



## 2023-2026 STRATEGIC PLAN



### *Mission*

To develop and manage a nationally significant, robust and globally accepted voluntary animal disease traceability system for all cattle entering commerce through an industry led, sustainable, non-profit private enterprise in order to protect the nation's herd and U.S. share of the protein market with as little disruption to day-to-day operations as possible.

### *Vision*

To be a producer-driven and the national leader in animal disease traceability, providing a data management system for rapid animal disease response that is fully accepted by U.S. producers and global consumers.

### *Strategic Intent Statement*

By 2026, U.S. CattleTrace will connect at least 30 of the existing state animal health and 5 integral private industry databases within a single, voluntary ADT system. By leveraging our producer-driven, non-profit organization, we aim to align the industry to enable rapid contact tracing in the event of an animal disease outbreak and minimize risk of disruption to the beef supply chain.





# U.S. CATTLETRACE

## 2023-2026 STRATEGIC PLAN

### STRATEGY I:

#### 1 *Aggregate and Assimilate Contact Tracing Data into USCT*

##### GOAL

- 1) By 2026, have all 50 states using USCT as the sole contact tracing database.
  - Secure participation of top 4 - 6 key states using USCT by January 1, 2024.
- 2) By the end of 2023, 5 private data providers will be sharing data with USCT.

##### INITIATIVES

- a) Identify what data management systems are used by each state to manage beef and dairy animal health records.
- b) Identify private databases collecting the necessary four points of data and communicate the value of sharing data with USCT.
- c) Prioritize key states to work with, identify key state animal health officials within those states and build awareness of USCT mission, goals and initiatives.
- d) Define the elements and parameters of a stress test.
- e) Engage database management contractor to create and implement interfaces to facilitate seamless data transfer between selected databases and USCT.
- f) Stress test our database according to the defined parameters.
- g) Continue to engage our legal counsel in reviewing/refining our data privacy policies.
- h) Conduct an ethical hacking test to ensure data security.

### STRATEGY II:

#### 1 *Define and Communicate Standard Operating Procedures By Industry Segment*

##### GOAL

- 1) Create a digital data road map through current and emerging technologies to interface into USCT database by 2025.
- 2) Enroll 66% of all cattle into USCT database by 2026.

##### INITIATIVES

- a) Evaluate infrastructure needs on a segment-by-segment basis and provide recommendations to industry stakeholders.
- b) Facilitate regional "blue-ribbon" panels by segment to define needs and brainstorm best practices.
- c) Consolidate best practices (management protocols, tools, software, data uploads, etc.) and create a comprehensive resource document.
- d) Evaluate options for tags, define preferred standards and provide guidance to producers, tag manufacturers and the rest of the beef industry.
- e) Evaluate the most commonly used software that can interface with U.S. CattleTrace.
- f) Identify and engage collaboration partners to educate and inform producers on best practices.

### STRATEGY III:

#### 1 *Develop Long-Term Funding/Resourcing Model*

##### GOAL

- 1) By 2024, develop a written and time-phased plan for funding and resourcing USCT with equitable participation from all segments.

##### INITIATIVES

- a) Re-evaluate our membership model, dues structure, etc.
- b) Explore opportunities to generate financial support from meat retailers.
- c) Explore opportunities for State and Federal Governments to invest in U.S. CattleTrace and/or support traceability efforts broadly.
- d) Develop a three-year budget projecting USCT funding needs and operational expenses.
- e) Explore opportunities to raise funds through grants.
- f) Explore opportunities for creating a revenue stream for USCT connected to beef exports.

### STRATEGY IV:

#### 1 *Build Bench Strength*

##### GOAL

- 1) Recruit, develop and retain a pipeline of talent to support and execute USCT tasks and objectives.

##### INITIATIVES

- a) Develop job descriptions for each full-time position.
- b) Identify activities/responsibilities to outsource.
- c) Develop a time-phased recruitment/hiring plan.
- d) Identify needs for board member training and develop a board member recruitment plan.