



## Goal 1 Infrastructure

FSNA will have the resources, board involvement and staffing it needs to serve its members.

	Objectives	Metric	Deadlines	Notes	Resp. Party
	<b>1.) Develop additional revenue streams to diversify FSNA revenue and reduce dependence upon the Annual Expo and membership dues.</b>	<i>Increase revenue by 5% to improve the financial sustainability of the association.</i>	2023		
STRAT 1	Identify new revenue streams for FSNA	<i>Research &amp; present revenue generating ideas by Leadership 2020 and implement the new revenue generating idea by October 2020</i>	2020	*new activity	Taskforce Committee/Staff
TASKS	Create collectibles for for FSNA Events - T-shirts, Pins, etc.		2020		Staff and ACE Taskforce
	Explore concept of, and if continued, promote Foundation Fundraiser (Ex. Cruise) outside SFS. Consider price increase for Take a Chance Auction ticket.		2020	*new activity	Staff, ACE Taskforce, RDs & Local District Leaders
	<b>2.) Create a cost effective Annual Conference &amp; Expo model that unites members and vendors to maximize revenue through member and vendor engagement.</b>	<i>Develop a conference model that provides value and repeat participation in future conferences.</i>			
STRAT 1	Retain all current and past exhibitors and increase participation of new exhibitors.	<i>Increase by 2.5% the new exhibitors, and maintain current and past exhibitors at 100%.</i>	2021/2022		Staff
TASKS	Capture new vendors from SNA.				Staff & Board Members
	Create a video of Expo benefits.		2021	*new activity	Staff
STRAT 2	Increase vendor sponsorship opportunities.	Create a document that includes all FSNA sponsorship opportunities for the year to present to SIPs once in January and once in August	2020		Staff



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STRAT 3	Maintain attendance by hosting Conference in primarily central FL locations	Create and submit a 3-year projected conference schedule to the board at the June 2020 board meeting for review at the August 2020 board meeting.	ongoing		Staff
	<b>3.) Examine the board composition and reconfigure to assure optimum representation of the FSNA membership.</b>				
STRAT 1	Evaluate the need for each board position and determine if new positions are needed or if positions need to be eliminated.	The FSNA Nominating Committee submits a recommendation to the FSNA Board by June 2020.	2020		Staff/Board/HOD
TASKS	Research reducing FSNA Region Dirs from 7 to 4 and including 2 At-Large Members (could be committee chairs or taskforce chairs) on the FSNA board.			*new activity	Staff/Board/HOD
STRAT 2	Document true board capacity and create documentation that helps nominees decide if they want to serve, and current board members fulfill their role. (Including committees & taskforces).	Position descriptions for board members posted on website.	Apr-20		Staff
	<b>4.) Ensure adequate staffing at the FSNA State office.</b>				
STRAT 1	Develop an office staffing plan.	by April 2020 and implement by July 2020.			Staff
STRAT 2	Align office staff to support the FSNA events throughout the year (current staffing matrix) and position descriptions that covers the FSNA activities.				Staff



## Goal 2 Advocacy and Public Image

FSNA will carry out activities targeted at legislators to inform & educate them on the cost, quality & benefits to children of the Child Nutrition Programs.

	Objectives	Metric	Deadlines	Notes	Resp. Party
	<b>1.) Develop activities that inform policy makers and other stakeholders about SFS programs.</b>				
STRAT 1	Protect State breakfast & lunch supplemental funding.	<i>Funding is maintained at 100% or increased.</i>			PP & L, Staff & Lobbyist
STRAT 2	Monitor Legislative issues that arise that could conflict with the SFS program in Florida.	<i>Bill that hinder or harm the school food program are defeated</i>		i.e free and reduced kids working in school gardens	PP & L, Staff & Lobbyist
Task	Convey to Legislators the importance of the Supplemental Funding and funding to the CN Program.	<i>Funding is maintained at 100% or increased.</i>			PP & L, Staff & Lobbyist
STRAT 4	Sponsor Events to promote the SFS program	<i>Host a School Breakfast at the Capitol attended by at least 10 Legislators &amp; 20 Staff, Commissioner of Agriculture, and FDACS Director.</i>	2020	*new activity	PP & L, Staff & Lobbyist
	<b>2.) Provide education and support to FSNA members to allow them to effectively advocate for the Child Nutrition programs.</b>				
STRAT 1	The FSNA Legislative Action Caucus will be a forum through which the members gain information on the legislative process.	<i>Increase attendance by 5% each year.</i>	2020	Need attendance data for the last 2 years.	Staff, PP&L
TASKS	Increase Marketing of LAC - inform members of the value and importance, and the "basics" of the event.	<i>SFS workers will receive at least 8 notices about the LAC.</i>	2020		Staff
	Provide materials on website for FSNA members and the public.	<i>Upload by XXX date.</i>	2021	*new activity	Staff, Diana
	Post Bill Review, Talking Points, Letters, Forms on website and/or have Diana do video(s)		2021	*new activity	Staff, Diana, PP&L
	Teach members how to meet LOCALLY with Legislators before FSNA LAC		2021		Staff. PP&L
	Educational piece about school nutrition funding to districts		2022	*new activity	Staff



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	Objectives	Metric	Deadlines	Notes	Resp. Party
	<b>3.) Increase knowledge of school food program to stakeholders.</b>				
STRAT 1	Forge partnership with other organizations with like missions and work on or support existing programs and new initiatives.				Local District Directors and/or Leaders
TASKS	Identify Partner Organizations		2022	Parents, Teachers, Principals, Supers, school board?	Staff, PP&L Committee, Board
	Develop tools to promote interest from outside Orgs		2022		Staff, Marketing Cmte
	Develop process and materials to invite Student Government Rep to LAC	<i>Each year LAC will include students attending and making a short presentation</i>	2020	*new activity	Staff, invite to students done by PP & L
	<b>4.) Create and or support legislation that is favorable to the SFS Program.</b>	<i>Make sure funding is not taken from an existing SFS fund.</i>			
STRAT 1	Legislators will support legislation that incentivizes the districts for adding locally grown, produced or processed foods in the meals they serve	FSNA members will report meetings with 20 - 30 Reps and Sens advocating for this.	2020	A	Staff, PP&L Cmte



### Goal 3 Partners and Members

Maintain and increase strong SFS and SIP membership numbers to assure FSNA is a [statistically sound] representative of all SFS and SIP professionals, and stays relevant.

Objectives	Metric	Deadlines	Notes	Resp. Party
<b>1.) Increase and maintain membership of new, former and current members for both SFS and SIP</b>	<i>Increase SFS Membership by 3% with 90% Retention. Increase SIP Membership by 5% with 100% Retention using end of year tracking</i>			
<b>STRAT 1</b> Develop & implement the tools necessary to market the FSNA to Members and Non-Members, focusing on Directors, District Leaders, and Chapter Presidents	<i>Develop by May 2020 and Implement by August 2020</i>	2020	Track responses to each marketing campaign.	Staff, Marketing Cmte & Membership Cmte
<b>TASKS</b>	Membership Drives State and Dual.	2020	FL only vs Dual Membership	Staff, Marketing Cmte & Membership Cmte
	<i>Research developing Internship/student membership category</i>	2021		Staff, Prof Dev, Board, HOD
	Research and implement partnering with SNA for Membership Marketing	2020		Staff
	Create a "recommend a friend" campaign with an incentive for existing members to invite a friend or colleague to join.	2021	Like SNA "Star Club"	Staff, Marketing Cmte & Membership Cmte
<b>STRAT 2</b> Develop & Implement 2 communication tools that show the value of SIP membership - 1 for SIPs and 1 for SFS	<i>Develop by 2020 and Implement by 2021</i>			Staff, Marketing Cmte, & SIP Rep, Elect & Advisory Board
<b>TASKS</b> Membership Drive for SIPs	<i>Host one per year</i>	2020	FL only vs Dual Membership	Jen, Marketing Cmte & Membership Cmte

<b>2.) Improve awareness and perception of FSNA membership value.</b>				
<b>STRAT 1</b> Conduct a brief Member Satisfaction Survey annually (April )		2021	possibly offer incentive for completing it.	Jen
<b>STRAT 2</b> Create a Membership Marketing Plan		2021	*new activity	Staff, Marketing Cmte & Membership Cmte



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	Objectives	Metric	Deadlines	Notes	Resp. Party
TASK	Have existing Members write about or make videos of their experience with FSNA and/or their professional journey.	<i>FSNA will receive 4 videos from Members and post 1 each quarter</i>	2021	<i>Membership Committee requirement *new activity</i>	
	Capture videos, photos and comments from attendees at events.	<i>FSNA will receive videos from Members and post 1 after each event</i>	2021	<i>Have attendees take and submit. *new activity</i>	
<b>3.) Increase communication among members.</b>					
TASKS	Create a ListServ for different member populations.	Each member group will have participation on the listserv of at 40 messages per year.	2020	*new activity	Staff,
	Create a FileShare for different member populations.		2021	*new activity	Staff
	Website - Make Members aware of the search feature & other communication tools already available on the website	FSNA Members will receive a message about the search feature and commication tool.	2022	*new activity	Staff



## Goal 4 Professional Development and Growth

FSNA will provide professional educational development and growth opportunities for all members.

	<u>Objectives</u>	<u>Metric</u>	<u>Deadlines</u>	<u>Notes</u>	<u>Resp. Party</u>
	<b>1.) Improve content, variety and quality at all events.</b>				
STRAT 1	Offer quality educational breakout sessions.	<i>Receive rates of "very good" for 90 percent of all attendee evaluations.</i>			Staff, PDNE Cmte, ACE Taskforce
TASKS	Develop a Speaker pre-screening process and a database of presentation ideas/topics.	<i>complete/ incomplete</i>	2021	*new activity	Staff & PDNE Cmte
STRAT 2	Develop a survey tool that does not require keying in responses by the 2020 Annual Conference.	<i>FSNA will have a breakout session data report that includes results for 100% of the breakout sessions.</i>	2020	*new activity	Staff
TASKS	Find a real-time program to collect results electronically at Conference (& other events).	<i>complete/ incomplete</i>	2020	Kahoots	Staff
	Hold an onsite Presiders Meeting at the Annual Conference to assure they are trained on survey tool and the importance of good meeting facilitation.	<i>The meeting is held and 100% of facilitators attend.</i>	2020	*new activity	Staff & ACE Taskforce
STRAT 3	Revive the Profesional Development committee to assure that there are fully involved members.	<i>The committee will have at least 5 engaged members and hold at least one meeting every month to discuss programming</i>	2020		
TASKS	Develop a committee that represents all levels of membership	<i>complete/ incomplete</i>	2020	Use a hand-written "ask" for Committee Members	Board or PDNE Committee
	Create & implement a planning schedule to start planning at least 6 months before each event.	<i>complete/ incomplete</i>	2020		Staff & PDNE Cmte



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	<u>Objectives</u>	<u>Metric</u>	<u>Deadlines</u>	<u>Notes</u>	<u>Resp. Party</u>
	<b>2.) Develop an FSNA Board composed of members who are ready to lead and grow.</b>	<i>FSNA will have a full slate of officers upon which to vote. All Board positions are filled.</i>			
STRAT 1	Create a "Board Leadership Program" that is focused on recruiting qualified candidates to fill board positions.	<i>Develop in April/May 2020 and Implement with beginning of election cycle in early 2021 to include 40 individuals</i>	2021	Future Leaders feeds into this but is not the only source of leaders.	Board
TASKS	Hold a pre con/retreat/or track at Leadership and/or Conference that is "invite only" for emerging leaders		2020	<i>*new activity</i>	Board will discuss
	Create a database of emerging leaders.		2020 - ongoing	<i>*new activity</i>	Staff, Directors, Chapter Leaders & Board
	Nominating Committee and the President-Elect brainstorm ideas and process for developing and recruiting board members, including asking Directors and Chapter Leaders for recommendations.	<i>April 2020 Nominating committee will have met and implement the process by July 2020.</i>	April & July 2020		Nom Cmte & Pres-Elect
	Have existing Board Members write about or make videos of their Board experience.		2021	<i>*new activity**</i>	Board
	Create e-Calendar on the FSNA website for Board positions (& committees?)		2022	<i>*new activity</i>	Staff