

**Meals-on-Wheels, Bluffton-Hilton Head**  
**Strategic Plan – FY2022**

**Vision**

***To provide hot, nutritious meals and mitigate social isolation of clients in need regardless of their ability to pay.***

**Mission**

***Deliver daily meals and reduce isolation with elderly, ill, disabled, and homebound individuals in Bluffton, Hilton Head Island, and Sun City on a temporary or long-term basis.***

***Goals and Objectives:***

**1. Sustain and Improve the Meal Delivery Program**

- Alleviate the impact of food and nutrition insecurity to improve the quality of life for our clients.
  - ❖ Expand meal options to include vegetarian and gluten-free options.
  - ❖ Continue to increase the nutritional value of our meals.
  - ❖ Explore alternative delivery methods to our clients to support an increased client population.

**2. Best Practices Identification and Implementation**

- Organization
  - ❖ Create a business model that is sustainable and sufficient to support growth in clients and meals.
    - Continue to develop best practices and policies to improve governance and accountability.
    - Evaluate by-laws and convert to policies where appropriate.
    - Add policies where necessary.
    - Develop a highly functioning organization to manage the anticipated growth of clients and meal deliveries.

- Continue to upgrade our set of operational and financial performance measures to monitor operations and progress toward goals and objectives.
  - Ensure facilities planning to meet the changing environment.
- Technology
  - ❖ Ensure technology is infused into processes and practices to improve efficiency and expand capacity to serve clients and engage volunteers.
    - Continue to implement upgrades to technology tools to improve all aspects of the operations.
- Resources
  - ❖ Acquire talent, develop policies, and implement best practices to support the transition from a working-operating board to a board focused on governance and accountability.
    - Maintain a fully staffed Board.
- Volunteers
  - ❖ Implement operational strategies that rely on volunteers to support the Board's transition to a governance and accountability model and initiatives.
    - Maintain the Volunteer Staff.
    - Develop a comprehensive and ongoing training program for volunteers and staff.
    - Maintain a strong volunteer recognition program.

### **3. Program Development and Expansion**

- Needs Assessment
  - ❖ Engage in needs assessment of the community to expand our client base to service more people.
    - Develop a program to obtain ongoing feedback from volunteers, staff, and clients on how we can improve.

- Assess the changing need in the community and where we fit so that we can align our goals/actions to meet the need best.
- Marketing/Outreach
  - ❖ Develop and implement a sustainable community outreach and marketing program.
    - Explore partnerships with other charitable organizations that enhance our ability to serve our clients and meet our goals.
    - Implement a bold, creative community engagement and outreach plan to educate the community about our mission and services.
    - Implement a proactive and sustainable community outreach program.
    - Develop and implement a marketing program to increase brand awareness and drive client recruitment.
    - Maintain and expand Fundraising Channels.
- Social Interaction
  - ❖ Develop and implement programs to expand socialization opportunities and reduce isolation, essential to extending our client's longevity.
    - Develop and implement a social interaction program to interact with all clients on an ongoing basis.

### **Initiatives for 2022**

1. Establish the position of Executive Director to lead the agency and move MOW toward the Advisory/Governance model.
2. Establish the position of Project Assistant responsible for supporting day-to-day activities, tasks, and processes at Capital Drive and back-up staff for this role.
3. The capital lease expires in December of 2022. The lease is a three-year commitment, and the landlord has not been receptive to

changing this requirement. Agency should begin identifying space requirements to help evaluate the existing capital lease.

4. It is recommended that the organization explore providing meals to all clients at no charge. Implementing this new policy would not be inconsistent with the existing financial arrangements. In FY2021, approximately 74% of our clients did not contribute financially to the cost of their meals. Our meals cost \$7.50 each, and the average client pays \$3.38 per meal.
5. Identify what broad areas we need to change internally to transition to the governance and accountability model, e.g., by-laws, policies, financial, roles and responsibilities.
6. Assess the capacity to implement initiatives internally and against external solutions in the transition of governance and accountability.
7. Develop and maintain a strong volunteer recognition program.
8. Develop and implement a market plan to enable the organization's strategic planning goals regarding donor contribution, client recruitment, and targeting unserved client populations.
9. Develop and implement a community outreach or fundraising plan to support the organization's goals.
10. Investigate the benefits of partnering with a local foundation as an avenue to help the Board to move toward an advisory/governance model.
11. Establish an off-island snack program to mirror the Deep Well program in place on-island.
12. Establish the delivery of a 7<sup>th</sup>-day meal as a 2<sup>nd</sup>-weekend meal, which could be a regular or breakfast meal.
13. In line with standard business practices and keeping in line with the achievement of our strategic plan, investigate if there is any merit to changing food suppliers.
14. Expand refrigeration storage (freezer), tables, and shelving to accommodate the additional capacity.
15. Serve meals to 290 clients (defined as anyone who receives at least one meal)
16. Deliver 33,000 meals or 635 meals per week
  - a. Regular meals
  - b. Weekend meals
  - c. Shelf-stable meals

- d. Additional meals
17. Grow the number of volunteers to 225
    - e. Office
    - f. Driver
  18. The cost of goods sold shall equal 75% or more for all expenses.