



MEALS ON WHEELS STRATEGIC PLAN 2017-2020

MISSION STATEMENT

To promote the dignity and independence of older adults, persons with disabilities and other homebound persons by delivering nutritious meals and providing or coordinating needed services

VISION STATEMENT

Improving lives as we make Tarrant County a caring place to grow older

TAG LINE

Delivering meals and so much more...

THREE-YEAR GOALS

April, 2017 – March, 2020 not in priority order

1. Develop and automate financial and/or staffing reports.
2. Improve training for employees to re-enforce proper behavior interfacing with clients
3. Mitigate fraud risk.
4. Provide qualifying clients (up to 25%) additional 2 bags of food and toiletries per month.
5. Increase awareness of MOW by 10% in the next 3 years.
6. Increase community funding to meet defined goals on an annual basis.
7. Support needed increases in clients by 2020
8. Increase raw food budget by 25% over the next 3 years for cost per meal to improve the quality of the meal.
9. Continue to attract and retain well trained employees; 10% attrition rate.
10. Optimize current facility by freeing up square footage.
11. Increase Staff's capacity/availability; pursue outside maintenance contract.
12. Improve operating efficiency, i.e. change to LED lighting.
13. Improve field staff productivity (through connected devices, real-time communications, tablets).
14. Improve overall operations productivity.
15. Attract more volunteers to support the increase in the number of clients served per day.
16. Improve delivery performance of the volunteers - accuracy, feedback, and verification.

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Budget / Finance, Mitch Hagen chair

- GOALS:**
1. Develop and automate financial and/or staffing reports.
 2. Improve training for employees to re-enforce proper behavior interfacing with clients.
 3. Mitigate fraud risk.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
G1-1	Contract a new payroll system out of house to third party vendor	Accounting	Jun 2018	X			Preparing a RFP for a new vendor with more capability
G1-2							
G2-1	Activated the phone system with ability for supervisor monitoring of phone calls	Operations	Jun 2019	X			Intermittent monitoring to ensure professional responses To client and public calls. Perform monthly training for proper communication practices
G2-2							
G3-1	Electronic bill pay to prevent check fraud	Accounting	Jan 2019		X		Seeking a bank platform that allows positive pay options
G3-2							

MEALS ON WHEELS OF TARRANT COUNTY
THREE-YEAR STRATEGIC OBJECTIVES
 April, 2017 – March, 2020

COMMITTEE: Client Services – Ossana Hermosillo chair

- GOALS:** 4. Provide qualifying clients (25%) additional bagged groceries 2 bags per month.
 13. Improve field staff productivity (through connected devices, real time communication, tablets).

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	On Track	Revised	
1	A food pantry was established in existing storeroom	client services	July 2018			X	Additional bagged groceries percentage will be varied to equal client need.
2	Procured tablets for case managers field work	client services	February 2018	X			Successful implementation and offered as option for data entry to case managers.
3							
4							
5							
6							

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Marketing / Development, Ashley Curry chair

- GOALS:** 1. Increase awareness of MOW by 10% in the next 3 years.
2. Increase community funding by 10% by 2020.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
G1-1	Designate staff time to community activities for the purpose of promoting the agency programs	Marketing & Development staff	Staff in place and trained by 12-2019		In progress ongoing		Evaluate effectiveness and impact by increased number of client intakes received through the agency website
G1-2	Drive traffic to the agency website, social media and other communication channels	Marketing staff	Plan developed 2018		In progress ongoing		Evaluate effectiveness and impact of marketing activities using tools designed to track data. For example, some tools are built into the agency website, Facebook and Constant Contact
G1-3	Implement regularly scheduled system of Lunch and Learns to educate new donor and volunteer prospects	Marketing staff	January 2020	No progress			Track future engagement by attendees as either a donor or volunteer
G2-1	Designate staff time to making personal visits to individual, foundation, and corporate donors	Marketing & Development staff	November 2019		In progress ongoing		Evaluate effectiveness by maintaining donor relationships and giving trends thereby avoiding lapsed donors
G2-2	Implement sustainable funding by sponsoring an annual event to attract new donors	Development staff	Program 2018 evaluation	2018 started	In progress ongoing		Evaluate success by tracking the number of new donors, especially those giving in more than one year following the event
G2-3	Evaluate lapsed donors annually and send a special appeal to encourage a donation	Development staff	First appeal 2018 Plan for future	Appeals mailed 2018, 2019	In progress ongoing		Evaluate success by coding the appeal so it will be easy to identify new gifts by lapsed donors

Note: Tracking the overall effectiveness of these action steps can be done through Raisers Edge. As a baseline, track active donors, number of donors and amount of gifts by month for FY17. Compare FY18, 19 & 20 on a monthly basis to prior year same month to track trends. Do not include client contributions and government grants.

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Nutrition, Ann Salyer-Caldwell chair

- GOALS:** 1. Support a 40 % increase in clients by 2020 by increasing meal delivery options to include evening and weekend.
2. Increase food budget by 25% over the next 5 years for cost per meal to improve the quality of the meal.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
G1-1	Explored options to support increase by adding staff and equipment to operation	Agency departments	Apr 2017			X	Efforts delayed due to TAC regulations limiting expansion of meal delivery times
G1-2							
G1-3							
G2-1	Incremental increase in raw food cost has been implemented	Nutrition department	Oct 2017	X			Will require future increases to support economic changes in meal costs
G2-2							
G2-3							

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Personnel / Nominating, Judy Smith chair

GOAL: 1. Continue to attract and retain well trained employees; 10% attrition rate.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
1	Explore online programs and recruiting tools to identify qualified candidates	Department management	Apr 2017	X			
2	Define job tasks for streamlining and consolidation opportunity	Department management	Apr 2017			X	Changing business environment will require future exploration into agency growth and staffing requirements
3	Continue to attract well trained employees	Department management			X		
4	Seek knowledgeable board candidates with the right skills to help MOWI	Board and staff			X		
5	achieve its strategic goals in programs, operations and in fundraising.				X		
6	Explore cost efficient ways to express staff appreciation and promote staff educational opportunities.	Board and staff			X		

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Property, Kurt Kulpa chair

- GOALS:**
1. Optimize current facility by freeing up square footage.
 2. Increase Staff's capacity/availability; pursue outside maintenance contract.
 3. Improve operating efficiency, i.e. change to LED lighting.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
G1-1	Increase table and chair storage by installing a covered area and transferring all non-used assets.	Facilities	Complete	X			Purchased a ten by twenty foot shed and placed in the sally port for protection.
G1-2	Remove all non-essential and unused furniture and equipment from inventory.	Facilities	December 2018			On-going	Dispose or resale furniture or equipment to reduce available footprint.
G2-1	Collaborate with an HVAC firm to conduct periodic maintenance on all environmental systems.	Facilities, A&G piping Co.	Complete	X			Contract agreement for quarterly servicing of all units
G2-2	Research and acquire a vendor to perform scheduled maintenance on our vehicle fleet.	Facilities	July 2019	X			Partnered with PepBoys to perform maintenance as required.
G3-1	As attrition and life expectancy of fluorescent bulbs require replacement, Replace with LED	Facilities	March 2020		X		This will be an on-going issue as we do have a supply of fluorescent bulbs on hand
G3-2	Determine computer age and efficiency replace assets with updated equipment	Facilities	March 2020		X		Partner with Tarrant Technology to analyze and plan replacements for aging or obsolete assets.

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Technology, Kim Howard chair

- GOALS:** 1. Improve field staff productivity (through connected devices, real-time communications, tablets).
2. Improve overall operations productivity.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
				Complete	OnTrack	Revised	
G1-1	Research tablet devices for Client Services case managers. Find available tablets that can satisfy our need.	Facilities department, case management	Complete			On-going	Conducted testing with various products; selected the best product. Will procure additional devices as funding is available
G1-2	Develop an APP for volunteer notification. Partner with the Shift Smart Application team and rollout to all volunteers.	Volunteer dept. , facilities Leadership and volunteers	December 2018		On-going		Ongoing development
G1-3	Improve wireless capability throughout building. Find a system upgrade that will provide clear and dependable service.	Facilities department	July 2019		On-going		Research stage; complete as expeditious as possible
G2-1	Move volunteer database to sequel. Transfer all files currently residing in access application and convert into a sequel database.	Alice our systems administrator, Facilities	December 2019		On-going		
G2-2	Complete the Maptitude upgrade for the mapping program. Determine if Maptitude is the proper vehicle for our current systems.	Facilities, Operations, consultants as required	July 2019			Under review	Revised upon research conducted by staff and consultants to ensure update is compatible with current data systems.
G2-3	Install a digital pole sign for communicative and advertisement opportunity.	Facilities and Marketing	December 2020			Under review	Develop for implementation

MEALS ON WHEELS OF TARRANT COUNTY THREE-YEAR STRATEGIC OBJECTIVES

April, 2017 – March, 2020

COMMITTEE : Volunteer Relations, Fred Van Valkenburg chair

- GOALS:** 1. Attract more volunteers to support the increase in the number of clients served per day.
2. Improve delivery performance of the volunteers - accuracy, feedback, and verification.

ACTION ITEMS	HOW	WHO	WHEN	STATUS			COMMENTS
				Complete	OnTrack	Revised	
G1-1	Develop mobile delivery app for meal delivery	VRC		X			Partnering with Shiftsmart to manage the app Testing is complete. Time to get more volunteers signed up
G1-2	Received NBC Universal Grant	Mkting & VRC	May-18	X			Grant money will allow MOWI to hire a part-time staff to coordinate the mobile delivery app. Interviewing 5/2018
G1-3	Add features in the app to recruit new volunteers and scheduling in the App	VRC			X		New staff will work with staff at Shiftsmart
G2-1	Partnership with BNSF & Austin College for electronic mapping and display	VRC			X		They are exploring programs to merge with the client database for wall display and utilize the program to place new clients and manage the volunteer delivery route.
G2-2							
G2-3							