

Strategic Plan

2026 - 2031



In partnership with **Cities & People**



DEAR FRIENDS, PARTNERS, AND COMMUNITY,

We are honored and proud to introduce BreastfeedLA's 2026-2031 Strategic Plan—a bold, community-rooted blueprint for our next five years. Shaped through deep reflection, honest dialogue, and powerful collaboration, this plan reflects the direction of our board, staff, community partners, Baby Café families, lactation professionals, and supporters across Southern California.

At BreastfeedLA, our mission is to center infant feeding equity while advancing the well-being and holistic health of families through outreach, education, advocacy, and direct support. We envision a world where all families—regardless of race, geographic location, income, or immigration status—are equipped with the knowledge, access, and support to determine for themselves the safest, healthiest, and most affirming ways to birth, feed, and raise their children.

We recognize that we do this work in the face of deeply entrenched inequities. Our healthcare system continues to fail to provide holistic, person-centered care, during the perinatal period. The consequences are real: stark disparities in maternal and infant health outcomes, harmful and racially biased care, and systemic barriers to breastfeeding and chestfeeding—particularly for those most marginalized.

This plan is our collective response to these truths.

Through this strategic plan, BreastfeedLA commits to five years of transformative, equity-centered work—**grounded in radical inclusion, connectedness, service, liberation, and transformation.** We are doubling down on our core strategies:

- **Policy Advocacy** to advance lactation rights, drivers to improve infant and maternal mortality, and first food justice.
- **Education** to diversify the lactation workforce and expand cultural humility and “Know Your Rights” trainings.
- **Outreach** to ensure families know about their rights and the support systems available to them.
- **Direct Support** through culturally centered Baby Cafés, our Black Infant Health (BIH) program, and the distribution of free lactation and infant care supplies.
- **Data-Driven Impact** through the development of key performance indicators and operational metrics that hold us accountable to the communities we serve.

We are deeply proud of the intentional, community-led process that shaped this plan. We believe our path forward is clear, powerful, and rooted in justice. Together, we are building a future where all families have the right to thrive and feed their infants how they choose.

With gratitude and determination,

Milan Spencer & Arissa Palmer

BreastfeedLA Board of Directors & Staff



OUR PROCESS

In March 2025, BreastfeedLA board members, staff members, partners, and stakeholders embarked on a journey to co-conceive and collectively align around a new strategic plan for the organization. The process was engaging, comprehensive, inclusive, and meaningful. We included the insights and feedback from all levels of stakeholder engagement, including service recipients, service providers, funders, partner organizations, board members, and staff. We also gathered learnings from adjacent organizations located in geographic regions we have been considering expanding into. We care deeply for our community and for one another. We create spaces where every family feels seen, valued, and supported, strengthening the bonds that hold us together.

Our process included the following activities:

- The dissemination of a stakeholder survey completed by 57 stakeholders.
- Interviews with nine key stakeholders:
 - LA County Department of Public Health; African American Infant and Maternal Mortality Initiative.
 - Kaiser Permanente Foundation.
 - PHFE WIC.
 - First 5 Los Angeles.
 - LA Care.
 - Santiago Canyon College.
 - First 5 Orange County.
 - Picerne Family Foundation.
 - California Breastfeeding Coalition.
- Listening sessions with two key stakeholder groups:
 - Breastfeeding-related potential partners in San Diego County.
 - Program participants of the *Titties and Tea* support group for parents.
- The completion of a robust and informative environmental scan.
- 2 in-person retreats with attendance of approximately 50 people, including board members, staff, partners, and other stakeholders.
- Nearly 20 meetings with the dedicated Strategic Planning Committee consisting of board and staff.

Through this process, we have taken these learnings and insights to inspire and inform us. We have revised our values, vision, and mission statement. We have created our first-ever Theory of Change. We are proud to share all of these along with our priority strategies and goals for the coming five years.

Our environmental scan enabled us to explore common insights shared by providers, program recipients, funders, and partners.

Common themes included:

- An emphasis on the importance of equity and culturally sensitive care, particularly for Black, Indigenous, and People of Color (BIPOC) communities.
- A desire for expansion and accessibility, including geographic expansion and addressing financial barriers for recipients.
- A continued goal of advocating for policies and systems change to ensure equitable lactation support, paid family leave, and reimbursement for lactation services.
- An expansion of clinical and practical training for health care providers.
- A hope for BreastfeedLA to expand services beyond Los Angeles and Orange Counties, with particular interest in the Inland Empire and San Diego County.
- And a need for a name rebrand given that the majority of stakeholders feel that the name “BreastfeedLA” no longer reflects the organization's scope and who we serve.

OUR VALUES

1) Radical Inclusion

We champion diversity, equity, inclusion, and justice. We are committed to anti-racism and radical inclusion within our organization and across the healthcare systems we engage with.

2) Connectedness

We care deeply for our community and for one another. We create spaces where every family feels seen, valued, and supported, strengthening the bonds that hold us together.

3) Service

We approach our work as stewards of community trust, bringing intentionality, quality, integrity, and accountability to all we do, and carrying out our responsibilities with care, purpose, and deep respect for those we serve.

4) Liberation

We are rooted in reproductive justice by dismantling systemic inequities, grounding every decision in the voices and wisdom of our communities, so they lead the solutions that protect their bodies, their families, and their futures.

5) Transformation

We value transformative change within ourselves, our organization, and the systems we seek to change.





OUR VISION AND MISSION

VISION: We envision a world where all families are empowered with the information, access, and support to determine for themselves the safest, healthiest, and most affirming ways to birth, feed, and raise their children.

MISSION: BreastfeedLA advances infant feeding equity and the holistic well-being of families through outreach, education, advocacy, and direct support.



THEORY OF CHANGE

Our Theory of Change aligns with our vision of a world where all families are empowered with the information, access, and support to determine for themselves the safest, healthiest, and most affirming ways to birth, feed, and raise their children.

THE PROBLEM

The current health care system does not ensure affordable, accessible, and culturally congruent maternal and perinatal health care, particularly when it comes to lactation education and support, creating disparities in health outcomes including infant mortality and morbidity.

STRATEGIES

PUBLIC POLICY AND ADVOCACY

- Increase awareness and access to pasteurized donor human milk.
- Promote policies and practices that result in affordable, accessible and culturally attuned perinatal care including access to paid family leave.

DIRECT SERVICES AND OUTREACH

- Expand access to culturally attuned baby cafes (free, drop-in support groups) for pre and postnatal parents, including fathers.
- Expand trauma-informed lactation support for incarcerated individuals.
- Provide quality improvement technical assistance to birthing hospitals.
- Increase awareness of and access to BreastfeedLA's services.

EDUCATION

- Expand culturally centered evidence-based continuing education and lactation education training to a wider network of health care professionals beyond LA County.
- Ensure resources center our most marginalized communities.

OUTCOMES

- Paid family leave is expanded beyond the current policy in weeks and wage replacement.
- Access to donor milk is vastly expanded to historically excluded communities.

- Baby Cafés are accessible, fully funded, and integrated into postpartum hospital lactation offerings.
- Perinatal support services are fully covered by insurance including Medi-Cal, ensuring equitable access to doulas, midwives, lactation support, mental health providers, and other maternal health services.

- The lactation work force throughout Southern California is diversified, ensuring comprehensive, inclusive, and accessible lactation support for all.
- Lactation support is culturally attuned and humble, with an understanding of the unique needs, culture, and perspectives of birthing people.

IMPACT

There is a reduction in infant mortality and morbidity, fostering a society where all individuals experience improved health and life outcomes. There is affordable, accessible, and culturally congruent maternal and perinatal health education that centers lactation through a reproductive justice framework. Human milk is more accessible than formula, with robust support systems to meet the needs and desires of all families.

VALUES



RADICAL INCLUSION

We champion diversity, equity, inclusion, and justice.

CONNECTEDNESS

We care deeply for our community and for one another.

SERVICE

We carry out our responsibilities with care, purpose, and deep respect for those we serve.

LIBERATION

We are rooted in reproductive justice by dismantling systemic inequities.

TRANSFORMATION

We value transformative change, within ourselves, our organization, and the systems we seek to change.

STRATEGIC PRIORITIES

ADVOCACY

- **Priority Goal 1:** Increase access to donor human milk for historically excluded communities and increase awareness of donor human milk as a viable option for infant feeding.
- **Priority Goal 2:** Expand Paid Family Leave awareness and access by supporting California Work & Family Coalition initiatives.
- **Priority Goal 3:** Uplift the recognition of International Board Certified Lactation Consultant (IBCLC) professionals within the community and healthcare teams to create more job opportunities and ensure appropriate reimbursement.

EDUCATION

- **Priority Goal 1:** Expand culturally centered evidence-based continuing education and lactation education training.
- **Priority Goal 2:** Diversify the lactation workforce, including racial backgrounds, language, LGBTQIA+, and individuals with disabilities.

DIRECT SERVICES AND OUTREACH

- **Priority Goal 1:** Expand trauma-informed lactation support for incarcerated individuals.
- **Priority Goal 2:** Expand access to culturally attuned lactation support groups for pre and postnatal parents and caregivers, such as fathers, teens, LGBTQIA+, and Indigenous families.

OPERATIONS

- **Priority Goal 1:** Ensure the financial and operational sustainability and viability of the organization by diversifying revenue streams.
- **Priority Goal 2:** Complete rebranding to increase name recognition as well as alignment and awareness of the revised mission of the organization.
- **Priority Goal 3:** Foster a thriving organizational culture that attracts, supports, and retains diverse, mission-driven change-makers for both staff and board.

Priority Goal 1: Increase access to donor human milk for historically excluded communities and increase awareness of donor human milk as a viable option for infant feeding.

EQUITY-BASED APPROACH: We will center the voices of those most marginalized in our advocacy for awareness of donor human milk (including very low birth weight babies, targeting of Black families targeted by formula companies, low-income families, etc.).

SUB-GOALS:

INCREASE AWARENESS OF DONOR HUMAN MILK:		RESPONSIBILITY:
1. ²⁰²⁶⁻²⁰³¹	Leverage the newsletter and social media to raise awareness (ex., easily digestible toolkits).	1. Communications Manager and Social Media Coordinator 2. Program Director and Intern 3. Program Director, Intern, and Social Media Coordinator 4. Program Director
2. ²⁰²⁷	Create a community-directed education campaign to raise awareness with target populations and those who serve them.	
3. ²⁰²⁸	Develop donor human milk marketing campaigns for influencers (strategize for marketing campaign; create toolkit for influencers).	
4. ²⁰²⁹	Connect with stakeholders through touchpoints throughout the perinatal period. Examples include mental health and other medical providers, caregivers, potential NICU donor/recipients, birth workers, WAVE, and those who assemble discharge packets.	
INCREASE ACCESS TO DONOR HUMAN MILK:		RESPONSIBILITY:
1. ²⁰²⁶	Support the 100% California Donor Milk Workgroup initiatives that encourage hospitals not currently using donor human milk to use it.	1. Program Director 2. Intern 3. Program Director
2. ²⁰²⁷	Assess the current landscape of donor human milk access to understand barriers.	
3. ²⁰²⁷	Advocate for hospitals to use donor human milk with their patients.	

MEASURING SUCCESS

- We will have completed a report highlighting the landscape of donor human milk usage in Southern California.
- We will have increased engagement on social media posts and open and click-through rates on newsletters.
- We will have increased the number of hospitals using donor human milk in Southern California.

Priority Goal 2: Expand Paid Family Leave awareness and access by supporting California Work & Family Coalition initiatives.

EQUITY-BASED APPROACH: We will partner and engage with coalitions with a diverse range of community representation. We will share stories from impacted pregnant and parenting communities, and ensure we have full consent from storytellers prior to any story sharing.

SUB-GOALS:

INCREASE AWARENESS AND ACCESS TO PAID FAMILY LEAVE:		RESPONSIBILITY:
1. ²⁰²⁶⁻ ₂₀₂₇	Partner with California Work & Family Coalition to implement social media campaigns about knowing your rights.	1. Program Manager and Social Media Coordinator
2. ₂₀₂₇	Provide continuing education for health care professionals on the rights of pregnant and parenting people.	2. Program Manager
3. ₂₀₂₈	Host Know Your Rights (KYR) Advocacy Day summit about navigating your rights and entitlements.	3. Program Manager

MEASURING SUCCESS

- We will have increased or maintained a consistent number of attendees at the KYR Advocacy Day and positive attendee evaluations.
- We will have increased social media engagement for the KYR campaigns.

Priority Goal 3: Uplift the recognition of International Board Certified Lactation Consultant (IBCLC) and other lactation professionals within the community and healthcare teams to create more job opportunities and ensure appropriate reimbursement.

EQUITY-BASED APPROACH: We will actively involve diverse communities in recognizing IBCLC and other lactation professionals, ensure that all families have access to culturally attuned lactation support, and advocate for reimbursement policies that reflect the value of this essential care across a wide range of socioeconomic backgrounds.

SUB-GOALS:

INCREASE RECOGNITION OF IBCLC AND OTHER LACTATION PROFESSIONALS:		RESPONSIBILITY:
1. 2026-2027	Educate medical professionals & residency programs on the value of lactation support to better understand the complexity and the need for referrals to lactation professionals to handle the more complex cases. Develop or identify a pathway or training model for them.	1. Program Manager and Program Director
2. 2026-2031	Advocate for proper reimbursement for lactation support through Medi-Cal and other insurance.	2. Program Director
3. 2026-2031	Advocate for IBCLC as a standalone profession with value and impact.	3. Program Director
4. 2028-2031	Partner with and/or refer to WIC to leverage already established CLE-level curriculum/modules (record & share); pare it down to bite-sized portions for busy professionals (overview for free, in-depth for fee). Use USDA breastfeeding curriculum.	4. Program Director

MEASURING SUCCESS

- We will have increased the number of medical professionals and residency programs that are educated about and understand the value of lactation support.
- We will have expanded the people who are advocating for proper lactation support to be representative of those we serve, partner with, and who participate in our trainings.

Priority Goal 1: Expand culturally centered evidence-based continuing education and lactation education training.

EQUITY-BASED APPROACH: We will host webinars featuring BIPOC and other marginalized professionals with educational components that are rooted in the impacts on marginalized communities.

SUB-GOALS:

EXPAND CONTINUING EDUCATION AND LACTATION EDUCATION TRAINING:		RESPONSIBILITY:
1. 2026	Assess what skills professionals are interested in learning more about.	1. Program Manager and Intern
2. 2026-2031	Hold quarterly or two-day skills days or summits for continuing education.	2. Program Manager and Program Director
3. 2026-2027	Create a marketing plan/strategy for webinars and seminars.	3. Program Manager
4. 2026-2027	Expand continuing education to include dietitians, social workers, and other medical professionals.	4. Program Manager
5. 2027	Create a virtual Know Your Rights training.	5. Program Manager
6. 2031	Create on-demand webinars and/or courses for certification/recertification, including a refresher and a Community Health Worker course.	6. Program Manager

MEASURING SUCCESS

- We will have highly rated feedback from post-webinar surveys.
- We will have increased the diversity of professionals who participate in our lactation education program.

Priority Goal 2: Diversify the lactation workforce, including racial backgrounds, language, LGBTQIA+, and individuals with disabilities.

EQUITY-BASED APPROACH: We will host courses that are taught by diverse staff and center BIPOC, LGBTQIA+, immigrant, and individuals with disabilities in our course framing, ensuring a reproductive justice framework.

SUB-GOALS:

DEVELOP PROGRAMS AND EVALUATION TO DIVERSIFY WORKFORCE:		RESPONSIBILITY:
1. 2026	Create a Certificated Lactation Educator (CLE) refresher course.	1. Program Manager
2. 2026	Widely disseminate our research on our workforce development program impact (funded by W.K. Kellogg Foundation).	2. Communications Team
3. 2027	Decide on indicators for data collection to evaluate the impact of our workforce development program on creating careers in lactation for diverse community members.	3. Evaluation Team & Intern 4. Evaluation Team & Intern
4. 2028-2029	Evaluate internal data collection and tracking practices, identify gaps, and explore new avenues for consistent data gathering, analysis, and dissemination.	5. Program Manager & Program Director
5. 2028-2029	Analyze data and reassess educational programs.	6. Program Manager & Program Director
6. 2029-2031	Develop a free-of-cost IBCLC program, with a comprehensive pathway to IBCLC from start to finish.	7. Program Manager
7. 2031	Expand our program to areas outside of Los Angeles and Orange County. Develop a "ready-to-use model" for other organizations to view and adapt to their programming.	

MEASURING SUCCESS

- We will have increased the number and diversity of students who become an IBCLC through our program.

Priority Goal 1: Expand trauma-informed lactation support for incarcerated individuals.

EQUITY-BASED APPROACH: We commit to educating all stakeholders within the carceral system, from public defenders to front line staff. We will include community voice in shaping the program by gathering feedback from clients and caregivers and pursuing bi-directional feedback from program participants.

SUB-GOALS:

PROVIDE LACTATION SUPPORT TO INCARCERATED INDIVIDUALS:		RESPONSIBILITY:
1. 2026-2027	Establish new partnerships to leverage resources for milk shipment, pumps, and donor milk.	1. Program Director, Development Manager, and Director of Strategic Partnerships 2. Program Director 3. Program Director
2. 2026-2031	Provide lactation, pump support, and milk shipment to incarcerated lactating people.	
3. 2026-2031	Provide education to caregivers of infants and children of incarcerated lactating people.	

BUILD CAPACITY FOR ALL STAKEHOLDERS INVOLVED IN ENSURING LACTATION SUPPORT FOR INCARCERATED INDIVIDUALS:		RESPONSIBILITY:
1. 2026	Develop a toolkit including a pocket guide and expected practice and policies guide for stakeholders.	1. Program Director & Intern
2. 2027	Disseminate toolkits widely to targeted stakeholders.	2. Program Director
3. 2026	Conduct targeted outreach for training for stakeholders.	3. Program Director
4. 2026	Offer Continuing Education Units (CEUs) to incentivize nurses to complete the training.	4. Education Department & PD
5. 2026-2031	Train staff and nurses at Los Angeles General Medical Center (County General) and all birthing hospitals that serve incarcerated individuals.	5. Education Department & PD
6. 2026-2031	Train staff at Century Regional Detention Facility (CRDF).	6. Education Department & PD

MEASURING SUCCESS

- We will have increased the number of clients supported.
- We will have disseminated toolkits.
- We will have increased the number of staff trained.

Priority Goal 2: Continue and expand access to culturally attuned support groups for pre and post-natal parents and caregivers, such as Black families, Indigenous families, fathers, LGBTQIA+ communities, and teens.

EQUITY-BASED APPROACH: We will partner with organizations that center fathers, teens, LGBTQIA+, and Indigenous families to co-design, co-lead, and/or provide input and feedback on programs.

SUB-GOALS:

ESTABLISH NEW PARTNERSHIPS FOR LACTATION SUPPORT GROUPS:		RESPONSIBILITY:
1. <small>2026-2027</small>	Conduct a landscape assessment of existing community partners and identify potential community partners.	1. Intern & Lact Supervisor
2. <small>2028-2029</small>	Develop relationships and establish MOUs with identified partner organizations.	2. Program Manager, PD, and Education Department
3. <small>2028-2031</small>	Explore the possibility of creating an IBLCE-recognized support group model to provide clinical hours.	3. Program Manager & PD

MEASURING SUCCESS

- We will have increased the number of new support groups created in Southern California.
- We will have launched our own recognized support group model.
- We will have increased the number of families/dads served in the support group program.

Priority Goal 1: Ensure the financial and operational sustainability and viability of the organization by diversifying revenue streams.

EQUITY-BASED APPROACH: We will intentionally seek diverse, values-aligned funding while refusing support from entities that conflict with our mission or with the World Health Organization’s [Code of Ethics](#), ensuring our growth never compromises the communities we serve.

SUB-GOALS:

GROW SPONSORSHIP AND EVENT GIVING:		RESPONSIBILITY:
1. 2026	Create opportunities for corporate and individual sponsorships (WHO Code compliant) for events.	1. Development Manager 2. Development Manager & Director of Strategic Partnerships 3. Development Manager
2. 2026-2027	Host first fundraising event in Orange County.	
3. 2026-2031	Create opportunities for corporate and individual sponsorships for webinars and seminars.	

INCREASE GRANT REVENUE AND ATTAIN NEW GRANTS:		RESPONSIBILITY:
1. 2026-2031	Apply for a minimum of 25 grants per year.	1. Director of Strategic Partnerships 2. Director of Strategic Partnerships 3. Director of Strategic Partnerships 4. Director of Strategic Partnerships 5. Director of Strategic Partnerships
2. 2026-2031	Continue to further develop relationships with potential funders.	
3. 2026-2031	Maintain and continue to develop strategic partnerships (to pool resources, collaborate on grant opportunities, and maximize mission).	
4. 2026-2031	Continue to foster relationships with current and recent donors.	
5. 2026-2031	Create and implement a strategy for multi-year grant attainment.	

INCREASE PROGRAM REVENUE:		RESPONSIBILITY:
1. 2026	Create a self-sustaining refresher course to sell through Thinkific.	1. Program Manager 2. Program Manager & Program Director 3. Education Department 4. Education Department 5. Education Department 6. Program Manager & Program Director 7. Program Manager & Program Director
2. 2026-2027	Explore partnering with community colleges to teach parenting and breastfeeding classes.	
3. 2027	Explore becoming a CME provider and provider for LCSW/ MFT and RD.	
4. 2026-2031	Increase seminar attendance by targeting groups not formerly targeted and responding to the requests and needs of the community.	
5. 2026-2031	Expand offerings at Santiago Canyon College and create a no-cost, comprehensive program guiding participants through the steps to become an International Board Certified Lactation Consultant.	
6. 2026-2031	Expand fee-for-service model within and outside of Los Angeles (CEU/CERPS, LES Education, Clinical Program, Hospital, and Clinic TA).	
7. 2027-2031	Expand community college courses through partnerships outside of Orange County.	

SUB-GOALS:

INCREASE INDIVIDUAL DONATIONS AND ATTAIN NEW DONORS:		RESPONSIBILITY:
1. ²⁰²⁶⁻²⁰³¹	Outreach to potential new individual donors.	Development Manager
2. ²⁰²⁶⁻²⁰³¹	Maintain engagement with current individual donors.	
3. ²⁰²⁶⁻²⁰³¹	Hold at least four fundraising campaigns per year.	
4. ²⁰²⁶⁻²⁰³¹	Engage monthly donors through newsletters, social media, and invitations to events.	

GROW INVESTMENT PORTFOLIO:		RESPONSIBILITY:
1. ²⁰²⁶⁻²⁰³¹	Continue to work with a financial advisor to build out a plan for investment growth.	Executive Director and Board of Directors
2. ²⁰²⁶⁻²⁰³¹	Check in quarterly with advisor to manage investments.	

ENSURE BOARD'S ACTIVE ENGAGEMENT IN ORGANIZATION'S FINANCIAL SUCCESS:		RESPONSIBILITY:
1. ²⁰²⁶⁻²⁰³¹	Implement board training on nonprofit financial literacy.	Executive Director, Development Manager, and Board of Directors
2. ²⁰²⁶⁻²⁰³¹	Co-develop annual budgets.	
3. ²⁰²⁶⁻²⁰³¹	Lead and implement peer-to-peer fundraising campaign.	
4. ²⁰²⁶⁻²⁰³¹	Co-lead annual gala and/or summit.	
5. ²⁰²⁶⁻²⁰³¹	Attain 100% Board giving.	
6. ²⁰²⁶⁻²⁰³¹	Hold regular financial check-ins.	

MEASURING SUCCESS

- We will have obtained at least 1 multi-year grant.
- We will have increased the percentage of grants received annually.
- Sales in Thinkific will have increased by 5% annually.
- 100% of Board Members will have participated in our gala and peer-to-peer campaigns each year.
- Each Board Member will have raised \$1,000 per year through their networks, peer to peer, gala, and fundraiser.

Priority Goal 2: Complete rebranding to increase name recognition as well as alignment and awareness of the revised mission of the organization.

EQUITY-BASED APPROACH: We will include community voice through intentional and inclusive surveys and listening sessions. We will review and audit our messaging, tone, language, and communications regularly to ensure messaging is centered on equity and cultural respect. We will obtain community feedback on our branding choices before finalizing brand identity.

SUB-GOALS:

PHASE 1: FOUNDATION - DEFINE PURPOSE THROUGH AN EQUITY LENS AND ENSURE INTERNAL READINESS.		RESPONSIBILITY:
1. 2026	Rebranding Committee established (staff and board).	Executive Director & Rebranding Committee
2. 2026	Conduct equity and language audit of all communications.	
3. 2026	Hold brand purpose discussion (mission, values, and WHO Code alignment) to review audit and brainstorm.	

PHASE 2: DISCOVERY - GATHER INPUT FROM STAFF, BOARD, FUNDERS, AND COMMUNITY.		RESPONSIBILITY:
1. 2027	Create internal brand brief with framework summarizing values, tone, language, and guiding principles.	Executive Director & Rebranding Committee
2. 2027	Create and share brand perception survey with internal + external audiences.	
3. 2027	Hold listening sessions with a diverse range of community members and stakeholders.	
4. 2027	Conduct competitor landscape scan of other lactation, maternal health, and equity orgs.	

PHASE 3: DESIGN - TRANSLATE FINDINGS INTO VISUAL AND NARRATIVE CONCEPTS.		RESPONSIBILITY:
1. 2028	Update brand framework based on Phase 2 learnings (purpose, tone, personality, and key messages).	Executive Director & Rebranding Committee
2. 2028	Create drafts for new logo, tagline, and color palette.	
3. 2028	Review messaging guide to ensure it is centered on equity and cultural respect.	
4. 2028	Complete internal and community feedback sessions on drafts and messaging.	
5. 2028	Finalize brand identity toolkit with updated logo, fonts, colors, voice, and values narrative.	

SUB-GOALS:

PHASE 4: INTEGRATION - REFINE, TEST, AND PREPARE FOR PUBLIC ROLLOUT.		RESPONSIBILITY:
1. 2029-2030	Soft launch new brand (staff email signatures, Zoom backgrounds, etc.)	Executive Director & Rebranding Committee
2. 2029-2030	Website wireframe and create website language draft.	
3. 2029-2030	Build out templates for presentations, letterhead, social media, brochures.	
4. 2029-2030	Attain public feedback through online poll or small community review.	
5. 2029-2030	Utilize learnings to finalize brand assets.	
6. 2029-2030	Complete transition plan for public unveiling	
PHASE 5: PUBLIC LAUNCH - REVEAL REBRAND AND BUILD EXCITEMENT AROUND CHANGES.		RESPONSIBILITY:
1. 2029-2030	Execute public launch campaign with press release, social media countdown, newsletter sharings.	Executive Director & Rebranding Committee

2. 2029-2030	Celebrate with branding reveal at anniversary event.	Executive Director & Rebranding Committee
3. 2029-2030	Updated website and collateral go live	
4. 2029-2030	Thank stakeholders for support in the process.	
5. 2029-2030	Develop storytelling series to share stakeholder stories ("32 Years of Feeding Justice").	
PHASE 6: STEWARDSHIP-SUSTAIN BRANDING AND EVALUATE ITS IMPACT ON ORGANIZATIONAL AWARENESS AND SUPPORT.		RESPONSIBILITY:
1. 2029-2030	Train staff and partners on brand usage.	Executive Director & Rebranding Committee
2. 2029-2030	Attain feedback on continued branding alignment and connection to community.	
3. 2029-2030	Ensure brand manual is a living document that is discussed and updated regularly.	

MEASURING SUCCESS

- We will have increased engagement with the website by 10% post public launch.
- We will have increased engagement with social media channels by 10% post public launch.
- We will have increased the open rate of our newsletter by 1% annually.

Priority Goal 3: Foster a thriving organizational culture that attracts, supports, and retains diverse, mission-driven change-makers for both staff and Board.

EQUITY-BASED APPROACH: We will ensure the inclusion of staff voices in organizational decision-making. We will utilize a board matrix that centers Justice, Equity, Diversity, and Inclusion questions for equitable board recruitment.

SUB-GOALS:

ATTRACT AND RETAIN COMPETENT, DEDICATED, AND DIVERSE STAFF.		RESPONSIBILITY:
1. ²⁰²⁶	Create ongoing listening strategy including baseline and pulse surveys, exit interviews, and stay interviews on overall, cultural, wellbeing, salary, and benefit satisfaction.	1. Executive Director & Human Resources
2. ²⁰²⁶	Audit staff retention to gain insights on retention of staff from diverse backgrounds and build out a plan for improvement if needed.	2. Executive Director & Human Resources
3. ²⁰²⁶⁻²⁰³¹	Research and offer benefit option improvements.	3. Executive Director, Human Resources, & Board of Directors
4. ²⁰²⁶⁻²⁰³¹	Research and implement new methods for staff morale improvement and burnout prevention.	4. Executive Director & Human Resources
5. ²⁰²⁶⁻²⁰³¹	Review annual nonprofit salary compensation report to ensure competitive pay.	5. Executive Director & Human Resources
6. ²⁰²⁶⁻²⁰³¹	Co-design and implement system with staff for obtaining ongoing staff feedback in organizational decision-making.	6. Executive Director, Human Resources, and Full Staff Team
7. ²⁰²⁶⁻²⁰³¹	Support leadership development of staff members through professional development and leadership opportunities.	7. Executive Director & Human Resources

DESIGN AND MANAGE AN EFFECTIVE VOLUNTEER PROGRAM.		RESPONSIBILITY:
1. ²⁰²⁷⁻²⁰³¹	Implement new volunteer program. a. Define roles and needs and create simple role descriptions. b. Recognize and retain volunteers through regular appreciation.	Program Director

ATTRACT AND MAINTAIN AN ENGAGED AND DIVERSE BOARD OF DIRECTORS.		RESPONSIBILITY:
1. ²⁰²⁶⁻²⁰³¹	Create ongoing listening strategy including baseline and pulse surveys, exit interviews, and stay interviews on board satisfaction.	Executive Director & Board of Directors' Nominating Committee
2. ^{2026, 2028, 2030}	Audit board retention to gain insights on retention of board members from diverse backgrounds and build out plans for improvement if needed.	
3. ²⁰²⁶⁻²⁰³¹	Support leadership development of board members through ongoing training at board meetings.	

SUB-GOALS:

DEVELOP AND MAINTAIN A POSITIVE AND COLLABORATIVE CULTURE AMONG AND BETWEEN STAFF AND BOARD OF DIRECTORS:		RESPONSIBILITY:
1. <small>2026-2031</small>	Ensure the board and staff understand each other’s roles and responsibilities through annual training and/or retreat.	Executive Director & Board of Directors
2. <small>2026-2031</small>	Include staff in two board meetings per year.	
3. <small>2026-2031</small>	Host celebrations of milestones and achievements for the board and staff to socialize and celebrate together.	
4. <small>2026-2031</small>	Connect board members and staff to work together on committees as necessary.	
5. <small>2026-2031</small>	Include management and board in creation of annual budget.	

MEASURING SUCCESS

- We will have achieved at least 80% staff and board retention annually.
- We will have maintained pay equity to exceed market benchmarks by at least 5% annually.
- We will have increased staff satisfaction year-over-year.
- We will have increased board satisfaction year-over-year.



ACKNOWLEDGMENTS

Thank you to our Strategic Planning Committee, BreastfeedLA board and staff, our community partners, and the Cities & People Advisors team for your thoughtful guidance and commitment throughout this process. Your insights, honesty, and collaboration helped shape a strong and grounded vision for the next five years. We are deeply grateful for the time, care, and expertise each of you brought to this work.

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