



Breastfeeding USA 2015 Strategic Plan

In March, 2015, Breastfeeding USA's Board of Director sought input from its membership by conducting an anonymous survey, requesting feedback to help guide the mission of the organization through strategic planning. The following is Breastfeeding USA's 3 year Strategic Plan.

Term: July 2015-June 2018

		Year 1 (June 2016)	Year 2 (June 2017)	Year 3 (June 2018)
GOAL 1: Improve support for Breastfeeding Counselors and other volunteers.				
Objective 1	Develop and implement an in-house continuing education program that offers four units by July 2016, six more by July 2017, and ten more by July 2018.	4 Units	+6 Units	+10 Units = 20 free Units in total
Objective 2	Identify the number of Breastfeeding Counselor Support volunteers by July 2016 and maintain a ratio of 1:20 Breastfeeding Counselor Support volunteers	Baseline	Maintain a 1:20 ratio	Maintain a 1:20 ratio
Objective 3	Develop training materials for Breastfeeding Counselor Support Volunteers and implement those materials by July 2017.	Develop	Implement	Evaluate

Objective 4	Develop and implement a volunteer satisfaction survey, conducted yearly, with goals to address the issues and needs of volunteers as they are identified.	Baseline measure of: <input type="checkbox"/> new BCs <input type="checkbox"/> renewed BCs <input type="checkbox"/> retired BCs	Increase each by 5% <input type="checkbox"/> new BCs <input type="checkbox"/> renewed BCs Maintain the # of <input type="checkbox"/> retired BCs	Increase each by 5% <input type="checkbox"/> new BCs <input type="checkbox"/> renewed BCs Decrease by 5% the # of <input type="checkbox"/> retired BCs
-------------	---	--	--	--

GOAL 2: Increase the diversity of our membership, committees, workgroups and Board of Directors.

Objective 1	By end of June 2016, launch demographic survey and obtain baseline measures of organization's diversity.	Baseline	
Objective 2	Increase the diversity of board nominees and volunteers serving as workgroup managers and committee chairs.	Baseline	
Objective 3	Develop and implement a social justice and inclusivity curriculum for Breastfeeding Counselors and other volunteers.	<input type="checkbox"/> Commission ad hoc committee <input type="checkbox"/> Timeline <input type="checkbox"/> Develop objectives	<input type="checkbox"/> Develop Curriculum <input type="checkbox"/> Test Curriculum <input type="checkbox"/> Implement Plan

GOAL 3: Develop measures of accountability for all levels of the organization.

Objective 1	Develop reporting measures for committees, workgroups and ad hoc committee and implement quarterly reporting.		
Objective 2	Develop and implement a volunteer satisfaction survey, conducted yearly, with goals of improved satisfaction 5% over baseline for each year.		
Objective 3	Publicize the reporting measures and survey data to membership once per year.		

GOAL 4: Expand fundraising capacity.

Objective 1	Develop and implement one new campaign and evaluate effectiveness, by the end the first year. Develop actions for year 2 and 3 based on year 1	<input type="checkbox"/> 1 Campaign <input type="checkbox"/> Evaluation <input type="checkbox"/> Develop Actions		
Objective 2	Identify 6 grant opportunities, apply for 3, over the course of the plan.		ID 6 grants, apply for 3.	
Objective 3	Identify 3 new funding revenue sources outside of our current membership base by July 2016. Y2: Derive 10% of our income from outside revenue sources. Y3: Derive 15% of our income from outside revenue sources.	Identify 3 new funding sources.	10% of revenue sources from outside BfUSA	15% of revenue sources from outside BfUSA