



# LRP Implementation Update



# Foundational Pillars



**Preserve:** Build on our legacy while maintaining relevance in an ever-changing marketplace.



**Advocate:** Continue to be the trusted, respected voice for our members, industry, and policy makers in shaping legislative and regulatory policy.



**Develop:** Invest in our people, both staff and members, and programs to increase our capacity to meet current and future industry needs.











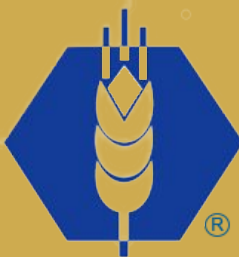
**Communicate:** Deploy communication methods that effectively engage members and other constituents.







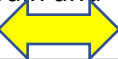

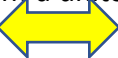





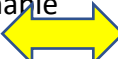

**Preserve:** Build on our legacy while maintaining relevance in an ever-changing marketplace.

Strategic Imperatives	Strategic Objectives/Initiatives
Advocate for free trade and open markets 	Lead our industry in promoting U.S. competitiveness in world markets by advocating for efficient supply chains, growing exports, and ensuring the integrity of the U.S. Grains Standards Act 
	Continue advocacy for preserving the status of grain and oilseeds as hedgeable commodities 
Administer fair trade rules and an effective arbitration system 	Maintain a diverse and adequate number of arbitrators to meet current and future demand 
	Invest time and expertise in preparing for the possible need to defend arbitration system in courts 
	Explore innovative ways to expand upon the viability and responsiveness of the trade rules with respect to current and future needs of members while ensuring their continued viability 
Assure the continued financial sustainability of NGFA 	Research no less than two new revenue streams for the association 
	Conduct an analysis of the dues structure as compared to peer associations at least every five years 
Continue to provide industry professionals with opportunities to expand their professional network to strengthen the industry 	Convene in-person meetings and cost-effective virtual sessions to promote member education and engagement 


















**Advocate:** Continue to be the trusted, respected voice for our members, industry, and policy makers in shaping legislative and regulatory policy.

Strategic Imperatives	Strategic Objectives/Initiatives
Develop policy positions that represent the best interests of our industry and promote growth and economic performance 	Increase awareness of policy development process and member input opportunities 
	Explore providing state-level policy watch service for members in states without state Grain and Feed or Agribusiness Associations 
Strengthen the power of our voice in legislative and regulatory environments by telling the story of our industry 	Engage in strategic and forward-thinking collaboration with other organizations to present a united front on shared positions, achieve operational efficiencies, and pursue cost savings 
	Drive legislative advocacy efforts through increased member engagement 
	Look for opportunities to expand our influence with more legislative touch points 
	Expand pro-active lobbying of regulatory agencies to protect our freedom to operate 
Advocate to improve transportation services to all members 	Establish binding, public arbitration, and an alternative rate dispute process. Collaborate with at least two railroads that support rate case arbitration 
	Create and collect rail performance metrics for use in developing policy and service agreements with reasonable rates and performance accountability; agreements will establish reasonable accessorial, switch, and late fee charges with railroads 
	Promote modernization, enhanced efficiencies, and continued utilization of U.S. inland waterways and ports to include protection of the Snake River lock and dam system 
















**Develop:** Invest in our people, both staff and members, and programs to increase our capacity to meet current and future industry needs.

Strategic Imperatives	Strategic Objectives/Initiatives
Solidify NGFA staff as the “go to” resource for industry, technical, and regulatory expertise 	Support staff in building industry, technical, and regulatory expertise with the investment of resources for professional development 
	Evaluate association staff’s program of work and determine adequate staffing levels 
	Develop a continuity plan to support knowledge transfer and preserve strength of NGFA staff 
Build leadership capacity of NGFA members to develop the next generation 	Engage more members through committee and task force membership, NextGen, and special projects 
	Review the committee structure to determine effectiveness and relevance and recommend a forward-looking committee structure 
	Explore committee membership size, attendance requirements, and term limits to increase opportunities for member engagement 
	Develop industry professionals to grow affinity and connection to the association 
	Enhance CAPs program and explore retention of CAPs alumni in association activities 
Strengthen the industry by educating professionals at all levels in leadership, and technical and regulatory areas 	Provide accessible training and resources that promote industry best policies and leading practices 
	Explore opportunities to collaborate with other organizations to provide training 





## Communicate: Deploy communication methods that effectively engage members and other constituents.

Strategic Imperatives	Strategic Objectives/Initiatives
Be innovative and responsive in deploying methods to target the right message to the right audience in a timely way 	Explore ways to effectively manage member contact lists and distribution processes and establish clear benchmarks and consistent measurement of member engagement across all forms of NGFA media 
	Develop a strategy to communicate to multiple levels of member organizations while honoring organizational preferences for who receives messages and how messages are disseminated 
	Devote resources to communication efforts that allow NGFA to be proactive and relevant in the agricultural press 
	Explore deploying an app to deliver members benefits and services in areas such as trade rules, member directory information, committee and CAPs lists, and advocacy updates 
Provide opportunities for members to interact with staff, volunteer leadership, and other constituents to support transparency and representation 	Develop a plan for more transparent communication and consult with the Executive Committee to develop benchmarks and reporting structure 
	Promote dialogue between staff and members through job function (GM, Supervisor, etc.) or interest-based (CAP, Small Member Company, etc.) forums. These can be in-person, online and/or virtual meetings 
	Provide regular committee and board meeting reports to members 
	Pursue a nominating process or applications committee to conduct outreach and provide transparency and access to committee membership 
Provide visionary leadership in communicating to members emerging issues that impact the industry 	Engage members in informational and educational experiences related to emerging environmental, social, and governance issues that impact the industry and their organization, such as diversity and inclusion 