

NEBRASKA WINERY & GRAPE GROWERS ASSOCIATION

STRATEGIC PLAN

ADOPTED  
SEPTEMBER 2011

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Board of Directors – 2011  
Nebraska Winery and Grape Growers Association Executive Board

President – Richard Hilske

President Elect – Seth McFarland

Past President – Tom Zumpfe

Secretary – Connie Brittan

Treasurer – Wendy Bergmeier

Member At Large – Jim Ballard

Member At Large – Mick McDowell

Member At Large – Nick Ryan

Member At Large – Al Vybiral

Member At Large – Barb Slattery

Member At Large – Marc Shoemaker

Grower’s Council Co-Chairpersons – Cathy Oslzly /Karen Skinner

Winery Council Co-Chairpersons – Jennifer Reeder/ Jim Shaw

Executive Director – Jason Hayes, Hayes Management

## **Nebraska Winery and Grape Growers Association Strategic Plan**

### **Introduction and Process**

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 across the state (West, Central, East) 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. The entire Executive Board was then convened to consider all current input, along with a review of the previous Strategic Plan (2007) 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 #8 is identified as the lowest priority. This is not to say that Goal #8 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. Each goal contains several specific strategies (objectives), again prioritized with the first strategy listed being the highest priority. The Board prioritized by voting for each Goal and then for each Objective listed under each goal. The numbers listed (following each Goal and each Objective in parenthetical brackets) reflect the number of votes cast for each Goal and Objective.

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, which 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 Plan (2007) and the most recent Economic and Tourism Impact study and Grape Growers Survey (2011).

### **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 - Marketing (23)**

Objectives:

1. Hire marketing agency/consultant to create comprehensive marketing plan/strategies and to assure continuity of said plan. (23)
2. Develop state wine festival to be owned and operated by NWGGA. (22)
3. Promote (educate) Nebraska wines being in local restaurants statewide. (13)
4. Deepen/Strengthen relationships with Nebraska State Department of Tourism. (12)
5. Stronger presence @ statewide events, e.g., state fair, Aksarben, and county fairs. (12)
6. Create/expand usage of social media (e.g., Facebook, Twitter, Linked-In). (11)

## **Goal II – Governance (17)**

### Objectives:

1. Create Tiered membership structure. (19)
2. Set and evaluate annual Board objectives. (19)
3. Evaluate relationship with the University of Nebraska. (17)
4. Add additional member meetings. (14)
5. Create membership category options for those other than Growers and Wineries. (14)
6. Encourage member involvement. (8)

## **Goal III - Education (16)**

### Objectives:

1. Create conference/workshops to be managed by NWGGA. (22)
2. Clearly define relationship between NWGGA and UNL. (20)
3. Acknowledge member needs to be addressed by conferences and promote member participation. (12)
4. Provide state and federal regulatory continuing education. (12)
5. Quality Assurance (9)
  - a) Viticulture
  - b) Enology
6. Collaborate regionally for new education opportunities. (7)
7. Resource/Clearinghouse for members. (7)
8. Collaborate with retailers and distributors for education opportunities. (4)
9. Promote NWGGA website as an educational tool. (1)

## **Goal IV – Membership Services (15)**

### Objectives:

1. Recruitment/Retention (16)
  - develop member packet
  - highlight benefits/education

- identify potential new member sources
  - annual needs survey
2. Communication (16)
    - email/newsletter/website
    - publish objectives/common goals
  3. Involvement (13)
    - match member interest to a committee
    - provide activities/networking
    - social media

**Goal V – Legislative Endeavors (13)**

Objectives:

1. Pro-active legislation (14)
2. Conduct study of 3-tiered process (11)
3. Continue re-vamping liquor laws (9)

**Goal VI – Industry Sustainability (10)**

Objectives:

1. Create wine festival (21)
2. Improve membership services/involvement statewide through informative communication (18)
3. Usage, revision and follow through of Strategic Plan. 17)
4. Integrate other business types into membership (e.g., non-wine entities). (16)
5. Articulate Strategic Plan objectives to Nebraska Grape Wine Board. (15)
6. State enologist (14)
7. Enhance/increase the quality and consumption of Nebraska wine in Nebraska. (12)
8. Regional collaboration with other state associations within the central United States of America (USA). (11)
9. Assure fiscal sustainability via grants, role of Executive Director, monitoring economic impact. (9)
10. Develop specific membership goals. (5)

**Goal VII – Partnerships (7)**

Objectives:

1. Nebraska Grape Wine Board (23)
2. Tourism/Agri-tourism (22)
3. Legislature (15)
4. Industries/Boards, e.g., Beef, Corn, Pork (14)
5. Universities/Community Colleges (13)
6. Regional State Associations (7)

7. Other Industry entities/trade groups, e.g., restaurant association (6)
8. Vocational Agriculture Educators (3)
9. Nebraska Bed and Breakfast Associations (2)

**Goal VIII – Research(0)**

Objectives:

1. Promote sharing industry level experience and research.
2. Create research support at industry level.
3. Disseminate research results.