



Strategic Plan

2016 - 2020

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Executive Summary

The Strategic Plan for ASHCA guides all major activities and priorities for the organization. This plan includes six major goals addressing national leadership, agricultural safety and health initiatives, communications, and sustainability. Each goal includes related objectives with specific strategies. The plan was generated with input from ASHCA members via committees and the Advisory Council, followed by in-depth participation of the Board of Directors involving in-person meetings, teleconferences and email correspondence. All aspects of the plan were proposed in order for ASHCA to achieve its mission. Implementation of the full plan is dependent on the availability of resources with the expectation that all goals will be achieved by the year 2020. The date the plan was formally approved by the Board of Directors and any subsequent updates are noted at the document's end.

Organization Description

The Agricultural Safety and Health Council of America (ASHCA) was established in 2007 as a 501(c)(3) not-for-profit organization to pursue national strategies to create a healthy and safe work environment for American agriculture. ASHCA members include agriculture-related businesses, agricultural producers and their related associations or organizations, non-profit trade associations, education and research entities, federal and state agencies and individuals. Through strong leadership, partner relations, and committee work ASHCA strives to address issues at national and regional levels for reducing disease, injuries and fatalities associated with agricultural work. ASHCA members have rapid access to safety information and training resources as well as funding opportunities for safety initiatives. ASHCA members learn about "big picture" issues affecting worker safety and stay informed of others' successes in promoting agricultural safety. ASHCA is valued as the established leader in agricultural safety and health by uniting voices that keep workers, producers, and consumers safe and profitable.

Vision We envision a safe and healthy work environment for people engaged in agricultural work across the U.S.

Mission To proactively address ongoing and emerging occupational safety and health issues affecting U.S. agriculture in ways that yield positive results.

ASHCA's Guiding Principles

- The agricultural industry has a responsibility to lead and guide agricultural safety and health research, programs, and policy at a national level.

- ASHCA serves as a leader for effective initiatives that address safety and health of agricultural workers at a national level.
- A safe and healthy agricultural workforce contributes to increased productivity and decreased costs, along with sustainable business models, to produce safe food for a rapidly growing global market.

ASHCA'S CONCEPTUAL FRAMEWORK

THE ASHCA FRAMEWORK



GOALS, STRATEGIES AND INITIATIVES

I. ASHCA will Pursue National Strategies to Reduce Agriculture-Related Fatalities, Injuries and Disease.

- a. Set priorities for ASHCA initiatives based on evidence from reliable occupational injury and disease data, evaluated interventions, and emerging issues.
 - i. Identify issues and practices at the producer level that would lead to a significant reduction in serious occupational injuries and fatalities.
 - ii. Identify issues and practices that would minimize occupational illnesses associated with agricultural work.
- b. Provide education and input on matters pertaining to agricultural safety and health to guide federally-funded research and program initiatives especially those directed by U.S. Department of Agriculture (USDA) and National Institute for Occupational Safety and Health (NIOSH).
 - i. Convene a Federal Agency Roundtable or comparable event on an annual or "as needed" basis.
 - ii. Engage in outreach and education with appropriate national policy leaders on matters pertaining to agricultural safety and health.
 - iii. Encourage federally funded programs (e.g. NIOSH, NIOSH Agricultural Centers, USDA-funded initiatives) to include agricultural safety and health in research Requests for Applications (RFAs).
- c. Work with agricultural producers, associations, public health, and safety organizations that are positioned to promote agricultural safety and health programs at national levels.
 - i. Encourage federally funded programs (e.g. NIOSH Agricultural Centers, Cooperative Extension, USDA-funded initiatives) to participate in ASHCA committees and educational events.
 - ii. Assist and support these partners in achieving their goals regarding agricultural safety and health.
- d. Monitor national initiatives and/or trends and procedures that potentially impact agricultural producers' and workers' safety and health (e.g. technology, economy, environment).
 - i. Review national reports and communicate relevant issues to agricultural leaders.
 - ii. Ensure ASHCA members are informed of key issues.
 - iii. Determine whether major issues/trends impact proposed future ASHCA strategies.
- e. Support efforts to gather, analyze and widely disseminate data regarding agricultural injury and disease that is garnered from reliable sources, including the insurance industry.
 - i. Support endeavors such as the National Academies' Smarter Surveillance study and or efforts to improve enterprise sustainability through reduced worker risk.
 - ii. Develop and disseminate ASHCA FACTS (e.g. "Be Safe. Be Profitable") to share updated statistics on the agricultural injury and disease, costs, and benefits of prevention.
 - iii. Widely share relevant, available injury data and agricultural safety and health trends from other sources such as National Council on Compensation Insurance (NCCI), Bureau of Labor Statistics (BLS), National Safety Council (NSC), and relevant legal decisions - regulatory and legislative.
- f. Strive to ensure that agricultural safety and health is included in corporate and association sustainability initiatives.

- i. Identify key players and opportunities and provide encouragement for integration of an agricultural worker focus in sustainability endeavors.
- ii. Participate in strategic partnerships if Board agrees they are mutually beneficial.

II. ASHCA will Increase Access to Agricultural Safety and Health Resources and Training.

- a. Facilitate access to agricultural safety and health information and resources.
 - i. Provide a “clearinghouse” of resources available online, preferably accessible via mobile devices.
 - ii. For inquiries regarding unique issues, provide referrals to subject matter experts and safety consultants.
- b. Promote participation in agricultural safety and health training programs.
 - i. Disseminate information regarding existing training opportunities.
 - ii. When possible, provide financial support to augment existing or new training programs, workshops, seminars and webinars.
- c. Assess the feasibility of an ASHCA Agricultural Certificate in Safety and Health Risk Management program.
 - i. Establish a subcommittee or task force to:
 - 1. Assess strengths and weaknesses of current certificate programs
 - 2. Establish parameters of an ideal Certificate program (e.g. need for Continuing Education credits, core curriculum, regional topics, advanced risk management options, variables based on farm type/size, faculty, etc.)
 - 3. Propose business plan for sustainability of Ag Safety Certificate program.
 - 4. Submit recommendations to Board of Directors for implementation of plan or discontinuation of this proposed initiative.
 - 5. Monitor other available programs such as Certified Safe Farm or ISASH Agricultural Safety and Health Certificate Course for potential relevance to ASHCA members.
- d. Set a plan for major conference events (similar to 2013 Summit) or annual conferences.
 - i. Assess the overall value to ASHCA members of a periodic “big tent” event versus an annual conference.
 - ii. Propose ten-year strategy with fiscal implications to Board.

III. ASHCA will Facilitate the Implementation of Evidence-based Agricultural Safety Strategies among Farmers/Ranchers, Agribusinesses, Safety Specialists, Workers and Others Involved in Agricultural Risk Management.

- a. Maintain the ASHCA Safety Grants Program and recommend future modifications.
 - i. Set annual priorities for grant activities.
 - ii. Solicit and review applications, then award funding per the written protocol.
 - iii. Promote results of high quality safety grant projects.
 - iv. Annually assess collective (all years) results of ASHCA funded safety grants.
 - v. Report strengths and weaknesses of the Safety Grants Program to the Board of Directors including recommendations for the annual budget.
- b. Support ASHCA’s Regional Forums/Workshops Program to address ongoing and emerging and/or complex issues.

- i. Identify opportunities for regional forums, workshops and roundtable events via ASHCA communication outlets.
 - ii. Identify and develop potential partnerships for convening regional events where there are known or emerging agricultural safety and health concerns that increase enterprise environmental and sustainability risk and, thereby, warrant attention.
 - iii. Review applications and offer funds per the written protocols.
 - iv. Evaluate and facilitate dissemination of key results from regional events.
 - v. Promote visibility of events including any subsequent media coverage.
 - vi. Annually assess collective (all years) results of ASHCA funded regional events and modify the next year's program accordingly.
 - vii. Report strengths and weaknesses of the Regional Forums/Workshops Program to the Board of Directors including recommendations for the annual budget.
- c. Establish an ASHCA membership requirement and level as a condition for being awarded a safety grant or for receiving financial support for a regional forum/workshop.
- i. Set the requirements and ensure all promotional materials, website, etc. include relevant criteria for funding approval.
 - ii. Assess the return on investment for providing funds to safety grants and regional events, including number and level of memberships, marketing value, and degree to which these investments address the mission.

IV. ASHCA will Effectively Communicate Agricultural Safety and Health Information among ASHCA Members and the Communities Served.

- a. Maintain effective communication strategies with ASHCA members and contacts.
 - i. Annually review the ASHCA Communication and Marketing plan and update it as needed.
 - ii. Develop and disseminate quarterly newsletters and periodic press releases; and consider issuing a regular safety communique.
 - 1. Use electronic mail, social media and exhibit opportunities to expand the reach of ASHCA communications.
 - iii. Explore innovative strategies to raise awareness about ASHCA's Safety Grants and Regional Forums/Workshops opportunities and other member benefits.
 - iv. Ensure that member organizations include contact information for all relevant individuals within their organization who should be receiving ASHCA communications.
- b. Provide regularly scheduled safety topic communications (e.g. columns, blogs) for inclusion in trade journals and member's newsletters.
- c. Maintain high quality ASHCA website www.ashca.org (refer to Marketing Plan)
 - i. Improve site as referral tool for agricultural safety and health information.
 - ii. Provide member to member referral information.
 - iii. Ensure the website serves as a window into the ASHCA Foundation and the forthcoming Agricultural Safety and Health Hall of Fame.
- d. Communicate proactively with new members (refer to Marketing Plan) to ensure they understand their member benefits and opportunities to be involved in the promotion of agricultural safety and health among their respective colleagues, audiences, and/or customers.

V. ASHCA will Oversee the National Agricultural Safety and Health Hall of Fame.

- a. Prepare the initial processes, protocols, criteria, etc. for inductees and maintain documented files of all key decisions regarding the Hall of Fame.
- b. Ensure the planning and implementation includes a range of partner organizations that exemplify the “national” ownership of the Hall of Fame.
- c. Make preparations for the initial inaugural event, with a tie-in to ASHCA’s 10-year anniversary.
- d. Submit a Business Plan for the Hall of Fame to the ASHCA Foundation Board of Governors.
- e. Provide an annual report on the status of the Hall of Fame to the ASHCA Board of Directors.

VI. ASHCA will ensure a Sustainable Future for the Organization through Strong Leadership and Infrastructure.

- a. Maintain qualified leadership of ASHCA predominated with representation from agriculture-related businesses and producer organizations.
 - i. Ensure the Executive Committee and Board of Directors have a balanced composition of members and the support needed to address their responsibilities.
 - ii. Consider succession planning and provide mentoring for new Board members and Committee chairs.
 - iii. Provide Committee Chairs the support and guidance needed to implement committee work and document all relevant actions.
 - iv. Continue to grow and expand the involvement of the Advisory Council as more individuals shift from Board positions to the Advisory Council.
 - v. Ensure the President/Chief Executive Officer has the latitude and authority to handle administrative functions effectively.
- b. Provide the resources required for an efficient infrastructure and management system.
 - i. Commit the financial resources necessary for staff and contractual services.
 - ii. Set and adhere to Standard Operating Guidelines for consistent management strategies.
 - iii. Adhere to ASHCA’s organizational Bylaws as needed for managerial decisions.
 - iv. Refer to ASHCA’s strategic plan and seek counsel from the Executive Committee for setting administrative priorities.
- c. Adhere to an annual operating budget
 - i. Maintain membership fees and contributions sufficient to sustain basic operations.
 - ii. Provide quarterly financial statements to Board of Directors.
 - iii. Review financial forecast of operating budget annually.
 - iv. Solicit potential co-sponsors to cover expenses of ASHCA events.
 - v. Work closely with the ASHCA Foundation to address financial needs for ASHCA Safety Grants, Regional Forums/Workshops and other special initiatives not covered by general operating funds.
- d. Provide high quality interactions with current and potential members via the administrative structure and the Member Relations Committee.
 - i. Refer to detailed recommendations for member recruitment and retention in the ASHCA Marketing Plan.
 - 1. Implement multiple strategies to recruit new members.
 - 2. Strive for 80% retention of organization members.

- ii. Acknowledge member organizations and others that have achieved excellence in agricultural safety and health risk management and education.
- e. Market and promote ASHCA as the unified voice for agricultural safety in the U.S.
 - i. Apply the brand identity guidelines on all resources.
 - ii. Search for opportunities to feature ASHCA materials and videos in venues where agriculture-related businesses and producer organizations are present.
 - iii. Annually review the ASHCA Marketing Plan and modify recommendations to fit changing needs and new opportunities to meet national and global developments.
 - iv. Plan methods to celebrate major achievements, such as the 10-year anniversary.
- f. Develop and maintain a strong and effective relationship with the ASHCA Foundation
 - i. Identify and make application to other like-minded Foundations for financial support of our work.

***Approved by ASHCA Board of Directors
Date: February, 2016***