WSNA STRATEGIC PLAN
2026-2028

Areas of Focus	Cross-Cutting Themes
Voice of School Nutrition *Career Development & Growth* *Stakeholder Community* *Thriving Organization*	*Fiscal Responsibility & Financial Stewardship* *Robust & Intentional Communication, Marketing & Outreach* *Building Meaningful Relationships* *Advocacy at All Levels*

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 key school nutrition topics (legislation, USDA Foods, farm to school, scratch cooking, financial management, etc.).
	2. **Launch** a targeted survey for members to identify and recruit new subject-matter experts and ensure diverse representation across district size, geography, and demographics.
	3. **Integrate and utilize** subject-matter experts in WSNA programming (advocacy efforts, panels, interviews, mentoring, etc.).
	4. **Facilitate** training that prepares subject-matter experts and emerging leaders to serve as confident WSNA spokespersons when engaging with media, legislators, and district leadership.
Objective 2: Elevate the professional image of the school nutrition industry.	1. **Develop** a statewide storytelling and brand toolkit (templates, talking points, messaging guide) to promote through WSNA channels and partner networks.
	2. **Train** members to effectively communicate the value, impact, and service of the school nutrition program to local district stakeholders and communities.
	3. **Enhance** the WSNA website to reinforce our professional identity, ensure ADA compliance, improve overall user experience, and maintain brand consistency.
	4. **Connect** subject-matter experts and WSNA Leadership with allied organizations to strengthen 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, mentorship, and coordinated Day on the Hill participation.
	2. **Sustain** core advocacy structures: AEA membership, Meals for Kids stakeholder meetings, WSNA Day on the Hill.
	3. **Develop** long-term continuity and succession planning for WSNA's lobbying and legislative support.
	4. **Strengthen** WSNA's advocacy through data-informed messaging and collection of statewide impact 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.

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.