



# **Chagrin Falls Meals on Wheels**

## **Strategic Plan**

### **2023**

**Revision Date: May 3, 2023**

## **Executive Summary**

Chagrin Falls Meals on Wheels is a local non-profit 501(c)(3), volunteer-staffed, home delivery meal service in the Chagrin Valley area (Auburn, Bainbridge, Bentleyville, Chagrin Falls, Newbury, Russell, Solon and South Russell). The purpose of the program is to provide 2 nutritionally balanced meals at a very reasonable price 5 days a week to our Clients. Our delivery program also provides a weekday welfare check and also personal contact (after Covid) with each Client for companionship.

Our program relies on significant funding from community contributions and receives no funding from government or social service agencies.

### **Chagrin Falls Meals on Wheels Value Proposition**

Chagrin MOW provides Clients with independence, enhancing their quality of life by providing reliable and safe delivery of affordable, nutritious meals as well as social interaction and a wellness check. *Serving nutritious meals and support to our neighbors in the Chagrin Valley since 1976*

### **Chagrin Falls Meals on Wheels Purpose (Constitution)**

The purpose of Chagrin Falls Meals on Wheels is to provide nutritious meals at a reasonable cost to those persons who are unable to shop and/or prepare adequate meals for themselves. This includes, but is not limited to, the elderly, convalescents, handicapped, chronically or temporarily ill or injured. The service enables the Clients to maintain or resume independent living in their own homes.

### **Chagrin Falls Meals on Wheels Mission**

- To provide nutrition, independence and caring to Clients in the Chagrin Valley
- To offer nutritious meals at a reasonable cost through the coordinated efforts of the chef and board of trustees
- To solicit both financial and volunteer support from the community to sustain our meal service program
- To recognize and appreciate the dedication of volunteers who contribute time and talent in serving this organization

### **Chagrin Falls Meals on Wheels Values**

Never compromise food quality or job safety

If you are not proud to have your name on it, don't say or do it

Respect business stakeholders (Employee, volunteers, Clients, suppliers, community, shareholders)

Strong community commitment

## Chagrin Falls Meals on Wheels Strategic Plan

**Objective One: Create Marketing, Communication and Networking to increase Chagrin Falls Meals on Wheels brand awareness in our served geography (Zip Codes 44022, 44023, 440139, 44065 and 44072) to increase the pipeline of potential Clients, Donors and Volunteers.**

**Goal #1** Client & Volunteer Development programs to promote awareness in our served communities to increase the average annual Clients by 5%. (2021 Goal is 61) **Nancy Marketing Coord. - Marketing**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Focus on 3 market areas churches, rehab and PT facilities for promotion	June	Marketing Coord.	Monthly Report	
2	Distribute Volunteer brochure to churches, senior centers, service organizations	On-Going	Board	Monthly Report	
3	Post messages for Volunteers as needed on Facebook	As Needed	Marketing Coord.	Postings	
4	Collect E-mail addresses from donors, Clients to build a Mail Chimp database	On-Going	Marketing Coord.	Mail Chimp database	
5	Send annual thank you letters to all volunteers providing them with the Annual Report as support for their contributions	May	Driver Coord. Kitchen Coord.	Letter copy	

**Goal # 2** Create and manage an advertising and promotion program to increase overall community awareness and engagement with Chagrin Falls Meals on Wheels as volunteers, donors and/or sponsors. **Nancy Marketing Coord. - Marketing**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Advertising in Neighbors -Feb, Apr, Jun, Sept, Aug, Nov, Dec	On Dates	Marketing Coord.		
2	Advertising in Spirit of Bainbridge (15 times)	3 weeks	Marketing Coord.		
3	Advertise in Kenston Community Education (cut a loss 2X)	2X	Marketing Coord.		
4	Facebook Campaign (5 day run)	6 months	Marketing Coord.		
5	PR with Neighbors Magazine for 5-6 articles	Bi-Monthly	Marketing Coord.		

6	WKHS free public service announcements	On-Going	Marketing Coord.		
7	Update website regularly with Fallz Media	Monthly review	Marketing Coord.		

**Objective Two:** Create and manage a Financial Strategy that will sustainably provide funding to cover the operating expenses listed in the annual Budget.

Goal 1- Coordinate the creation of an annual budget for the Chagrin Falls Meals on Wheels with monthly reporting of actual to budget performance at the monthly MOW Board Meeting.

**Responsibility: Treasurer**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Monthly finance report to the Board	3 <sup>rd</sup> Wednesday of each month	Treasurer	Report	
2	Call meetings of the Finance Committee and/or Board if financial issues occur that require immediate action	As Needed	Treasurer	Minutes	
5	Prepare and gain Board approval for the 2024 budget	December	Treasurer	Budget	

Goal 2- Conduct Finance Committee meetings as needed to review and modify financial strategy to meet the MOW's overall objective. A minimum of one meeting per year must include a representative from MOW's financial advisor **Responsibility: Treasurer**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Minimum of an annual meeting with Morgan Stanley to review the Endowment	September	Finance Committee	Report	
2	Finance Committee quarterly review of all finances and Investment performance.	Quarterly	Finance Committee	Minutes	

Goal 3 Donor Development programs to increase annual donations by 3% over the previous year while broadening the donor base. (2023 Goal is \$75,000) **Responsibility: Donor Development Coordinator - Donor Development Committee**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Continue Letter Benefit letter with reduced distribution	August - October	Donor Development	List	

			Coord, President		
2	Analyze and restructure Donor Box and donor database management	June	Member at Large, President, Donor Development Coord.	Updated Donor Box and website links	
3	Mid-year business & service organization fund raiser	March	President, Donor Development Coord	Mailing	
4	Enhance donor database, trending and tracking tools using existing and new software tools	September	Member at Large, President, Donor Development Coord	Updated donor mgmt. programs	
5	Find ways to use the MOW PP for donor and volunteer development	April	Marketing Coord., President	PP schedule	
6	Thank you notes to donors	Monthly	Secretary	Notes	

Goal 4- The Finance Committee will develop / provide an investment strategy so that the cumulative dividends and interest from the Endowment Fixed Income and Preferred fund (# 392-111471-151) will cover the gap between Annual Donations plus Client Contributions and the Operating Expenses. Equity Endowment Fund (#392-110610-151) growth will at least cover the impact of inflation. **Responsibility: Treasurer**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
1	Monthly Report on Finances and cash flow to the Board	3 <sup>rd</sup> Wednesday of each month	Treasurer	Report	
2	Minimum of an annual meeting with Morgan Stanley to review the Endowment	September	Finance Committee		

Goal 5- Assure that the organization has adequate insurance coverages and that we meet government financial requirements. **Responsibility: Treasurer**

	Action Steps	Completion Date	Resp. Mgr.	Measure	Status
--	--------------	-----------------	------------	---------	--------

1	Annual discussion and insurance review with our insurance agent	December	Treasurer	Report	
2	Annual review of income statement and balance sheet with our CPA for use to prepare our annual Income Tax filing	March	Treasurer	Filing	

**Objective Three: The objective of Operations & Administration is to provide facilities, processes, safety, certifications, sanitation, staffing, meal preparation and delivery to effectively and efficiently meet the daily needs of our Clients.**

Goal 1- Recruit, train and develop people to effectively prepare and deliver daily meals.

**Responsibility: Board of Trustees, Kitchen Coordinator, Driver Coordinator**

	<b>Action Steps – Human Resources</b>	<b>Completion Date</b>	<b>Resp. Mgr.</b>	<b>Measure</b>	<b>Status</b>
1	Maintain an active list of trained Kitchen Volunteers	On-Going	Kitchen Coordinator	List	
2	Maintain an active list of trained Driver Volunteers	On-Going	Driver Coordinator	List	
3	Update and gain Board approval for the annual Strategic Plan	December	President & Board	Approved Plan	
4	Prepare and deliver nutritious meals at a reasonable cost by managing food costs and food donations	On-Going	Chef & Board	Monthly Report	

Goal 2 Create a succession plan for all key volunteer positions. **Responsibility: Board of Trustees**

	<b>Action Steps – Human Resources</b>	<b>Completion Date</b>	<b>Resp. Mgr.</b>	<b>Measure</b>	<b>Status</b>
1	Initiate succession plans for all Board positions	January	President & Board	Final Plans	
2	Define key volunteer positions (i.e., CO) that require an associate member and fill them	April	President & Board	Final Plans	
3	Maintain a back-up plan for the Chef to be used to cover vacations and unplanned emergencies	On-going	Kitchen Coord.	Designated back up	

Goal 3 Provide performance feedback and coaching to all paid and volunteer staff.

**Responsibility: Board of Trustees with paid and / or volunteer staff responsibility**

	<b>Action Steps – Operations Production</b>	<b>Completion Date</b>	<b>Resp. Mgr.</b>	<b>Measure</b>	<b>Status</b>
1	Conduct annual Performance Review for the Chef	5-26-22	President / Kitchen Coord.	Review	
2	Determine if performance review for Accountant is required and conduct if needed.	January 2022	Board	Report	

Goal 4 Provide administrative support for the operation of the Chagrin Falls Meals on Wheels operation. **Responsibility: Secretary and President**

	<b>Action Steps – Operations Production</b>	<b>Completion Date</b>	<b>Resp. Mgr.</b>	<b>Measure</b>	<b>Status</b>
	Create and publish monthly Board of Trustees Minutes	Monthly	Secretary	Monthly	
2	Prepare and publish the Board of Trustees Agenda and conduct the 10 monthly Board meetings per year	Monthly	President	Report	



**Objective Four: Assure Regulatory and Safety to provide a safe work environment for our employee, volunteers and suppliers. Assure product and plant compliance to all general safety and food safety standards, regulations and requirements**

Goal 1- Assure compliance with OSHA and Food Safety standards (ODA, SQF, GMP, FDA, other) for food safety, the work place and personnel working in Chagrin Falls Meals on Wheels facilities. **Responsibility: Kitchen Coordinator**

	<b>Action Steps</b>	<b>Completion Date</b>	<b>Resp. Mgr.</b>	<b>Measure</b>	<b>Status</b>
1	Obtain the ODA sanitation and certification of the D'Marie kitchen as a certified commercial kitchen	June 2021	Kitchen Coord.	Posted Certificate	
2	Review the Chef's SSOP for kitchen cleanliness to assure compliance with the ODA standards	Quarterly	Kitchen Coord.	Performance Review	
3	Obtain any copies of OSHA or other safety reports from D'Marie to support facility safety	Quarterly	Kitchen Coord.	Reports	

Goal 2- Assure compliance with EEOC sexual harassment and equal opportunity regulations for the work place and personnel working in Chagrin Falls Meals on Wheels facilities

**Responsibility: President**

1	Report any incidents of sexual or diversity related harassment to the Board President immediately	As Needed	President		
---	---	-----------	-----------	--	--

## Meals-On-Wheels Calendar of Events – 2023

5/3/2023

### January

2 (Mon) Kitchen open. Meals delivered

18 (Wed): 9:00 – 10:30 a.m. Board Meeting

### February

15 (Wed): 9:00 – 10:30 a.m., Board Meeting

### March

15 (Wed): 9:00 – 10:30 a.m., Board Meeting

### April

7 (Fri): Good Friday. Kitchen open. Meals delivered.

19 (Wed): 9:00 – 10:30 a.m., Board Meeting

### May

17 (Wed): 9:00 – 10:30 a.m., Board Meeting

29 (Mon): Memorial Day. Kitchen closed. No meal delivery.

### June

21 (Wed): 9:00 – 10:30 a.m., Board Meeting

### July

4 (Tues): July 4<sup>th</sup> holiday Kitchen closed. No meal delivery

19 (Wed) No Board Meeting

### August

16 (Wed) No Board Meeting

### September

4 (Mon): Labor Day. Kitchen closed. No meal delivery.

20 (Wed): 9:00 – 10:30 a.m., Board Meeting

### October

18 (Wed): 9:00 – 10:30 a.m., Board Meeting

### November

15 (Wed): 9:00 – 10:30 Board Meeting  
22 (Wed): Kitchen Open. 9:00 – 10:30 a.m., (2 Meals (W & F) to be delivered)  
23 (Thu): Thanksgiving. Kitchen closed. No meal delivery.  
24 (Fri): Kitchen Closed. No meals delivery.

December

20 (Wed): 9:00 – 10:30 a.m., Board Meeting  
25 (Mon) Kitchen Closed. No meals delivery.  
26 (Tues) Kitchen open with standard deliveries

-