



## LONG RANGE PLAN (2020-2025)

### MISSION STATEMENT

“KCA’s mission is to provide a strong proactive voice for all of Kentucky’s beef farm families, serve as a resource for information and education for producers, consumers and the industry and be a catalyst for enhancing producer sustainability.”

### VISION STATEMENT

“A progressive association recognized for its innovative and collaborative approach to enhancing the beef value chain from pasture to plate and promoting the benefits of beef and beef production to consumers.”

### CORE VALUES

**INTEGRITY:** Our daily actions and decisions are fulfilled with high ethical standards and are consistent with our Association’s values.

**TRANSPARENCY:** We believe in communicating openly about our industry, our organization and its activities.

**STEWARDSHIP:** We recognize our responsibility as stewards to carefully manage the resources entrusted to us by our members and industry partners.

**COMMUNITY:** We strive to foster a sense of belonging and unity among our members and stakeholders.

**COMMITMENT:** We demonstrate a high degree of passion and dedication to our individual and organizational responsibilities and to our members.

**INNOVATION:** We proactively anticipate the needs of our members and community and strive to develop creative new solutions to meet the needs of the beef industry.

### **CORE STRATEGY I: CULTIVATE VALUE ADDED**

**MARKETING OPPORTUNITIES:** This strategy is focused on growing Beef Solutions through more disciplined market planning, a broader customer base and an expanded product portfolio. This strategy also includes several initiatives directed at improving the CPH program and developing programs to add more value to Kentucky cattle through special marketing alternatives or new business models enabling the finishing of beef cattle in Kentucky.

#### **Key Objectives:**

- Generate net profit from Beef Solutions of \$250,000 annually by 2025.
- Increase number of cattle marketed through CPH to 15,000.
- Increase the adoption of source-verified programs so that 30,000 Kentucky feeder calves are traceable to the farm of origin within five years.
- Research one or more new business models, marketing options or partnerships that could result in new value-added marketing opportunities for 10,000 Kentucky cattle within five years.

### **CORE STRATEGY II: STRENGTHEN RESEARCH, DEMONSTRATION AND OUTREACH:**

This strategy includes initiatives focused on providing more education to KCA members and improved outreach to consumers and key influencers. KCA will collaborate with universities to complete research projects and will explore the development of a regional “Beef Center of Excellence” that will provide leadership to the Southeastern United States in research and education efforts focused on beef cattle.

#### **Key Objectives:**

- Grow the number of beef producers who participate in KCA educational programs by 10,000.
- Develop a regional “Beef Center of Excellence” in Kentucky by 2025.
- Improve social media presence and boost influence through targeted messaging.
- Partner with universities to foster collaborative research opportunities.
- Coordinate meetings with influencers on a monthly basis to promote beef and the beef industry.

### **CORE STRATEGY III: IMPROVE KCA ENGAGEMENT, COLLABORATION AND ADVOCACY:**

This strategy involves initiatives that will strengthen county organizations, improve the overall value proposition of KCA and increase the level of engagement of KCA members on legislative and policy issues. KCA will seek new ways to collaborate with Universities, Boards and other agricultural organizations and will complete an assessment of youth activities and events to improve their effectiveness.

#### **Key Objectives:**

- Grow KCA membership to 15,000 by 2025.
- Cultivate 1 – 2 opportunities annually to collaborate with governmental agencies, agricultural organizations and industry professionals to advance the priorities of KCA.
- Complete an objective assessment of our youth activities and events and develop a plan for delivering more value to young people.
- Annually identify and prioritize the top three opportunities and threats to Kentucky beef producers and/or the Kentucky beef industry and develop actionable plans for addressing them.

### **CORE STRATEGY IV: DEVELOP AND LEVERAGE ORGANIZATIONAL INFRASTRUCTURE AND CAPABILITIES:**

This strategy is focused on upgrading internal systems and infrastructure ranging from the producer database to information technology capabilities. Included in this effort will be the completion of a comprehensive technology and facility plan to drive resource allocation over the next several years and investment in employee development, training and compensation programs to ensure the retention of a high-caliber, motivated staff.

#### **Key Objectives:**

- Complete a producer profile database in 2 years.
- Market KCA series to at least three clients within 5 years and generate \$175,000 net annually.
- Develop a comprehensive technology and facility plan within 18 months.
- Manage employee retention at or above 80%.

