

Final Draft

WSNA STRATEGIC PLAN

2026-2028

Area of Focus	Cross-Cutting Themes
Voice of School Nutrition Member Development & Growth Inclusive Community Strong Organization	<i>Fiscal Responsibility & Financial Stewardship</i> <i>Robust & Intentional Communication, Marketing & Outreach</i> <i>Building Meaningful Relationships</i> <i>Advocacy at All Levels</i>

Area of Focus: Voice of School Nutrition

Objective	Strategies
Objective 1: Identify and prepare subject matter experts to be the voice of the association.	1. Establish and sustain a statewide directory of subject-matter experts in kitchen management, legislation, USDA Foods, farm to school, scratch cooking, financial management, and other areas.
	2. Launch a targeted survey for members to identify and recruit new subject-matter experts to ensure diverse representation across district size, geography, and demographics.
	3. Integrate and utilize subject-matter experts in WSNA programming (advocacy, research, interviews, mentoring, etc.).

	4. Facilitate training that prepares subject-matter experts and emerging leaders to become WSNA spokespersons when engaging with media, legislators, and district stakeholders.
Objective 2: Elevate the professional image of the school nutrition industry.	1. Develop a statewide storytelling and brand toolkit (templates, talking points) to promote through WSNA channels and partner networks.
	2. Train members to effectively communicate the value, impact, and service of the program to local district stakeholders and communities.
	3. Enhance the WSNA website to reinforce our professional identity, ensure a positive overall user experience, and maintain brand consistency.
	4. Connect subject-matter experts and WSNA Leadership with allied organizations through partnerships, advocacy, and industry visibility.
Objective 3: Advocate for equitable access to nutritious food for Washington students.	1. Engage and prepare members for legislative advocacy through training, meals, and Day on the Hill participation.
	2. Sustain core advocacy structures: AEA membership, Meals for Kids stakeholder engagement, and Day on the Hill.
	3. Develop long-term continuity and succession planning for WSNA's lobbying efforts.
	4. Strengthen WSNA's advocacy through data-informed messaging and collection of success stories.

Area of Focus: Career Development and Growth

Objective	Strategies
Objective 1: Provide opportunities for mentorship and networking.	1. Identify retirees, experienced directors/supervisors, and members with specialized expertise to serve as mentors and potential subject-matter experts.
	2. Formalize a mentorship framework connecting new and existing Directors, Supervisors, and other membership types.
	3. Host regular networking and education opportunities featuring director- and supervisor-driven topics (regional meetings, DDS Zoom sessions, conference-based events).
	4. Activate regional lead engagement to promote participation in WSNA events and pathways.
Objective 2: Provide comprehensive and accessible professional development.	1. Deliver a balanced menu of professional development offerings year-round (conference sessions, seasonal workshops, virtual trainings) with opportunities for all membership types.
	2. Standardize review of all educational sessions to ensure experienced presenters, high-quality content, and relevance to current industry needs
	3. Establish annual member needs assessments to guide

	professional development topics.
	4. Evaluate and implement accessibility tools to support members' language, disability, or geographic needs.
Objective 3: Promote SNA certification pathways.	1. Embed certification/credentialing education into WSNA conferences and workshops annually.
	2. Create and maintain clear roadmaps for certification pathways, including required coursework.
	3. Deliver SNS test-prep programming with virtual and hybrid options.
	4. Monitor and analyze statewide certification trends to proactively address member needs.

Area of Focus: Stakeholder Community

Objective	Strategies
Objective 1: Establish WSNA Members as the recognized team of experts in school meal program operations in Washington State.	1. Meet regularly with key statewide organizations (WASBO, WASA, WAMOA, OSPI, allied nonprofits) to strengthen coordination and shared goals.
	2. Present WSNA expertise annually at partner conferences and workshops to increase WSNA visibility and collaboration.
	3. Create a resource that guides members in inviting stakeholders to participate in and support WSNA programs.
Objective 2: Identify and engage stakeholders in the mission of the association.	1. Build and continuously update a comprehensive stakeholder landscape map each year.
	2. Identify and prioritize emerging stakeholders for targeted engagement strategies.
	3. Invite stakeholders to WSNA events, speaking opportunities, or collaborative projects.
	4. Evaluate engagement outcomes annually to refine strategies and ensure meaningful and sustained stakeholder involvement.
Objective 3: Strengthen existing stakeholder relationships.	1. Strengthen and expand industry partnerships through refined benefits, sponsorship models, and engagement opportunities.
	2. Coordinate structured networking opportunities for all membership segments.

	3. Define and elevate the role of DDS within WSNA.
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Area of Focus: Thriving Organization

Objective	Strategies
Objective 1: Provide a strong & varied pathway to association leadership.	1. Implement a Future Leaders track to cultivate emerging professionals within WSNA.
	2. Develop an outreach toolkit and roadmap to equip Regional Leads with clear strategies for engaging members.
	3. Reestablish the Nominating Committee to support strong leadership development and succession planning for committees and officer roles.
	4. Build leadership succession plans for committees and officer roles.
Objective 2: Develop & implement a programmatic review cycle.	1. Establish a 3-year review cycle for the following to ensure they remain current and effective: a. Strategic Plan b. Governing Documents c. Job & Committee Descriptions
	2. Conduct an annual strategic plan review and report progress to members.
	3. Create and maintain a tracking system to record and report committee work.
Objective 3: Grow association membership and participation in WSNA events.	1. Analyze annual membership trends and develop targeted growth strategies.
	2. Evaluate annual attendance at conferences and workshops to identify underserved membership segments.
	3. Deploy segmented communications via email, mail, social media, SMS, and regional leads to reach all member types.
	4. Implement annual scholarship benchmarks to maximize member participation and access.

