LEAD. ENGAGE. SUSTAIN.

STRATEGIC PLAN
2024 - 2027

Version 1.0

International Pressure Equipment Integrity Association

May 31, 2024

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STRATEGIC PLAN DEVELOPMENT JOURNEY

Strategic Plan Background

In the spring of 2024, the International Pressure Equipment Integrity Association's (IPEIA) Steering Committee kicked off a process to develop a Strategic Plan that would set the course of the Association for the next 3 Years. The objective was to help determine the optimal structure and direction of IPEIA, create alignment with its stakeholders, and ensure the sustainability of the association. The development of the Strategic Plan was championed by a small Task Force of Steering Committee members (the Task Force) that were voted on during the February 29th Steering Committee Conference Debrief Meeting. To facilitate and lead the development of the Strategic Plan, IPEIA engaged a third party, iliad Solutions Inc, a management consulting firm with expertise and experience in strategy development.

Strategic Plan Participants

Developing the foundation of the Strategic Plan was led by the IPEIA Task Force:

- Trent Tarleton, 2024 IPEAI Co-Chair
- Alison Weeks, 2024 IPEIA Executive Advisor & Past Chair
- Robin Antoniuk, 2024 IPEIA Regulator Liaison
- Christi Marcine, 2024 IPEIA Senior Advisor and Manager

Strategic Plan Development Process

The Task Force engaged in a total of five sessions scheduled in 2 to 7-hour blocks of time, plus a couple of additional planning and follow-up sessions, to complete the development of the Strategic Plan deliverables below:
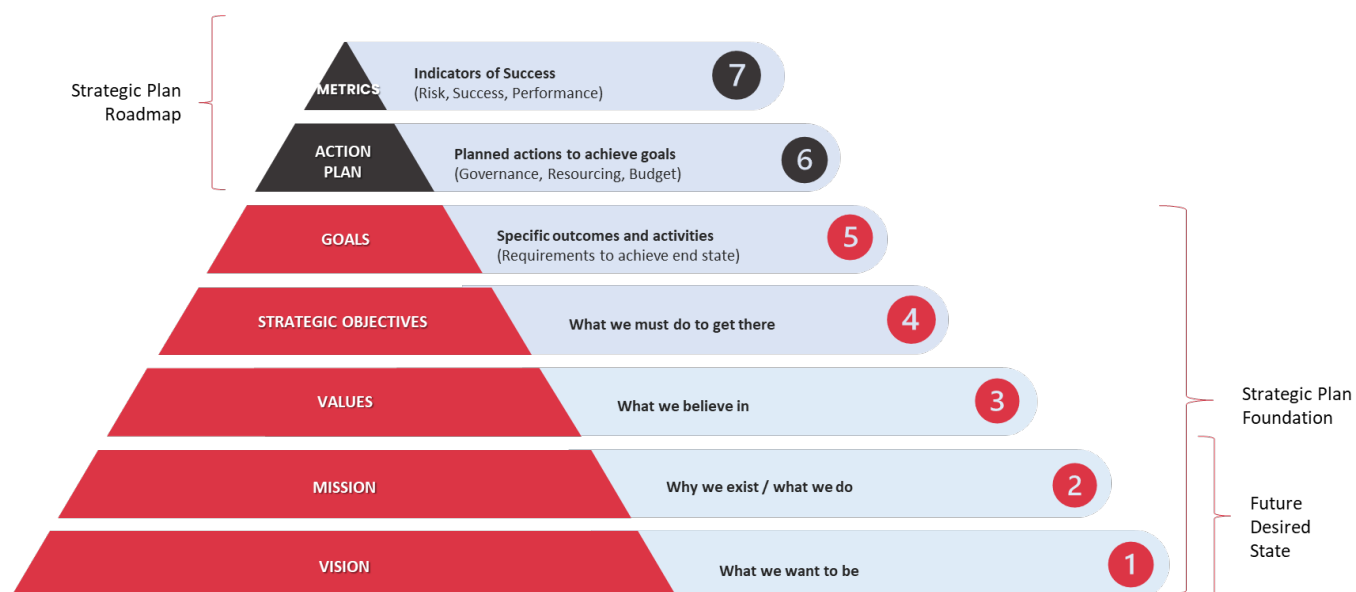
Strategic Plan Positioning – Internal

To inform the development of the Strategic Plan, the IPEIA Task Force identified key stakeholders to gather perspectives, insights, and feedback to help 'position' the desired future state. This would result in a Strategic Plan that incorporated a broader range of ideas and more than just the views of the Task Force.

The process included the following steps:

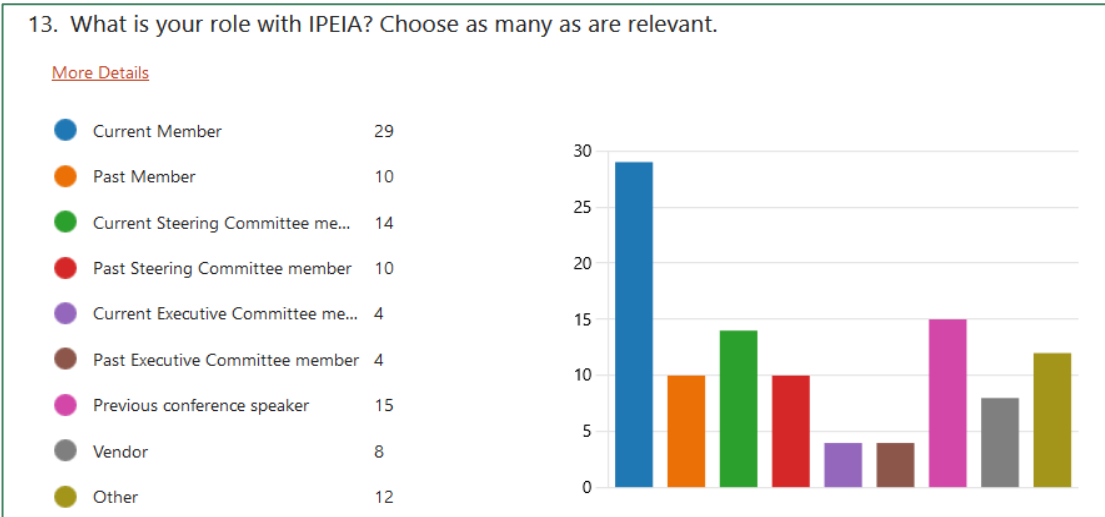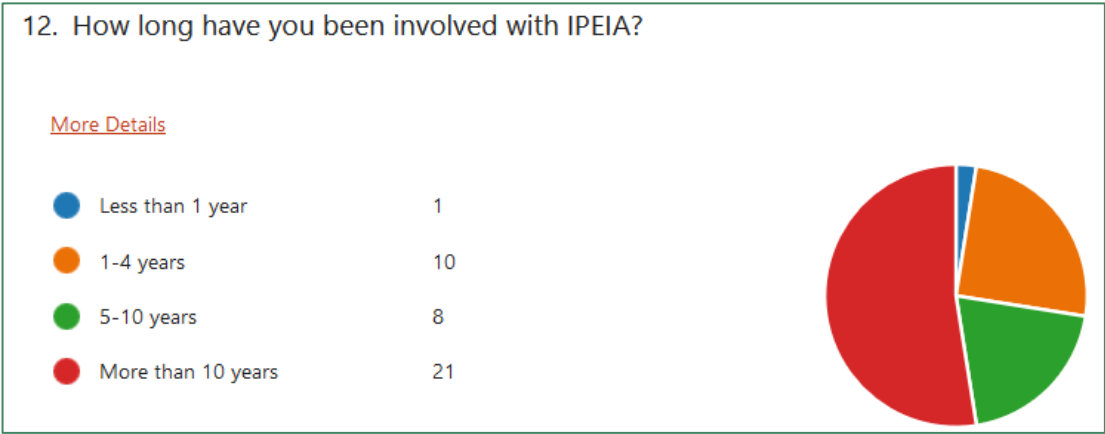1. **Feedback Collection Process**

   On March 25, 2024, an awareness email explaining IPEIA's Strategic planning initiative was sent to 71 individuals by Trent Tarleton, IPEIA 2024 Co-Chair, on behalf of the IPEIA Strategic Plan Task Force. The Task Force requested that the recipients respond to a SOAR (Strengths, Opportunities, Aspirations, Results) Analysis questionnaire, whose purpose was to gather insight and perspectives on the future direction and growth of IPEIA to help inform the Strategic Plan.

2. **SOAR Analysis Participation**

   The 71 individuals to whom the SOAR questionnaire was sent included IPEIA members, both past and current, as well as a representative group of other stakeholders. The response rate for the questionnaire was 56% with 40 responses received. All responses to the SOAR were sent anonymously to a representative from iliad Solutions for review and analysis.

3. **SOAR Analysis Respondent Demographics**

   Ninety percent of stakeholders who responded to the survey identified themselves as being located in Alberta, and largely from Calgary. In addition, there were two from Edmonton, one from Saskatchewan, two identified their location as Canada, and one was from Florida. The demographics of the respondents were analysed as it related to the length of their involvement with IPEIA, their role related to IPEIA and their job level. The results of this analysis are shown in the following diagrams.

12. How long have you been involved with IPEIA?

More Details

🔵	Less than 1 year	1
🟠	1-4 years	10
🟢	5-10 years	8
🔴	More than 10 years	21

13. What is your role with IPEIA? Choose as many as are relevant.

More Details

🔵	Current Member	29
🟠	Past Member	10
🟢	Current Steering Committee me...	14
🔴	Past Steering Committee member	10
🟣	Current Executive Committee me...	4
🟤	Past Executive Committee member	4
🌸	Previous conference speaker	15
⚫	Vendor	8
🟡	Other	12

* "Other" includes written-in responses: specific committees and roles on those committees, liaison, sponsor, public relations, management & admin team, student presenter

15. What is your job level?

More Details

🔵	Entry level / Junior	1
🟠	Intermediate	5
🟢	Management	9
🔴	Senior / Executive	22
🟣	Retired	3
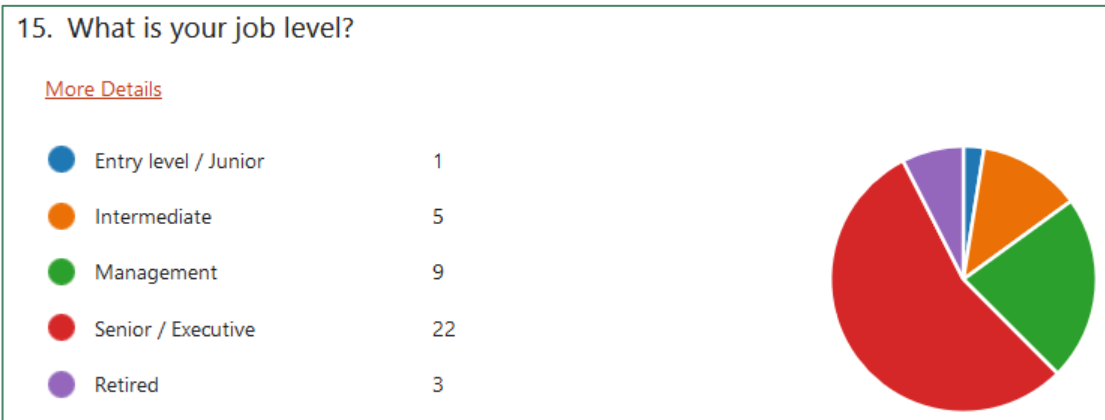
4. SOAR Analysis Summary

All information from the SOAR participation was summarized and provided back to the Task Force in a high-level document. There were **many opportunities identified** from the strategic positioning information gathered and they were analyzed and split into 17 themes. These themes, and the underlying more detailed opportunities, were provided to the IPEIA Task Force to take into consideration as they developed the Strategic Plan. These opportunities were then used more specifically to develop four strategic objectives that are defined in the Strategic Plan.

5. **SOAR Analysis Themes**

Below is a high-level summary of the key themes that were provided from the SOAR Analysis. Any theme that appears in this summary was provided by multiple respondents. A detailed 16-page document with additional detail on the themes gathered from the nine questions below was provided to the Task Force and used extensively to build the Strategic Plan foundation.

- **SOAR Questions:**
    o What makes IPEIA unique?
    o What do you think IPEIA's strengths are?
    o How does IPEIA leverage these strengths?
    o What are the top three opportunities on which our not-for-profit industry association should focus our efforts?
    o What does IPEIA need to continue to do, stop doing or do differently to achieve these opportunities?
    o Are the IPEIA mission statements still relevant to industry? Please explain.
    o Where does IPEIA need to be in the next 3-5 years to provide value to industry?
    o How well is IPEIA currently delivering on its existing mission statements?
    o With the understanding that we have increased our scope year-over-year, and we have not changed our internal structure or resources, how do we create a sustainable model to uphold the current IPEIA offerings to industry?

- **Strength Themes:**
    o Industry focus and uniqueness
    o Strong volunteer commitment and community engagement
    o Quality offerings and professional development
    o Industry collaboration and stakeholder engagement
    o Continuous improvement and innovation
    o Member experience and engagement
    o Strong staff team and management

- **Opportunity Themes:**
    o Enhanced outreach and promotion
    o Conference location change, content improvement and diversity
    o Operational and structural optimization (management, policy and decision making, strategy, volunteers, technology, communication)

- **Aspiration Themes:**
    - o Adaptability and continued relevance
    - o Education and knowledge sharing
    - o Stakeholder engagement and networking
    - o Technological innovation and best practices
    - o Strategic partnerships and relations
    - o Membership growth and engagement
    - o Cultural transformation and inclusivity
    - o Financial sustainability and governance

- **Result Themes:**
    - o Assess perceived impact and value
    - o Optimized resource allocation
    - o Effective volunteer management and sustained volunteer engagement
    - o Financial health and stability/growth
    - o Efficient governance
    - o Industry relevance
    - o Improved communication and transparency

Strategic Plan Alignment

Before building the draft Strategic Plan, it was important to build and confirm some key foundational elements for the IPEIA organization. Included in this was the development of a vision, mission, set of core values as well as four strategic objectives and their associated goals. Once this was complete, the Task Force members engaged in alignment discussions with key IPEIA stakeholders to gather high-level feedback on what had been developed to date.

Specifically, the Task Force members reviewed the SOAR feedback themes, vision, mission, core values, strategic objectives, and goals with these stakeholders. The objective of the alignment sessions was to demonstrate that feedback from the SOAR Analysis was being incorporated into the plan and to obtain some initial reactions on the direction that the Strategic Plan was taking. Concerns, validation, and questions were addressed, and some great feedback was gathered from these conversations. The Task Force used these stakeholder insights to adjust the wording of the vision, mission, the core value descriptors and some of the strategic objective outcomes and goals.

Strategic Plan Rollout

This draft Strategic Plan is being shared with the IPEIA Steering Committee on June 18, 2024, for endorsement. The formal rollout of the new Strategic Plan is planned for the summer of 2024.

STRATEGIC DIRECTION

To support this evolving landscape, IPEIA must foster collaboration and knowledge sharing through conferences and partnerships, develop and promote harmonized standards and best practices, support the adoption of new technologies, enhance training and certification programs, advocate for sustainability initiatives, facilitate regulatory compliance, and leverage digital transformation. By developing a new Strategic Plan, IPEIA can ensure the industry's growth, innovation, and long-term viability is a focus.

The theme of the 2024 – 2027 IPEIA Strategic Plan is *Lead. Engage. Sustain*. This Strategic Plan is our high-level roadmap that aligns IPEIA's focus, resources, priorities, outcomes, and measures to achieve our vision.

The 2024 – 2027 Strategic Plan is strategically aligned to support IPEIA's long-term vision, mission, and core values. This document provides IPEIA with clear direction on the key areas of focus and results expected in the coming three years. In addition, it will provide our volunteers, staff, and members, as well as industry, government, and educators with an understanding of IPEIA's scope and mandate over the next few years, clarifying the association's top priorities.

This Strategic Plan was created by the IPEIA Task Force with the support of the broader IPEIA membership and key stakeholders. It includes insights and feedback from approximately 50 stakeholders. The basis of this Strategic Plan was curated from all the conversations and strategic positioning information gathered.

IPEIA Vision

> // To lead, grow and sustain an interconnected community to support the pressure equipment industry //

IPEIA Mission

> // To enhance pressure equipment safety, reliability, and innovation among industries; creating awareness, learning, and teamwork with all stakeholders. //

IPEIA Core Values

The IPEIA Core Values explicitly state what we believe in. Such statements identify the core of our principles and are memorable, actionable, and timeless. They are an agreed-upon standard for evaluating our actions and behaviours with each other, industry, government, educators, and other stakeholders. These values help foster an open and positive work and collaboration environment and an ethical approach to decision-making and governance to strengthen the integrity of the pressure equipment industry. They form the bedrock for our association's behaviours, culture and expectations when participating in and supporting our events. IPEIA will champion the following core value statements to deliver the Strategic Plan, annual supporting roadmaps, and our sustainable operations:

INTEGRITY	COMMUNITY	RELEVANCE	SUSTAINABLE

INTEGRITY stands as the cornerstone of our values. IPEIA believes in treating every stakeholder with **respect,** fostering an environment where every individual is valued and heard. Our commitment to **accountability** ensures that we take full responsibility for our actions, delivering on our promises and maintaining the trust of our stakeholders. We uphold the highest standards of **professionalism**, consistently demonstrating competence and ethical behaviour in all our endeavours. Through transparency, we guarantee openness and honesty in our communication, building a culture of **trust** and integrity.

The IPEIA **COMMUNITY** thrives on the spirit of **volunteerism**, where members and industry actively participate in giving back and making a positive impact. We emphasize the importance of **collaboration**, working together seamlessly to achieve common goals and drive the collective success of the association and industry. Through **teamwork**, we harness the strength of diverse talents, ensuring that every voice is heard, and every contribution valued. We believe in the power of **networking**, building strong, supportive relationships that foster growth and mutual benefit within our community.

RELEVANCE is the core of our mission. IPEIA is dedicated to being **industry-led**, ensuring that our initiatives and strategies align with the latest trends and demands within our sector. We prioritize **knowledge sharing**, fostering an environment where insights and expertise are freely exchanged to drive innovation and growth. By leveraging diverse **platforms,** we enhance our reach and impact, facilitating continuous learning and collaboration. Our commitment to **staying on top of what is going on in the industry** ensures that we remain agile and responsive, always at the forefront of developments and societal shifts.

SUSTAINABLE is integral to our vision. Our association is dedicated to ensuring long-term success and growth through an effective governance structure and by fostering strong relationships, maintaining financial stability, and continuously adapting to the evolving needs of our members. We strive for **operational efficiency**, optimizing our processes to enhance productivity. We prioritize transparent governance, to create a resilient and thriving association. We are committed to **succession planning**, ensuring that our association and industry have a pipeline of capable leaders for the future. By **supporting technology,** we drive innovation that promotes sustainable practices. Upholding the **reputation** of IPEIA is paramount, as we maintain the highest standards of ethical conduct and environmental stewardship.

IPEIA Strategic Objectives and Goals

The Strategic Plan focus will be to deliver on four key strategic objectives that will drive IPEIA's focus, disciplined execution, and the priorities from 2024 through 2027.

The four Strategic Plan objectives and goals are:

1

REVISE OPERATING MODEL

To optimize the association's efficiency, agility and effectiveness by restructuring the governance/leadership model as well as operations to better support current and future membership offerings.

2

FOCUS ON OPERATIONAL SUSTAINABILITY

To create sustainable practices in all facets of operations ensuring long-term resilience, succession, and financial performance.

3

PROMOTE STAKEHOLDER ENGAGEMENT

To create meaningful relationships by actively listening, and collaborating to understand their needs, concerns and expectations, which will ultimately provide mutual value creation.

4

MANAGE STRATEGIC EXPANSION

To strategically expand membership demographics and high-value offerings, while mitigating risk, and recruiting a highly engaged volunteer and staff team.

STRATEGIC OBJECTIVE OUTCOMES

Strategic Objective #1:

Revise Operating Model

By revising the IPEIA operating model, we aim to create a more efficient, agile, and effective association that better supports the needs and opportunities of our current and future members. This strategic objective ensures that we are well-positioned to adapt to industry changes and continue providing exceptional value to our membership.

Our Goal:

To optimize the association's efficiency, agility, and effectiveness by restructing the governance/leadership model as well as operations to better support current and future membership offerings.

Summary of Outcomes to Support Strategic Objective and Goal:

1.New operating model built (July - August 2024)
- Engage a third-party facilitator or adviser to lead the design of a new operating model with IPEIA
- Conduct a comprehensive assessment of current governance and operational structures
- Involve members, staff, and leadership in the planning and decision-making process to foster a sense of ownership and commitment
- Develop a detailed blueprint for the new operating model, including governance, leadership roles, and operational processes

1.2 Buy-in for change created (August - September 2024)
- Develop a formal Change Management Plan
- Communicate the vision, benefits, and necessity of the new operating model to all stakeholders
- Provide training and resources to prepare all levels of the association for the transition

1.3 New operating model implemented (Oct. 2024 – Jan. 2025)

- Develop a phased Implementation Plan with clear milestones and timelines
- Allocate necessary resources, including budget, personnel, and technology, to support the implementation
- Execute Change Management and Implementation Plans

Strategic Objective #2:

Focus on Operational Sustainability

By focusing on operational sustainability, IPEIA aims to build a resilient association that can effectively manage resources, support leadership, and ensure a stable and successful future. This strategic objective will enable us to maintain high standards of performance while adapting to evolving challenges and opportunities.

Our Goal:
To create sustainable practices in all facets of operations, ensuring long-term resilience, succession, and financial performance.

Summary of Outcomes to Support Strategic Objective and Goal:

2.1 Better managed, committed, and accountable volunteer base

- Build an organizational chart that aligns with the new operating model, that clearly outlines roles and responsibilities for staff and volunteers to ensure accountability
- Implement a robust volunteer management system to track participation
- Provide ongoing training and development opportunities to enhance volunteer understanding of roles and commitment
- Foster a culture of recognition and appreciation for the contributions of leaders at all levels
- Empower IPEIA leadership to effectively manage volunteer efforts and accountability in a professional and efficient manner

2.2 Effective transition planning for staff and volunteer roles

- Create a comprehensive succession plan for all key staff and volunteer positions
- Provide third-party mentoring and coaching support for key leadership and governance roles
- Ensure smooth transitions by documenting processes and providing handover support

2.3 More equitable distribution of efforts amongst volunteers

- Implement a system to evenly distribute tasks and responsibilities among volunteers
- Regularly assess volunteer workload and adjust assignments to prevent burnout
- Encourage collaboration and teamwork to share the load and enhance volunteer satisfaction

2.4 Professional resource plan

- Develop a resource plan that identifies the professional skills and expertise needed to support the association
- Recruit and retain professionals with the necessary skills to enhance operational efficiency

2.5 Sustainable, stable, and supported operational systems

- Build a preferred vendor list with reporting schedule
- Define a list of all the tools, software, support and integrations, and complete a gap analysis
- Invest in technology and infrastructure that support efficient and sustainable operations
- Implement best practices for financial management to ensure long-term stability
- Regularly review and update operational systems to keep pace with changing needs and opportunities

Strategic Objective #3:

Promote Stakeholder Engagement

By promoting stakeholder engagement, we aim to build a collaborative and responsive association that listens to and addresses the needs of its stakeholders. This strategic objective ensures that we create meaningful relationships that lead to mutual value creation and long-term success.

Our Goal:
To create meaningful relationships by actively listening, and collaborating to understand their needs, concerns, and expectations, which will ultimately provide mutual value

Summary of Outcomes to Support Strategic Objective and Goal:

3.1 Comprehensive internal communication and marketing plan

- Outline a Communication and Marketing Plan
- Develop a robust internal communication strategy to ensure all stakeholders are well-informed and engaged
- Create targeted marketing materials that highlight the benefits of stakeholder engagement
- Utilize various communication channels to reach different stakeholder groups effectively

3.2 More effective industry group involvement

- Schedule a specific industry group meeting to create alignment (tie fees to participation level)
- Increase participation in industry groups to enhance collaboration and knowledge sharing
- Encourage stakeholders to take active roles in industry discussions and initiatives
- Regularly assess the impact of industry group involvement and adjust strategies to maximize benefits

3.3   Board engagement from executives in the industry, including owners/producers

- Create a list of executive industry owners / producers and confirm who IPEIA is going to approach
- Actively recruit industry executives, including owners and producers, to participate on the Steering Committee
- Incorporate regular discussion of strategic initiatives at regular Steering Committee meetings and IPEIA events
- Ensure that Steering Committee members are well-informed about the association's goals and progress

3.4   Corporate engagement plan created

- Develop an association Engagement Plan that includes regular check-ins with volunteer companies
- Establish a feedback mechanism to gather insights and address concerns from stakeholders
- Foster long-term partnerships by demonstrating the value and impact of their involvement

Strategic Objective #4:

Manage Strategic Expansion

By managing strategic expansion, IPEIA aims to cultivate a vibrant and diverse membership, introduce innovative themes and technologies, and strengthen our association through active engagement and strategic partnerships. This strategic objective will position the association for sustained growth and success in a rapidly evolving industry landscape.

Our Goal:

To strategically expand membership demographics and high-value offerings, while mitigating risk, and recruiting a highly engaged and active volunteer and staff team.

Summary of Outcomes to Support Strategic Objective and Goal:

4.1 Increased membership through industry, demographic and geographic diversity

- Build an Ambassador Program for volunteers to increase membership
- Provide certificates of attendance for viewing past presentations
- Develop targeted outreach campaigns to attract members from diverse industries, demographics, and regions
- Implement membership incentives and benefits tailored to different groups to encourage broader participation
- Monitor and analyze membership trends to continuously adapt and refine recruitment strategies

4.2 Introduction of emerging Industry themes and technologies

- Identify and integrate emerging industry trends and technologies into the association's programs and offerings
- Organize workshops, webinars, and conference focused on cutting-edge topics to attract and retain members
- Collaborate with industry experts and innovators to provide valuable insights and knowledge to members

4.3   Inclusion of a policy landscape perspective

- Build a plan for the first executive / owners / regulator consortium
- Stay informed about relevant policy changes and developments that impact the industry
- Develop resources and programs to educate members on the policy landscape and its implications
- Advocate for policies that support the growth and sustainability of the industry

4.4   Increased involvement from young professionals and students

- Create initiatives and programs specifically designed to engage young professionals and students
- Offer mentorship opportunities, scholarships, and internships to support the career development of emerging talent
- Establish a young professionals' network to foster connections and professional growth

4.5   Increased networking opportunities

- Expand and enhance networking events to facilitate meaningful connections among members
- Create platforms for members to collaborate and share best practices, fostering a supportive and engaged community

4.6   Formalized strategic partnerships

- Develop formalized partnerships with key industry organizations (e.g. CAPP) and stakeholders to provide additional value

CRITICAL SUCCESS FACTORS

The key success factors to achieving this Strategic Plan are:

1. **Proper introduction:** The strategic plan must be introduced effectively to all stakeholders, ensuring they understand its purpose, goals, and benefits. A well-communicated introduction sets the stage for successful execution by generating interest and enthusiasm and laying the groundwork for collective effort.

2. **Clear and defined implementation plan:** A detailed implementation plan outlining specific steps, timelines, responsibilities, and resources is essential. This roadmap provides a clear path forward, ensuring that everyone knows what needs to be done, when, and by whom, to achieve the strategic objectives.

3. **Buy-in (Steering Committee, Sub Committees, staff):** Securing buy-in from the Steering Committee is crucial for the plan's success. Their support and endorsement lend credibility and authority to the plan, ensuring alignment and commitment across leadership and staff, facilitating smoother execution.

4. **Third party to lead the implementation:** Engaging a third party to lead the implementation can bring expertise, objectivity, and additional resources. This external leadership can drive the plan forward efficiently, manage complexities, and provide specialized skills that might not be available in-house.

5. **Resourcing / Funding:** Adequate resourcing and funding are vital to support the implementation of the strategic plan. Ensuring that sufficient financial, human, and technological resources are available enables the organization to execute the plan without constraints and achieve the desired outcomes.

6. **Effective Leadership / Governance (accountability):** Strong leadership and clear governance structures are essential for accountability. Leaders must be responsible for overseeing the plan's progress, making decisions, and addressing issues promptly. Governance mechanisms ensure that the plan remains on track and aligned with the organization's goals.

7. **Change management plan (communication):** A comprehensive change management plan is necessary to manage the transition smoothly. This plan should address potential resistance, provide training and support, and communicate changes effectively to all stakeholders, ensuring they are prepared and engaged throughout the process.

8. **Volunteer commitment:** The commitment of volunteers is crucial for the successful execution of the strategic plan. Engaging and motivating volunteers, recognizing their contributions, and providing clear roles and responsibilities ensure their active participation and dedication to achieving the plan's goals.

9. **Staff commitment:** Staff commitment is equally important. Ensuring that staff members are informed, involved, and motivated to contribute to the strategic plan fosters a unified effort. Providing training, support, and recognition helps maintain their engagement and drive towards the plan's success.

10. **Transparency:** Maintaining transparency throughout the execution of the strategic plan builds trust and credibility. Regularly sharing progress updates, challenges, and successes with all stakeholders ensures that everyone is informed, aligned, and can contribute effectively to the plan's objectives.

RISKS TO THE PLAN

Based on the four strategic objectives and goals identified, the following key risks could potentially hinder successful delivery of the Strategic Plan:

External

1. **No longer industry-led:** If IPEIA loses its industry-led focus and is no longer volunteer run and we need to look to outsource. This can lead to diminished influence and engagement from industry stakeholders, impacting IPEIA's ability to achieve its strategic objectives and goals.

2. **Perception:** External events or trends can alter how IPEIA is perceived by its members, partners, and the broader community. Negative changes in perception, whether due to industry scandals, market shifts, or public relations issues, can erode trust and reduce member participation and support.

3. **Viability of IPEIA if we maintain status quo:** We do not have a governance model that is sustainable for staff or volunteers, and we will lose even more people if we do not change the way we operate. We are currently burning people out.

4. **Negative dialogue in the IPEIA community:** External negative dialogue, such as criticism from industry leaders, or unfavourable public opinions, can harm IPEIA's reputation. Persistent negative dialogue can create a hostile environment, reducing industry engagement and cooperation.

5. **Collateral damage from the change:** Changes caused by the implementation of the Strategic Plan could impact existing association operations. These changes might in turn alienate certain member groups, disrupt established partnerships, or create operational challenges that impede the Strategic Plan's execution.

6. **Perceived decline in quality of programming:** External competition, such as new industry associations or alternative programs, can lead to a perceived decline in the quality of IPEIA's offerings. The perceived reduced quality of our current offerings could cause members to find better value elsewhere, reduce participation and engagement, impacting IPEIA's ability to deliver on strategic objectives.

7. **Technology disruption:** Rapid advancements in technology can disrupt traditional industry practices and member, industry, and partnership expectations. If IPEIA fails to adapt to these technological changes, it risks becoming outdated. External technological disruptions can also create competitive pressures, making it difficult for IPEIA to maintain its relevance and effectiveness.

Internal

1. **Relationship connections:** Poor internal relationships and communication among staff, volunteers, and leadership can create misunderstandings, reduce morale, and hinder collaboration. Strong, positive relationships are essential for unified efforts towards strategic objectives and outcomes.

2. **Loss of staff:** High turnover or loss of key staff members can disrupt continuity, decrease productivity, and lead to a loss of association knowledge. Ensuring staff retention and succession planning is crucial for maintaining momentum and achieving strategic objectives.

3. **Disruptors:** Internal disruptors, such as resistance to change, conflicts, or political dynamics within IPEIA, can derail the execution of the Strategic Plan. Managing these disruptors through effective leadership and conflict resolution strategies is vital to staying on track.

4. **Distracted by the operational priorities:** Focusing too heavily on day-to-day operational tasks can divert attention and resources away from strategic initiatives. Balancing operational needs with strategic priorities is necessary to ensure the successful execution of the Strategic Plan.

5. **Loss of volunteers:** A decline in volunteer engagement or loss of key volunteers can reduce IPEIA's capacity to execute programs and initiatives. Keeping volunteers motivated and valued is essential for sustaining their commitment and contribution to strategic objectives.

6. **Loss of strategic partnerships commitments:** The loss of commitments from strategic partners can diminish resources, support, and collaborative opportunities that are crucial for executing the Strategic Plan. Maintaining strong partnerships and ensuring mutual benefit is key to long-term success.

7. **Financial:** Inadequate financial resources to support the new operating structure can hinder implementation and progress. Ensuring robust financial planning, securing necessary funding, and managing budgets effectively are essential to resource the new structure properly and achieve strategic objectives.

Effectively managing these external and internal risks is essential for the successful execution of the Strategic Plan. Implementing proactive risk mitigation practices, fostering a positive association culture, and ensuring adequate resources and continuous adaptation to external changes will help ensure IPEIA's long-term success and resilience.