



Alpaca Owners and Breeders Association

Strategic Plan 2009 – 2013

May 1, 2009
Last revised

Partnering with Organizations in Strategic Development

Designed and Facilitated by:

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STRATEGIC PLANNING *with Leadership Resources*

We are pleased to provide the initial document produced from the strategic planning process. The planning document is designed to be a living document for AOBA to use on a regular basis to drive the direction of your organization, educate new members, and provide to organizations/individuals in need of this critical information. It is important to realize that existing programs and the day-to-day operations of the association were not directly addressed by this process. The strategic plan gives AOBA additional direction into the future while maintaining the currently successful programs that have brought your organization to this point.

At a minimum, we will be reviewing your strategic plan with AOBA's executive board on a monthly basis as part of the accountability plan in order to maintain a focus on objectives and goals that are critical to the organization's long-term success.

Leadership Resources and AOBA have partnered together for a multi-phase strategic planning process in order to determine the strategic direction of the Alpaca Owners and Breeders Association. This document provides an executive summary of the objectives, goals, action steps, and accountability that were decided upon by the board members of AOBA in Phase I of the strategic planning process. The results of this particular plan will be tracked through key metrics that are directly related to the growth and success of AOBA. Dashboards will be created to reflect the success of the organization.

This strategic plan is a result of the collaboration and planning from individuals serving on the 2008-2009 AOBA board of directors. This document is scheduled for an update in June of 2009, when the new board of directors will review the current plan and work on revising objectives and goals for the 2010-2013 timeframe.

STRATEGIC PLAN *Document Overview*

Your strategic plan is organized in the following core segments:

Executive Plan

- Message from the board president and executive director
- Vision, mission and purpose
- Core values
- Board roles and responsibilities
- Rules of engagement
- Five-year (2009-2013) objectives and corresponding short term goals
- Dashboard of Key Metrics
- Action steps
- Accountability calendar
- Leadership Resources support team

President of the Board Message

Dear AOBA Members:

For AOBA to be successful over time there must be a strategic plan, which lays the blueprint to set our direction. First, we wish to thank all who contributed to this plan and encourage members to continue to be part of this process. The first five strategic objectives have been developed and groups of members will be formed to develop these objectives.

As a livestock industry, we are creating new sectors and opportunity within our industry. These sectors are not new to livestock in general or even to alpacas specifically however, they are new concepts to many of the members of AOBA. In no way will they take away from what we have accomplished but will only add to it and open more opportunities. One of the main objectives of this strategic plan was to take what has worked for us up to this point and make it better while at the same time add new opportunities.

Prior to the formal process involving the board, ideas and thoughts from members and standing committees within AOBA were collected and analyzed. The Long Range Planning Committee (LRPC) presented the first documents to the board in January of 2008. The LRPC received input from AOBA committees and individuals that were used in the formulation of this document. Furthermore, AOBA sent out a survey to the membership to get further information before the formal process began. The process of gathering input to move this plan forward is essential to its long-term success. I ask the members to remain involved in some level and be part of the development of AOBA and the alpaca industry through this plan.

This is a dynamic document and will change over time; in fact for it to be successful it must and will be updated periodically. The five initial objectives contained here are the starting point, where they will go is up to us. Nothing happens without first a plan and I am confident that this process is the logical way to move our association and the alpaca industry forward.

Sincerely,

David Barboza
President of the Board

Executive Director Message

AOBA's Strategic Planning

Whether you think you can or you think you can't, you're right. - Henry Ford

We think we can... but envisioning the future, planning for where we want to be and what we want to do involves change. Moreover, our association is facing major changes in our industry along with increasing changes in the needs and desires of our members. But how do we as an association anticipate, manage, and survive change? One major part of accomplishing successful change is strategic planning.

Strategic planning enables AOBA to establish a reasonable framework for making short-term tactical decisions in an uncertain environment. Those tactical decisions provide focus for our association instead of trying to be all things to all members. Though every idea or project has its merits, it is important for us to decide which ideas and projects are important for the organization. We need to set priorities on how to accomplish those organizational objectives, thus creating a successful approach for both staff and elected leaders to implement existing plans more efficiently. Overall, this strategic process can also reenergize the entire membership on a positive direction for AOBA.

True strategy concentrates on major goals, objectives and the mission of the association. Planning focuses on how to get there – the detailed steps and implementation. AOBA's board of directors has taken on the role of focusing their time on the big picture. Their aim is to align our organization with the trends they believe will shape the future. Various committees, taskforces and staff are developing the planning steps or specific projects to accomplish those goals. Even though each group has different responsibilities, they remain consistent with the mission statement of our association.

AOBA's strategic planning started last year with the first step of appreciating and valuing the best of "***What is***" in our association. It was an evaluation process that included surveys, member discussion and a thorough review of AOBA. This step concentrated on what core practices, structures, assets, values, membership services, and technology do we have that are keys to our success. The next step is an envisioning of "***What could be***" for AOBA. This step develops common images of the future and visualizing the ideal. In essence, it is a picture of the ideal future, grounded in the organization's reality. Next is a focused discussion or dialog on "***What should be***" followed by innovation of "***What will be.***" During this step, principles are applied setting boundaries on the strategy and introducing a critical relationship between those who approve the strategy and those who manage it. The Board approves the strategies and turns it over to the staff and committees to manage the tasks. The AOBA Board aligns projects to the values, structures and mission statement. Then each task is developed by the committees and staff to include achievable plans to make the vision a reality. Finally, the last step is evaluating "***What it has become.***" This step is a measurement of our success. How did we do in achieving our stated goals and objectives?

These five steps – ***What is*** – ***What could be*** – ***What should be*** – ***What will be*** – ***What it has become***, are the keys to successful strategic thinking and implementation. However, based upon my experience with strategic planning, our goals and objectives will not succeed without your support. It is the membership of any association that really ensures the accomplishment of thoughtful planning and strategic endeavors. Your commitment to the future of our association and the willingness to stay involved in the process of change will make all of our goals a reality for AOBA.

Bill Edmunds
Executive Director
Alpaca Owners and Breeders Association

AOBA Board of Directors

PRESIDENT

David Barboza
Rancho Nuevo Comienzo Alpacas
Valley Springs, CA

EXECUTIVE DIRECTOR

William A. Edmunds
Alpaca Owners and Breeders Association
Nashville, TN

VICE PRESIDENT

Jeff Skinner
Hobby Horse Farm
Wadsworth, OH

TREASURER

Jess Bowers
Acres of Love Alpaca Ranch
Owasso, OK

SECRETARY

Bill Pearce
Five Star Alpacas
La Porte, IN

DIRECTOR

Brenda Crum
Golden Spirit Alpaca Ranch
Odessa, FL

DIRECTOR

Joe Osborn
Christie's Dream Weaving Suris
Marion, OH

DIRECTOR

Ian Watt
Alpacas of Carrickalinga
Morro Bay, CA

AOBA Vision, Purpose, and Mission

Vision

AOBA is the leader of a sustainable and viable alpaca industry.

- 
- **Seedstock**
 - **Multipliers**
 - **Commercial Producers**
 - **Fiber Production Herds**

Mission

To facilitate the expansion of a strong and sustainable alpaca industry through the growth and development of the national herd and its products.

Purpose (from AOBA Bylaws)

- 1.1 To promote public awareness and membership appreciation of the alpaca's unique qualities.
- 1.2 To educate the membership on the care and breeding of the alpaca.
- 1.3 To promote the growth of the alpaca industry as a whole.
- 1.4 To foster the establishment of the breed outside of its native land by encouraging husbandry and breeding practices based upon, but not limited to, herd health, overall soundness and wool production
- 1.5 To establish and maintain an alpaca registry

CORE Values

Core Values

- Leadership
- Services
- Communication
- Ethics
- Innovation

BOARD ROLES & Responsibilities

The following roles and responsibilities were agreed upon in Phase I of the strategic planning process:

- Strategic planning
- Central communication
- Financial oversight
- Rebuild trust with board members
- Avoid personal agendas
- Unified message to members
- Set tasks and expectations of committees
- Drive initiatives

RULES of Engagement

At the AOBA board meeting, the following rules of engagement were established to insure that individuals were communicating in a positive manner to allow for “best thinking” among all members of the group. These rules of engagement will remain applicable for any conversations surrounding planning, accountability, and other discussions regarding the strategic direction of AOBA:

- Don't make it personal
- Don't belabor points
- Honest
- Open minded
- Willing to change
- Civility
- Courtesy

AOBA LONG TERM OBJECTIVES & *Corresponding Short Term Goals*

Objective: To make national show the premier alpaca show in North America.

(Objective Owner -- Bill Pearce)

2009 Goals

- Sell out 2009 show stalls
- Meet 2009 show sponsorship goals and budget
- Sell out 2009 vendor space
- Have 2010 new show structure and content planned by May 1, 2009
- Have a 2011 and new show system structure recommended to AOBA board by December 31, 2009

Tracked Metrics for 2009

- Metric 1.1 - Number of show participants
- Metric 1.2 - Sponsorship dollars
- Metric 1.3 - Number of animal entries
- Metric 1.4 - Show profit dollars
- Metric 1.5 - Geographic participation (number of states represented)
- Metric 1.6 - Number of vendors participating in show

Potential Future Metrics

- Sell out rate
- Member satisfaction for attendees
- Judges desire to judge

Objective: Create and promote a sustainable health management model

(Objective Owner -- David Barboza)

2009 Goals

- Develop emerging health issues taskforce
- Distribute accurate health information to general industry
- Create a vets forum

Potential Future Metrics

- Website hits (to health link)
- Vet participation
- Show cancellations due to health related rumors
- Member survey

AOBA LONG TERM OBJECTIVES & *Corresponding Short Term Goals*

Objective: Create a national end production marketing program

(Objective Owner – Brenda Crum)

2009 Goals*

- Create a marketing project scope document
- 5-7 schools participate in concept creation

* AOBA's desire is to have a brand name as strong as Cashmere, Woolmark, Cotton, Florida Orange Juice, etc.

Tracked Metrics for 2009

- Metric 3.1 - Number of schools participating (4th Quarter)

Potential Future Metrics

- Member survey (2010)
- Gross income (2010)
- License income (2010)
- Consumer awareness (2010)
- Advertising Dollars (2010)

Objective: To improve member benefits and value

(Objective Owner -- Jess Bowers)

2009 Goals

- Improve and increase the benefits from basic membership dues package
- Improve and increase the benefits of additional value and expense to members

Tracked Metrics for 2009

- Metric 4.1 - Membership total
- Metric 4.2 - Number of renewed members
- Metric 4.3 - Renewals within 30 days (percentage)
- Metric 4.4 - Renewed member satisfaction (average score)
- Metric 4.5 - Number of new revenue benefits

Potential Future Metrics

- Program participant member satisfaction
- Revenue versus expenses
- Included benefits
- Value added benefits
- Number of new members
- Member participation in programs
- Annual renewal percentage

AOBA LONG TERM OBJECTIVES & *Corresponding Short Term Goals*

Objective: Create and promote a sustainable end products production model

(Objective Owner -- Ian Watt)

This objective is on hold while an independent industry study (jointly funded by AOBA and ARI through GIRCOM) is being developed. Once that study is completed, it will be reviewed in the context of this objective before release to the membership at large.

2009 Goals

- Creation of a taskforce
- Report on the current status of the industry by 12-31-09

2010 Goals

- Final report from taskforce presented to board by 12-31-10

Potential Future Metrics

- Membership of fiber raisers
- Number of farm stores
- Taskforce reporting
- Business opportunities developed

DASHBOARD *of Key Metrics*

As the goals and corresponding metrics are revisited and finalized by all the new board members during the June 2, 2009 strategic planning event, this section will be updated.

ACTION STEPS for Objectives

Action Step	Person	Status
	Objective: To make national show the premier alpaca show in North America.	
Find a party willing to take responsibility for this strategic objective	Bill P	COMPLETE
Series of educational and informational articles	Bill P	In progress
Get models from other livestock industries	Bill P	In progress
Identify venue and allocate/define regions	Bill P	In progress
Objective: Create and promote a sustainable health management model		
Form a task force to address alpaca health issues	David	First meeting scheduled April 2009
Vets Forum on AOBA website	David	COMPLETE
Objective: Create a national end production marketing program		
Logo Created	Brenda	In progress
Put to the Marketing committee the renewed endeavor of putting together a document to be sent to schools concerning this program.	Brenda	In progress
Put to the Marketing committee to create a list of schools that might be targeted for inclusion with this program.	Brenda	In progress
Ask each member to research a particular branding program	Brenda	In progress
Research successful branding programs, such as Cotton branding program, Escorial branding program, Orange council branding program, etc	Brenda	In progress
Objective: To improve member benefits and value		
2009 Mid-winter conference free to members	Jess	COMPLETE
Get Marketing Director in Place	Jess	In progress
Deliver Alpaca's magazine to members for free	Jess	In progress
Lower cost for participation in Farm and Ranch Guide	Jess	COMPLETE
Non-renewal member survey	Jess	COMPLETE
Objective: Create and promote a sustainable end products production model		
Form a taskforce	Ian	COMPLETE

ACCOUNTABILITY *Calendar*

The following dates were agreed upon by AOBA and Leadership Resources to engage in strategic planning and accountability sessions. Regular accountability meetings are the 3rd Tuesday of every month, from 4 to 5 PM Central Standard Time.

<u>Date</u>	<u>Time</u>	<u>Details</u>
2008:		
October 14 th	1-6 PM	Initial Strategic Planning
October 15 th	8-5 PM	Initial Strategic Planning
November 18 th	4-5 PM	Accountability via phone
December 16 th	4-5 PM	Accountability via phone
2009:		
January 19 th	8-5 PM	Additional Board Planning Retreat
February 17 th	4-5 PM	Accountability via phone
June 2 nd	8-5 PM	In-person Accountability Session
June 16 th	4-5 PM	Accountability via phone
July 21 st	4-5 PM	Accountability via phone
August 18 th	4-5 PM	Accountability via phone
September 15 th	4-5 PM	Accountability via phone
October 20 th	4-5 PM	Accountability via phone
November 17 th	4-5 PM	Accountability via phone
December 15 th	4-5 PM	Accountability via phone

LEADERSHIP RESOURCES *Support Team*

We are excited to partner with **Alpaca Owners and Breeders Association** as you work towards your goals through 2013 and beyond. Please feel free to contact us at any time regarding your strategic plan and/or the implementation of your plan – we are committed to helping you reach your next level of success.

THE LEADERSHIP RESOURCES TEAM

Ali, Boyd, Dan, Danielle, Ekom, Erin, John, Julie, and Patty

AOBA Strategic Plan Facilitated and Coached by: *Boyd Ober and Dan Sedor*



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