



# “Building a Strong & Effective IGPA”

Strategic Planning Work Session  
Idaho Grain Producers Association  
December 8 & 9, 2016

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## Session Objectives:

- Envisioning a stronger, more effective IGPA and the actions needed to build the organization
- Develop a new strategic plan with priorities, goals and 12-month action plan with commitments and time schedule for priority initiatives and methods to build support among members

## Greatest Future Accomplishments of IGPA

### **Influence & Policy** (legislation, agency representation, lobbying, national leadership)

- Try to define what growers want in next Farm Bill...make something that works well for Idaho growers and our consumers
- Develop and pass a successful Farm Bill for Idaho producers
- Falling number and RMA and other quality issues – influence legislation & policies
- Encourage and demand that we move our science and education programs to the latest technology
- Market development - influence local government to get to more grain users for our products...
- Input to USDA on updating formulas for posted county prices, LDP issues,
- Have a position and influence trade policy
- Influence transportation and market issues...eg dams and river system
- Encourage legislature for a rule to have Wheat Commission with producer contact information

### **Member Services** (training, meetings, mentoring, leadership)

- Organizing counties in Idaho not yet organized and increase participation in ones that are...active leadership
- Increase membership by 25%...provide listing of membership by county
- Membership services...how to serve and represent our current members
- Voice for education for the producers of what varieties to grow to address quality issues
- Mentor and leadership program bumped up to develop more young leaders
- Early orientation system and board member resource manual (guidebook) for new board members and county leaders
- For new people, need to give them the basic knowledge of how we do things, benefits, and structure and how to work within the IGPA
- Continue to send producers to training...topics identified by members

### **Information Exchange** (ID Grain Magazine, seed trials, quality information, website, facebook, twitter, newsletter, feedback system)

- Establish in our growers the need for research
- Need to develop an effective communication system to reach our members and have them reach us including an action alert system to and from members
- Continue to develop production and marketing solutions...raising quality, yields and demand
- Connect with all farmers regarding the value IGPA
- Communication regarding research and what researchers should be doing for producers

### **Outreach & Partnering** (public, industry, other organizations, agencies, bureaus)

- Tell our positive story to consumers...beyond current audiences
- Have a bold presence with our national organizations...representation on national
- Continue and strengthen our working relationship with other agriculture groups

### **IPGA Operations**

- Need general statement of policy on anything that is detrimental to growers...influence issues as they come up
- Consider a commercial member representation on Board

### **Effective Organizations**

- See presentation and handout

### **Associations & Their Importance**

- See presentation

### **IGPA Living Timeline**

"Date and event"

- Influence on river system – on going
- Working with ID food producers – 1980
- Indemnity fund – 1990
- 2 national presidents from Idaho - 1995
- Expanding malt barley capacity – intergrow-1995, bush-1996, GNW-2013
- Barley Crop insurance improvements – 1996, 2010 & 2016
- Working with Fish and Game on Depredation dollars – 1999
- Property tax exemption on farm equipment – 2000
- Expanded Influence at national level...NAWG, National Barley – 2002
- Putting three grain groups together in same building, increase in synergy – 2005
- Field burning reinstated – 2006
- Working together with WA and OR to provide a quality convention for growers – 2006
- Bringing in younger producers changed the dynamics – 2007
- Approval of Blackfoot bridge mine for Monsanto – 2008
- Stopping Cap and Trade Legislation – 2009
- Went to legislature to increase assessment from 2 cents to 5 cents – 2012
- Worked with EPA on dust issue – 2012
- Mentor program began – 2013
- Fish & Game trespass law – 2014
- ID Grain Producers and ID Cattle Producers working on resolving open range issue without going to legislature – 2014
- Set up endowment fund at UofI – 2014
- Idaho truck weights increased – 2015
- Hired lobbyist and increased legislative efforts – 2015
- Effective transition of Executive Director Stacy hired - 2015
- IGPA Executive Board female member - 2016

### **Mission Statement** (12.8.16)

Our mission is to serve the grain producers of Idaho by representing their interests at the county, state and federal levels to enhance their profitability and long term viability.

### **Vision Statement** (12.8.16)

- Be the premier association in Idaho and the number 1 voice for agricultural policy
- An organization respected and valued by producers, such that every grain producer knows that they cannot afford not to be a part of IGPA
- Every grain producer is as profitable and viable as they can be

### **Goals Grid** (by Fred Nickols)

<b>Achieve</b> <ul style="list-style-type: none"><li>▪ Always advocate for ID grain...more</li><li>▪ An effective, meaningful Farm Bill in 2019</li><li>▪ Better communication with growers</li><li>▪ Increased membership...raise by 25% by Jan 1019</li><li>▪ Leadership and mentorship</li><li>▪ Consumer education</li><li>▪ Develop leadership in all grain growing counties</li><li>▪ Members to be both informed and heard by IGPA</li><li>▪ Legislator influence</li><li>▪ Encourage membership among suppliers, elevators...and find a way to have part of our membership/leadership including dues structure</li><li>▪ Growth in membership and technology</li><li>▪ Help to bring industries to use our product in our state</li><li>▪ Present positives of our organization to other people</li></ul>	<b>Avoid</b> <ul style="list-style-type: none"><li>▪ Compliancy on industry issues</li><li>▪ Contention with other ag groups and or industries</li><li>▪ Unproductive tension between ranks</li><li>▪ Decrease in membership</li><li>▪ Additional government and market driven regulation</li><li>▪ Offending other associations</li><li>▪ Making spouse mad at home</li><li>▪ Misrepresentation about who speaks for IGPA</li><li>▪ Missing opportunities...eg exemptions, other</li><li>▪ Adverse publicity about wheat and barley</li><li>▪ Widespread financial pain (auctions)</li><li>▪ Reduced wheat / barley acres</li><li>▪ Speaking with a forked tongue</li></ul>
<b>Preserve</b> <ul style="list-style-type: none"><li>▪ Family farms and youth</li><li>▪ Our grass roots representation</li><li>▪ Quality and knowledgeable staff at Associations and Commissions</li><li>▪ Trust that we have established with producers and legislatures</li><li>▪ Unity between commissions and IGPA</li><li>▪ Federal crop insurance program</li><li>▪ Working through issues with stakeholders</li><li>▪ Producers right to farm without unfairly burdened</li><li>▪ Our influence on local, state and federal government</li><li>▪ Maintain a good balance of experience and new energy on board</li><li>▪ Image and quality leadership</li><li>▪ Good stature ID has in national organizations</li><li>▪ Our membership</li><li>▪ Columbia-Snake River Transportation system</li><li>▪ Markets in general</li><li>▪ Family farms – across generations</li><li>▪ Good relationships among IGPA leadership</li></ul>	<b>Eliminate</b> <ul style="list-style-type: none"><li>▪ Do our part to educate people regarding the gluten free fad</li><li>▪ Negativity toward agriculture</li><li>▪ Misinformation</li><li>▪ Farmer perception of wasted check-off dollars</li><li>▪ False emotion perceptions about river issues</li><li>▪ Communication gap to our members</li><li>▪ 9<sup>th</sup> court of appeals</li><li>▪ Negative perception of IGPA where exists</li><li>▪ Struggle with getting people involved in IGPA</li></ul>

**Goals Grid Use:**

- Use to explain to others outside our organization
- To determine what efforts would not benefit the organization
- Clearer vision of where we are going and what we need
- Marching orders
- As an evaluation tool

**Member Expectations of IGPA**

- A voice
- Information and be informed
- Return on investment...tax dollar or time
- Transparency
- Fix what is happening to us this year
- Look out after legislative interests
- Availability
- Understanding grower needs and opinions
- Leadership
- Looking out after grain producers as a whole...not individual interests
- Training
- Communication
- Accessibility
- Visibility
- What members want IGPA Members to work on

Ask members for what they expect

4500 plus producers with 600 members

**Partner Expectations of IGPA**

- Synergy
- Protect us
- Leadership on industry issues
- Harmony
- Feedback
- Advocacy
- Effective communication
- Honest representation of our grass roots members
- Membership growth
- Collaboration
- Honesty
- Policy positions
- Available and ready at all times
- Readiness
- Direction and guidance
- Punctuality

### **'Lines of Business' of IGPA**

(eg influence & policy, member services, information exchange, operations)

- **Influence & policy** (legislation, agency representation, lobbying, national leadership)
- **Member services** (training, meetings, mentoring, leadership)
- **Information Exchange & Communication** (ID Grain Magazine, seed trials, quality information, website, facebook, twitter, newsletter, feedback system)
- **Outreach & Partnering** (public, industry, other organizations, agencies, bureaus)
- **IGPA Operations** (personnel, bylaws, budget & finance, audit)

## Measures of Success, Goals, Strategies

Line of Business	Measure of Success	Goal	Strategies/Accomplishments
<b>Influence &amp; Policy</b> (legislation, agency representation, lobbying, national leadership)	<ul style="list-style-type: none"> <li>Legislation or rule passed, stopped, or revised (wins)</li> <li>% of policies implemented</li> <li>Public officials support</li> <li>Candidates elected supporting IGPA positions</li> <li>ID Growers in influential national positions</li> </ul>	<ul style="list-style-type: none"> <li>Annually have 100% Legislation or rule passed, stopped, or revised (wins) based on IGPA policies</li> <li>Annually increase our presence with public officials leading to support and responsiveness to IGPA interests</li> <li>Have a majority of IGPA backed candidates elected</li> <li>Always have ID Growers in influential national positions including committees and executive positions</li> </ul>	<ul style="list-style-type: none"> <li>Welcome letter, one on ones with public officials</li> <li>Measure the ability to be adaptable</li> <li>Try to define what growers want in next Farm Bill...make something that works well for Idaho growers and our consumers</li> <li>Develop and pass a successful Farm Bill for Idaho producers</li> <li>Falling number and RMA and other quality issues – influence legislation &amp; policies</li> <li>Encourage and demand that we move our science and education programs to the latest technology</li> <li>Market development - influence local government to get to more grain users for our products...</li> <li>Input to USDA on updating formulas for posted county prices, LDP issues,</li> <li>Have a position and influence trade policy</li> <li>Influence transportation and market issues...eg dams and river system</li> <li>Encourage legislature for a rule to have Wheat Commission with producer contact information</li> </ul>
<b>Member Services</b> (training, meetings, mentoring, leadership)	<ul style="list-style-type: none"> <li># of members (including new)</li> <li>Member activity &amp; participation – county, district, state)</li> <li># of members participating in training, mentoring, leadership activities</li> </ul>	<ul style="list-style-type: none"> <li>Annually increase membership by 10%</li> <li>100% board attendance at meetings</li> <li>Double the members' attendance at least one county level event each year</li> <li>100% attendance in mentoring and leadership activities</li> </ul>	<ul style="list-style-type: none"> <li>Look at meeting timing related to attendance</li> <li>Plan for investing in the new member orientation and education on what position entails</li> <li>Mentee should attend other counties meetings to see how others are operating</li> <li>Exchange with other states</li> <li>Organizing counties in Idaho not yet organized and increase participation in ones that are...active leadership</li> <li>Increase membership by 25%...provide listing of membership by county</li> <li>Membership services...how to serve and represent our current members</li> <li>Voice for education for the producers of what varieties to grow to address quality issues</li> <li>Mentor and leadership program bumped up to develop more young leaders</li> <li>Early orientation system and board member resource manual (guidebook) for new board members and county leaders</li> <li>For new people, need to give them the basic knowledge of how we do things, benefits, and structure and how to work within the</li> </ul>

			IGPA ▪ Continue to send producers to training...topics identified by members	
Line of Business	Measure of Success	Goal	Strategies/Accomplishments	
<b>Information Exchange &amp; Communication</b> (ID Grain Magazine, seed trials, quality information, website, facebook, twitter, newsletter, feedback system)	▪ Number of visits to IGPA social media & web ▪ Number of contacts to & from members ▪ Effectiveness of communication methods (concise, relevant, important, timely, pulse of what is going on) based on member feedback ▪	▪ Annually growth of xx number of visits to IGPA social media & web ▪ Increase number of contacts to & from members built on feedback on priority issues ▪ Establish a benchmark, baseline and way to measure effectiveness of communication methods (concise, relevant, important, timely, pulse of what is going on) based on member	▪ Membership mailings on legislative activity, accomplishments ▪ Enhance cereal schools and field days connection with feedback and membership in IGPA (board members role) ▪ Establish in our growers the need for research ▪ Need to develop an effective communication system to reach our members and have them reach us including an action alert system to and from members ▪ Continue to develop production and marketing solutions...raising quality, yields and demand ▪ Connect with all farmers regarding the value IGPA ▪ Communication regarding research and what researchers should be doing for producers	
<b>Outreach &amp; Partnering</b> (public, industry, other organizations, agencies, bureaus)	▪ # of requests for IGPA input and policy positions and relative impact ▪ Number of active partners (non members) & their commitment including resources ▪ Member participation in other organizations, commissions, bureaus, agencies) ▪ Spouse participation	▪ Develop the ability to respond to media and other requests for IGPA input and policy positions ▪ Demonstrated increase in active partners (non members) & their commitment including resources ▪ System developed for networking member participation in other organizations, commissions, bureaus, agencies) ▪ Reach xx% spouse & kids participation in IGPA activities	▪ Media strategy developed for proactive public outreach ▪ Strategy developed for hostile media ▪ Develop a few op-eds on important grain issues ▪ Use existing press release data base ▪ Creating a listing of desirable partners and structure for participation ▪ Schedule spousal event ▪ Tell our positive story to consumers...beyond current audiences ▪ Have a bold presence with our national organizations...representation on national ▪ Continue and strengthen our working relationship with other agriculture groups	

Line of Business	Measure of Success	Goal	Strategies/Accomplishments
<b>IGPA Operations</b>	<ul style="list-style-type: none"> <li>▪ Financially sound including clean audits</li> <li>▪ Member participation &amp; willingness to accept positions and responsibilities</li> <li>▪ Staff &amp; Director evaluations</li> <li>▪ Staff &amp; Director turnover</li> <li>▪ Board governance &amp; effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ System of internal controls in place and used, clean annual audits</li> <li>▪ System of member education, orientation, board development leading to member participation &amp; willingness to accept positions and responsibilities</li> <li>▪ Annually conduct staff and board evaluations leading to consistent staff and board continuity and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need general statement of policy on anything that is detrimental to growers...influence issues as they come up</li> <li>▪ Consider a commercial member representation on Board</li> </ul>



**Action Register****Influence & Policy** (legislation, agency representation, lobbying, national leadership)

<b>Action</b>	<b>Timeline</b>	<b>Lead Person</b>
1. Farm Bill Development A. Cereal day (Stacey & County Directors) B. Input from producers (Stacey & Christy) Directors review of input at ranking at February meeting (Joe & Stacey) C. One page survey instrument for input D. Produce our Idaho Farm Bill Priorities and submit to NAWG & NBGA	This winter	Work group
2. Board contact with legislators and winter lunch	February 2017	Stacey & Rich
3. STB appointments are Ag friendly	On-going	
4. Have IGPA members set on state and national boards to effect policy	On-going	Stacey, Rich, Joe
5. Develop a "Power Cluster" spreadsheet of Board Members	February 2017	Stacey, Christy

**Action Register****Member Services** (training, meetings, mentoring, leadership)

<b>Action</b>	<b>Timeline</b>	<b>Lead Person</b>
1. Facebook page developed at county level...include spouses, kids, others for county meetings, state priorities	ASAP	County presidents Kyle & Stacey
2. Personal invitations to grain producers not in IGPA to a county and state meeting	ASAP	Each member Board member lead
3. Combine something from IGPA with existing events where farmers are already at...booth at other ag events...ag expo; agri-service days, grower appreciation days; raffle prize with sign-ups	January 2017 – August 2017	Lucas & Daryl
4. Consider incentives for new membership...discounted rate to start...flyer - \$25 starting	ASAP	E-Board approval
5. Video developed for use at cereal school and other events include the top priorities...coupled with board member representing	By January 2017	Stacey on video Board member lead

### Action Register

**Information Exchange & Communication** (ID Grain Magazine, seed trials, quality information, website, Facebook, twitter, newsletter, feedback system)

Action	Timeline	Lead Person
1. Choose digital media of communication for reaching grain producers – direct communication...	ASAP	Daryl & EBoard
2. Start with text system of subscribers with links to additional information; or survey...develop and use the subscription list for text system (SMS) – start with board members	By July 2017	Stacey
3. System to get feedback from members on priority topics	By October 2017	Stacey & Christie
4. Work with partners in the industry regarding advertising and support	By October 2017	Daryl
5. Evaluate current media and text for effectiveness	2018	Board

### Action Register

**Outreach & Partnering** (public, industry, other organizations, agencies, bureaus)

Action	Timeline	Lead Person
1. Begin discussion to develop relationship with key partners and decision of how to incorporate into IGPA	By October 2017	County Presidents
2. Create a media and educational outreach plan for being proactive about sharing successes (audience, change in behavior, talking points, media)	By May 2017	Stacey & Christi
3. Talking points for board members on key and current policy positions	Before Legislative Session & On-going	Stacey & Rich
4. Pursue additional outreach opportunities... schools and others using leverages	By December 2017	Board
5. Identify and define - spouse & Partner involvement – look for willing spouses for related experience and expertise	February 2017	Board

### Action Register

**IGPA Operations** (personnel, bylaws, budget & finance, audit)

Action	Timeline	Lead Person
1. Look at staff and workload management...look at needs and make recommendation	Next 30 days	Eboard and staff
2. Annual reviews of staff -	February 2017	Eboard
3. Annual review of board – including self	February 2017	Eboard
4. Develop board member resource information packet	outline by February 2017	Mark & staff
5. Develop new board member mentor program	By October 2017	Joe & staff
6. Integrate board training and strategic plan review at each board meeting	ongoing	Staff

## **Organizational Recommendations for IGPA**

- Review timing of district and county meetings to better match producer schedules
- Increasing membership and servicing membership we have...help board members be ready to take on leadership positions
- Evaluate staff workload and determine need for additional and/or realignment, outsource hire, or interns
- No ties
- Better mentorship for newer members
- Multiple communication methods
- Strategic plan implementation and evaluate
- Build internship program for folks with ag background doing things for IGPA
- IGPA needs to be able to develop county organizations where struggling
- High School kids involvement in IGPA including FFA
- Implement the things we have discussed the past few days as example of IGPA worth
- Need to keep working the power cluster concept for gaining support from other organizations and publics for grain production and producers
- Foster connections with people throughout the state