



**TEXAS
FARM
BUREAU®**

STRATEGIC PLAN 2021

Texas Farm Bureau's new strategic plan was adopted by the board of directors on Feb. 25, 2021.





Russell Boening
President

Members and Friends of Farm Bureau:

Strategic planning is an important and beneficial process. At Texas Farm Bureau, strategic planning allows our organization to anticipate and prepare for the needs of our members, Texas agriculture and rural Texas.

Because of the quickly-changing nature of agriculture and the needs of members, the forward timeframe of this strategic plan is reduced. This provides us added flexibility to adapt to new technology and member service opportunities that may be right around the corner. Our strategic plan will be reviewed periodically and should be updated, accordingly.

The future is exciting! Texas Farm Bureau is prepared and ready. A special thanks to the volunteer leaders and professional staff who developed this strategic plan, which effectively positions the organization for success in being the Voice of Texas Agriculture.

Texas Farm Bureau—from a start-up organization in 1933 to the largest and most influential group of farmers, ranchers and rural families in Texas. Prepared by our past. To focus on our future.

OVERRIDING THEMES— Communication and Organizational Strength

Due to the commitment of prior boards and dedicated leaders, Texas Farm Bureau continues to be highly effective; a fact that should not be taken for granted while planning for the years ahead.

In addition, the effective use of all available communication methods should influence every goal herein by improving the breadth and depth of the promotion of agriculture and service for our members.

Duration

The previous Strategic Plan was envisioned to consider the needs of Texas agriculture and Texas Farm Bureau for four to 10 years. It remained in place from 2009 through 2020. The events of 2020 provided a clear reminder that the world can change rapidly and with little notice. As a result, the desire is that this Strategic Plan will be reviewed periodically and, if the needs of Texas agriculture or Texas Farm Bureau change, the Strategic Plan should be updated accordingly.

Brand Image of Texas Farm Bureau

Mission Statement

Texas Farm Bureau is to be the Voice of Texas Agriculture.

Vision Statement

The vision of Texas Farm Bureau is to benefit all Texans through promotion of a prosperous agriculture for a viable long-term domestic source of food, fiber and fuel.

Values Statement

Texas Farm Bureau leadership and professional staff are guided by these principles throughout the organization:

- Working for profitability of agriculture
- Protecting private property rights
- Preserving the land and environment
- Enhancing food safety and supply
- Providing equal opportunity for all

Primary Goals to Improve the Organization

Texas Farm Bureau's primary goals to improve the organization are categorized into the following headings:

- Political Strength
- County Operations
- Membership Growth and Services
- Financial Health and Structure of TFB
- Communications, Marketing and Branding
- Leadership Development and Training

I. Political Strength

- A) Build on Farm Bureau's basic organization structure by enhancing members' understanding of the issues and emphasizing the grassroots policy development process and legislative involvement.
- B) Enlist non-agricultural entities and members to increase our effectiveness in implementing TFB policy.
- C) Maintain involvement in national issues and work with national coalitions to influence the Texas Congressional delegation.
- D) Develop agricultural leaders willing and able to run for political office. (See VI D)
- E) Grow and utilize a highly effective political action committee (PAC) and political program.

II. Farm Bureau County Operation

- A) Effectively communicate with all members through existing and emerging technological means.
- B) Provide importance of agriculture messaging for county leaders.
- C) Enhance skill sets and technological capabilities of county leaders.
- D) Encourage counties to continue engaging non-board members in TFB activities.
- E) Promote county Farm Bureau financial stability.
- F) Ensure that Field Staff is adequately trained and an effective resource for the county Farm Bureaus.

III. Membership Growth and Services

- A) Promote county Farm Bureau new member growth and an annual membership retention of 90 percent or better.
- B) Create a membership data culture for serving the needs of the TFB membership.
- C) Strive to improve and enhance the value of a TFB membership.

IV. Financial Health and Structure

- A) Better utilize the TFB foundation.
- B) Streamline communications and operations among TFB divisions and companies.
- C) Continue to maintain a conservative and robust budget process that financially supports the mission of TFB.
- D) Maintain and back test a Business Continuity Plan and disaster management program to serve the needs of members.
- E) Protect data and member information.

V. Communications, Marketing and Branding

- A) Use a variety of marketing methods to reach members and agricultural producers who may not identify with the “farm” label.
- B) Deliver a consistent image and message of TFB throughout Texas.
- C) Enhance media’s understanding of agriculture in Texas.
- D) Use Communications to inform lawmakers and regulators of the economic impact and needs of agriculture.
- E) Target TFB’s and agriculture’s message to a broader consumer public.

VI. Leadership Development and Training

- A) Maximize use of the Conference and Training Center and other TFB facilities.
- B) Continue enhancement of agricultural leadership programs.
- C) Provide agricultural education, study, and trade-promotion missions to foster leader understanding of agriculture’s global interdependence.
- D) Develop leaders to run for political office and/or serve on appointed boards.
- E) Improve county leader effectiveness through training.
- F) Consider the possibility of training leaders from other agricultural organizations through the TFB leadership programs.
- G) Offer spokesperson and media relations training to county leaders and the TFB Texas Agricultural Challenges Team (TACT).
- H) Offer a program of news media training to enhance their understanding of agriculture.
- I) Continue professional staff development programs and funding.