

NGWB Grant Final Report (FY15-16)

Contract 18-13-284
NWGGA – Strategic Planning

Grant Amount
\$5,000

Contact Information

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Issue of Interest

The NWGGA's Strategic Plan from 2012 was in need of updating since many of the initiatives had been completed. Therefore a 2016 NWGGA Strategic Plan was needed.

Approach to Problem

The grant was used hire a facilitator to assist the NWGGA Board of Directors in the strategic planning process including collecting data, holding a day long planning session, create a draft plan to present to the NWGGA membership and then to finalize the plan for use over the next 3-5 years as a guiding document for all Association activities.

Goals/Achievement of Goals

The plan was created and was used to guide the board in prioritizing projects for submission to the Grape Board for FY 2016-2017.

See attached 2016 Strategic Plan

Results. Conclusions. Lessons Learned

The NWGGA members continue to share their priorities and needs with the Association and the Strategic Planning process is invaluable in creating a clear roadmap for the future.

Progress Achieved According to Outcome Measures

The outcome of the process was a membership-driven strategic plan that has been adopted by the NWGGA Board of Directors and will be used to set priorities of the Association.

On a regular basis, the NWGGA will cross check projects and priorities with the plan.

Financial Report

The total grant amount was \$5,000. The actual spent was \$5,000 which funded the facilitator for the process.

NEBRASKA WINERY & GRAPE GROWERS ASSOCIATION

STRATEGIC PLAN

ADOPTED
April 3, 2016

FOR INFORMATION CONTACT:

Lori Paulsen
Executive Director

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Board of Directors – 2016 Nebraska Winery and Grape Growers Association Executive Board

President – Jim Ballard

President Elect – Eric Nelson

Past President – Stephan Kegley

Secretary – Connie Brittan

Treasurer – Wendy Bergmeier

Member At Large – Brian Schlueter

Member At Large – Theresa McFarland

Member At Large – Nick Ryan

Member At Large – Jennifer Reeder

Member At Large – Richard Hilske

Member At Large – Kay Miller

Executive Director – Lori Paulsen

Nebraska Winery and Grape Growers Association Strategic Plan

Introduction and Process

This Strategic Plan marks the third such plan developed by the grape/wine industry in the state of Nebraska (2007, 2011 and 2016). The Executive Board and members of the Nebraska Winery and Grape Growers Association (NWGGA) developed this Strategic Plan. It provides the NWGGA with a three to five year road map, guiding the Board's decision and prioritization of issues upon which to focus efforts and resources. This Plan is intended to be a living dynamic document subject to change/modification with new and/or additional input and the evolution of the industry and thus, the association. The Board will review progress and update the plan annually or as needed. It is the intention of the Board to, on an annual basis, identify priority items/actions/or objectives from each of the sections of this Strategic Plan to formulate the Board's "Business Plan" for the year. This annual plan becomes the roadmap to guide and focus the Board's efforts in the development of annual goals for implementation.

The plan was developed with broad involvement from the Executive Board and members of the industry. Three "Listening Sessions" were held at the 2015 Forum (annual conference held in March) for the purpose of gathering input from all members. Additionally, all members were given the opportunity to respond to an electronic survey via electronic mail (e-mail), again designed to provide broad input. A total of 43 surveys were returned (approximately 34 % return rate). The entire Executive Board was then convened to consider all current input (including the Listening Session and Survey data), along with a review of the previous Strategic Plan (2011) in order to determine their vision of the future of the industry and the strategic goals and objectives therein.

Structure

The Board began by revisiting and reaffirming their belief in the Mission of the Association, which was first developed in the 2007 Strategic Planning Process.

The Mission is followed by major areas of emphasis (Goals), which the Board identified and then prioritized. These Goals are listed as prioritized, i.e., Goal #1 is identified as the highest priority by the Board at this time; Goal #7 is identified as the lowest priority. This is not to say that Goal #7 is not important. The Board considers it to be of significant importance, but the lowest priority and therefore, for example, a goal that may be addressed in the fourth or fifth year of the plan's implementation, not the first year. Additionally, each goal contains one or more specific action item(s) (objectives). It was determined by the Board that these objectives would not be prioritized. Instead, these objectives will be assigned to the respective NWGGA subcommittee in order to review, potentially add additional items and then return them to the Board for prioritization. The Board prioritized the Goals by voting for each Goal. The numbers listed (following each Goal in parenthetical brackets) reflect the number of votes cast for each Goal.

This document is not intended to be a stand-alone document nor is it a one-time effort. Once action strategies have been developed and implemented, commitment will be maintained, progress monitored, and adjustments made until the objectives have been reached. This plan demonstrates the commitment that is needed to provide an excellent standard of programs and budget allocations designed to continuously meet the needs of the industry.

Finally, this document functions within the greater context of additional entities/initiatives that impact the Nebraska Grape/Wine Industry. This framework may be reflected in future Appendices attached to this document, which could include the previous NWGGA Strategic Plans (2007 and 2011) and the most recent Economic Impact study (2015).

Mission

As the association that exclusively represents the Nebraska wine and grape industry, the NWGGA is leading the industry toward economic viability and sustainability. Our mission is to..

- Promote and develop the Nebraska wine and grape industry, its members' interests and activities.
- Promote industry excellence and quality assurance thereby enhancing the market ability of the industry and its products.
- Promote education, internally for its members and externally for the greater community... and to do so in the spirit of cooperation and continuous improvement.

Goal I - Industry Sustainability (18)

Objectives:

1. Create Sustainability plan
 - Future vision for NWGGA
2. Recruit new growers/assist current growers
3. Increase grape availability
4. Enhance grape and wine quality (Quality Assurance program)
5. Continue to address 2-4d drift issue
6. Recruit new members
 - Membership retention
7. Pursue grant opportunities for funding. For example (not intended to be an all inclusive list):
 - Nebraska Grape Wine Board
 - USDA Specialty Crop Block Grants
 - Other USDA grant programs
 - Tourism

Goal II - Legislative Endeavors (16)

Objectives:

1. Monitor and maintain legislative issues at all levels, including:
 - State level
 - National level
2. Create/monitor/initiate new legislation as needed
3. Initiate study of 3-tier system

Goal III – Marketing (15)

Objectives:

1. Tell our story
2. Continue marketing the industry via our Strategic Marketing Plan
3. Enhance state wine festival
4. Increase market share

Goal IV – Membership Services (13)

Objectives:

1. Create mentorship program
2. Membership structure
 - Benefits
 - Communication
 - Increase membership involvement
 - More people on committees
 - Create additional networking opportunities

Goal V – Governance (12)

Objectives:

1. Provide additional support for Executive Director
 - Intern
 - Management Group
2. Create budgeting process and timeline for budget approval
3. Revamp committee structure and align with strategic plan

Goal VI – Education (10)

Objectives:

1. Establish additional educational opportunities
 - e.g., Field Days

Goal VII – Partnerships (9)

Objectives:

1. Establish partnerships with other entities.
 - Tourism
 - Dept. of Agriculture
 - VESTA
 - etc.