



Strategic Plan Quarterly Report July 2020

Updates in Purple = December 2019 Report

Updates in Red = May 2020 Report

Updates in Blue = July 2020 Report

1. Professional Development Goal

School nutrition professionals will continually improve their knowledge and skills to administer, manage, deliver, and sustain successful school meal programs.

Objectives:

1. Increase the number, accessibility and utilization of professional development tools, resources, and opportunities to enable member success.
2. Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.
3. Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

Objective 1: Increase the number, accessibility and utilization of professional development tools, resources, and opportunities to enable member success.

Strategies:

- Expand ethics professional development programming to reach more SNA members and provide them with additional ethics training options and Promote SNA's new Ethics Policy and integrate it into future ethics programming.
 - o More than 300 online ethics modules have been purchased since August 1.
 - o The ethics module now has 385 users.
 - o Due to growing demand on this topic, two new self-paced ethics modules are in development and will launch in February 2020.
 - o Due to the COVID-19 pandemic and the creation of the COVID-19 Webinar Series, the final development of the ethics modules has been pushed back to later in 2020/2021.
- Promote the train-the-trainer financial modules for directors to use to train staff and measure the success of the train-the-trainer model.
 - o Ongoing
 - o To date, the module has been purchased 15 times (not including purchases in tandem with the SNIC and ANC "live" pre-conferences on this topic).

- Review and update the Learning Center areas on the SNA website to facilitate the addition of the Learning Management System.
 - o SNA's Training Zone (new Learning Management System) had a successful launch in July 2019.
 - o Since launch, the Training Zone has over 4,000 registered users. Live and on-demand webinar participation continue to be a great member benefit. Over 4,300 school nutrition professionals participated in 26 live webinars in 2019. Webinars On-Demand continue with strong participation at 13,890 participants this calendar year.
 - o The Training Zone now has over 8,000 users.
 - o More than 6,800 school nutrition professionals have participated in 17 webinars this year, including the popular COVID-19 series. Webinar attendance has increased dramatically for the COVID-19 series typically ranging from 500 to 1,000 attendees per webinar (not including the on-demand versions.)
 - o The Training Zone has seen a surge in users and currently has over 12,000 users.
 - o Year to date we have held 27 webinars reaching an audience of over 12,000.
- Create and implement a marketing plan for the Learning Center and measure success.
 - o Completed and being implemented.
 - o A new and updated marketing calendar was created by the Professional Development team for the Marketing & Communications Center to implement.
 - o Implementation continues
- Continue to explore, assess, and incorporate different technologies and methods to deliver professional development programming to SNA members (e.g. micro learning, podcasts, gamification, videos).
 - o Working with the Executive Center team on the development of a Virtual Leadership Summit taking place the end of May.
 - o The Virtual State Leadership Summit took place on 5/28 and 5/29/2020. The event was a success with 41 States participating and 175 attendees.
 - o Have begun to host additional professional development programming for Patrons, state affiliates, and Board members using the Zoom videoconferencing platform which enables members to be more actively engaged in the conversations.
 - o In June 2020, SNA launched a virtual event entitled, Stronger Together: Back to School Series. Attendees completed 12 hours of programming over four days and a two- hour follow-up session on June 30, 2020. This virtual event has been overwhelmingly successful with 718 paid registrants in which members paid \$149.00 and non-members paid \$299.00. The series was sponsored by 10 of our industry partners and over 90 industry members are participating. Additionally, the series is available on-demand. Evaluation results were excellent and show that this type of virtual training model is beneficial for SNA members.
- Develop procurement tools and training to help operators and industry members solve their procurement challenges in select areas.
 - o SN Magazine September 2019 issue focused on procurement and forecasting best practices.
 - o Updated the *Procurement White Paper* in October 2019. Two new SNA Procurement webinars will be available December and January 2019. Additionally, new resources are available on the SNA procurement hub www.schoolnutrition.org/Procurement
 - o Planning the next iteration of procurement training will include navigating COVID-19.

- Planning an Innovation Solution Showcase to launch in early August and will be held over a 4- to 8-week period, Monday, and Tuesday afternoons. Showcase will be held on the Zoom platform allowing for 6 companies to present concurrently during each of the time slots.
- Promote the developed procurement tool(s) to administrators and pitch articles to ASBO and AASA magazines/websites/communication in order to help them better understand the complexities and regulations related to school nutrition procurement.
- Become a more engaged partner on the Global Standard One initiative that is focused on developing and maintaining global standards for business communications such as barcodes to streamline procurement of products and educate SNA members on the GS-1 initiative.
 - Continue to monitor.
- Continue to enhance the quality of educational programming at meetings and expand on ways to leverage this content for wider reach.
 - Provide enhanced speaker training (presentation skills, template usage, adult learning principles).
 - Along with the development of the SNA Wrap Up series of videos, a speaker guide has been created to provide guidance on preparing for and ensuring the best presentation on video.
 - A social media speaker guide is currently under development to provide guidance to webinar presenters on how to market and highlight their participation in SNA educational sessions.
 - Create a speaker database to track speaker information/expertise and provide a potential resource for state affiliates.
 - Explore concept of Professional Learning Communities at meetings *and beyond*. Year 2.
 - After much discussion, the Professional Development Committee recommended not moving forward with Professional Learning Communities because the terminology would cause confusion in the education environment and is not widely used across the country.
 - Optimize learning center area in the Virtual Expo including recorded sessions from SNA conferences and potential activities/live chats with speakers.
 - More than 20 sessions recorded at 2019 ANC for 2020 Virtual Expo.
 - Virtual Expo 2020 had 1,935 attendees over the 4-week period, representing 1,279 school districts which is the highest number since inception. There was a total of 11,017 booth entries, and a total of 41,987 total content views.
 - Seeking the right vendor/platform to host a Virtual Marketplace (Virtual Expo) that will accommodate all exhibitors who want to be included and will be accessible all year long for members who are looking for special products. We will go “Live” with the Marketplace at least two times a year to drive traffic and increase awareness of this resource.
 - Continue to introduce and implement new meeting formats to include micro-learning, live sessions, shorter sessions (Ideas@work, #shareyourinnovation, OpenSpace). Year 2 – 3; Ongoing
 - New exciting conference formats are being introduced at SNIC including the THINKubator, and new Learning Circles. www.schoolnutrition.org/SNIC
 - A new virtual state leadership summit series has been developed to provide learning opportunities for state association executives on content relevant to emerging issues.

- o The Virtual State Leadership Summit took place on 5/28 and 5/29/2020. The event was a success with 41 States participating and 175 attendees.
- o The Back to School series, mentioned above, was a success.
- o Continue to grow SNA webinar programming by leveraging content and speakers from SNA meetings.
 - o Planning the Best of Series for 2020 meetings.
 - o Launched the #ANC19 Video Series in the Training Zone. To date, two packages of all 20 videos and 22 individual videos have been sold through the Training Zone.
 - o Since launched, six packages of all 20 videos and 25 individual videos have been sold through the Training Zone.
 - o A "2020/2021 school year kick-off" series of webinars is planned as of 7/15/2020.
- o Work with *School Nutrition* magazine to leverage content across multiple platforms on a coordinated basis.
 - o Ongoing
- Test translating SNA professional development resources into one additional language, Spanish, and track usage.
- Produce a series of free, downloadable white papers featuring new or repurposed content on a variety of topics.
 - o Produced six Special Digital Supplements to *School Nutrition's* Ongoing Coverage of the COVID-19 Pandemic from early April to July.
 - o Produced *Thought Starters on Reopening Schools for SY2020-21*, a 25-page resource designed to help SNA members "ask the right questions to prepare for the next normal" in early June.
- Diversify SNF outreach to pursue funding resources to support SNA member professional development opportunities.
 - o Have developed partnership with GENYOUth and Share Our Strength, Handprynt and Chef Jeff to increase funding to SNF Emergency Feeding Campaign.
 - o To date, \$500,000 has been raised to support \$1,500 grants to school nutrition professionals to help them continue to serve hungry students in their communities.
- Integrate SNF resources with SNA professional development resources in order to facilitate usage of SNF materials to better serve SNA members
 - o SNF staff is working with SNA web team to revamp the website and integrate tools and resources.
 - o Completed
- Roll out a higher level of SNA's Industry Boot Camp program for "graduates" of the introductory level.
 - o Developed and launched two new Industry Boot Camp II's – Food and Beverage Concentration and Equipment and Technology Concentration – in November 2019.
 - o Planning underway to repeat in Spring 2020.
 - o Canceled Spring Boot Camps due to COVID-19
 - o Beginning work on a Virtual Industry Boot Camp Level I that is planned for November.
- Develop and implement marketing plans to support existing and new professional development products and services in order to enhance member awareness of these and increase usage.
 - o Ongoing
 - o Ongoing

- Develop opportunities for professional development on topics such as Food Waste; Sustainability; Cultural Intelligence and Diversity and Inclusion.
 - o At FNCE, SNA/SNF staff attended sessions on Food Waste and Sustainability to explore trends and creative ways it is being addressed and introduced to members.
 - o 2020 SNIC and ANC sessions will have major focus on Sustainability, Managing Food Waste and Cultural Intelligence/Diversity. Many of these sessions will be rolled into webinars or video so that SNA members not attending the conference can access the training.
 - o 2020 Georgetown Executive Management program was focused on Diversity and Inclusion (D&I). Upcoming webinar on this topic scheduled for May 6, 2020 with Georgetown professor and includes perspective on D&I during COVID-19.

Objective 2: Increase availability of training/educational opportunities to help SNA members successfully prepare for the SNS Credentialing Exam.

Strategies:

- Develop strategies and tools designed to help members build study skills useful for SNS exam preparation and/or in pursuit of higher education goals, including SNF seeking support for scholarships for members to prep and take the SNS Credentialing exam.
 - o Based on results from two pilots of the 7-hour SNS prep course:
 - o Explore creation of a new online course and/or modules
 - o Create study tools using new technologies
 - Ongoing
 - o The SNS Credentialing Program has continued to grow as 120 candidates have taken the modified exam since it was released in July 2019 and as of November 2019 there are a **record 1,681 School Nutrition Specialists.**
 - o The number of School Nutrition Specialists holding the credential in April 2020 dropped slightly to 1,670. The decrease is because all exams are currently suspended due to the COVID-19 pandemic so there are no new scoring batches and some members have not sent in their renewals.
 - o All SNS exams are cancelled until Fall at the earliest, so the number of credential holders will continue to decrease over the summer with no new candidates passing the exam and attrition due to retirements and people leaving the profession. There were 1,670 SNS credential holders at May 2020 year-end.

Objective 3: Increase availability of training/educational opportunities to help SNA members enhance their professional development with the SNA Certificate Program.

Strategies

- Promote the certificate program as a key way to create a career path and grow professionally in school nutrition especially among employees, managers and directors who do not meet SNS academic requirements.
 - o Create and implement a marketing plan
 - o Explore integration of Certificate program with ICN chef initiative

- Initial research is in progress and recommendations will be brought to the Certificate and Credentialing Governing Council once developed. **This project is currently on hold due to the COVID-19 emergency.**

2. Advocacy and Public Image

Policy makers, school officials, parents and school nutrition professionals will rely on SNA as the leading advocate for school nutrition programs.

Objectives:

1. Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.
2. Increase advocacy support to state affiliates in order to drive policy change at state level.
3. Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).
4. Increase efforts to enhance the public's perception of school nutrition professionals and school nutrition programs.

Objective 1: Increase efforts to educate policy makers and other decision-makers on the value, scope, and complexity of school nutrition programs.

Strategies Year:

- Secure significant advances in the Association's public policy priorities.
- Advance SNA influence on school nutrition program policy through effective alliances
 - o Participating in *Child Nutrition Forum* meetings and calls concerning collective action regarding Child Nutrition Reauthorization.
 - o Continue frequent conversations with Senate Agriculture Committee staff to provide input on CNR draft. In particular, SNA served as a resource with Senate staff relative to Universal Meals legislation.
 - o Drafted and co-signed a "Dear Colleague" letter urging support for the re-introduction of the SNA-sponsored/supported legislation: "*Healthy Breakfasts Help Kids Learn Act of 2019/H.R. 4265.*" Other cosigners include ACDA and Urban School Food Alliance (USFA). The legislation currently has 20 cosponsors. The goal is to fold the legislation into a CNR.
 - o In response to the multiple lawsuits filed against USDA regarding implementation of the Final Rule, SNA filed an amicus brief—or "friend of the court," in support of the Final Rule. All subsequent legal activity and filings has been monitored/reviewed and shared with the SNA Board.
 - o Designed and organized a one-hour education session on Key Performance Indicators presented by Becky Domokos-Bays at the Association of School Business Officials annual conference.
 - o In consultation with North Carolina SNA affiliate, completed a workshop proposal to present at the National Farm to School Network annual conference.
 - o **Sent an Allied Partners letter to USDA Secretary Sonny Perdue requesting waivers on a variety of fronts to assist SFAs with serving challenges during COVID-19.**

- o Sent an Allied Partner letter to Congressional Authorizers and Appropriators requesting relief funding to SFAs in the next COVID-19 assistance package to keep school nutrition programs solvent.
- o SNA Advocacy team met with Senate Agriculture Committee staff multiple times to brief on SNA's 2020 Position Paper as a way of positioning SNA's priorities for the next CNR.
- o Participating in The Nutrition and Obesity Policy Research and Evaluation Network (NOPREN) to identify and share data and research on school meal programs. The partnership will support an upcoming COVID-19 webinar.
 - o Participating in NOPREN's COVID-19 Financial Impact on Schools Working Group.
- o Partnering with United Fresh Produce Association to connect SN programs with single serve, prepackaged produce and other fruit and vegetable options for their COVID-19 feeding programs. Partnership includes an upcoming webinar and a press release, which generated extensive coverage among trade publications.
- o Submitted and was accepted to present a one-hour session titled "The Other National Debt: Unpaid School Meals" in October at the Association of School Business Officials annual conference.
- o Met with lead Senate Agriculture Appropriations staff to discuss appropriations request for an Unpaid School Meals Advisory Committee.
- o Met with House Agriculture Appropriations lead staff on appropriations request on unpaid meals.
- o Participated in the Rural Child Hunger Summit with Feeding America
- o As schools began COVID-19 related closures, SNA acted quickly by sending a letter to USDA outlining proactive measures to maintain student access to healthy meals.
- o SNA joined numerous allied groups in sending two letters to USDA. Both letters contained concerns and recommendations of our members, including waiving Area Eligibility requirements, to ensure access to healthy meals.
 - o The first letter asks for the authority to broadly grant waivers to support the provision of meals in communities throughout the country.
 - o The second letter requests additional nationwide waivers, including waiving area eligibility requirements, to ensure access to healthy meals during the COVID-19 pandemic
- o On April 27th, SNA joined 36 allied organizations in a letter to the U.S. House and Senate Appropriations Committees advocating for funding to help offset financial losses for school meal programs.
- o Submitted a proposal to present at the National School Boards 2021 conference sharing successful back to school meal service strategies during the pandemic.
- o Updated a previously accepted proposal to present at the Superintendents Association in October 2020 in order to reflect current climate after the pandemic.
- o Provided House and Senate with a list of SNA challenges during COVID-19.
- o Worked with House Education and Labor Committee staff to get \$3 billion included in House-passed HEROES Act. Also, included is expansion of the definition of "frontline workers" to include food service professionals.

- o Continue to pressure Senate to include funding for child nutrition programs in any COVID-19 stimulus package through ongoing conversations.
- o Created the “SNA Operation: Feed Our Kids Working Group” for the purpose of crafting a letter with SNA requests for addressing COVID-19 in the upcoming SY 2020-2021.
- o Sent SNA Working Group Letter to Secretary Perdue, Secretary DeVos, Congress and allied partners.
- Implement a comprehensive legislative plan that aligns with Child Nutrition Reauthorization activities.
 - o Advocacy team met with House Education & Labor Civil Rights and Human Services Subcommittee staff to discuss SNA’s policy proposals and the coming year as it relates to CNR.
 - o Met with all Members of the House Education & Labor Civil Rights and Human Services Subcommittee to talk about SNA 2020 Position Paper and the outlook for a CNR in the near future. House Education & Labor staff indicated that they would not be drafting a CNR in the near future but will be reaching out when the time comes.
 - o Continuing discussions with Senate Agriculture Committee on a draft CNR bill and has become an important resource to the Committee.
- Continue to educate members on block grants and other threats that could negatively impact school meal programs. *Not currently a threat due to a split party Congress.*
- Continue to promote and increase participation in the Block Grant Coalition. *On hold.*
- Encourage Congress through CNR to study school lunch participation and strategies to address declines and increase participation.
- Monitor emerging Federal public policy issues, including Executive and Legislative priorities that could negatively impact school nutrition programs and be prepared to address all scenarios.
 - o After consultation with committee members and the Board, submitted 14 comment letters in response to Federal Register notices on issues including Proposed Rules and studies, state agency expense funds, summer food service program, revisions to direct certification, CACFP, and food distribution processing systems.
 - o Encourages lawmakers and legislatures to participation in Cafeteria site visits with SNA members through resources, LAC Sweepstakes, and member outreach.
 - o Created LAC Sweepstakes drawing and announcements for cafeteria site visits which resulted in over 35 members submitting proof of letters sent to his or her congressmen. Several visits were also held and images from visits were utilized in *Tuesday Morning*.
 - o Initiated Share Your Story campaign in response to proposed revisions to categorical eligibility. SNA member stories were collected and displayed on the SNA Action Network to demonstrate the negative impact on participation and revenue.
 - o Monitoring state and federal bills on lunch shaming.
 - o Met with House and Senate staff to educate on unpaid student meal debt and the impact on school food service budgets.
 - o Continuous calls with House Education and Labor Committee to seek funding for school nutrition – received \$9 billion in the first CARES Act provisions.
 - o Gathered a list of SNA member’s top needs during the pandemic and relayed the information to House and Senate immediately.

- o Surveyed SNA members and PPL Committee to gather data of COVID-19 financial impact on programs for Hill.
- o Sent Secretary Perdue a letter requesting quick action to restore school meal flexibilities rule vacated by Maryland court.
- o Sent a copy of the Perdue meal flexibilities letter to SNA child nutrition House and Senate Republican champions.
- o Facilitated a SNA Board/USDA conference call to discuss the negative impact of COVID-19 pandemic on school nutrition programs.
- o Facilitated PPL/SNA/Senate Agriculture Committee staff and House Education and Labor staff call on financial needs and data on COVID-19 impact.
- o Provided both Committees with timelines on menu planning and procurement process.
- o Continue to gather information from SNA members, Public Policy and Legislation Committee, and State Agency Advisory Council on the impact and SFA needs related to COVID-19 in order to educate Congress and the USDA.
- o Using SNA's Action Network and active grassroots advocates, sent over 23,000 letters to Congress requesting pandemic support through funding and flexibility.
- o So far this year, took action on 32 Federal Register notices pertaining to school nutrition programs analyzing regulations and proposed studies and commenting when appropriate.
- Develop and explore multiple approaches to gain support for commodities for breakfast.
 - o Monitored and reported on Committee coverage of the FY20 Appropriations hearing held over the last 3 months.
 - o Maintained \$20 million for breakfast commodities in FY 20, plus report language that directs USDA to target the \$20 million towards breakfast.
 - o Submitted three appropriations requests to Members of Congress and worked with an SNA member to submit a request for \$30 million in breakfast commodities.
 - o Worked with United Fresh and USDA on Farmers to Families Food Box Program which schools are eligible to participate in.
- Continue to monitor and support USDA's and Congress's efforts to simplify overly burdensome child nutrition mandates to improve efficiencies and reduce costs.
 - o Gathered USDA and SNA records dating back to 2009, proving a consistent need for meal pattern flexibility to assist with SNA's filing of an amicus brief in support of USDA in the lawsuit.
 - o Designed webpage and poll to collect input from SNA members on SNA's 2020 Position Paper priorities.
 - o The PPL, Executive Committee and GAMR staff met to draft the 2020 SNA Position Paper on December 9, 2019 at SNA HQ. Following SNA Board approval, the Paper will be shared with allied organizations, USDA, Congress, and other interested stakeholders. Official unveiling will be at LAC 2020.
 - o Collected responses from over 370 members and created report demonstrating member's policy preferences which was used in 2020 Position Paper drafting.
 - o Through media outreach and response, supported USDA's roll out of proposed regulations on school meal and summer meal flexibility. These efforts ensured inclusion of SNA's

- perspective in key stories, including [PBS NewsHour](#), [the New York Times](#), [the Associated Press](#), [NPR](#) and [The Washington Post](#).
- o Responded to the Maryland Federal District Court ruling on USDA’s school meal flexibilities with a press statement, letter to USDA and social media posts. Earned coverage promoted SNA advocacy messages in [the Associated Press](#), [Politico](#), [IEG Policy](#), and [Hagstrom Report](#).
 - o Encouraged members to provide comments on regulatory notices in the Federal Register in support of program simplification. Provided an online vehicle for easy comment submission using SNA’s editable template.
 - o Sent letter to USDA requesting the extension of all COVID-19 related waivers through SY 2020/21 to reduce administrative burdens.
 - o Media outreach on the letter to USDA and subsequent waiver extensions earned coverage in the [Washington Post](#), [Roll Call](#), [Agri-Pulse](#), [FERN’s Ag Insider](#), [Food Management Education Dive](#), [Civil Eats](#) and [The New Food Economy](#). Resulting coverage was promoted to members via e-newsletters and social media to highlight SNA’s ongoing efforts to advocate on their behalf.
 - o Secured emergency feeding waiver extensions through SY2020-2021.
 - Implement new strategies, as needed to support child nutrition program advocacy and emerging issues.
 - o Solicited and received four proposals to conduct research on the Universal Meals Project Initiative. The work was awarded to the Policy Navigation Group from Annandale, VA. Work commented on November 19th. The research will investigate the health and education outcomes and cost of implementing a national universal meals programs for school lunch and breakfast. Recommendations from the project will be unveiled at the Closing General Session at LAC 2020.
 - o An “Unpaid Meal Charges Working Group” was approved by the SNA Board at Committee Days 2019. The 15-member group will meet on January 23-24, 2020 to identify potential solutions and best practices for effectively addressing the surge in unpaid meal charges. Representatives from allied groups (AASA, NSBA, and ASBO), along with USDA will participate in the 1.5-day meeting at SNA HQ.
 - o Initial finds of the Universal Meals Project Study were presented at 2020 LAC. Draft final report being reviewed by SNA staff.
 - o Created an Unpaid School Meal Charges Working Group and invited representatives from USDA, Superintendents, School Boards, School Business Officials, SNA representatives and others who have a stake in child nutrition to join.
 - o Convened a two-day meeting of the Unpaid School Meal Charges Working Group, January 23-24, 2020; Resulted in a recommendation to advocate for an Unpaid Meals Federal Advisory Committee, seeking a \$1 million appropriations to form the Committee and meet. The Advisory Committee would disband after one-year with recommendations to Congress on how to address unpaid meals.
 - o Produced a draft *Unpaid Meals Debt White Paper*.
 - o Provided a meeting for State Agency Advisory Council and Industry Advisory Council to exchange information on SFAs back to school plans, and industry supply chain issues related to COVID-19.

Objective 2: Increase advocacy support to state affiliates in order to drive policy change at state level.

Strategies:

- Strengthen capacity of state presidents, state executive directors, and state legislative chairs to carry-out state and local advocacy through development of new tools and training.
 - Designed and hosted the webinar, “Host a Legislator Site Visit.” Step-by-step guidance and best practices equip state leadership to invite and host a legislator at their school district cafeterias.
 - Created a Cafeteria Site Visit resource page on the SNA website including a PowerPoint presentation, flyer, toolkit, template invitation and a one pager on how to invite media and gain positive press coverage.
 - Created a comprehensive guide to state mandates and funding for disbursement among members.
 - Showcased new and innovative school nutrition programs on a state or local level through TAM, highlighting benefits for students and communities.
 - Created updated version of report for 2020; it included several graphs, section on unpaid meal laws and seat time, available online.
 - Queried State Legislative Chairs on their interest in developing their own Political Action Committee.
 - Provided customizable press releases for State affiliates and members to utilize in promoting their participation in LAC.
 - Hosted the LAC Breakout session: Red State, Blue State: Building an Advocacy Program for Both Sides of the Aisle.
 - Provided the 2nd Quarter State Legislative Report with updates on state school nutrition legislation.
 - Continue to create reports and track legislative developments at the state level.
- Assist states to secure significant advances in state policy priorities.
 - Serve as a resource to Affiliates with advocacy-related questions such as unpaid meals resources and clarifications o proposed and updated regulations and legislation.
 - Continue to provide analysis and support on federal and state legislation questions from state affiliates, especially in response to unpaid meals and COVID-19 policy.
 - Provided advocacy feedback forms to collect state input on COVID-19 challenges.
- Create database of identified state advocacy champions in each Congressional district.
- Collect and share successful advocacy stories for state and national members to utilize in their advocacy work.
 - As SNA members are encouraged to host their legislators in your cafeteria’s and build relationships, SNA collects the images from their events and shares through *Tuesday Morning*.
 - Promote positive school nutrition program stories in the face of COVID-19 crisis through *Tuesday Morning’s* new section, “Stories from the Frontlines.”

Objective 3: Enhance the voice of school nutrition programs in the development of the Dietary Guidelines for Americans (DGA).

Strategies:

- Participate in all opportunities available to share the perspective of school nutrition program operators on the development of the DGAs.
 - Participated in the 3rd meeting of the Dietary Guidelines Advisory Committee. 2 meetings remain.
 - Submitted SNA's Comments to Federal Register Notice on DGA's on April 30, 2020
- Keep members updated on the DGA development process.
 - DGAC meeting summary was provided to SNA members via TAM and through the Advocacy Update at Committee Days 2019.
 - Participated in the final DGAC meeting and reported on findings that no changes are needed to the established USDA Food Patterns.
- Share information on the new DGAs with members when introduced and provide any required training.
 - The Dietary Guidelines Advisory Committee has extended its schedule by one month. The Committee will announce its Draft Report Meeting (by webcast) in June.
 - Continue to keep SNA members informed on DGA news, scheduled meetings, and opportunities to participate through articles in *Tuesday Morning*.

Objective 4: Increase efforts to enhance the public's perception of school nutrition professionals and school nutrition programs.

Strategies:

- Serve as a trusted resource and utilize all media outlets to educate and promote school nutrition programs to the public, policy makers and all stakeholders.
 - At back to school, SNA released the *2019 Trends Report* with an [infographic](#) and [press release](#) featuring positive menu examples from 16 SNA member school districts. Outreach earned coverage in *The Atlanta Journal Constitution*, *Politico*, *Food Management*, *IEG Policy* and an in-studio interview with FOX59 in Indianapolis. The Survey's findings on unpaid meal debt have helped inform national media stories on "lunch shaming" in *the Associated Press*, *CNN*, and *NBC Nightly News*, among numerous other outlets. SNA responds to media requests on unpaid meal debt on a weekly basis.
 - SNA has been a key source in several "time to eat" stories as well, advancing our Position Paper request for USDA and DOE to address the issue. Notably, SNA President Gay Anderson was featured in a story in [Education Week](#) and a [live interview](#) on *Wisconsin Public Radio*.
 - SNA also served as a resource to members and media regarding the potential impact of proposed rules on categorical eligibility. SNA was featured in stories by the *Associated Press*, [USA Today](#) and the [New York Times](#) on the topic.
 - SNA was a key resource to *The Washington Post*, for a full page [profile on school lunch programs](#) across the nation. SNA arranged for interviews and recommended 18 different SNA districts for the piece. The piece, which includes comments from SNA President Gay Anderson and profiles of four recommended districts, provides an extremely positive look at the delicious, healthy meals being offered and efforts of school nutrition professionals to promote nutritious choices.

- o As schools prepared for COVID-19 closures, SNA promoted its letter to letter to USDA outlining emergency feeding options. The effort earned extensive media coverage and drove interest in SNA's LAC. SNA hosted reporters from CNN, Associated Press, WJLA, Politico, Agri-Pulse, CQ Roll Call, Ag Insider, Food Management, Food Navigator, Cronkite News and USDA Radio, resulting in 25 tv/radio COVID-19 news clips reaching 1.5 million viewers/listeners at a publicity value of \$238,667.
- o Promoted of SNA's COVID-19 survey data and media response resulted in a second round of positive media coverage for SNA and member programs in publications including: [the Associated Press](#); [the Huffington Post](#); [USA Today Network](#); [the New York Times](#); [Vox](#); [the Kansas City Star](#); [Education Week](#); and [Next City](#). An op-ed by SNA President Gay Anderson was featured in District Administration magazine and website.
- o As a result of outreach on COVID-19 feeding, the court ruling on school meal standards and SLHD, in April 2020, SNA was featured in more than 1,000 news stories, reaching a potential audience of more than 1 billion at a media/ad value of \$10 million.
- o As the COVID-19 pandemic began, Hill staff relied on SNA to gather information on challenges SFAs are encountering as they continue to feed students. Continued daily contact with Hill staff on COVID-19 matters.
- o SNA coordinated a conference call with Representative Alma Adam's staff, Reggie Ross, and North Carolina Child Nutrition team to give detailed information on the impact of COVID-19 on school nutrition programs.
- o Sent regional impact of COVID-19 gathered from PPL to Hill staff.
- o PPL committee and conference call with USDA to discuss concerns.
- o Media outreach regarding SNA's second COVID-19 survey earned coverage in [USA Today](#), [Roll Call](#), the [Tampa Bay Times](#), [Education Dive](#), [FERN's Ag Insider](#), [Food Management](#), [Food Navigator](#) and [Eat This, Not That!](#) SNA continues to connect media with SNA members from a variety of regions/school types to inform stories, highlight positive COVID-19 feeding efforts nationwide and the urgent needs of school meal programs.
- Continue all existing public advocacy efforts to promote school nutrition programs (NSBW, NSLW...) and identify additional and new opportunities to enhance existing efforts.
 - o **National School Lunch Week (NSLW):** SNA's NSLW media outreach campaign promoted popular trends in school cafeterias. Targeted local media market outreach earned tv coverage in [Denver](#), [Minneapolis](#), [Columbus](#) and [Raleigh](#). Social media outreach included "Did You Know?" posts sharing *Trends Report* findings and the benefits of school meals on SNA's Tray Talk blog and Facebook page, tying in with the "What's on Your Playlist?" theme. SNA also co-hosted a Twitter party with KIWI Magazine, promoting National Take Your Parents to Lunch Day and positive changes in school cafeterias.
 - o When Sweetgreen posted a video negatively portraying school meals, SNA [responded](#), pushing Sweetgreen and partner FoodCorps to reframe their narratives, and shared a [video](#) of our own, highlighting healthy school meals and the positive efforts of school nutrition professionals.
 - o SNA President-Elect Reggie Ross was featured in an in-studio interview in Charlotte, NC to promote school nutrition tips for eating healthy in the New Year.
 - o National School Breakfast Week outreach earned positive in studio interviews with SNA spokespersons in Houston, TX; Lexington, KY; Macon, GA, and multiple Minnesota markets. SNA's Tray Talk blog featured four NSBW posts and corresponding Facebook posts were promoted with Facebook ads targeting the featured district's local region.

- Educate members on Whole School, Whole community, Whole Child concept and how to utilize in promoting their school nutrition program as critical instructional intervention strategy.
- Leverage positive outcomes from School Nutrition Foundation (SNF) initiatives including Breakfast in the Classroom (BIC) and Schools as Nutrition Hubs outcomes.
 - o Continue to promote BIC on SNF website and in social media.
 - o With the shift in meal service and focus on grab and go, direct delivery to classroom, and out of the box meal service, SNF's work on PBIC has been instrumental in supporting SNA membership.
 - o SNA has issued several press releases promoting SNF's Go Fund Me campaign to support COVID-19 feeding programs.
- Use personal stories of SNA member award winners, and SNF scholarship winners and grant recipients to advance public advocacy for school nutrition programs and school nutrition professionals.
 - o Finalized 20 press releases promoting each SNA EOY, MOY and DOY award winner and preparing to promote each winner to local media outlets as part of School Lunch Hero Day.
 - o Earned positive coverage for SNF's Josephine Martin Fellow. Currently promoting SNF equipment grant award winners to media in their local communities and preparing to promote GoFundMe grant awardees as well.
 - o For School Lunch Hero Day, SNA promoted all regional and national SNA award winners via Tray Talk blog and Facebook posts and press releases pitched to each winner's local media outlets. The effort earned extensive coverage in both print and tv outlets for the winners. SNA also provided state affiliates with a template press release to announce their state winners and promoted the Industry Member of the Year Award winner.

3. Membership & Community

School nutrition programs nationwide will be strengthened through the engagement, leadership and collaboration among SNA's members, state associations, the School Nutrition Foundation, allied partners, and other stakeholders.

Objectives:

1. Increase membership and member retention among all stakeholders.
2. Increase pathways for involvement among different demographic segments if SNA membership that reflect the association's core values.
3. Build the capacity of state associations for stronger governance and association management practices.
4. Increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

Objective 1: Increase membership and member retention among all stakeholders.

Strategies:

- Continue to build on existing membership recruitment strategies and campaigns to increase School District Memberships and individual memberships.
 - The November 2019 Membership Report shows that we have 57,353 members. This is 309 less members than October 2019, 2,192 less members than November 2018 and 1,051 less than the May 2019 year-end total. The total number of School District Memberships in November 2019 is 34,431 which is 359 less than the May 2019 year-end total. SDMs currently account for 60% of the total membership. Although the recent drops in membership remains concerning, it is in some states and not across the board. Total membership is relatively consistent with recent years.
 - A fun membership recruitment campaign for utilization by State Affiliates and key stakeholders will launch in January 2020 and the materials including fun signs, social media tools and videos are nearing completion. Hopefully, this campaign will help reverse some of the recent declines.
 - The March 2020 Membership Report shows that we have 56,166 members. This is a decrease of 177 members compared to February 2020, 2,626 less than March 2019 and 2,238 less than the May 2019 year-end total. The recent drop in membership is concerning, and SNA is monitoring the impact of the COVID-19 pandemic on membership numbers.
 - The +1 Membership Challenge had a strong launch in January with a very successful social media takeover by Alaska SNA but is now on hiatus until schools are back in session. The 2020-21 Annual Membership Campaign is based on the +1 Membership Challenge theme.
 - The May 2020 Year-End Membership report shows that we have 54,548 members. This is a decrease of 709 members compared to April 2020, and 3,856 less than the May 2019 year-end total. The drop is mainly attributed to the COVID-19 pandemic and the related conference cancellations and school closures. In May 2020, SNA only added 205 new members, in a normal year SNA gains approximately 1,000 new members in May. Most of the year's declines are in the employee membership category and individual memberships appear to be impacted more than those in the School District Membership Program.
- Explore opportunities to incentivize and increase school nutrition director membership.
- Provide support to State Associations based on growth potential to expand school district membership and target nonmember school districts.
- Continue to provide states and relevant demographic groups (i.e. Membership Champions and NextGen Professionals Task Force) with membership recruitment training tools.
- Promote SNA membership to all SNF grant recipients, with a goal of all grantees becoming SNA members.
- Develop and pilot package offering for Learning Center to SDM members.
- Explore the development of membership pipeline by assessing success of current partnerships between school nutrition departments and vocational training departments in high schools on raising awareness of the school nutrition profession.
 - The Membership Committee discussed school nutrition career awareness at the Fall 2019 Committee Days. Ideal next steps and ideas have been outlined on how to further explore implementing an awareness program. Several committee members volunteered to form a Working Group with members of the Professional Development Committee to continue forward progress.

Objective 2: Increase pathways for involvement among different demographic segments of SNA membership that reflect the association’s core values.

Strategies:

- Continue to work with the NextGen Professionals Task Force to promote the profession and increase engagement in SNA.
- Continue to work with the Chefs Task Force to use their expertise for expanding culinary skills training for members.
- Utilize expertise and knowledge of Industry Advisory Council (IAC) to gather input on education sessions for industry members at SNA meetings.
 - Charged IAC in developing of Level II Industry Bootcamps and to provide input for 2020 SNIC and LAC industry sessions.
 - Developed and launched Fall of 2019, but had to cancel Spring 2020 due to COVID-19,
- Work closely with industry members to identify emerging challenges and trends in the school nutrition profession and foodservice industry.
 - Hosted representative from the Hale Group at the 2019 Patron Meeting on October 1, 2019 that presented *Foodservice 2025: Digitalized, Democratized & Disrupted*. Lively discussion followed.
 - Currently working closely with industry members to understand their needs during the COVID-19 crisis and make sure they understand what Back to School is going to look like in the Fall.
 - Hosted two Zoom calls with SNA Patrons on impact of COVID-19 on school nutrition programs.
 - Hosted 4 biweekly Zoom calls for SNA Patron since March 13th.

Objective 3: Build the capacity of state associations for stronger governance and association management practices.

Strategies:

- Work with state leaders and SNA Officers and Board of Director members to assess the effectiveness of state association conference visits.
 - Engaged the Board of Directors and State Association Executives (SAES) in discussions regarding the effectiveness of SNA Board members attendance at state association conferences at the July 2019 and October 2019 Board meetings and the August SAE meeting, respectively.
 - An analysis of data related to SNA Board member visits to state conferences is currently underway.
 - The feedback form completed by SNA Officers/Board Members after a state conference has been revised and digitize to improve data collection and the relevance of information collected. Recommendations for adjustments to the conference visit program are under consideration.
 - A discussion on the effectiveness of these visits was held at the State Presidents and Presidents Elect meeting at LAC. Discussion notes were captured and are under review.
 - SNA hosted several “town hall” style calls with state leaders (all leaders and association executives specifically), updating them on the status of federal waivers and COVID-related bills as well as answering their questions about association management in this time of disruption.
 - State conference visits placed on hold along with all travel during COVID-19.
- Develop new tools to provide for ongoing governance and association management training for state leaders.

- o Engaged SAEs in discussions regarding training needs and piloted a file-sharing strategy to support increased cross-pollination of ideas.
- o Revamped *the Future Leaders Program* that takes place at the National Leadership Conference to deepen the breadth of focus and incorporate both school nutrition leadership expertise and association management expertise. In-depth feedback will be sought on the effectiveness of the program changes.
- o **In the wake of the NLC cancellation, a new product – the Virtual State Leadership Summit was developed. In future years, it will run in parallel to NLC (occurring up to 2x per year) to provide timely content to state association leaders in a 2-day virtual summit format.**
- o Hosted the first Virtual State Leadership Summit on 5/28 and 5/29/2020. The event was a success with 41 States participating and 175 attendees.
- o Created a State Affiliate e-newsletter to share governance and association management with state leaders.
- o Work with new state leaders annually to guide them on the State Affiliation Agreement (SAA) requirements, roles and responsibilities, and SNA support available to them.
 - o As of November 2019, 44 states signed the October 2018 SAA amendments and 43 states signed the February 2019 SAA amendments. Ongoing outreach is being conducted to ensure 100% of state affiliates have submitted all required paperwork to maintain affiliation status.
 - o A discussion was held at the ANC State President's meeting to review the obligations of SNA and state affiliates regarding the SAA.
 - o Ongoing review of the state affiliate's bylaws is under way.
 - o **Following an identification of discrepancies regarding how membership voting rights were handled at the state level, a review of all previously reviewed bylaws was undertaken. The results from the parliamentarian are currently under review.**
 - o **Final state bylaws are under review at this time and should be complete by May 31, 2020.**
 - o **Outreach is being conducted to all states to determine which have adopted the SNA-proposed revisions and which have yet to do so.**
 - o Hosted the 2020-21 State Presidents and Presidents-elect Meeting on Monday, June 29 where the SAA requirements and roles and responsibilities of SNA and state affiliates were reviewed.
- o Continue to provide individual assistance to state association leaders in addressing governance challenges.
 - o Provided in-depth assistance and guidance to state leaders in LA, MI, MN, NJ, NM, OR, and PA in areas as diverse as: financial management, PAC-association relationships, anti-trust compliance, employment law, and leadership transitions.
 - o **Provided in-depth assistance and guidance to state leaders in IA, MA, NJ, NM, KY, MO, MT, NC in areas as diverse as: Board engagement, Officer duties, ethical conduct, meeting cancellation, elections, and officer transitions.**
 - o Continued to provide governance and association management guidance to state associations leaders and state association staff.

Objective 4: Increase awareness of the value of the School Nutrition Foundation as resource to SNA members.

Strategies:

- o Work with state association executive directors/staff to communicate scholarship and program to increase opportunities available through the Foundation.

- Encourage the visibility at state conferences of the SNF State Ambassadors to increase awareness of the Foundation and member financial support.
 - New SNF promotional materials have been provided to State Ambassadors.
- Explore new creative ways to share Foundation initiatives and accomplishments in order to reach a greater number of members and state leaders.
 - New monthly report being sent to SNF Board of Directors.
 - Increased efforts to share SNF story on social media.
 - New efforts underway to promote school nutrition professionals to feed students on social media during the COVID-19 pandemic.
 - Promoted the Help Feed Hungry Students Emergency fund to state leaders and encouraged them to share with members in state.

4. Governance & Operations

SNA will have a financially sustainable funding model with a nimble governance and headquarters staff structure that is aligned with the strategic plan and reflects contemporary business practices.

Objectives:

1. Enhance SNA processes, practices and structures that contribute to a sustainable and robust business model
2. Expand SNA's research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.
3. Enhance assessment of association governance structure to support new Strategic Plan.
4. Increase funding and resource to high priorities of the new Strategic Plan.

Objective 1: Enhance SNA processes, practices, and structures that contribute to a sustainable and robust business model.

Strategies:

- Implement recommendations from technology audit to examine and evaluate the technology infrastructure, policies and operations to ensure they align with the strategic plan and association's business goals.
 - Shared Technology Audit Report recommendations with Board, and staff and plan for addressing the recommendations has been developed and implementation underway.
 - Have implemented many of the recommendations on the Technology Audit, including the critical authentication system in order to safeguard SNA's network now that staff is teleworking due to the pandemic.
 - Contracted with a managed services provider for help desk, server, and other IT maintenance and security support. Transition to the provider will occur in July 2019.
- Incorporate new technologies to meet members needs and new workforce trends by investing in equipment to support creation of podcasts, videos, etc.
 - Hired a social media specialist and continues to explore the use of videos as part of the overarching education strategy.

- o SNA has not engaged in new physical equipment purchases, however, has increased the use of existing webinar platforms (GoToWebinar and Zoom) to meet member needs.
- o Began fully implementing Microsoft Teams application to support staff communication and collaboration during COVID pandemic.
- o Engaged two part-time consultants to increase social media presence during COVID-19.
- Continue to identify SNA’s digital transformation readiness, including its digital strategy and the steps the association must take with the acceleration of technology’s compression on the business model.
 - o Included as part of the Tech Audit Report implementation plan.
 - o Digitizing Word-based documents into digital forms to enhance efficiencies.
 - o Assessing new products with an eye toward digital sustainability and accessibility.
- Evaluate SNA’s business model and explore for-profit business entity opportunities.
 - o The Board discussed the feasibility and desirability of creating a for-profit business entity at the July 2019 meeting and determined additional research was needed.
 - o SNA staff are conducting additional research and developing a business plan for piloting possible services.
- Update and maintain a competitive environment analysis to identify SNA’s competitors.
 - o The competitive analysis was updated in mid-2019 and will be updated in August 2020.
- Continually evaluate programs and services in order to sunset under-utilized programs to make way for new initiatives.
 - o A program review is underway in preparation for a “lean” 2021 budget cycle.

Objective 2: Expand SNA’s research initiatives to continually identify trends and issues impacting school nutrition programs and the profession.

Strategies:

- Establish an ongoing future-focused research program to identify drivers of change affecting school nutrition programs and the profession.
 - o In response to COVID-19 closures, SNA has administered surveys with Directors and Industry members, and is conducting a social media campaign to collect qualitative responses, in order to identify challenges, concerns, and needs to best position our members, the USDA, and industry to serve meals to kids and remain financially solvent. Two *Impact of COVID-19 on School Nutrition* Reports have been published with another set to be published in mid to late May.
 - o The third report on the impact of COVID-19, reporting the results of the 2nd survey with operators on COVID – was published and includes statistics on the financial and participation impacts of COVID-19. A Back to School survey will most likely be conducted in July or August in order to capture back to school plans as well as challenges. The qualitative NOPREN group has begun analyzing the responses from the social media campaign.
 - o The evaluation data from the Back to School Series is being utilized to develop further virtual professional development and training opportunities.
- Develop SNA Research Agenda with Nutrition and Research Committee and distribute research agenda throughout SNA channels.
 - o The Nutrition & Research Committee drafted the SNA Research Agenda that was approved by the Board in November 2019.
 - o Staff meeting in early January to identify potential funders and begin outreach to seek funding.

- o Beginning with the Spring edition of *the Journal of Child Nutrition and Management*, all research articles going forward will be tagged according to the Research Area, from the Research Agenda, that they fall under.
- Redesign the research section of the SNA website to provide research basics and “how to” resources to conduct research.
 - o At Committee Days the Nutrition & Research Committee provided suggestions for a research toolkit to be available for members on the SNA website. The committee would like to start with a how-to guide to conducting plate waste studies. They also discussed need for a ‘why it’s important to do research and evaluation’ video.
 - o During a virtual meeting to be scheduled, the Nutrition & Research Committee will be splitting into small groups and developing these resources.
 - o The Nutrition & Research Committee has further developed the Research Tracking Matrix and will discuss how to make this available on the SNA Research website.
- Identify how best to share drivers of change information with members in a way that is easy to access, understand and actionable.
 - o The Nutrition & Research Committee discussed webinars that focus on evaluation and research as an accessible way to share information research reports and give case studies of how to conduct research and evaluation.
 - o The SNA Research Agenda will be published in the *Journal of Child Nutrition & Management* and the committee discussed doing a webinar and possible conference presentations, as well. The committee will circulate the research agenda through their professional networks.
 - o During a virtual meeting to be scheduled, the Nutrition & Research Committee will be splitting into small groups and developing webinar ideas and content.
 - o The chair of the Nutrition and Research Committee, Alicia Landry, moderated an SNA webinar “Covid-19’s Impact on School Nutrition: Emerging Best Practices and Preliminary Research Findings” done in partnership with NOPREN researchers.
- Conduct a compensation and benefits study for school nutrition professionals.
 - o The *School Nutrition Compensation Study* survey has garnered approximately 1,05 usable responses. The report is targeted to be released in early March.
 - o The *2020 Compensation & Benefits Report* was published in early March and is available for free to all operator and patron members. It is available for sale to industry members and non-members.
 - o An email blast to all Directors promoted the report in mid-June.

Objective 3: Enhance assessment of association governance structure to support new Strategic Plan.

Strategies:

- Identify special committees and task forces needed annually to accomplish the goals in the strategic plan.
- Complete a review of SNA’s governance structure approved in 2015 to ensure SNA is operating effectively and there are adequate number of member volunteers to support Strategic Plan and SNA leaders’ workload and travel demands.

- o Engaged the Board of Directors in a self-assessment activity to identify opportunities for improvement. Ratings were very positive overall with a single area where the Board identified the need for additional effort (see Recruit bullet below).
- o The Board engaged in an initial Mega-Issue discussion at their October meeting to review past changes to the governance model, understand current context, and discuss possible modifications for the future. SNA staff are continuing to gather data and will engage members in a follow up conversation at NLC.
- o Following conversations with the Executive Committee at SNIC, SNA contacted governance expert Glenn Tecker to hold a half-day session before LAC with the Executive Committee and Senior Management Team to review proposed governance changes and recommend adaptations.
- o Proposed modifications were presented for feedback to the full Board to discuss at a specially called Board meeting prior to LAC. Overall feedback was positive.
- o Facilitated a discussion with State Presidents/Presidents Elect at LAC on SNA support to state affiliates and, if we were building a system of support from scratch, what would that look like; how state leaders currently engage with SNA national; what state leaders find most valuable about state conference visits by SNA Officers and Board members; and what resources of information can SNA provide to support Board governance. Overall feedback was positive.
- o Due to the disruption caused by COVID-19 as well as the need to hold the Delegate Assembly virtually, it is likely a scaled back version of the proposed governance changes will be brought forward this year. More to be considered once the environment stabilizes next year.
- o Bringing seven proposed amendments to the 2020 Delegate Assembly which will clarify some language in the bylaws and streamline some governance issues.
- Recruit diverse leadership talent for open elected and appointed national positions.
 - o The Leadership Development Committee is continuing to focus on diversity and competency both in recruitment and selection of prospective candidates.
 - o The LDC took a brief pause at the height of the coronavirus, however, will meet in May to discuss recruitment plans given the cancellation of major events throughout the 2020 year.
 - o Recruited more men and persons of color for open 2020-21 SNA Committee and Council positions.
 - o Identified open positions for 2021 SNA Election for Board and LDC Representatives as well as 2021-22 and updated on website. Will begin promoting in August.

Objective 4: Increase funding and resources to high priorities of the new Strategic Plan.

Strategies:

- Review and reallocate available financial and human resources to meet the new Strategic Plan priorities, including the sun-setting of programs as appropriate.
 - o Reviewed current staffing needs and decided to not fill 2 ½ positions at this time based on current workloads in the respective Centers.
 - o Updated all SNA staff position descriptions and scheduled Staff Compensation Review Early Winter with Quatt Associates, a Washington DC human resources consulting company specializing in non-profit compensation analysis, to ensure the competitiveness of SNA's compensation levels.

- o With the onset of the coronavirus, SNA has engaged in a deep review of staffing levels as well as support levels needed for programs. Short term adjustments have been made to ensure staffing-budget alignment for the remainder of the fiscal year.
- o Completed a deep review of SNA programs and services and adjusted the FY 2020-21 operating budget accordingly based on the contraction in the school nutrition market because of the severe economic recession as a result of the COVID-19 pandemic.
- Identify and prioritize new funding opportunities for SNA and SNF.
 - o New sponsorship opportunities are being identified with Titan signing on to co-sponsor the ANC Closing Event at ANC.
 - o Several new sponsorships are being created related to webinars and other communications to members about the COVID-19 crisis. Pivoting to planning for back to school now which will include additional sponsorship opportunities.
 - o SNA is introducing a new product development process which will bring structure and objectivity to our processes for identifying, vetting, and implementing new programs or services.
 - o One new event has been launched – the Virtual State Leadership Summit – and several others are moving through SNA’s new product development process.
 - o SNA has launched digital editions of *SN Magazine* which have resulted in new advertising revenue and a back-to-school guide is planned.

School Nutrition Foundation

LEAD to Succeed Program

- Hosted three focus groups during SNA’s 2019 Committee Days to help curriculum development.
- Hosted the LEAD advisory group mid-November to gain feedback on curriculum development, discuss 508 compliance, and strategize on our next steps.
- Met with Georgetown University, program partner, in December 2019 to discuss curriculum plans.
- Have participated in three education sessions of 508 compliance training with key staff working on the LEAD grant, as well as SNA staff in need of this training.
- SNF Project Directors and key SNA staff continue with regular calls to keep plans and project moving along.
- An RFP for an evaluator has been circulated with a June 1 deadline for proposals.
- SNF worked through deliverables and adjusted timelines in order to better align with the needs of SNA members and capabilities for in person trainings and pilots.
- SNF is on track to roll-out the first module of content with Georgetown in Summer 2020.
- SNF assessed the deliverables and timelines to make adjustments given the state of school meal operations, travel restrictions, and ability to pilot at in person functions.
- SNF has communicated with USDA to ensure proper approvals and they are aware of our shifts.
- SNF has been reviewing content from GU and excited to rollout the content, likely in August/September for school nutrition professionals.
- SNF will be reviewing proposals from researchers soon, which will help reframe pilots and the evaluation of the project.

Breakfast in the Classroom

- To date, BIC Partnership has awarded more than \$11 million to more than 70 school districts to purchase new equipment, making breakfast accessible to nearly 100,000 additional students in 26 states.
- The Partners are working on and finalizing a white paper summarizing BIC bridge funding work and research, sponsored by the Walmart Foundation.
- Submitted requests for no cost extensions to the Walmart Foundation to continue spending funds beyond the end of grant deadlines.
- As part of the Partnership, SNF worked to revamp the tools and resources on the PBIC website to become easier to navigate.
- SNF is finalizing and wrapping up a digital equipment guide, which will be presented at SNIC 2020.
- SNF, along with FRAC will present a ‘What’s Next with Breakfast’ session at LAC 2020.
- SNF worked with the Partners and SNA staff to seek permission and approval from the Walmart Foundation releasing funds to districts with remaining balances to support emergency feeding operations during COVID-19 closures.
- SNF received approval for shifting deployment of cycle 4 funds for emergency feeding, as well as approval for our no cost extension for bridge funding.
- SNF has heard from 18 of the 25 districts with remaining balances in cycle 4.
- Districts are overwhelmingly grateful for the flexibility.
- Just over \$600k is on its way to districts and continued outreach and technical assistance is underway with all districts.
- SNF is pursuing ad buys to support operators, PBIC, and conduct outreach to SN magazine and other stakeholder groups.
- SNF nearly finalized a digital equipment guide. We are adding in PPE to the sanitation section before it is truly final.

Schools as Nutrition Hubs (SANH):

- Working with Share Our Strength in finalizing a toolkit for presenters to submit and plan education sessions at SNA state affiliates. This will include a robust script, ppt template, and tools for action planning around expanding school nutrition programs.

NDC

- Working under the signed the 2019 agreement with NDC for work primarily on a social media campaign around innovation, among other strategies. SNF Communications consultant and Program Manager have worked with NDC to plan out a social media promotion calendar through the end of the year on Dairy Innovations and the promotions are underway.

New Grant Proposals

- Application was declined by the Robert Wood Johnson Foundation. Fund Development Consultant will continue working on the proposal for the Students Take on Lunch Innovation Challenge in collaboration with GENYOUth and submit to WK Kellogg’s Foundation and Bank of America.

Social Media/Communication Updates

- The following topics are the focus of SNF social media communications:

- Amplifying important messaging from SNA during COVID-19 feeding
- “Help Feed School Kids Now” Go Fund Me Campaign
- COVID-19 Emergency Feeding
- Scholarships
- Fundraising: Emergency Giving Tuesday, JK Studio eBay auction, Handprynt campaign
- Fundraising/Partnerships: National Dairy Council/GENYOUth, General Mills, No Kid Hungry, Chef Jeff/Vanessa Hayes “Quarantine Cookout,” and industry partner support/acknowledgement (e.g. Innoseal, Chartwells, etc.), AmazonSmile
- Back-to-School Virtual Series/Partners for BIC operator panels
- SNF Facebook audience is 4,892; Twitter audience is 4,048; Instagram audience is 1139
- SNF Social media engagement remains high thanks to fundraising and grant opportunities, as well as strategic highlighting of COVID-19 relief stories and media pieces
- As Go Fund Me grants are awarded, SNF will begin turning around short blogs & social media stories highlighting districts that have received funds

Scholarships

- The 2020 Josephine Martin National Policy Fellowship was selected by the Scholarship Committee in late November. This year’s winner is Laurie Allocca, Nutrition Services Manager, New Mexico School for the Deaf in New Mexico. Laurie wrote a “thank you” letter that is currently featured on the SNF blog.
- Using unused scholarship funds from FY 2018-19, SNF is giving out six scholarships for all three of SNA’s 2020 meetings – SNIC, LAC and ANC.
- 40 ANC First Timer Scholarships will be awarded for 2020 as a result of AccuTemp and Asian Food Solutions support.
- As of November 22nd, there are 33 eligible applications submitted for the SNF equipment grants program. Only the first 75 submitted applications will be considered for this grant
- SNF Associate presented an informational webinar on the Equipment Grants Program and application process on November 21st, 2019. The webinar featured special guests: Mike Burke K-12 Ambassador for Vulcan, Corey Ainsworth Regional Sales Manager for Winston Foodservice and Robbin Cross 2019 Winston Equipment Grant recipient. There were 600 registered attendees, and the webinar is now available on both the training zone and the SNF website.
- The SNF Equipment Grant Selection Committee awarded four grants to school districts, totaling \$260,000. SNF will begin working with equipment companies who want to sponsor the SNF Equipment Grants of 2021.
- Professional Development Scholarships were awarded to 23 SNA members. The 2020 scholarships were made possible by the annual contribution by Schwan’s Food Service.

Fundraising

- Created an Ambassador Resource Playbook, recommended by the School Nutrition Foundation Board. The playbook is still in draft form, waiting for board suggestions on how to improve and expand. SNF Associate coordinated with SNA Research Manager in order to create an evaluation survey for all ambassadors based on their experience with the program. The survey will be sent to all ambassadors beginning of January.
- Final 2019 Committee Days donations totaled \$2,354.81, with 65% participation.

- Giving Tuesday took place on December 3rd, 2019. To date, more than \$13,000 was contributed with three donors providing funds through matching campaigns. An end-of-year campaign is taking place. SNF Board members were asked to send personal emails to SN Directors and others who have previously given to SNF but did not in 2019.
- Annual Fund Total as December 19, 2019 = \$58,341.45 -- \$20,000 more than 2018.
- A “Donate Now” button has been added to the front page of SNA website
- Party With A Purpose
 - SNIC Party With a Purpose will take place at the Welcome Reception at SNIC.
 - LAC 2020 Party with a Purpose featuring the Capitol Steps fundraising total is \$82,000 as of November 25, 2019. Development team targeted emails to possible funders who either sponsored in the past or who might consider a sponsorship for event.
 - ANC 2020 Party with a Purpose in union with Super Bakery fundraising total is \$30,000 with last year’s six sponsors committing again. Super Bakery staff continue to reach out to additional industry members. Their goal is to secure ten sponsorships in total.
- LAC Party With a Purpose raised \$90,730.
- Traditional fundraising has been postponed during this time due to COVID-19.
- GoFundMe (GFM) Help Feed School Kids Now! Campaign
 - In response to COVID-19 pandemic and the additional services that SNA members have had to deploy, SNF created a crowdfunding campaign to assist members in purchasing additional necessary items such as mobile carts and other equipment for curbside service, personal protective equipment, food packaging and storage supplies, food products, etc.
 - As of May 4, 2020, \$42,591 raised with GENYOUth and NDC each donating \$15,000.
 - SNF is in talks with Save Our Strength who has pledged a “sizable donation” to the Campaign. Exact amount TBD.
 - SNF has awarded its first six grants to school districts across the nation. An additional six has been vetted and ready for final approval.
 - The GFM campaign has support from friends of SNA such as Chef Jeff Henderson who has developed a “Quarantine Cookoff” on IGTV. SNA Board member Vanessa Hayes from GA will be the featured guest at one of his cookoffs. Jarrett Krosoczka, creator of the School Nutrition Hero Lunch Lady series of books has been using social media to promote the campaign and auctioned his original prints from this year on eBay with the proceeds going to the GFM campaign.
 - Have met the fundraising goal of \$500,000; will continue to award \$1,500 grants to school nutrition operators needing assistance to continue feeding hungry students during this unprecedented time. In addition, will continue fundraising activities to help school districts as schools reopen for the 2020-21 school year.