reality. Spreadsheets for each plan identify the specific actions, responsible parties, budget, schedule and how ODS will measure the success of implementation (key performance indicators). These spreadsheets will be updated regularly. Below ODS has recorded the major components of the operations plan that it plans to execute over the next year.

5a: Organizational Development Plan

- Review and Revise Polices and Procedures Manual and Bylaws
- Develop Volunteer Engagement Plan
- Create Succession Plan for Board of Directors and other key volunteer positions
- Prepare Support Tools for Chapters

5b: Financial Plan

- Hire a bookkeeper
- Prepare budget
- Agree on method of reconciliation between chapters and ODS accounts

5c: Communications Plan & Membership Development Plan

- Continue to update and improve website
- Increase social media presence
- Determine which publications to contribute to and at what frequency
- Review ODS publications
- Plan for membership growth

5d: Member Programs

- Develop more accessible Education Programs
 - Trainers
 - Adult amateurs
 - Youth
 - Online/virtual events
- Improve Management of Competitions and Awards
 - Show management plan – guidelines for show managers, show secretaries and competitors
 - Show entry form management
 - Award nominations
 - Banquet