

Santa Gertrudis Breeders International

Long Range Plan (2007-2012)

Mission Statement: Santa Gertrudis Breeders International (SGBI) provides progressive leadership, services, programs and technology to promote and broaden the long-term profitability of Santa Gertrudis influence within the beef industry by being member-driven and consumer-focused.

Vision Statement: Santa Gertrudis...the preferred *American Beef Breed*.

MARKETING AND BREED PROMOTION

GOAL 1: Increase market share of Santa Gertrudis genetics in both the purebred and commercial sectors of the cattle industry.

OBJECTIVE 1: Increase sales of bulls to commercial cattlemen, via public auction, by 5% a year through 2012.

(Breed Promotion and Sales and Marketing Committees)

1. Promote among breeders the use of All Breed Bull Sales as an outlet for genetics.
2. Encourage breeders to sell more bulls in existing sales.
3. Encourage breeders to develop more sales focused on the commercial bull buyer.
4. Focus breeders on the importance of breeding decisions to produce high quality commercial bulls
5. Encourage breeders to develop weaned bull calves in large groups (with other breeders, commercial development facilities, etc. if necessary) to add validity to the data collected.
6. Encourage voluntary participation in Total Performance Recording (TPR) through year 2009, with full implementation to occur in 2010.
7. Form a permanent sub-committee to plan and carry out an annual SGBI accredited/managed commercial Star 5 sale.
8. Emphasize in promotional materials the positive attributes and use of the Santa Gertrudis influenced bull in a cow-calf operation.

OBJECTIVE 2: Increase sales of Star Five females by 10% a year through 2012.

(Breed Promotion and Sales and Marketing Committees)

1. Promote among breeders the use of All Breed Commercial Female Sales as an outlet for their genetics.
2. Encourage breeders to sell more Star Five females in existing sales.
3. Encourage breeders to develop more commercial female sales.
4. Emphasize in promotional materials the positive attributes and use of the Santa Gertrudis influenced female in a cow-calf operation.
5. Enhance the current award system for registrations and recordations.
6. Form a permanent sub-committee to plan and carry out an annual SGBI accredited/managed Select Star Five Sale.

OBJECTIVE 3: Encourage and promote the use of professional cattle marketing firms to increase sales of Santa Gertrudis influence cattle through 2012.

(Sales and Marketing Committee)

1. Contact and develop a list of independent marketing firms for each SGBI district.
2. Develop a list of Santa Gertrudis influence breeders for each SGBI district.

OBJECTIVE 4: Promote and participate in both general beef cattle and multi-breed comparison research projects on an ongoing basis.

(Research and Education Committee)

1. Promote among breeders the funding of future general and multi-breed research projects with Santa Gertrudis genetics via semen, embryo, live animal, location, and/or “sweat equity” donations.
2. Establish an Association “nest egg” for funding general and multi-breed research projects where the above mentioned donations are not applicable.
3. Promote, amongst academia, the use of Santa Gertrudis influenced genetics in their general and multi-breed research projects.

OBJECTIVE 5: Expand international relationships in order to sell Santa Gertrudis influence genetics thru 2012.

(Foreign Marketing Committee)

1. Communicate with existing international Santa Gertrudis members and associations.
 - Magazine sent to Associations and breeders
 - Letter
 - Email
 - Invite to annual meetings
2. Seek new relationships.
 - Santa Gertrudis breeders
 - International associations
 - Export leaders
 - Government relations
3. Formulate and develop international budget.
 - Consider membership in international associations
 - USLGE membership & funding
 - Materials for distribution (printed in international language)

OBJECTIVE 6: Increase registration, recordation and transfer of more cattle by current members on an ongoing basis.

(Sales and Marketing and Breed Promotion Committees)

1. Develop a plan that encourages members to transfer all cattle, both purebred and Star Five, sold publicly and private treaty to new members.
2. Draft and implement “graduated award” system to reward and encourage members to register higher percentage of calf crop.
3. Utilize field days, annual meetings, and affiliate meetings to inform members of benefits of registering calf crops.

GOAL 2: Develop an ongoing breed promotion program that encourages the use of Santa Gertrudis genetics in both the purebred and commercial sectors of the cattle industry.

OBJECTIVE 1: Promote the positive traits of Santa Gertrudis genetics within the cattle industry on an ongoing basis.

(Breed Promotion and Sales and Marketing Committees)

1. Utilize current and future peer-reviewed research involving Santa Gertrudis genetics in promotions.
2. Promote breeder use of and recruit more breeder participation in the National Steer Feedout (NSFO).
3. Utilize NSFO data via industry presentations, promotional materials, press releases, etc.
4. Encourage breeders to utilize cattle of progressive/modern phenotypes in their advertising, and to include performance data wherever possible.
5. Work with and utilize the American Breeds Coalition to promote the Santa Gertrudis breed at industry-wide functions and other events that would not normally be affordable to attend.
6. Encourage United States beef cattle and related trade publications to have a Santa Gertrudis feature once each year. Focus should initially be in the tropical, subtropical, arid and semi-arid areas of the U.S. Once this has occurred, then expand to other regions within the U.S.
7. Encourage Mexican, Central American and South American beef cattle and related trade publications to have a United States Santa Gertrudis feature once each year.

OBJECTIVE 2: Develop a cooperative promotion campaign by April 2010.

(Breed Promotion, Foreign Marketing and Sales and Marketing Committees)

1. Produce and distribute a SGBI promotional video to be presented at the 2010 Annual Meeting.
2. Design and produce SGBI promotional materials.
3. Develop and utilize promotional aspects of SGBI website.
4. Secure outside funding to complete campaign.

GOAL 3: Enhance the level of breeder participation in all SGBI shows while providing marketing opportunities at these events.

OBJECTIVE 1: Enhance breeder participation within the Shows and Exhibits Committee and on the “show road” while eliminating or reducing financial burden through the annual SGBI budgeting process.

(Shows and Exhibits Committee)

1. Review all SGBI sanctioned shows and exhibits, including the National Open Show, and secure contributions to self-fund these programs. **COMPLETED 2008**
2. Encourage breeder participation and attendance at all High Point shows.
3. Meet with appropriate entities to facilitate dates, length of stay, promotion and prompt reporting of results for all SGBI sanctioned shows.
4. Update all SGBI show rules and regulations. **COMPLETED 2008**
5. Encourage development of award presentations and industry publicity that is worthy of those being honored.
6. Conduct at least one joint meeting a year with Breed Standards and Breed Improvement sub-committees.

OBJECTIVE 2: Develop new and utilize current printed promotional materials in an effective manner through 2012.

(Shows and Exhibits and Sales and Marketing Committees)

1. Encourage development of new and the utilization of current web sites by exhibitors to post timely and pertinent show information.
2. Ensure show results are timely and accurately reported and posted on appropriate web sites.
3. Develop and carryout protocol to ensure timely nationwide release of articles and pertinent information to all beef publications.
4. Ensure distribution of publicity information concerning each show’s judges to appropriate publications.
5. Prepare and distribute revised showing, fitting and grooming *How-To* pamphlet.

MEMBER SERVICES

GOAL 1: Make SGBI more effective through grassroots participation.

OBJECTIVE 1: Enhance communication and participation between affiliates and SGBI on an ongoing basis.

(Membership Committee)

1. Develop subcommittees to effectively implement member services through
 - training at retreats and workshops (online registration; other member services)
 - ranch visitations
 - affiliate relations
 - membership retention
2. Implement ex-officio Board member status for an Affiliate and NJSGA representative (with Board of Director approval). **(COMPLETED APRIL 2009)**
3. Identify affiliate presidents in breed publication and re-initiate co-op advertising page.
4. Encourage Board of Director representation at affiliate events.
5. Re-establish affiliate event at the Annual Meeting

OBJECTIVE 2: Review, update and utilize Breeders Resource Guide as an effective membership tool by April 2010.

(Marketing and Breed Promotion Committee)

1. Assign each Executive Committee member and their sub-committee(s) to review content, make necessary revisions and make recommendation for inclusion or deletion.
2. Provide new Breeders Resource Guide.
3. Provide updated information to members via hard copy and posting on SGBI website.

OBJECTIVE 3: Inform general membership, Affiliates and NJSGA about LRP progress on a continuing basis.

(Staff and LRP Committee)

1. Advise membership of updated LRP by December 2009
2. Publish LRP accomplishments on SGBI website and in SGUSA on a quarterly basis.

GOAL 2: Increase NET membership by 10 percent a year through 2012.

OBJECTIVE 1: Hire a Director of Communications, Breed Promotions and Membership by January 2008.

**COMPLETED SEPTEMBER 2008
RESIGNATION OCCURRED AUGUST 2009**

OBJECTIVE 2: Recruit new members on an ongoing basis

(Membership Committee)

1. Charge Membership Committee to devise progressive membership contest.
2. Propose events where SGBI needs a presence.

3. Design membership promotion pieces.
4. Contact non-member purchasers of Santa Gertrudis cattle.
5. Enhance new member packet.

OBJECTIVE 3: Develop a member retention program by January 2010.

(Membership Committee)

1. Improve new member packet.
 - Welcome letter by Executive Director & SGBI President
 - Affiliate listing
 - Toolkit information
 - Rules of Association
 - Constitution and bylaws of Association
 - Standard of Excellence
 - Some small free token
2. Follow-up with board communication at six (6) months.
 - Letter from Board Director representing new member's district
 - Email correspondence
 - Phone call
 - In person visit at event
3. Develop communication between affiliates and members.
 - Letter from affiliate encouraging membership in affiliate
 - Affiliate notification of events
 - Email correspondence
 - Phone call
 - In person visit at event
4. Have staff contact members on delayed renewals.
5. Conduct an exiting member survey.

FINANCIAL CONDITION

GOAL 1: Provide financial stability for SGBI by identifying and utilizing current and future sources of income on an ongoing basis.

(Ways and Means Committee)

OBJECTIVE 1: Monitor, evaluate and report financial success of active sources of revenue on a quarterly basis.

(Finance Committee)

1. Work with responsible party on the success of membership campaign.
2. Work with responsible party on the success of marketing campaign.
3. Work with responsible party on the advertising campaign.

OBJECTIVE 2: Continue to evaluate all fee-based income sources on an annual basis.
(*Finance Committee*)

1. Evaluate and make recommendations on registration, recordation and transfer fees.

(*Breed Improvement Committee*)

2. Evaluate and make recommendations on advertising-related fees.

(*Breed Improvement Committee*)

3. Evaluate and make recommendations on membership and related services fees.

(*Membership Committee*)

4. Evaluate and make recommendations on annual meeting finances.

(*Annual Meeting Committee*)

GOAL 2: Continue to increase financial accountability.

OBJECTIVE 1: Produce timely and accurate monthly financial statements by December 2009.

(*Finance Committee*)

1. Review and monitor year-to-date figures and variances.
2. Distribute monthly reports to Finance Committee by the last day of the following month.
3. Distribute financial statements to Board of Directors one (1) week prior to board meetings.
4. Provide a concise and easy to understand financial statement to the general membership annually.

OBJECTIVE 2: Establish and maintain an accounting system and procedures necessary to meet Generally Accepted Accounting Principles (GAAP).

(*Audit Committee*)

OBJECTIVE 3: Identify for implementation by April 2008 an accounting system that compiles all financial reporting groups, i.e. registry, *Santa Gertrudis USA*, National Santa Gertrudis Youth Foundation (NSGYF).

COMPLETED 2008

OBJECTIVE 4: Develop committee and service driven line-item budgeting annually.

(Finance Committee)

1. Develop committee driven and association-wide line-item budgeting.
2. Develop and annually distribute a line-item budget request form six months prior to drafting the next year's budget. (From SGBI to Officers, to Committee Chairs, back to Officers, then to Finance Committee)
3. Present prioritized line-item budget to Finance Committee. (Officers – Secretary/Treasurer and VP's)
4. Prepare budget and present for Board of Director approval. (Finance Committee)

DEVELOPMENT OF REVENUE SOURCES

GOAL 1: Increase on-going annual sources of income.

OBJECTIVE 1: Increase level of breeder, commercial and retail advertising by developing the website as a source of income; increase advertising in *Santa Gertrudis USA*..

(Marketing and Promotion Committee)

OBJECTIVE 2: Analyze most profitable use of available SGBI office space by September 2007.

COMPLETED JUNE 2009

OBJECTIVE 3: Complete brand wall campaign.

(NOTE: Activity suspended and completion date removed until income tax exemption secured.)

1. Assign each Director of the Board or his/her designee the responsibility for selling four (4) brand wall squares.
2. Establish a brand wall campaign page in the SGUSA and on website.

(Ways and Means Committee)

OBJECTIVE 4: Develop annual meeting revenue on an ongoing basis.

(Annual Meeting Committee)

1. Continue silent auction.
2. Enhance live auction.
3. Cultivate all sources of underwriting and sponsorships.
 - Trade show

- Corporate
4. Increase attendance.
- Workshop
 - Family fun activities

OBJECTIVE 5: Research and develop corporate sponsorships on an ongoing basis.

(Membership Committee)

1. Formulate potential list of sponsors.
1. Create “sponsorship” packages.
2. Identify benefits of existing collaborations (i.e. ABC and ABRA).

GOAL 2: Develop income opportunities from other sources.

OBJECTIVE 1: Develop creative fundraising activities on an ongoing basis.

(Membership Committee)

1. Enhance event live auctions.
2. Continue event silent auctions.
3. Develop “raffle” items
4. Identify opportunities for SGBI to gain percentage of proceeds.
5. Identify other opportunities to sell fund-raising items.

OBJECTIVE 2: Increase Association revenue through donated Select Santa Gertrudis Genetics Sales to begin in Spring 2011. (Event to be held once every 5 years)

(Sales and Marketing Committee)

1. Form a special “Select Donated Sales” sub-committee that will determine the when, where, and how of the sale as well as a long-range plan for the earmarking of funds generated from each sale.
2. Implement sales.

GOAL 3: Develop avenues for charitable giving to S.G.B.I.

OBJECTIVE 1: Finalize the establishment of a S.G.B.I. foundation in a timely manner.

(Ways and Means Committee)

YOUTH ACTIVITIES

GOAL 1: Continue to grow and develop the youth program.

OBJECTIVE 1: Retain junior members and families into active status on an annual basis.

(Youth Activities and Membership Committees)

1. Develop a cooperative program for “young” Santa Gertrudis breeders.
 - For those 21-30 years of age
 - Tours
 - Educational activities
 - Social activities
 - Newsletter
2. Provide opportunities for non-member exhibitors.
 - Provide information on website
 - Social activities
 - Promotional flyer/pieces

OBJECTIVE 2: Produce and distribute a cooperative marketing campaign by December 2010.

(Youth Activities Committee)

OBJECTIVE 3: Maintain current donor base for Youth Activities while seeking new outside funding on an ongoing basis.

(Youth Activities Committee)

1. Develop donor relations.
 - Maintain contact with donors
 - Recognition event/release on donors
2. Acquire major outside funding.
 - Develop corporate donations
 - Research foundations/trusts
3. Investigate cooperative multi-breed events.
 - National junior heifer show
 - Leadership events
 - Junior board training
4. Ensure positive working relationship with NSGYF.

GOAL 2: Develop Standard Operating Procedure (SOP) handbook for NJSGA events.

COMPLETED OCTOBER 2009

ADMINISTRATIVE STRUCTURE

Goal 1: Make S.G.B.I. more effective by re-organizing administrative structure.

OBJECTIVE 1: Revive a special committee on Constitution and Bylaws by October 2009.

(President)

1. Review documents for revisions and continuity.
2. Present proposed revisions to Board of Directors annually.

OBJECTIVE 2: Establish the Ways and Means Committee as a Standing Committee by April 2010.

(President and Special Committee on Constitution and Bylaws)

1. Determine composition of committee.
2. Determine duties and responsibilities of committee.

OBJECTIVE 3: Research the structure of the S.G.B.I. Executive Committee and present any recommendations by October 2007.

COMPLETED 2008

GOAL 2: Make S.G.B.I. more effective by providing leadership training.

(Executive Committee)

OBJECTIVE 1: Train leadership on an annual basis.

1. Establish a committee or assign a current SGBI committee to carry out the training of Directors, Committee Chairmen and Affiliate Presidents) as an annual event.
2. Establish a committee or assign a current SGBI committee to carry out the training of elected or appointed leaders of SGBI as needed.

GOAL 3: Ensure a smooth transition to the new breed registry system and total performance recording (TPR) by educating the membership.

(SGBI Staff)

OBJECTIVE 1: Publish timely articles in Santa Gertrudis USA through implementation of breed registry system in April 2010.

OBJECTIVE 2: Provide the membership with periodic education on the new breed registry system and total performance recording (TPR)

1. Provide ongoing training at regional/district/Affiliate events.

OBJECTIVE 3: Create and distribute resource materials as needed for new breed registry system.

GOAL 4: Develop Standard Operating Procedure (SOP) handbook for SGBI events.

OBJECTIVE 1: Appoint committee and develop SOP's for each event by April 2010.

(Executive Committee)

1. Research locations.
2. Develop timeline for event.
3. Research and develop location highlights.
4. Establish budget.

GOAL 5: Review and revise the SGBI Vision Statement by April 2010.

OBJECTIVE 1: Design a vision statement that positions the Santa Gertrudis breed in the forefront of the beef industry.

(LRP Committee)

1. Solicit proposals from SGBI membership.
2. Submit to Board of Directors by February 2010.