



**Strategic Plan
2020-2022
Working Document**

December 2019

Table of Contents

Page Number

I.	Mission, Vision and Values	3
II.	Environmental Assessment	4
III.	Work Plan: Strategic Issues, Goals, and Strategies	5

I. Mission, Vision and Values

MISSION:

The WIC Association of New York State, Inc. is the leading organization supporting and enhancing the services of the WIC (Women, Infants and Children) Program and its direction for the future.

VISION:

The WIC Association of New York State will increase its visibility through active engagement and collaboration with stakeholders and communities.

VALUES:

- *Advocacy*
- *Empowerment*
- *Integrity*
- *Collaboration*

II. Environmental Assessment/SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> ● Committed, dedicated and experienced board ● Working committees ● Association is fiscally sound ● Statewide conference ● Relationship with NYS Department of Health ● Officers and their leadership ● Cooperation between clinics and Association ● Value of WIC and Importance to members and their communities 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ● Limited staffing ● Limited funding ● Lack of consumer representation on Board ● Lack of unequal board members representation from throughout NYS ● Limited visibility online through website and social media ● Board development challenges (recruiting and onboarding) ● Resistance to change ● Planning for the future ● Challenges around differing Board perspectives ● Membership retention from WIC Programs ● Committee operations challenges (focus and infrastructure) ● Lack of understanding about the purpose of the Association ● Board expectation and accountability ●
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ● NWA support and outreach campaign ● Change in NY agency leadership ● Engage with elected officials and provide information on WIC ● New partnerships with other organizations and communities ● Advocate for legislative education ● Work with regional and other state WIC Associations ● Use conference to better promote the Association ● Work more closely with NYS Department of Health ● Grow membership ● Increase funding and resources ● Support a more professional Board ● Board Diversity ● Supporting innovative programs and ideas ● Influence the direction of the WIC program ● Need for more utilization of technology ● Statewide Conference 	<p style="text-align: center;">THREATS/CHALLENGES</p> <ul style="list-style-type: none"> ● Change in NY agency leadership ● Current national administration and political volatility ● Statewide structure ● Funding cuts ● Lack of and competition for new board members ● Financial uncertainty ● Decreasing memberships ● Turnover at WIC agencies ● Decreased WIC enrollment ● Changing demographics ● Changing way people communicate ● Communication challenges with NYS DOH reporting structure ● Statewide Conference

III. 2020-2022 Work Plan

1) Strategic Issue: Governance

Goal: The WIC Association of NYS will strengthen its Board and committee operations to support mission, increase membership engagement and secure support and funding.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
1.1 Strengthen Board infrastructure and engagement	Review and revise the bylaws	<ul style="list-style-type: none"> Address membership voting process Address board composition requirements Review emeritus status and role on board 		Board Development Committee		
	Strengthen committee system	<ul style="list-style-type: none"> Review current committees Finalize committee charges Formalize committee leadership (co-chair model) Formalize use of committee report form Review Consumer and Vendor Committee purpose and define Review Nutrition and Breastfeeding Committee purpose and define 		<ul style="list-style-type: none"> Board Development Committee Nutrition and Breastfeeding Committee Consumer Vendor Committee 		

		(new name)				
	Improve board development	<ul style="list-style-type: none"> Identify priority skill sets (skill matrix) Recruit board members based on priority skill sets Review and revise board application Develop board orientation process (mentoring, etc) Define board officer jobs Develop succession planning Implement a virtual board portal Strengthen the relationship and involvement with consumers 		Board Development Committee		
	Review and formalize board member expectations	<ul style="list-style-type: none"> Review board job description and expectations Implement continuing education for board (roles and responsibilities training) Establish board meeting expectations (attendance and engagement) Support ambassador role with one page summary of talking points (needs and impact) 		Board Development Committee		
	Improve board communication	<ul style="list-style-type: none"> Integrate a technology platform for board and committee meetings 		Board Development Committee Finance Committee		

		Develop better structure reporting Implement a virtual board manual				
	Strengthen fiscal accountability	Review and approve the 990 annually		Finance Committee		
	Review strategic plan annually			Full Board	Q4 2020	

2) Strategic Issue: Revenue Generation

Goal: The WIC Association of NYS will strengthen fundraising infrastructure and efforts to secure the operating funds required to sustain mission and support and strengthen programs.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
2.1 Strengthen development infrastructure	Strengthen Membership Committee	Define committee purpose		Marketing and Membership Committee		
	Review membership structure	Explore membership fee structure Explore charging consumers and advocates a fee		Marketing and Membership Committee		
	Develop revenue generation plan	Assess if the Association should fundraise or write grants		Full Board will assign an Ad Hoc Committee		
	Finalize value proposition (call to action using stories/impact)	Define WIC Association value Define value of membership		Marketing and Membership Committee		
2.2 Improve fund development efforts	Explore donor cultivation	Carry out an annual appeal Explore setting expectation for board contribution		Marketing and Membership Committee		

	Increase membership	Grow number of members Improve retention of members Explore extending membership to vendors and other stakeholders		Marketing and Membership Committee Board Development Committee		
	Improve investment returns	Explore ways of managing financial investments and increasing returns		Finance Committee		
	Increase annual conference revenue	Explore silent auction Offer incentives to attract more registrations		Conference Committee		

3) Strategic Issue: Programs

Goal: The WIC Association of NYS will utilize its conference and committee efforts to increase partnerships and stakeholder engagement.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
3.1 Strengthen membership engagement	Define the value and expand membership	<ul style="list-style-type: none"> Review and reorganize the Marketing and Membership Committee Develop a charge for the Membership Committee Review membership package Assess use of a membership fee structure Capture stories and testimonials about the impact of WIC and the WIC Association Develop follow up process for non-renewing members 		Marketing and Membership Committee		
	Strengthen communication with the membership	<ul style="list-style-type: none"> Develop and implement a survey to members and non-members Create a forum for LAs to share feedback regarding program operations Establish a statewide email list serve 		<ul style="list-style-type: none"> Marketing and Membership Committee Nutrition and Breastfeeding Committee Administrator (Support statewide email list serve) 	Completed	
	Improve technology support	<ul style="list-style-type: none"> Explore using technology for webinars and to offer resources to members 		Board Development Committee		

3.2 Improve the annual conference impact and return on investment	Increase the awareness and engagement in the annual conference	Improve the integration of the annual meeting Explore incentives for people to attend the conference Explore offering peer lead sessions Review and revise the Conference Committee		Marketing and Membership Committee		
	Develop partnerships to increase engagement at the conference	Invite or involve other associations in the conference		Marketing and Membership Committee		

4) Strategic Issue: Marketing and Partnerships

Goal: The WIC Association of NYS will increase strategic partnerships and visibility to attract membership and community engagement from the region and throughout NYS.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
4.1 Increase membership and community engagement	Implement a newsletter	Utilize email database		Marketing and Membership Committee		
	Continue to improve social media efforts	Increase presence on Facebook and Instagram Explore live broadcast online or recording of conference programs		Marketing and Membership Committee Executive Committee Ad Hoc/Communications Committee		
	Improve website	Update website content		Marketing and Membership Committee		
	Develop and strengthen partnerships	Develop goals for partnerships Develop a MOU with NYS for supporting the Association Explore partnerships with other outside agencies that represent WIC constituents Attend other NYS association conferences		Full Board will assign an Ad Hoc Committee Nutrition and Breastfeeding Committee Consumer & Vendor Committee		

5) Strategic Issue: Operations

Goal: The WIC Association of NYS will leverage its personnel to successfully accomplish its mission and expand membership and community engagement.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
5.1 Strengthen staffing and volunteer capacity	Secure staff support	Hire an administrator Assess the staffing model and the need for an Executive Director		Executive Committee		
	Strengthen committee system	Recruit non-board members to committees		All Committees		

6) Strategic Issue: Legislative/Public Policy

Goal: The WIC Association of NYS will leverage its communication network among existing and potential programs, consumers and advocates to strengthen WIC services, programs and education.

STRATEGY	ACTIONS	TASKS	MILESTONES	RESPONSIBILITY	TARGET DATE	COST
6.1 Advocate for the WIC Program	Strengthen Legislative and Public Policy Committee	Recruit new chair		Legislative and Public Policy Committee		
	Coordinate information and action on proposed public policies	Communicate public policy positions to membership Encourage membership to engage with their elected officials Finalize and implement advocacy info kit		Legislative and Public Policy Committee		
	Carry out advocacy with NYS elected officials	Coordinate and schedule visits		Legislative and Public Policy Committee		