



NEW YORK STATEWIDE BREASTFEEDING COALITION

Strategic Plan, approved 5/13/25

2025-2029

This plan lays the foundation for the Coalition's strategic priorities.

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Introduction & Overview

The New York Statewide Breastfeeding Coalition engaged in a strategic planning process during the fall of 2024 and winter of 2025. The process was led by a strategic planning committee and included input from all board members through an online survey. This information was distributed prior to a strategic planning retreat held January 26 and 27, 2025 in Troy, NY.

This strategic plan emerged out of those discussions and will drive organizational priorities until December 2029.

The plan was approved by the Board of Directors on

Revised Mission

The mission of NYSBC is to support and protect breastfeeding and human milk feeding to improve health outcomes.

Values

- Leadership: The NYSBC depends upon the development, engagement, and inspiration of collaborative leaders who serve on behalf of our common cause. They may draw upon the wisdom of organizations but serve as individuals.
- Integrity: The NYSBC champions honesty, transparency, and accountability as integral to the success of our collaborative efforts.
- Inclusion: The NYSBC prioritizes meaningful opportunities for all voices to be heard. A commitment to diversity and equity infuses our work and decision-making.

Vision

- Every family in NY can make an informed decision about feeding their infant and has access to comprehensive lactation education, care, and support to meet their infant feeding goals.

Strategic Positioning Statement

- The coalition will serve as a leader and champion for breastfeeding and human milk feeding as a public health priority, a provider of evidence-based information, a convener of stakeholders, and a catalyst for change.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ☐ Knowledgeable and dedicated board members /volunteers ☐ Strong network ☐ Very professional annual conference ☐ Statewide representation. 	<ul style="list-style-type: none"> ☐ Volunteer dependence means limited capacity ☐ Workload imbalance and reliance on small groups of very active members ☐ Limited financial resources ☐ Limited racial and cultural diversity ☐ Limited public awareness ☐ Need for more sophisticated and efficient organizational systems ☐ Lack of formal partnership with state agencies ☐ Lack of direction for organizational action/priorities ☐ Meetings are not as focused or productive as they could be
Opportunities	Threats

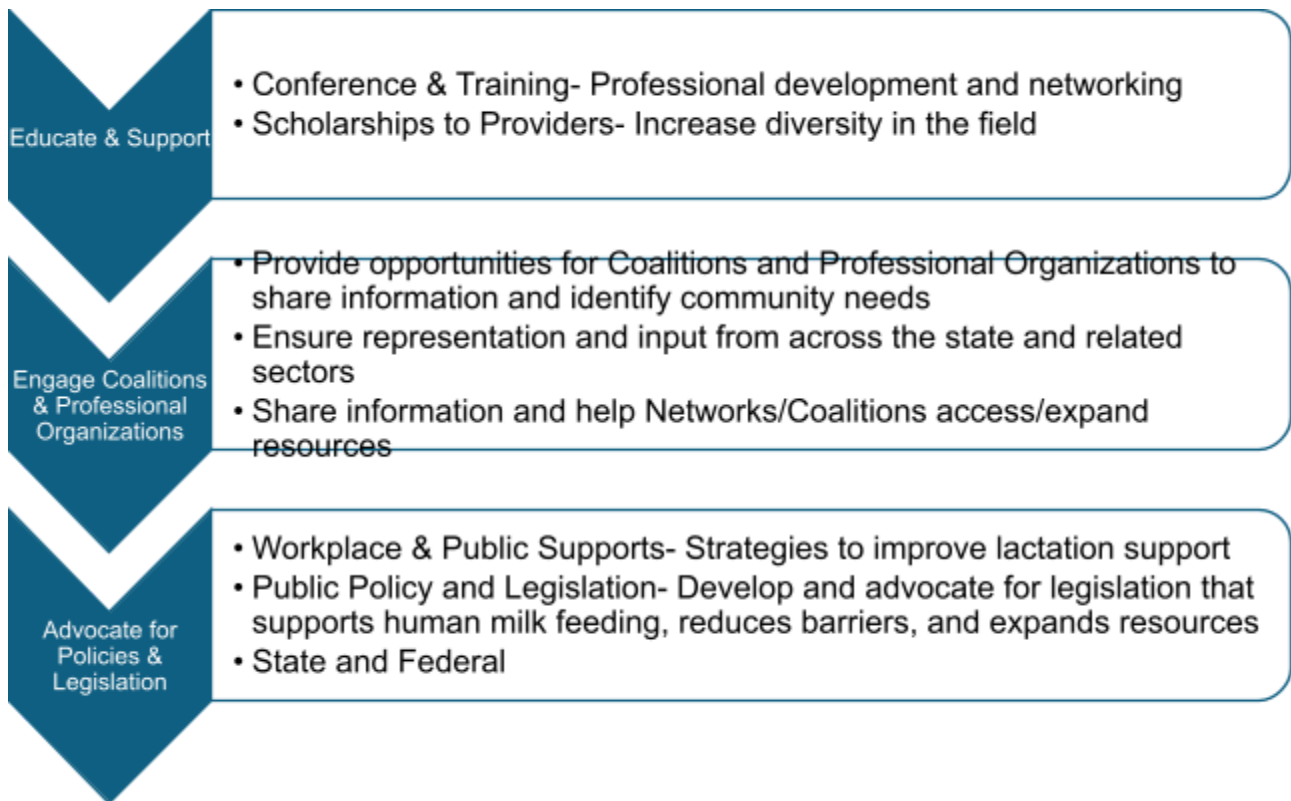
New York Statewide Breastfeeding Coalition Strategic Plan 2025-2029

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| <ul style="list-style-type: none">□ Increase policy and advocacy work by leveraging national focus on maternal and child health□ Hire part-time staffing or consultants□ Build relationships with health care providers□ Expand ways to pay IBCLCs for their work□ Address gaps identified in the 2021 NYS Breastfeeding Disparities Qualitative Research Study and influence 2025-2030 NYS Prevention Agenda□ Seek input periodically from coalitions across the state as we form our objectives□ More public or external facing initiatives□ Diversify skill sets and representation- business, lawyers, etc.□ Establish coalitions/task forces to better engage stakeholders and address issues. Conduct a skills assessment or survey. | <ul style="list-style-type: none">□ Unknown effects of upcoming administration change□ Formula Industry□ Cultural Shifts Away from Breastfeeding□ Lack of public and political will□ Reliance on the conference funding□ Health equity barriers□ Burnout of leadership□ Loss of local and regional coalitions were□ Breastfeeding was not included in the recent NYS Prevention Agenda, there were no breastfeeding stakeholders on this committee. |
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Defined Program Model



Activity & Impact Model



Strategic Questions

These questions were used during the retreat to foster conversation and drive priorities for strategic planning. The action plan that follows defines the strategies by which NYSBC will accomplish its goals.

Program Development

1. In addition to our annual conference and scholarship program, are there other educational programs we want to offer?
2. What approach do we want to take advocating for legislation, policy, and systems changes? What groups or organizations can we collaborate?
3. What value do we bring and what roles can we play to facilitate collaboration with coalitions and other stakeholders?

Organizational Capacity Building

1. How do we build, engage, and support the board leadership and team needed to accomplish our goals? What structures are needed to support governance work and stakeholder/provider engagement?
2. How can we develop a sustainable revenue and business model to support our growth and impact? What sources of revenue are we best suited to pursue? What resources do we need and for what purposes?
3. How do we define and best communicate our brand, goals, and impact through social media and other communication mechanisms?

Strategic Issue & Goal: Mission Based Activities

Position NYSBC as a vital resource for providers, coalitions, and professional organizations to promote dialogue and best practices while building a strong constituency to impact advocacy and public policy.

Strategy	Actions	Responsibility	Timeline or Priority	Note or Resource Needs
1. Educate lactation and related health care providers.	1.1) Continue to collect data and expand opportunities to better understand our constituency and their educational needs.	Conference, Needs Assessment	2025	
	1.2) Continue and expand educational programs to best meet professional development interests and needs.	Conference	2025-2026	
	1.3) Establish informal opportunities for professionals to network and share information.	Conference?	Bi-annual, starting in 2026	In person? Regional
	1.4) Develop a speaker's bureau program.		2027	
	1.5) Expand educational and training opportunities to increase diversity in the workforce.	Scholarship Policy	2026	
2. Engage and support coalitions and professional organizations.	2.1) Conduct an asset inventory and needs assessment to identify how NYSBC can best support and engage coalitions.	Outreach	2025	
	2.2) Identify, prioritize, and reach out to other professional organizations and coalitions with whom we can network and partner.	Board	Ongoing	
3. Formalize our approach to advocacy and policy development.	3.1) Document our approach to developing a legislative and public policy agenda including pro-active and responsive initiatives.	Policy	2025	
	3.2) Develop and promote an annual public policy agenda.	Policy	Ongoing	

Strategic Issue & Goal: Mission Based Activities

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Strategy	Actions	Responsibility	Timeline or Priority	Note or Resource Needs
	3.3) Provide training to board members and other constituencies on policy advocacy and lobbying strategies and rules, including visiting legislative offices.	Policy	2026	
	3.4) Establish or join issue-oriented workgroups (taskforces) work with stakeholders beyond the current board of directors.	Board Policy	As Needed	

Strategic Issue & Goal: Operations and Capacity Building

NYSBC will strengthen its impact by enhancing its organizational structure, diversifying its funding, and better engaging audiences with valuable content.

Strategy	Actions	Responsibility	Timeline or Priority	Notes or Resource Needs
4. Evaluate board governance practices.	4.1) Formalize and document the on-boarding and orientation process to ensure new board members feel welcome and are prepared for board service.	Governance Executive	2025	Written material and personal contact
	4.2) Research other governance models and determine the most appropriate composition for the board in terms of size, skills, and representation.	Governance	2025	
	4.3) Develop a plan to engage non-board member stakeholders or interested parties on program task forces.	Executive	2025	
	4.4) Re-evaluate the board meeting agenda and determine the appropriate balance of governance business, committee and Task Force reports, and networking/coalition discussions.	Executive	2025	
	4.5) Develop a work scope and hiring plan for paid administrative support and/or interns.	Executive & Finance	2025 and ongoing	
	4.6) Formalize and track board and officer terms.	Governance	Ongoing and annual	
	4.7) Establish regular training opportunities to enhance board impact.	Governance		
	4.8) Develop a process and plan for leadership development and succession planning for officers.	Governance	2025	Build committee engagement as a requirement

Strategic Issue & Goal: Operations and Capacity Building

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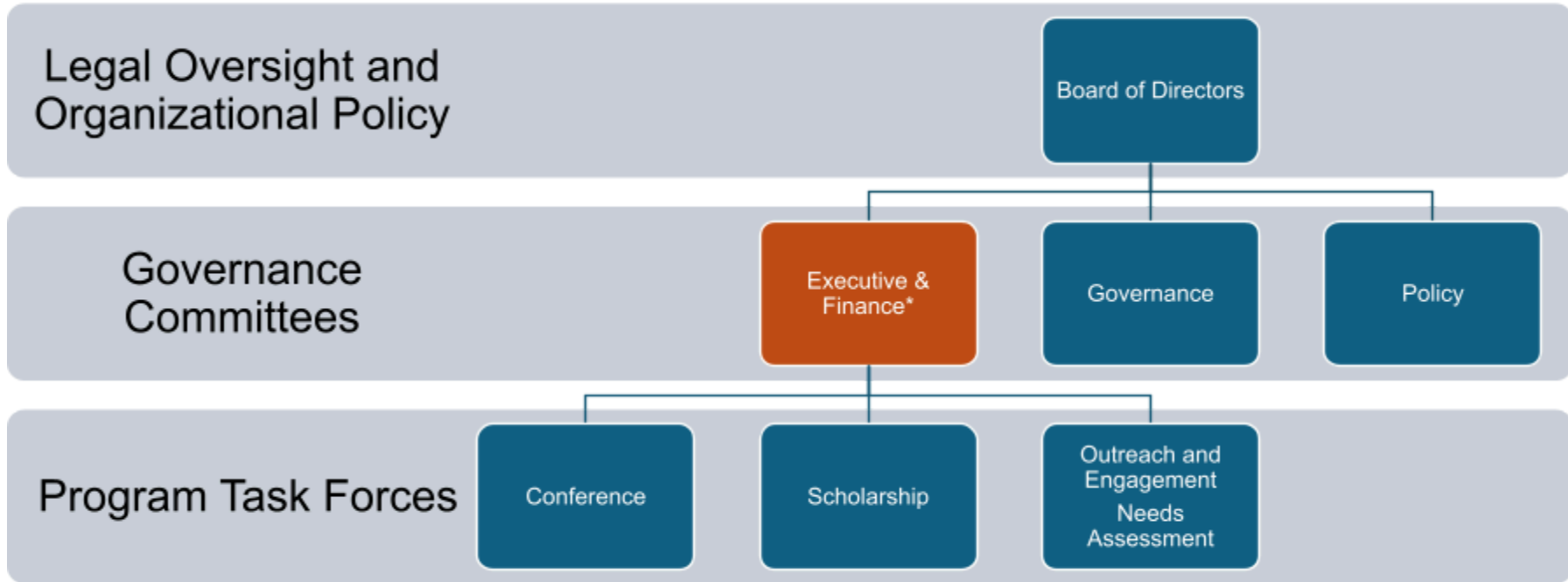
Strategy	Actions	Responsibility	Timeline or Priority	Notes or Resource Needs
	4.9) Hold an annual board retreat (in-person) to review and update the strategic plan, strengthen the team, and plan for the following year.	Executive & Finance	Annually 2026	
	4.10) Review and amend the bylaws as needed.	Governance Executive	As needed	
5. Increase and diversify revenue.	5.1) Maximize revenue from the conference through sponsorships and earned income.	Conference Treasurer/ Finance	Ongoing	
	5.2) Develop an annual fundraising plan that aligns with capacity.	Board	2026	
	5.3) Identify opportunities for collaboration and participation in grant-funded projects.	Board	2027	
	5.4) Develop a revenue plan and budget for expanded webinars/educational programs.	Executive and Finance Conference	Ongoing	
	5.5) Identify targeted fundraising opportunities (e.g., Giving Tuesday, consumer roundups)	Board	2026	Start a list
	5.6) Confirm that revenue sources comply with WHO Code.	Board	Ongoing	
	5.7) Consider developing an award/recognition program to promote donations and recognize accomplishments in the lactation field.		2026-2027	
	5.8) Consider hiring a consultant for fundraising.		2027	

Strategic Issue & Goal: Operations and Capacity Building

NYSBC will strengthen its impact by enhancing its organizational structure, diversifying its funding, and better engaging audiences with valuable content.

Strategy	Actions	Responsibility	Timeline or Priority	Notes or Resource Needs
6. Develop a marketing and outreach plan.	6.1) Further identify our audiences and define their needs and interests.	Outreach and Engagement	2025	Needs assessment surveys
	6.2) Enhance our website to better support our engagement, advocacy, and educational strategies.	Executive & Finance	2025	Web developer or Consultant
	6.3) Select an email platform to streamline, segment, and professionalize our communications.	Outreach & Engagement	2025	
	6.4) Develop routine communications with constituents.	Outreach and Engagement	2025	Input from other workgroups
	6.5) Expand our social media presence through content and reposting by board members.	Outreach & Engagement	Ongoing	
	6.6) Develop and post brief biographies, photos, and possibly videos by board members.	Outreach & Engagement, Board	2025 Ongoing	Blog, articles
	6.7) Establish brand demand campaigns to promote NYSBC and engage new audiences.	Outreach & Engagement	2026	

Organizational Structure/Working Draft



*Executive and Finance to be merged and serve as the sole committee of the board that is authorized to act on behalf of the board.

Priorities for 2025

Program	Organization
<ol style="list-style-type: none"> 1. Conduct needs assessment- what they want and how they want to be involved- conference organizations and coalitions- <ul style="list-style-type: none"> ✓ set up task force, consider subcontracting for the work or identifying a PH internship scope. 2. Expanded training or coalition engagement opportunities- quarterly 3. Communication mechanisms- listserv/newsletter- quarterly? <ul style="list-style-type: none"> ✓ Improve website, call to action, vibrant- update with plan information ✓ Sell SWAG? 	<ol style="list-style-type: none"> 4. Revisit the organizational structure to determine how to engage others 5. What kinds of organizations and skills do we want on the board? 6. Board orientation and training 7. Help determine how to best engage newer board members 8. Improve meeting structure and process/facilitation 9. Develop task forces, engage non-board members 10. Consultants to help with certain tasks 11. Develop a streamlined system for email and communications- MailChimp or Constant Contact 12. Consider developing an internship.