



Established 1957

AUSTRALIAN SHEPHERD CLUB OF AMERICA

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Strategic Plan

2019 - 2020

Mission Statement

The Australian Shepherd Club of America is dedicated to maintaining the integrity of its registry and to preserving and promoting the Australian Shepherd as an intelligent working dog with strong herding instinct.

Vision Statement

The Australian Shepherd Club of America will preserve the Australian Shepherd as an intelligent working dog of strong herding and guardian instincts.

Core Beliefs

- **Altruism** – Unselfish dedication to the success of the organization.
- **Dignity and Respect** – Maintaining one's self-worth while honoring the value of all.
- **Fairness** – Equitable, impartial treatment of all.
- **Honesty** – Representing oneself and the organization truthfully.
- **Honor** – Promote an atmosphere of good sportsmanship, volunteerism, and responsibility for the breed and the breed image to the public.
- **Integrity** – Acting in accordance with these Core Values.
- **Loyalty** – Allegiance to the members and the organization, even in the face of adversity.
- **Pride** – publicly sharing accomplishments with innovative programs show casing the breed and providing expanded opportunities for competition.
- **Principles** – Adhere to the highest standards for operation of all programs.
- **Reputation** – ASCA maintains a well-respected registry database that is both accurate and informative.

Guiding Principles

- Is it consistent with our core values?
- Is it legal and ethical?
- Does it promote the registry?
- Is it the right thing for ASCA?
- Is it within our policies?
- Can we take pride in it?

Income Table

INCOME	2013	2014	2015	2016	2017	2018
AT Ads	\$26,685.00	\$31,585.00	\$27,240.00	\$24,050.00	\$19,170.00	\$25,610.00
AT Subscriptions	\$74,986.00	\$147,954.51	\$157,297.00	\$162,375.00	\$165,150.00	\$158,180.00
Bank Investments	\$10,531.27	\$536.79	\$333.12	\$147.43	\$196.27	\$258.97
Gain/Loss on Securities	\$0.00	\$11,397.22	- \$6,426.07	\$9,123.76	\$21,005.88	- \$2,298.00
Member Services	\$75,125.38	\$76,627.62	\$74,769.51	\$89,535.02	\$86,091.27	\$85,818.94
Membership Dues	\$242,757.26	\$187,822.23	\$184,367.14	\$195,575.02	\$194,259.47	\$201,156.05
Misc.	\$0.00	\$20.00	- \$765.28	\$10.00	- \$100.00	\$16,413.13
Program Income	\$184,656.18	\$214,223.05	\$197,978.50	\$210,487.08	\$184,892.18	\$194,273.13
Registry Services	\$241,749.68	\$240,202.02	\$241,753.06	\$260,254.39	\$264,510.33	\$264,472.86
TOTALS	\$856,490.77	\$910,368.44	\$876,546.98	\$951,557.70	\$935,175.40	\$943,885.08

Expense Table

EXPENSES	2013	2014	2015	2016	2017	2018
Ads	\$7,134.49	\$7,123.00	\$3,802.00	\$3,691.00	\$3,195.00	\$3,018.00
AT Editor	\$11,78.00	\$11,830.00	\$11,600.00	\$10,600.00	\$11,535.00	\$11,300.00
AT UPS to BO	\$266.47	\$555.91	\$312.13	\$419.33	\$396.67	\$30.50
AT Postage	\$30,863.25	\$30,947.12	\$27,530.60	\$26,691.49	\$25,647.22	\$27,467.89
AT Printing	\$81,670.00	\$77,900.00	\$65,212.25	\$66,907.62	\$69,530.00	\$65,041.75
AT Mail Prep	\$7,922.20	\$7,627.74	\$10,728.39	\$12,001.50	\$12,205.66	\$11,938.50
Bank Service Charge	\$1,810.80	\$726.66	\$676.28	\$810.94	\$1,004.15	\$921.11
Computer	\$56,636.94	\$80,766.99	\$293,055.75	\$140,852.64	\$81,876.64	\$68,865.32
Contract Labor	\$4,568.20	\$4,566.04	\$1,787.25	\$1,082.50	\$6,153.36	\$8,059.00
Credit Card	N/A	N/A	\$15,846.64	\$18,273.85	\$20,198.13	\$19,895.74
D/O Reimburse.	\$28,033.29	\$23,601.25	\$40,999.21	\$28,748.63	\$30,486.44	\$30,609.61
Insurance	\$67,217.77	\$87,787.49	\$71,917.99	\$73,795.57	\$76,709.50	\$91,029.17
Judge Education	N/A	N/A	\$165.00	\$164.45	0	\$235.19
Junior Awards	\$0.00	\$3,530.00	\$1,025.81	\$1,835.77	\$2,260.77	\$2,711.41
Member Services	\$76,264.38	\$67,823.07	\$70,860.86	\$84,811.39	\$81,253.60	\$83,140.19
Misc.	\$1,807.77	\$2,051.62	\$3,228.87	\$1,461.16	\$1,736.90	\$1,577.68
National ASCA Expenses	\$5,734.37	\$2,116.32	\$3,766.50	\$2,945.76	\$5,539.24	\$13,492.99
NSF Checks	\$391.00	\$95.00	\$751.00	\$1.00	\$107.00	0
Office Expenses	\$19,694.18	\$15,621.82	\$25,993.74	\$22,754.03	\$22,404.89	\$20,048.70
Payroll	\$235,697.02	\$229,676.83	\$233,022.67	\$246,827.62	\$261,814.59	\$237,506.42
Payroll (temp)	N/A	N/A	\$2,136.45	\$6,382.38	N/A	\$293.69
Postage & Delivery	\$44,215.10	\$45,415.46	\$54,069.64	\$44,397.03	\$53,246.00	\$54,163.55

Printing & Reproduction	\$43,544.71	\$28,991.35	\$31,419.60	\$38,890.12	\$35,669.44	\$27,714.05
Professional Development	\$123.97	\$921.31	\$1,619.08	\$125.00	\$232.00	\$950.00
Professional Fees	\$28,976.32	\$23,233.14	\$26,684.42	\$25,882.93	\$26,348.33	\$27,614.74
Refunds	\$59.58	0	0	0	\$50.00	\$1,032.00
Repairs	\$3,542.01	\$4,109.37	-\$791.80	\$469.31	\$343.43	\$2,525.00
Staff Travel & Entertainment	N/A	N/A	\$805.20	\$3,020.40	\$116.00	\$721.60
Taxes	\$4,583.98	\$4,450.60	\$4,459.02	\$4,620.50	\$4,529.65	\$5,119.12
Utilities	\$6,552.16	\$6,857.45	\$12,690.63	\$12,711.76	\$12,798.20	\$12,936.78
TOTAL	\$769,094.96	\$768,325.54	\$1,015,377.18	\$881,175.68	\$847,387.81	\$830,387.70
NET INCOME	\$87,395.81	\$142,042.90	-\$138,830.20	\$70,382.02	\$87,787.59	\$113,497.38

Net Income Table

YEAR	INCOME	EXPENSE	NET
2013	\$858,560.68	\$795,192.77	\$61,368.00
2014	\$910,368.44	\$800,321.92	\$110,046.52
2015	\$878,337.82	\$1,024,803.85	-\$146,466.03
2016	\$951,558.38	\$882,111.68	\$69,446.70
2017	\$935,175.40	\$847,804.81	\$87,370.59
2018	\$943,885.08	\$830,387.70	\$113,497.38

Registry Numbers Table

YEAR	# of LITTERS	# of DOGS	DOGS per LITTER
2010	2280	5144	2.25
2011	2117	4520	2.13
2012	2262	4728	2.09
2013	2185	4418	2.02
2014	2168	4581	2.11
2015	2164	4587	2.11
2016	2358	4806	2.03
2017	2530	4929	1.94
2018	2661	4750	1.78

Goals

Goal 1: Provide quality programs to showcase the versatility & working ability of the Australian Shepherd.

Objective 1: Maintain an educated pool of judges for all programs.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Develop a process to offer judges' seminars.	Committees - Rally, Agility, Conformation, Stockdog, Obedience, Tracking, & Junior	Seminars offered at Nationals	Ongoing - 2019 Nationals

2. Implement learning management system as a platform to offer ongoing judge education for all programs.	BOD	Full implementation	Ongoing - Google Classroom being used
3. Launch education program	Program Committees	Proposal to BOD	Ongoing - some committees have started with Google Classroom

Objective 2: Enhance all programs by improving policies and procedures.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Investigate the possibility of limiting the number of pre-shows/trials to offer education activities	BOD	Depends on outcome of investigation	Ongoing - 2019 Nationals
3. Create uniform rules for committees to work with each other when responsibilities overlap	BOD	Agreement reached	Ongoing - 2019 Nationals

Objective 3: Provide innovative programs showcasing the breed and providing expanded opportunities for competition.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Promote / educate public about current programs to increase participation.	All Committees	Recommendation(s) sent to BOD	Ongoing
2. Remain open to new and innovative program opportunities that would enhance choices for ASCA members.	Program Committees	Apparent upon addition	Ongoing - Dock Jumping (2017), Scent Search (2019)
3. Highlight Aussies in our AT or AussENews that perform outside of our standard programs. (e.g. dogs that have performed documented heroic deeds for humans or other animals, real service dogs that visit care centers, rodeo dogs, etc.)	AT Editor & Webmaster	Article in each AT	Ongoing
4. Highlight historic people and dogs in our AT or AussENews.	History Committee	Photo & info in each AT	Ongoing
5. Committees to identify program priorities to focus upon for the coming year.	Committee Chairs & BOD Liaisons	Priorities sent to BOD and adhered to	Ongoing
6. Investigate possible HOF options for people & kennels who specialize in stock and performance dogs.	Hall of Fame Committee	Recommendation sent to BOD	Deadline: 2019 Nationals
7. Investigate possible grand/supreme champion titles to encourage participation with specials.	Conformation Committee	Recommendation sent to BOD	Deadline: 2019 Nationals
8. Investigate offering additional performance activities for members.	Committee established by BOD	Recommendation sent to BOD	Ongoing

Objective 4: Utilize data to determine future needs and objectives.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Include an analysis of the various programs' status to help determine needs in next year's Strategic Plan.	BOD - 2nd Vice President	Data collected from BO	Ongoing

Goal 2: Culture: Promote an atmosphere of good sportsmanship, volunteerism, & responsibility for the breed and breed image.

Objective 1: Promote volunteerism within the organization.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Recognize volunteers and affiliates who have dedicated a certain number of hours to ASCA; create an annual recognition program.	BO, Nationals Committee	Annual presentation at Nationals Banquet	Ongoing

Goal 3: Maintain an independent breed registry and lead in the adoption of developments to protect the integrity of the registry.

Objective 1: Maintain and improve methods of ensuring the integrity of the Club registry.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Upgrade/migrate ADMS application	System Upgrade Committee	Completion of upgrade & migration	Ongoing

Objective 2: Utilize data to determine future needs and objectives.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Analyze status of the registry to determine needs for future Strategic Plans.	BOD - Strategic Planning Committee	Goals proposed based on data from BO	Deadline for data from BO: September 1 Deadline for proposed changes: November 1

Goal 4: Financial health.

Objective 1: Manage current club financial assets in an optimal manner for future Club expansion.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Develop a budget based on current needs and expenditures.	BOD - Treasurer	Budget sent to BOD	Deadline: November 1
2. Build a business plan (3-year, 5-year, 10-year).	Committee established by BOD	Plan sent to BOD	Future goal
3. Include the Club's financial status in next year's Strategic Plan to help guide planning.	BOD - Treasurer, 2nd Vice President	Data provided for analysis/consideration	Deadline for Strategic Plan: September 1

4. Employee pay scale.	BOD - Treasurer, 2nd Vice President	Recommendation sent to BOD	Future goal
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Objective 2: Seek broader sources of financial support.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Analyze current financial structure to determine areas where sources of income could be increased.	Committee established by BOD + Treasurer	Quarterly reports to BOD	Ongoing
2. Sponsorships & fundraising.	BOD	Development of plan; addition of new sponsor	2019 Nationals
3. Analyze option of restructuring (adding new Foundation) to cover sponsorships & donations for ASCA competitions (Nationals & Finals).	BOD + Accountant & Counsel	Competitive events paid for from this fund	2019 Nationals

Goal 5: Provide Optimal Member Service

Objective 1: Utilize technical advances to better serve the members, service members, etc.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Searchable pedigree database.	BOD	Service available	Future goal
2. ASCA app for phones & tablets.	BOD - Executive Secretary	Service available	Deadline: 2019 Nationals

Objective 2: Utilize data to determine future needs and objectives.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Include analysis of Club demographics to help determine needs in next year's Strategic Plan.	BO, BOD - 2nd Vice President	Data provided for analysis/consideration	Deadline for Strategic Plan: September 1
2. Include Business Office and Support Services status in next year's Strategic Plan to help guide planning.	BO - Support Services Staff, BOD - 2nd Vice President	Data provided for analysis/consideration	Deadline for Strategic Plan: September 1

Objective 3: Add personnel to improve member service.

Strategy Description	Responsible Parties	Evidence of Success	Formative Reviews & Completion Dates
1. Investigate hiring an Executive Director.	BOD	n/a	Future goal
2. Investigate hiring an Education Coordinator.	BOD	n/a	Future goal
3. Investigate hiring a Finals Coordinator.	BOD	n/a	Future goal

Committee Priorities

Agility Committee

1. Online submission of records (long term)
 - a. Waiting on computer system bug fixes.
2. Training of judges (short term: mid-2019)
 - a. Need program to create videos for judges to view and answer questions.
 - b. Need to make participation mandatory for judges.
3. All-breed agility championship (long term: end of 2019-2020)
 - a. Need to collect data from exhibitors and Business Office.
4. Other-breed merit list (long term: end of 2019-2020)
5. More storage space in groups.io (ASAP)
 - a. Need to purchase additional storage space.
6. Agility junior handlers' program (long term: end of 2019-2020)
 - a. Need to form a subcommittee to work with Junior Committee.

Conformation Committee

1. Rulebook
2. Judge Education using Google Classroom
3. Creating new ideas to draw entries to ASCA conformation events

DNA Committee

None provided.

Dock Jumping Committee

None provided.

Hall of Fame Committee

None provided.

History Committee

1. History articles for two issues of the Aussie Times per year (ongoing)
2. Convert 8mm film (Ann has ~90 cans from Nick Davis) into digital files for ASCA's YouTube channel (long term)
 - a. Need to audit 8mm film and determine conversion priority & cost
3. Create page on ASCA website for History Committee (short term)
4. Archive & post past yearbook photos (long term)
5. Edits to Wikipedia page for the Australian Shepherd (long term)

Junior Committee

None provided.

Legislative Committee

None provided.

Most Versatile Aussie Committee

None provided.

Obedience Committee

1. Complete edit of rule book to clean up inconsistencies
2. Review and discussion of change to scoring go-outs in Utility, as requested by competitors
3. Review Trial Secretary reports to evaluate rules regarding bitches in season
4. Effect of AKC rule changes on ASCA participants

Rally Committee

1. Complete the judge's education program
 - a. Status: letters & instructions for completing are in Ray's hands, judges will be given 60 days from the date the letter is mailed to complete the education.
2. Upload signs demos accessible to judges and exhibitors
3. Increase number of rally trials being held
4. Increase number of Affiliates hosting rally trials

Scent Detection Committee

None provided.

Stockdog Committee

1. Communication in the committee and the members (ongoing)
2. Judges education: Google Classroom (short term), education of new judges (long term)
3. Review the Farm Trial review and helping clubs (ongoing)

Tracking Committee

None provided.