

STRATEGIC PLAN



MISSION

To foster the independence and dignity of older adults by **reducing food insecurity and isolation**, with daily nutritious meals, friendly visits and connection to support services.



VISION

In 3-5 years, we want to see the following in place as a result of our actions:

- 🔥 Expand Client Centered Services (number, reach, and/or impact)
- 🔥 Increased Brand Awareness
- 🔥 Capital Campaign Initiated
- 🔥 New Revenue Streams
- 🔥 Diverse Funding Streams
- 🔥 Improved People Operations
- 🔥 Increased Number of Volunteers

STRATEGIC PRIORITIES

1 To strengthen the physical and mental health of clients through nutrition and wraparound support:

- 🍽️ Be able to provide more than one daily meal to clients who have a greater need.
- 🍽️ Increase the variety and cultural diversity of the meals we serve.
- 🍽️ Collaborate with an additional 2-3 college programs and simplify the assessment process to reduce the workload for our assessment staff.
- 🍽️ Collaborate with other programs and services to increase our deliverables and lower our costs.
- 🍽️ Partner with other organizations to increase volunteer base.
- 🍽️ Create additional revenue streams via catering, fee for service, etc.
- 🍽️ Expand delivery hub network in order to expand access to more volunteers and reduce delivery times and related costs.

2 To better utilize current space and plan for the future

- 🍽️ Systematize and have in place the ability to increase meal production and volume to decrease delivery days and partner with non-business-related partners to diversify revenue streams.
- 🍽️ Plan for and demonstrate the ability to respond to community emergency meal needs.
- 🍽️ Have new delivery schedules in place in order to increase consistency in meal deliveries to improve client satisfaction.
- 🍽️ Decrease liability to vehicle damage and decrease unnecessary transportation expenses.
- 🍽️ Decrease plastic use and expenses related to unnecessary supplies with refrigerated vehicles.
- 🍽️ Increase capacity for other program options such as second meals, groceries.
- 🍽️ Determine feasibility of producing medically-tailored entrees in-house; diversify offerings for medically-tailored meals (MTM) offerings made in-house.
- 🍽️ Every meal will be made in-house.

3 To improve people operations

- 🍷 Hire HR support staff.
- 🍷 Audit current benefits, performance review process, onboarding and offboarding processes; implement updates to each, in order to continue to attract and retain the best talent.
- 🍷 Have developed and in place a roster of trained on-call, back-up staff and/or volunteers.

4 To strengthen the fiscal health of the organization

- 🍷 Hold profitable fundraising events, at least twice a year.
- 🍷 Have identified, profitable catering and fee-for-service rates.
- 🍷 Have developed at least one meaningful source of income, outside of government contracts.
- 🍷 Implement a legacy giving program underway & incorporated into marketing.
- 🍷 Have a long-term financial plan in place.
- 🍷 Have financial tools & systems in place and in use (tracking, costing, reporting).
- 🍷 Explore entering the health care partnership space, and determine feasibility.

