

Director's Report  
AHA Board Meeting  
May 17-18, 2013

**Highlights**

- Registry amnesty in 2013, July 1- Dec 31
- Both entry numbers and horse numbers are up a direct comparison of 2012 to 2013 numbers
- Business Technology Director (formerly IT Director) position filled
- Flights will start to Brandon in September of 2013
- TAIL tours will be back at YNL
- Will set up meetings in Region 10 to discuss strategic plan initiatives
- AHA Marketing department is willing to help Regions promote show
- Three checklists designed to have members with buying a horse, purchasing a breeding and creating a sales agreement are on the AHA Website at [http://www.arabianhorses.org/registration/reg\\_Forms.asp#ref11](http://www.arabianhorses.org/registration/reg_Forms.asp#ref11) under *Checklists*
- The purse money for racing in USA equals \$125,000 in sponsorship; this does not include what sponsorship funds go to the Arabian Racing Cup that hosts the Darley Awards yearly
- The President of the UAE Cup Gr 1 will run at Churchill Downs, Ky on Stephen Foster Day on June 15, 2013

Items of items passed by the Board:

- Rules for Competitive Driving were added to Chapter 13 of the Competitive Trail Riding Rules, effective 1/1/14.
- the Arabian Horse Association will join the American Quarter Horse Association, American Horse Council, American Paint Horse Association, American Morgan Horse Association, Appaloosa Horse Club and other sister horse organizations in endorsing the current proposed amendment to the U.S. Horse Protection Act. These do not impact Arabian shows although there was some concern expressed that it might in the future.

For the text of all actions taken by the AHA Board (unapproved), go to: [http://www.arabianhorses.org/bod\\_motions.asp](http://www.arabianhorses.org/bod_motions.asp)

All Director's reports and supporting materials are available at [http://www.region10arabians.com/director's\\_report.htm](http://www.region10arabians.com/director's_report.htm)

**President's Report**

Cynthia has been very busy traveling to meetings and shows including from March to May:

- Wisconsin Call to Action – Lake Geneva, WI
- World Cup in Las Vegas
- Registration Meeting at Michael Byatt's, New Ulm, TX
- National Pedigreed Livestock Council meeting in Lexington, KY

More on some of the above later in the report.

She will be attending the Egyptian Event, the stakes race at Churchill Downs, the AHC meeting in DC, the Youth Nationals, and USEF summer meeting.

Cynthia is committed to listening to breeders, exhibitors, and owners and following are some of the things that she has heard this year. Many of these are in progress or are being evaluated as part of the AHA strategic plan so at least we are in sync with members and former members as to what the problems are. Let me know what you think of these ideas and other ones that you have.

- National and Regional Shows
  - Move out of Tulsa for USN (I encourage everyone to view Bill Hughes' interview about Tulsa at <http://ahtimes.com/aht-live-ep-2-bill-hughes/>)
  - Change USN to a show of champions - would shorten the show and give us more options for facilities – make it more exciting
  - Change Halter at USN back to having a Junior and Senior Champion and not age group champions. Use an international scoring system.
  - Bring in foreign judges for halter at USN
  - Move Halter out of USN Nationals
  - No value to Top Ten or Top Fives as too easy to acquire – would decrease the cost to National and Regional shows
  - Little value in Regionals especially the smaller ones
  - Bring in a professional show management team to run our National Events

- Combine Youth and Sport Horse Nationals into one big show.
- Shows in General
  - Allow judges to specialize so others could judge halter or make national judges have more certification in breeding classes
  - Allow shows to choose their own judging system and score cards
  - Stop abuse in all classes and on show grounds – APAHA has produced a code of ethics and a list of questions that owners should ask their trainers
- Structure
  - No value in belonging to a club (take advantage of the club info pages that will soon be on the AHA website)
  - No value in belonging to AHA if you don't show
  - Combine regions to combine funds and build up numbers
  - Reduce the size of the BOD and have fewer meetings (we are discussing fewer and shorter meetings)
  - Have all members have a vote
  - Cut down on the convention to have one every other year
  - Increase the number of delegates allowed by changing to 1 for every 25 members.
  - Still some folks think we are bankrupt (not true, see Treasurer's Report)
- Breeding
  - Lower cost to nominate into Sweepstakes
  - Have a Registry amnesty (planned)
  - Don't allow name changes or change to keep Breeder's ID
- General
  - Get a new website (in progress)
  - Regional Directors are not reporting back to their members on the state of AHA (not in Region 10!)
  - There is a need to raise capital to move AHA forward – now not later
  - Recognize that there has been and still is a declining equine market

### **Executive Vice President Report**

Since the last Board meeting, much time has been spent on redrafting the Website RFP and getting it back out to vendors. The due date is May 15 so even though the Vendor probably will not have been selected, we should have a reconfirmed idea of the necessary budget required. This amount will be discussed and hopefully confirmed by the Board as a variance to the FY14 budget. Cash was set aside within the FY14 budget. In addition, it is hoped we will have a figure from the Purebred Arabian Trust that they feel can be a contribution to the website project as well.

Interviews as of this writing are in process for the Business Technology Director (formerly IT Director) position. Over 40 applications were received which were narrowed down to 7 for phone interviews. In person interviews will be conducted with the top 3. Hopefully by Board time we will have acceptance from a candidate. UPDATE: Position filled.

Another area of activity has been organizing contracts by expiration dates in order to better determine contracts to bid or simply renew. This involves national events, IT, and other areas where bidding might benefit AHA. In addition, Senior Staff met with the Strategic Plan committee and later worked on the Strategic Plan draft as a group.

### **Treasurer's Report**

The Arabian Horse Association's financial condition continuously improved through FY13 when compared to the prior year. From a profit and loss standpoint, we did better than we had planned, beating our budget by more than \$75,000. Revenues were down less than \$5,000 when compared to FY 12. March 2013 cash was within \$5,000 of March 2012 cash. Working capital (Current assets less current liabilities) plus cash was at its highest March level since 2008, and was a positive \$245,000. Cash, Working Capital and the Operating Interfund combined were at the best level since 2007, at (\$561,000). During FY13 we improved Cash plus Working Capital by over \$525,000, and Cash plus Working Capital plus the Operating Interfund by over \$700,000. We expect that the rate of improvement that we have been showing will slow considerably as we move into FY 14 and beyond. All of the numbers here are unaudited. We will have the audited numbers for you at the convention.

### **Strategic Plan Discussion**

We spent Saturday morning discussing the strategic plan. It is very ambitious and prioritizing how we spend resources is going to be quite challenging. I plan on setting up an open meeting to discuss this before the August meeting of the board.

## **Committee and Commission Activity Reports**

Following is a list of significant committee and commission activity. For a complete list of committee activity go to <https://secure.arabianhorses.org/per/AHA/committeedirectory.cgi?func=start>

I am the Board liaison to the Amateur and Awards committees.

### **Committees**

*Amateur Committee:* Has created a Facebook page. Provided input to APAHA about Code of Ethics proposal.

*Breeding and In Hand Committee:* Creating working agenda for 2013. This includes discussions that may lead to resolutions that would allow runner in halter classes, allow handlers to show multiple horses in the same class, bringing back the 2011 resolutions. Go to <http://secure.arabianhorses.org/docs/committeereports/2013/2Q/275.pdf> to see the proposed agenda.

*Competitions Advisory:* Discussion continued on the Leveling the Playing Field initiative. There will be a resolution this year. There was also a discussion on the problems with wide discrepancies in scores at concurrent shows. It might make sense to allow these shows to use comparative judging. Considering ways to simplify the qualifications. They are looking for input.

*Equine Stress, Research & Education:* This Committee, chaired by Myron Krause, is gathering input in two areas: Tack and Training methods at shows, and Shoe Regulations. He is conducting a survey of committee members but I would be interested in any comments that any of you have.

I am attaching three documents:

- Myron's email of 4/20. Any of you that are members of this committee, please report back as to the results of the survey when you get them.
- Photos of shoes that were thrown at Scottsdale (note that this does not include information about the horse that threw the shoe).
- APAHA Code which relates to the training/tack in the warm-up areas issue

*IT Technology Advisory Committee:* Deeply involved in review and development of the website rewrite project and the IT portion of the strategic plan. Also helped with vetting on candidates for IT Manager position. Ongoing responsibilities for reviewing of IT projects.

*Membership:* 2013 Club Membership Drive/Contest is underway. Club officers should have recently received a list of direct members of AHA in their area who are not members of a club. Visit [www.arabianhorses.org/CMD](http://www.arabianhorses.org/CMD) for complete information.

*USEF Arabian Division Committee:* USEF is very concerned about humane issues and the response is a Code of Conduct that in the opinion of the Arabian Committee was not acceptable and went beyond the purview of USEF. It is my understanding that this will be withdrawn. What is going forward are rules about reporting of a horse collapsing and changing the drug rules to not allow any injections within 12 hours of showing with three exceptions (therapeutic fluids, antibiotics except for Procaine, and Dexamethasone for hives only) and only a vet can administer these no less than 6 hours before competing. USEF staff gave a presentation to the board about these rule change proposals which really made all of us more comfortable with the changes.

*Youth Committee:* Addis Equine Auctions donated \$5700 to AHYA that will be used to fund a scholarship and sponsor YN Championship jackets and belt buckles.

Other Youth information from the Marketing Department:

- We launched a "Sponsorship Opportunities" webpage to inform potential donors of the options available to support Youth activities and programs throughout the year. This page can be found at: <http://www.arabianhorses.org/youth/youthsponsorship.asp>. We will be seeking sponsors for Youth Nationals and the Arabian Horse Judging Contest, as well as donations for the Silent Auction, throughout the year.
- Also at the March meeting, the Board voted to enter a national level partnership with the Make-A-Wish Foundation. The Board would like to donate a portion of the proceeds from all AHYA fundraisers to Make-A-Wish in the hopes of eventually making a horse-related wish come true. Shawna is currently in discussions with the Foundation to determine at what level this will be possible.
- AHYA President Camille and Vice President Tori attended the American Youth Horse Council Symposium with AHA staff in Hartford, Conn. in early April. The Symposium was a wonderful networking opportunity and proved educational for the girls. Shawna Strickland, our Youth Director, was elected to the American Youth Horse Council Board of Directors for a 2-year term and will contribute to educational resource updates, marketing, etc.

- The Youth section of the website has been updated with a new membership page ([www.arabianhorses.org/youthmem](http://www.arabianhorses.org/youthmem)) and the dropdown menu has been reorganized for ease of use.
- The new youth brochure project is being completed in concert with the design for a new AHA step brochure (of which Youth would be a section). Hilary and Shawna are working on creative design, cohesive message, and a plan of execution.
- The Arabian Horse Judging Guide is in the process of redesign and update.
- The youth section of *Modern Arabian Horse* is being redesigned to suit a broader audience and will be more similar to "Generation Equus" of past issues than to the current paragraph format. The AHYA Board decided to redesign at the March meeting and Shawna is working closely with Liz Bilotta on execution.
- We launched an AHYA Instagram account that is being updated with photos from events, etc. The username is arabianhorseyouth and the photo stream can be found at [www.instagram.com/arabianhorseyouth](http://www.instagram.com/arabianhorseyouth). The teen audience is more actively involved on Instagram than Facebook, hence our support of this platform as a positive communication channel for the youth audience.

## Commissions

*Judges and Stewards Commission:*

### JUDGES AND STEWARDS STATISTICS AS OF MAY 13, 2013

Total number of AHA Judges	255275 (up 20)
Total National/Regional AHA Judges	157 (up 10)
Total Accredited/AHA Judges (less N/R)	118 (up 10)
Total Number of AHA Stewards	126 (up 2)
Total CTR Stewards	8 (down 9)
Total ER Stewards	17 (down 8)

Stan continues to be very concerned about the large drop in CTR stewards and ER stewards and is contacting the ones that did not renew to see what's up.

Based on conversations Stan has had at the Scottsdale and Vegas shows, he would support a unified scoring system for all shows and is reviewing scoring systems currently in use. One of his concerns is that the credibility of the AHA scoring system is diminished when the scores (especially at concurrent shows) vary widely. This happens less at Regional and National shows. Part of the problem is inexperienced volunteers make mistakes at smaller shows.

There will be a judge's school at the December show at West World in Scottsdale.

The Commission is working with the Stress Committee concerning shoeing. Shoes that came off at the Scottsdale show were weighed including pads, bands etc.

Stan reported that at the US Nationals alone three hours were lost to pulled shoes.

*Racing:* The President of the UAE Cup Gr 1 will run at Churchill Downs, KY on Stephen Foster Day on June 15, 2013. This will be a night race going 1 1/16 miles for a purse of \$100,000. This will be our 2<sup>nd</sup> trip over this prestigious track and it will be run at night under the lights.

The Sheik Zayed Cup was run at Sam Houston for the 3<sup>rd</sup> consecutive year with a purse of \$30,000 and for the 2<sup>nd</sup> year the running of IFAHR Ladies Amateur Jockey race running on all fillies was sponsored by HH Sheika Fatima Bint Mubarak with a pure of \$25,000. These races attract attention worldwide. These same 2 races will move to the Alameda County Fair in Pleasanton on July 7<sup>th</sup>. Part of this Global festival is the Wathba Series Cup for non stake runners. Again this year the 4 races will be run at the different fair tracks but the sponsor has raised their sponsorship from \$2,000 per race to \$5,000 per race in added money. The purse money this brings to the USA equals \$125,000 in sponsorship; this does not include what sponsorship funds go to the Arabian Racing Cup that hosts the Darley Awards yearly.

AJC is looking to put together a sponsorship package to reach out for sponsorship of purse monies for racing in the state of Kentucky. The Kentucky Horse Racing Commission has reached out to AJC and is willing to work alongside us in negotiating a boutique meet at a race track in Kentucky. The Arabian breed already has in place, in Kentucky, a breed incentive fund and a breed purse fund. An 18-20 day boutique meet is what we are looking to produce. A % of funds from simulcast and on track betting on Arabian racing will go into a breed purse fund, managed by the KHRC. These funds, as they accumulate will go into the purse structure for Arabian races in the state. At this point in time, Kentucky may be the most Arabian breed friendly state for racing in the USA. It is important that we establish a race meet, once again, in the state of Kentucky.

Due to the change of the guard of the New York Racing Association and Gaming commission, the legislation to allow a restricted number of Arabian stakes races in the state of New York has not moved forward. AJC does not expect it will go

to the legislature this year. This is still on the plate of our international sponsors and the NYRA but there are a number of items on their agenda that must come before ours is looked at.

*Registration:* The Registration Commission met at Michael Byatt's farm in Houston, Texas the weekend of May 3<sup>rd</sup>. The fall meeting will be held at Manny Vierra's farm, Valley Oaks in Northern California. At each meeting, the RC hosts a Breeders Forum. They have hosted a forum in over 22 venues and each has been very productive and well received by our breeders and owners. The purpose of the forums is to gather feedback regarding all registration related work geographically across America.

Three checklists designed to have members with buying a horse, purchasing a breeding and creating a sales agreement are on the AHA Website at [http://www.arabianhorses.org/registration/reg\\_Forms.asp#ref11](http://www.arabianhorses.org/registration/reg_Forms.asp#ref11) under Checklists.

*Sweepstakes:* Entries continue to decline but are still above the 900 entries needed for each year to make payments without going into the principal but in the decline continues, we may reach that number. So far in 2013 we have a total of 1540 breeding entries (1257 Arabians, 283 HA/AA).

Point enrollments continue to come in with 920 participants as of this meeting. Last year we had a total enrollment of 1,288 in the Sweepstakes Points program.

The Sweepstakes Commission is currently reviewing the Sweepstakes. Recommendations for change are scheduled to be coming forward to the August meeting.

The extra prize money at the US Nationals was a 5 year commitment with a review after three years. We are into the third year so the program will be reviewed next year when we have 3 full years of data.

### **Department and Show Commission Updates**

Only significant updates are included.

*Personnel & Office Services:* Brad Short (for Heather Ellzey) reported that:

- As of 5/17, AHA has 39 FTEs (2 openings) as opposed to 58 in May of 2008
- 3 part-time as opposed to 0 in May of 2008

*Accounting:* Brad Short reported that:

- due to continuing calls of bonds, return will drop below 4% this year from 4.14%
- a change in business insurer resulted in a decrease in rates so we will be under budget by \$10,000

*Competitions:* Leslie Lockard reported that:

#### **AHA Recognized Competitions**

- Entry numbers are up 2.84% in a direct comparison of 2012 to 2013 numbers.
- Horse numbers are up 6.07% in a direct comparison of 2012 to 2013 numbers.

One Day shows continue to grow in popularity. Last year we recognized 47 competitions and at this time we have 66 competitions recognized. Regions holding the most AHA One Day Shows are;

- Region 8 – 15 Competitions
- Region 6 – 12 Competitions
- Region 11 – 7 Competitions
- Region 12 – 6 Competitions
- Region 18 – 5 Competitions

**NOTE: Corrections to Nationals prize lists are indicated in "Red" on the website. Periodic eblasts will be made regarding these corrections.**

Canadian Nationals: August 12-17, 2013: Flights from WestJet will start to Brandon in September of 2013. The Calgary Stampede is building a new building with a scheduled completion date of July 2014. The Canadian Show Commission is being aggressively solicited to consider a move and will be looking at this facility in the future. We will be in Brandon through 2014. Brandon is going to also be putting up a new building and the Commission has met with the design firm to make sure that the new multi-purpose building would meet our needs.

Sport Horse Nationals: September 18-22, 2013: There are many other events in the Lexington VA area at the same time as the Sport Horse Nationals so make reservations early. If flying in, use the Roanoke Airport (US Airways and Delta) and drive 30 minutes to the horse park.

AHA Distance Nationals: October 24-28, 2013: In need of sponsorships to break even.

*Customer Service* Debbie Fuentes reported that:

Registrations: As of March 31, 2013, we had completed 773 Arabian and 173 Half-Arabian registrations. As of April 23, 2013, we completed the registration of 989 Arabians and 243 Half-Arabians and Anglo-Arabians. While registrations have experienced some decline, revenue in both Arabian and Half-Arabian registration continues to be just slightly better than budget. Export and import transactions, Transported Semen and Embryo Transfer activity continues to be strong.

Registrations from April 2012 to April 2013 declined 5% for Arabians and 28% for HA/AA for an overall decline of 10.6%.

Membership: As of March 31, 2013 AHA had 25,429 members compared to 27,770 at that time last year. We experienced a 7.3% decline over 2011. April memberships declined 5.4% from 2012. The good news is that we saw only a 2% decline from December 2012 to April 2013.

Revenue through March is \$37,727 better than budget. Club biographies will shortly be posted on our website. Of the 237 recognized clubs, at this time 110 clubs have submitted bios. The club drive is underway and going well. This is what it will look like:

The screenshot shows the Arabian Horse Association website. The main content area is titled "CLUB CONTACTS Middle Central States". It features a sidebar with navigation links and a main content area with contact information for the 8033-COLORADO AHC. The contact information includes the Director Rusty Cook, Membership Chairman Patricia Thompson, Vice President Name, and Secretary Name, each with a phone number and a "send email" link. The website also includes a search bar and a navigation menu.

Outreach and Alliance Activity

- Kelly Huston, Cynthia Richardson, Glenn Petty and Debbie Fuentes were guests of the Arabian Racing Cup at the Darley Awards in March. The ceremony was in Houston. While there, we attended the Arabian horse races at Sam Houston Race Park.
- Cynthia Richardson, Pat Hendershot, Bill Harless, Stan Morey and Debbie Fuentes represented AHA at the Arabian Breeders World Cup Show in Las Vegas. We received many positive and supportive comments. We met with many breeders and several of the Breeders Cup board members.
- We are hosting the National Pedigreed Livestock Council meeting in May of 2013 at the Al-Marah Galleries in Lexington, Kentucky. Harrison Courver will be conducting a half day seminar. He has done consulting with several of our sister breed associations including AHA. He is the author of the "Road to Excellence".
- Attendance for the upcoming NPLC meeting is strong. We have a strong equine presence this year. We have redesigned the NPLC logo and will be launching it at the May meeting.

- Focus for the remainder of 2013 will continue to be with the National Pedigreed Livestock Council, American Horse Council, the Pinto Horse Association, USEF, USLGE, Appaloosa Horse Club and the American Quarter Horse Association.

*Information Technology:* Jim Lawless reported that the IT is working on the following:

- Providing information and access to our new Racing Report web services to two of the potential vendors of the Arabian Jockey Club new website and automating internal racing reports that will give the AJC website user real time data and will reduce the monthly work load on AHA Customer Service to manually update AJC website content.
- Web Re-write Project
- Online Payments
- Simplifying National Events setup performed yearly by the Competitions group.
- Continuing to enhance HRS including changes that will allow the entry of foreign studbook data, create export controls and reduce the number of HRS activities that require production support from AHA BT to complete

*Marketing:* Bill Harless reported the following:

National Events: Marketing team is working closely with AHA Competition staff and show commission to develop an advance plan for marketing the shows as well as special events.

- Creating pre-event emails targeting current members and potential members.
- Drafting public service announcements (PSA) and reaching out to local media outlets.
- Researching potential "special" event acts for each show.
- Starting conversations with local chamber of commerce and tourism groups.
- National Event Sponsorship proposals have been sent to the following: Sport Horse Nationals - Dover Saddlery, Canadian Nationals - ATCO Group and Novartis Pharmaceuticals
- We've begun pre-event marketing for YNL with eBlasts, Facebook post, Facebook Event Page and a home page banner ad. New this year, is a flyer, poster and post card available for download from the website. Anyone can download and print the promotional materials. Great for hang a poster your barn, a flyer in the local tack shop and coffee shop.
- TAIL tours will be back at YNL this year. Volunteer Lori Davisson will be assisting with YNL TAIL tours.

Regional Events: Marketing will work with regions to market their regional shows including assisting with email marketing plans, offering Facebook Event pages connected to the AHA Facebook page, and promoting charity/special events via the AHA Insider.

#### Communications Highlights

- Shot, edited and produced first two episodes of The AHA Moment, our new video informational segment.
- Developed a spring "campaign" to recognize collegiate equestrians competing in NCEA and IHSA who got their start in Arabians. Recognized a new rider weekly with a bio and photo on Facebook.
- Worked with the editors and or writers of *Horse Illustrated*, *Horse& Rider*, *The Whip*, *Dressage Today* and MPI's publication, *One+* to place Arabians or AHA in their publication.
- Developed six eBlasts to promote CNL; 3 to members, 3 to the public.
- Developed first eBlast to promote YNL and distributed to members.

#### Corporate Partners/Sponsors Highlights

- A sponsorship contract is with WeatherBetta, USA. We have a verbal commitment from WeatherBeeta to provide budget relieving product in kind and cash up front. Target completion date, May 30.
- The decision on a new member credit card has been made. UMB will be the new credit card provider. Implementation date, July 1.
- Other active opportunities include Cinch, Jamco Trailers, Woodford Reserve, Ariat, Valero

#### Modern Arabian Horse Highlights

- March fashion shoot appearing in Issue 2 continues to expose new products to the readers and provide a source of much-needed non-farm revenue for the magazine. Western-themed items seem to be well-received. The section featured a Houston company whose purebred Arabian stallion is a wonderful ambassador for the breed and the design and manufacturing occurs at the farm.
- Search to expand commercial sales opportunities
- Added additional products to print offerings: stallion cards, farm brochures and bookmarks that farms can use as promotional tools
- Revenues for issue comparing one year prior include:
  - Issue 1 '12      \$44,875.85      '13      \$49,187.16

- Issue 2 '12      \$40,723.83      '13      \$40,710.49
- Magazine had additional distribution at the Denver Merchandise Mart WESA show in January, Scottsdale in February.

Social Media: For a total expenditure of less than \$275 over a period of 4 weeks, we increased Facebook fans by nearly 6,000 and have seen significant increase in social interaction on Facebook. We will test more social advertising with an emphasis on events as Youth Nationals gets closer (not to exceed the \$10/day budget).

2013 Convention November 20-23, 2013 Lexington KY

- Offering an offsite tour to the Kentucky Horse Park's International Museum of the Horse to visit the Al-Marah Arabian Horse Galleries on Friday Evening and will include transportation, a meal, and a cash bar.
- Region 14 is planning optional pre-convention farm tours as well.
- AHA will set the same firm October 1<sup>st</sup> registration deadline as last year.
- As decided in the budget, the convention registration price has been raised by \$25.00 a person.

Discovery Farms: AHA marketing and IT staff have completed a comprehensive clean-up of the Discovery Farms program. Discovery Farms only requires a one-time payment to sign up but requires users to maintain current membership to remain part of the program. All users with expired memberships over two years past due were removed.

Website Rebuild: Revised the Functional Requirements with the MDP the weekend of the March Board Meeting. In conjunction with input from AHA staff, the MDP and the ITAC committees, the Request for Proposal package was finalized and has been delivered to 8 vendors. The next step is to review proposals and decide on a vendor, secure funding and negotiate a contract. The website rebuild is the top Marketing priority.