

American Poultry Association

Strategic Plan Report | 2021

Facilitation Process Description and Sessions' Transcriptions

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Our Mission

**To promote and protect standard bred poultry
in all its phases.**

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What follows is the full report capturing the strategic planning process and decisions made by the American Poultry Association's Board of Directors that resulted in this three-year strategic plan. The board members engaged in a strategic planning process spanning two days on January 5 and 7, 2021 using a virtual platform

The board of directors engaged in a facilitated process for developing a mission statement and associated values statements to guide their work through the strategic planning process. Iowa State University Extension to Community Economic Development specialists who facilitated this process in a virtual format were John Wolseth, Steve Adams and Lynn Adams.

Lynn and Steve Adams facilitated the strategic planning sessions with assistance from community development specialists, Julie Robison, Jill Sokness, Scott Timm and Jon Wolseth.

The first session began with the posting of its new mission and values statements. The group then engaged in visioning what outcomes might be from a successful implementation of a completed plan. An environmental scan using the S.W.O.T. (**S**trengths **W**eaknesses **O**pportunities **T**hreats) analysis. Session one concluded with developing areas of focus for short-term goals based on the visioning and S.W.O.T. processes. Participants worked to create actionable short and long-term goals during the second session.

This report documents all of the ideas for goals identified by participants during the strategic planning process. It is best used as a living document and revisited on a regular basis determined by the board. The additional pool of ideas are available to generate other goals as the first set are completed. To that end, this report is provided to you in both a pdf and digital file so that the SMART Goal sheets are editable.

The transcription of the process and fully developed goals follows.

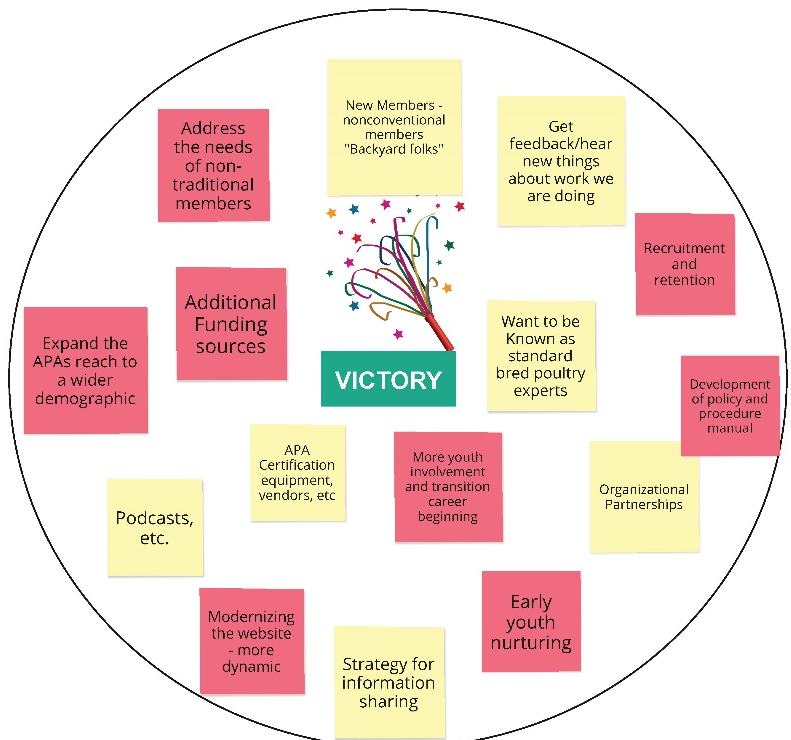
ESTABLISHING PRIMARY AREAS OF FOCUS FOR SHORT & LONG –TERM GOALS

VISIONING A SUCCESSFULLY IMPLEMENTED STRATEGIC PLAN

Participants articulated what they considered to be successful outcomes of implementation of the strategic plan it was to develop through the planning session. Responses captured from this process are below.

Board Transcription

- Address the needs of nontraditional members
- Expand the APAs reach to a wider demographic
- Podcasts, etc.
- Modernizing the website - more dynamic
- Strategy for information sharing
- APA Certification equipment, vendors, etc.
- Additional funding sources
- More youth involvement and transition career beginning
- Want to be known as standard bred poultry experts
- Strategy for information sharing
- Early youth nurturing
- Organizational partnerships
- Development of policy and procedure manual
- Recruitment and retention
- Get feedback/hear new things about work we are doing



ENVIRONMENTAL SCAN

The group engaged in an internal and external environmental scan using the S.W.O.T. process (Strengths, Weaknesses, Opportunities, and Threats) to evaluate realities as it regarded a capacity to implement the final plan. A flip chart sheet posted on the wall captured the responses from the group members within each category.

Board transcription:

Strengths

- Large member base
- Dedicated, energetic board
- Shows
- Standards of perfection
- APA is seen as the leader in representing Standard Bred Poultry.
- Diverse member base
- Financially sound
- 148 years old - oldest livestock organization

Weaknesses

- Inability to embrace change
- Member turnover
- Misinformation abundant on the internet
- Diverse and energetic board - yet not always pulling in same direction
- Limited income sources
- Lack services for local poultry clubs/shows (example show software)
- Communication between organization and members
- Lack of embracing technology
- Size comparison - APA vs poultry industry

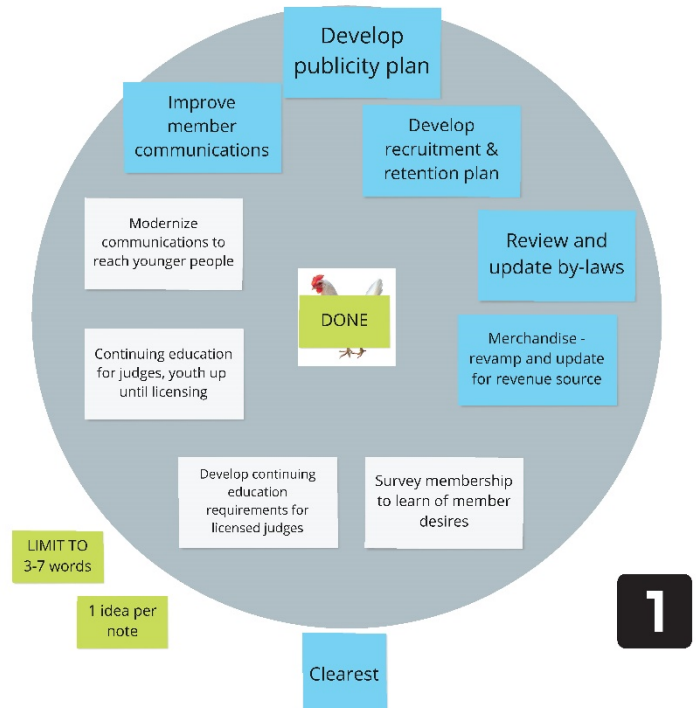
Opportunities

- Technology
- Working with the industry
- Facebook page - need moderator - get info out for meets
- Press releases - uniform strategy
- Outside sponsorships
- Harvesting pool of members - what are they good at? Finding traits and abilities.
- State reps - lean on them
- Bringing backyard members into the APA
- Huge alternative market for people interested in Standard- bred/Heritage birds

Threats

- Governmental and or commercial pressures
- Disease pressures
- Aging membership
- State and federal regulation
- PETA
- Like organizations
- Political/personal agendas, outside influencers
- Pet- stock people -
- Procedural and directional inconsistencies

What are ideas APA can realistically accomplish in 0 - 12 months to further your mission's work?



GENERATING IDEAS FOR SHORT-TERM ACTIVITIES

The participants along with an assigned facilitator formed three small groups. The groups then generated ideas for activities to include in a strategic plan, which were typed on cards to share with the large group for consideration. The visioning process in combination with the S.W.O.T. analysis were used to focus the brainstorming on achievable activities the short-term (0 – 12 months).

Board Transcription –

idea cards and short-term areas of focus

The large group reconvened and followed a clustering process to group ideas of similar actions into categories. Each category was then named by the group as an area of focus. Four areas of focus were created.

Focus Area #1 | Administrative Procedures

- standard operation procedures
- develop procedural manual
- review and update by-laws
- changes in constitution and by-laws
- uniform verbiage throughout APA documentation
- develop protocols to get things standardized
- procedural application
- more selective of placing people in positions
- better utilizing personnel resources
- develop continuing education requirements for licensed judges

Focus Area #2 | Communication Member Services

- improve member communications
- better communication with the membership
- modernize the website
- revamping website (engage younger audience)
- restructure and modernizing newsletter
- revisit quarterly newsletter process
- modernize communications to reach younger people
- educate membership and board on MemberPlanet
- involve state reps with promotions
- survey membership to learn of member desires

Focus Area #3 | Future of the Fancy

- reinvigorate or absorb YEPA
- implement scholarship program
- education for youth up until licensing
- increase membership
- develop recruitment & retention plan
- develop publicity plan
- implement a post- COVID communication strategy

DEVELOPING SHORT-TERM GOALS AND ACTION STEPS

Participants chose a preferred area of focus and along with a designated facilitator formed four small groups representing each of the focus areas. These small groups each selected one idea and developed a goal using S.M.A.R.T. Goal planning sheets (Smart, Measurable, Attainable, Time). Each small group shared its completed goal with the whole group for consensus to include it in the strategic plan.

Please see Appendix A (Short-Term Goal Sheets)

Focus Area #4 | Revenue

- increase revenue sources
- merchandise - revamp and update for revenue source
- move forward with standard revision process
- pursue sponsorships



GENERATING IDEAS FOR LONG-TERM ACTIVITIES

The participants, along with an assigned facilitator, formed three small groups. The groups then generated ideas for activities to include in a strategic plan, which were typed on cards to share with the large group for consideration. The visioning process in combination with the S.W.O.T. analysis were used to focus the brainstorming on achievable activities the short-term (0 – 36 months)

Board Transcription – idea cards and long-term areas of focus

The large group reconvened and followed a clustering process to group ideas of similar actions into categories. Each category was then names by the group as an area of focus. Four areas of focus were created.

Focus Area #1 | Administration

- policy and procedure manual
- develop a policy and procedure manual
- internal and external communication plan

Focus Area #2 | Communication

- expand member communication (communicate more)
- increase information flow
- increase visibility at local APA meets
- increase accountability in respective roles
- increase director & state reps visibility
- increase revenue sources
- increase say of local clubs in who the state rep is
- improve engagement with state representatives

Focus Area #3 | Member Benefit Issues

- educational training videos for youth members (including YouTube)
- successful 150th Celebration
- develop show management software program
- unify show reports
- completion of the Standard Revision & printed
- continuing education for judges
- expand number of quality licensed judges

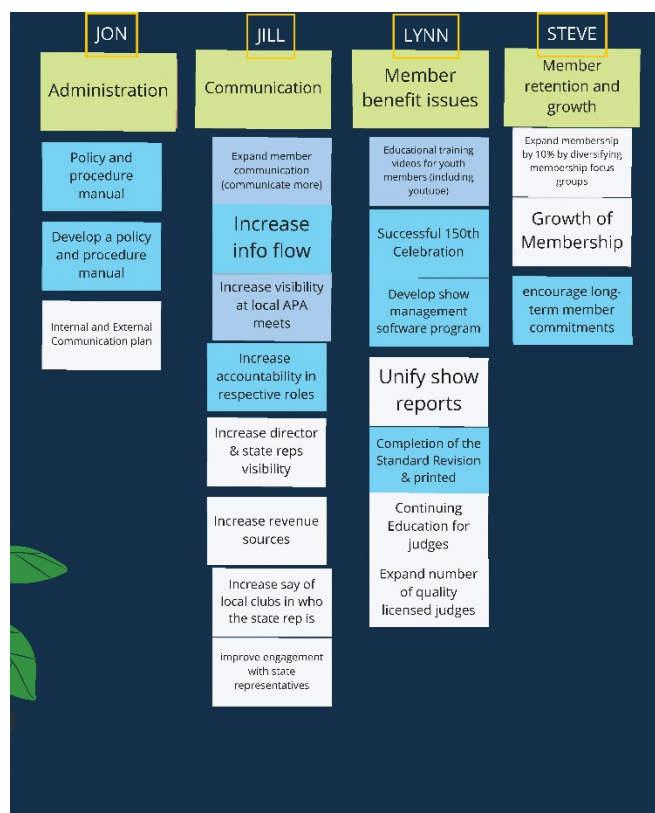
Focus Area #4 | Member Retention and Growth

- expand membership by 10% by diversifying membership focus groups
- growth of membership
- encourage long-term member commitments

DEVELOPING LONG-TERM GOALS AND ACTION STEPS

Participants chose a preferred area of focus and along with a designated facilitator formed four small groups representing each of the focus areas. These small groups each selected one idea and developed a goal using S.M.A.R.T. Goal planning sheets (Smart, Measurable, Attainable, Time). Each small group shared its completed goal with the whole group for consensus to include it in the strategic plan.

Please see Appendix B (Long-Term Goal Sheets)



APPENDIX A

Short and Long - Term Goals – SMART Goal Sheets (Specific, Measurable, Attainable, Relevant, Time)

Guidelines for SMART Goal Setting

Goals that are not achieved, often fail during the initial goal setting stage, not in the implementation stage as most people think. By using the SMART system, we are forced to “think” through a potential goal very thoroughly before implementing it. The following five SMART Criteria are best taken and used as a package; for example, to develop a goal that is specific but not measurable, or able to be tracked in a time sequence-is little better than no goal at all. The group was asked to think S.M.A.R.T., by using an instruction sheet provided and determining whether the goal was: **Specific, Measurable, Attainable, Relevant and Time bound.**

Short-Term Smart Goals – (0 – 12 months)

Area of Focus: Administrative Procedures Short-term (0-12 months) Individual Goal: Update By-Laws and Constitution				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid-term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1. Create subcommittee of the BOD to review and draft new changes for administrative sections of the Const. and By-Laws 2. Have standing committees review and draft new changes for the portions of the governing documents that cover their activities. 3. Recommendations to be reviewed and new language drafted by the Constitution and by-laws committee 4. Draft changes go back to full board for vote to forward to full membership for comment 5. Publish recommended changes in newsletter	1. Board approval of the process as well as the actual appointment of the subcommittee 2. Presentation of draft changes to the constitution and by-laws committees (CBL) 3. Review completed and new language drafted where needed 4. Presentation and approval to move forward in the process. 5. Recommendations published and distributed to membership	1. Time and commitment on the part of the volunteers/draftees. 2. Appropriate technology for distance communication. 3. Time and commitment on the part of the volunteers/draftees. 4. Appropriate technology for distance communication. 5. Time and commitment on the part of the volunteers/draftees. 6. Appropriate technology for distance communication. 7. Ability to meet at the semi-annual or annual meeting. 8. Newsletter to publish the changes	1. Responsibility of President 2. Responsibility of standing committee chairs and members. President responsible for checking in on process with the standing committees. 3. CBL committee chair and members. President responsible for checking in on process. 4. CBL provides recommendation to secretary who forwards to meeting 5. Secretary puts in newsletter and sends out to membership	1. Upon approval of strategic plan (February 5th), President will call for creation of subcommittee. 2. Begin February 2021. Draft changes and review completed by April 15th for end of April meeting. 3. CBL received needed information from the end of April meeting. Review will be completed by July conference call. 4. July conference call vote to move recommendations to full membership 5. Published in the October newsletter.
How will you know when this goal has been accomplished?				

Area of Focus: Communication Member Services Short-term (0-12 months) Individual Goal: Restructure and modernize newsletter				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid-term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1. Include more news about district shows 2. Info about past show winners, as well as upcoming meets and shows	1. Over the year, cover 90% of the state/provincial and 12 district meets 2. Over the year, cover 90% of the state/provincial and 12 district meets	1. create uniform template for district directors to gather info 2. create uniform template for district directors to gather info	1. One of expected benefits for members 2. one of expected benefits for members	1. Start with summer 2021 newsletter; no end date 2. Start with summer 2021 newsletter; no end date
How will you know when this goal has been accomplished?				

Area of Focus: Future of the Fancy Short-term (0-12 months) Individual Goal: Structure the foundation for a scholarship program				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid- term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1.) Establish a committee 2.) determine the financial aspects of the program 3.) Two options for scholarship designs for board consideration 4.) create application process	1.) forenough diverse skill set 2.) report back to the board about renewable money for number of scholarships wanted 3.) report back to board	1.) yes enough volunteer capacity 2.) funds already set aside	1.) bringing in members and bringing in youth	1.) 60 days 2.) 60days 3.) 60days 4.) 6 months
How will you know when this goal has been accomplished?				

Area of Focus: Revenue Short-term (0-12 months) Individual Goal: Develop a plan to generative revenue sources				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid- term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
Find additional revenue sources	Increase revenue coming in	Through website, sponsorships with industry, look at industry for merchandise partnerships, hire part time consultant on the merchandise side, form a committee to help us present ourselves in proper form, (3 committees - which one to "own" this), pursue grant writing, put together a database of all the conferences, webinars, etc. (Neil Grassbraugh) -there may be 50 different conferences.	Put plan together for board approval and then appoint/hire someone to be responsible, have APA presence in industry through seminars, symposiums, presentations	At least a year- Dec. 2021 (est.) want to do this so we are prepared for 2023, nail it down Nov. 2023 for 150th anniversary, set up monthly meetings to keep plan on track
Some Questions: What are our costs? Should we do an audit so we know what is happening across organization? Should we meet more often so we are not assiloed? Should obtain commitment of full board. Bryan volunteers to join a committee to prepare and plan others in group also interested, ad hoc committee ok.				

APPENDIX B

Mid-Long-Term Smart Goals – (0 – 36) months

Note: Some organizations choose to complete the first set of 0-12 short-term goals and begin long-term goals at 13 months depending on staff and volunteer capacity.

Area of Focus: Administration Long-term (0-36 months) Individual Goal: Policy and Procedure Manual Development				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid- term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1. Create a committee that includes the President, two members of the Board, chair of the CBL committee and the Secretary. 2. Committee designs and develops the manual 3. Committee submits manual to the Board for consideration and adoption 4. Posted to the website for the members.	1. Board approves and committee is appointed 2. Proposed manual presented to the Board. 3. Board adopted the proposed manual 4. Manual posted on website	1. Approved Constitution and by-laws. Willing participants to serve on committee. 2. Time, meetings, communication. 3. Board time 4. Website	1. President responsible for bringing committee together 2. Elected committee chair 3. Secretary 4. Webmaster	1. November 2021 2. Semi-annual or annual meeting in 2022 3. 2022 Semi-annual or Annual meeting 4. Immediately following adoption.
How will you know when this goal has been accomplished?				

Area of Focus: Communication				
Long-term (0-36 months)				
Individual Goal: Expand member communication				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid- term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1. automatic monthly e-blast 2. YouTube or other 3. learning sessions about APA 4. Revisit combining websites to make them more easily navigable	1. Log number of calls 2. track number of times emails opened 3. track number of views 4. track number of website views (Google analytics or similar)	1. Expand existing committees if needed 2. Expand existing committees if needed 3. Web master; possible internet committee	1. increased flow of information and awareness of the association 2. Education and outreach to general public 3. increased flow of information and awareness of the association	1. June 2021 2. June 2021 3. Jan. 1 2022
How will you know when this goal has been accomplished?				

Area of Focus: Member Benefits Issues Long-term (0-36 months) Individual Goal: Continuing Education of Judges				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid- term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1.) develop a sub- committee 2.) develop educational tools for judges 3.) Determine judging participation requirements	1.) having 3 members 2.) report back to the board about developed educational options 3.) report back to the board about developed requirement options 4.) Judges are participating	1.) yes, can be appointed	1.) mission to continue to license judges	1.) In place by April 2021 2.) 6 months 3.) 3 months
How will you know when this goal has been accomplished?				

Area of Focus: Member Retention & Growth Long-Term (0-36 months) Individual Goal: Retain members for the long term				
Specific: what objectives will be used to meet this goal?	Measurable: what units or outcomes will be used to determine success	Attainable: what funders, partners or resources will be needed to accomplish this goal?	Relevant: what are the positive impacts to you in both the short and mid-term and who will be responsible?	Time: when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?
1. Reduce member turnover 2. Increase revenue sources - we lack updated, more attractive shirts and hat merchandise	1. Reduce turnover 2. increased sales	1. Need to know what by X % members want and expect to stay current with membership 2. production	1. Membership growth 2. Must be voted on by board; need a committee to do research to find out what would be attractive to members.	1. Ongoing 2. For 150th anniversary celebration. 3. Ongoing, but review annually - Could be done in less than three years, but ongoing
How will you know when this goal has been accomplished?				

APPENDIX C

Smart Goal Template

Individual Goal _____ ☐ Short-Term (12 months or <) ☐ Long-Term (12-36 months)

Specific-what objectives or strategies will be used to meet this goal?	Measurable-what units or outcomes will be used to determine success?	Attainable-what funders, partners or resources will be needed to accomplish this goal?	Relevant-what are the positive impacts to you in both the short and mid-term and who will be responsible?	Time-when will the goal implementation begin and what is the end date? Are there benchmarks to be considered?

How Will You Know When This Goal Has Been Accomplished?

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