




FY 2026-27 Strategic Success Plan

Amy DeLisio, CEO
Shannan Young, Initiatives, Education & Engagement Officer
Matt Delgado, Operations Officer

1



Vision: Creating a healthier tomorrow through dairy.

Purpose Statement

Dairy Council of CA brings trusted nutrition education and strong partnerships together to nourish communities and strengthen dairy's future.

2

Key Focus Lens



Food for Health Across the Life Span

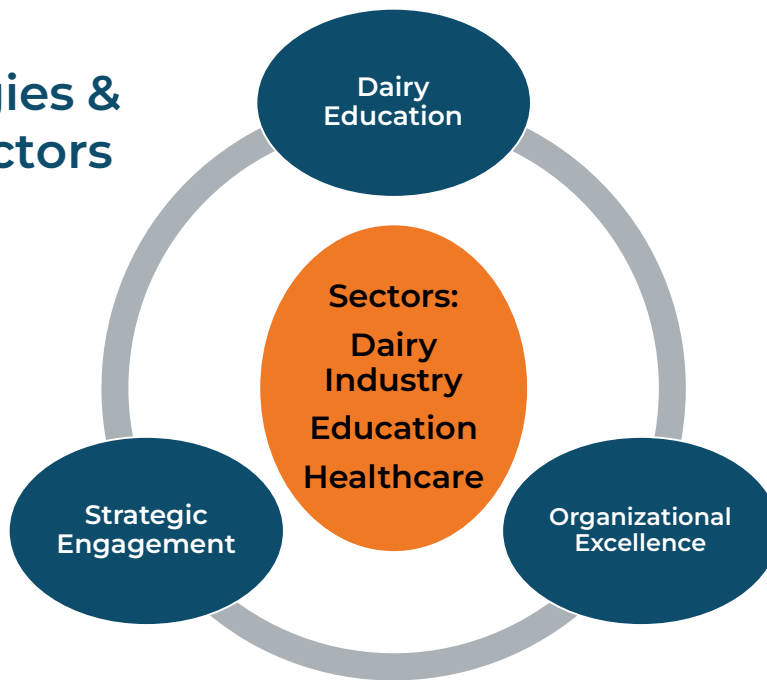
- Pregnancy, Early Childhood, Adolescents, Healthy Aging
- Dairy's functional health benefits
- Nutrition Security

Healthy, Sustainable Food and Nutrition Systems

- Nutrition Guidelines + Education
- Dairy Agricultural Literacy
- Sustainability

3

Strategies & Key Sectors



4



Dairy Education: Advance effective learning solutions through trusted dairy nutrition science.



Objectives:

- Increase knowledge and value of dairy nutrition and agriculture.
- Expand the reach and adoption of DCC's evidence-based core resources.
- Deliver dairy education through modern and engaging formats.

5



Dairy Education Sample Activities



- Mobile Dairy Classroom and Farm Tours
- PBS The Great Food Quest release in San Bernardino County
- Updating Pregnancy and Family nutrition education resources for the Health Sector
- Partnerships with CDFA Farm to School and Ag in the Classroom
- Exploring opportunities for older youth engagement
- Reimagining the online MyPlate Match

6



Strategic Engagement: Advance dairy through relationships & systems-level influence.



Objectives:

- Change attitudes and inspire actions to advance dairy.
- Cultivate partnerships around shared values.
- Activate opinion leaders to elevate dairy's position.

7

Strategic Engagement Sample Activities



- Trends and Healthy Eating Table Publications amplification across many channels
- Profession education on the health benefits of dairy at all fat levels across WIC, CACFP, School Meals and Health Professionals to influence dairy expansion
- Develop a Food as Health Campaign that pairs dairy with fruits, vegetables and whole grains
- Monitor Ultra-processed food policies and providing scientific resources on the value of dairy
- Positioning Dairy as a key element of Food is Medicine leveraging the new Dietary Guidelines for Americans



8



Organizational Excellence: Advance our purpose through a strong, resilient and sustainable organization.



Objectives:

- Demonstrate DCC's visibility as a trusted dairy nutrition leader.
- Foster a high-performing, engaged team.
- Increase board engagement and dairy community support.

9

Organizational Excellence Sample Activities



- Modernizing Nutrition Education tools, philosophy and formats
- Establishing an external funding strategy to support long-term sustainability
- Continued presence in industry and agriculture publications, meetings and podcasts/webinars.
- Greater visibility through a conference and meeting strategy
- Expanded collaboration with the board and the dairy community



10

Measuring Success

How we track our impact

11

Measuring Internal Success Culture, Alignment & Accountability



Objective and Key Results (OKRs)

- A disciplined, focused program framework that is both intentional and necessary.
 - Purpose-driven
 - Align resources to strategic areas with the highest impact
 - Strengthens trust internally and externally
 - Positioned to continue serving Californians effectively
- Staff Surveys
- Performance Reviews



12

Dairy Education & Strategic Alignment: Measuring external success through an impact framework



- **What people Say**
 - ✓ surveys, interviews, testimonials
- **What people Do**
 - ✓ usage of resources, engagement, actions
- **What people Signal**
 - ✓ stories, trust, relationships, co-creation



13

Measuring External Success



Knowledge: dairy nutrition and agriculture



Values: perceived benefits dairy provides



Attitudes: beliefs that shift outdated thinking



Actions: inspire individuals and partners to take action to advance dairy

14

Measuring Success



Dimension	What we track
Knowledge	Daily consumption (3x/day), bone health, brain health, gut health and dairy agriculture (farm-to-table, cow care).
Value	Primarily Health, Economic, Cultural and Institutional value of dairy and of Dairy Council of CA services.
Attitudes	Support for dairy at all fat levels and with small amounts of added sugar; support for dairy in nutrition programs and standards; narrative/trust-building.
Actions	Bridging attitudes into individual and institutional action, tracked via surveys, CRM and partnership data.