STRATEGIC PLAN
2025-2028

Revised by the Board of Directors
December 2, 2025

Originally Adopted as the 2023-2026 Plan by the Board of Directors
April 25, 2023

Strategic Planning Services Provided By:

The Weiss Group

INTRODUCTION

Meals on Wheels Yolo County is writing the next chapter in its story. With passionate leadership, empowered staff and an engaged, deeply committed Board, MOW Yolo is assessing the nutritional and social issues faced by seniors in our community and the leadership role we need to play to overcome them.

The Strategic Plan that follows reflects these challenges and opportunities.

This is not a “maintenance” Strategic Plan. Status quo will not realize the ambitious Vision of MOW Yolo or, more importantly, address the growing needs of our community. Every Goal, every Indicator, every Strategy is designed to sustain our mission and deepen our impact in terms of:

- The seniors we serve
- The communities we reach, particularly in rural areas of the county and West Sacramento
- Our internal capacity and infrastructure
- The capabilities and satisfaction of the staff and volunteers who drive our Mission

From Board to staff to volunteers to stakeholders, we are energized and aligned by the scope of this Strategic Plan. It’s a bold undertaking that enriches our impact, helps our meal recipients, and positions MOW Yolo for the future.

INITIAL METHODOLOGY

Initiated by the Meals on Wheels Yolo County Board of Directors and Executive Director Joy Cohan, and facilitated by The Weiss Group, this Strategic Plan reflects the collective work of the Board and organization's management team.

The Strategic Plan was developed through a participatory process that included a Strategic Planning Retreat with the Board and senior managers, the appointment of a Strategic Planning Committee, committee meetings, key stakeholder interviews and focus groups, and a discussion session with the staff and volunteers. It builds upon the organization's efforts and establishes a bold Plan for propelling MOW Yolo forward.

The Strategic Planning Process began in January 2023 and concluded in May 2023. The process was thorough and systematic. Key milestones included:

- Establishing the project scope, timeline and Strategic Planning Framework
- Reviewing background information and prior planning documents
- Conducting an organizational SWOT Analysis
- Revising MOW Yolo's Mission and developing a new Vision and set of Values
- Identifying MOW Yolo's Goals, key Strategies for achieving those Goals, and the Indicators of Achievement that will be used to demonstrate success
- Drafting the final Strategic Plan and presenting it to the Meals on Wheels Yolo County Board for approval

MOW YOLO Strategic Planning Committee

Joy Cohan, Executive Director
Eric Miller, Board Chair
Bridget Levich, Board Vice Chair
Marc Thompson, Board Treasurer
Michelle Weiss, Board Secretary
Dr. James Barrett, Board Past Chair
Alexa Torres, Program Manager
Steven Weiss, President, The Weiss Group
Monique Garcia Gunther, Associate, The Weiss Group

MISSION, VISION and VALUES

MISSION

Our Mission defines why we exist and what we do as an organization. It provides focus, drives priorities and communicates our purpose. The MOW Yolo Mission is unique, inspirational and mobilizes support for our organization and the work we do.

To nourish and engage seniors in Yolo County.

VISION

Our Vision establishes our destination and describes what we want to achieve as an organization. It provides direction and clearly communicates our aspirations.

All Yolo County seniors live nourished lives with independence, resilience and dignity.

VALUES

Our Values reflect the MOW Yolo core principles and shared beliefs. They demonstrate how we conduct business, the standards to which we hold ourselves, and define our organizational culture.

The work we do matters. We are compassionate. The seniors we nourish—and the volunteers and donors who support us— are like family. We collaborate, as a team and with the community. We value diversity and treat all people with respect. We act with integrity and accountability, as exemplary stewards of our resources. We are nimble, creative and resilient. We plan, we adapt and we overcome in pursuit of our Mission.

GOALS FOR MOW YOLO

Our Goals are our strategic priorities. They align with our Mission and Vision and establish what we will achieve. The MOW Yolo Goals are tied to measurable outcomes and determine how we will invest our time, energy and resources.

Goal 1 | Sustain and Increase Nutrition and Engagement Access for Seniors Countywide

Goal 2 | Increase Funding to Achieve Economic Sustainability

Goal 3 | Expand Organizational Capacity

Goal 4 | Attract, Value and Retain Talented, Passionate Staff and Volunteers

GOAL 1: SUSTAIN AND INCREASE NUTRITION AND ENGAGEMENT ACCESS FOR SENIORS COUNTYWIDE

INDICATORS AND OUTCOMES

- Sustain meal recipients served at 1,000 or more
- Maximize traditional and non-traditional congregate dining participation
- Deepen program impact for all participants
- Increase clients served (with emphasis on underserved populations):
    - 1,200 by December 2026
    - 1,500 by July 2027
    - 1,800 by December 2028

STRATEGIES

- Deepen the MOW Yolo experience for meal recipients with opportunities such as:
    - Increased Weekend Food Project access
    - Additional weekly meals
    - Countywide access to the MOW PAWS pet program
- Ensure XX% (TBD by 4/28/26) of participants have access to medically tailored meals and/or culturally appropriate meals by December 2027
- Reach and sustain 300 participants in West Sacramento
- Increase participation by underserved groups 10% annually as follows:
    - Rural (from x to x by TBD by 4/28/26)
    - Non-native English speakers (from x to x by TBD by 4/28/26)
- Develop and execute a sustained marketing plan for each of the Cafe Yolo locations (traditional and non-traditional) by April 2026
- Create a calendar of engagement activities for each Cafe Yolo location (traditional and non-traditional) with a minimum of two activities per month by April 2026
- Establish and extend pick-up meal service to up to 10 senior housing complexes by December 2028
- Establish and increase partnerships and collaborations in the community to stay abreast of and better meet community needs
- Embrace and enhance new programmatic opportunities
    - CalAIM Community Supports/Medically Tailored Meals
    - Partnerships with other senior nutrition providers working towards similar/shared goals

GOAL 2: INCREASE FUNDING TO ACHIEVE ECONOMIC SUSTAINABILITY

INDICATORS AND OUTCOMES

- Increase total funds from $3.2M to $3.6M by July 2026
- Increase total funds by 50% from July 2025 to December 2028 ($4.8M)
- Raise philanthropic support from $1.4M to $1.6M by July 2026
- Raise philanthropic support to $2M+ by December 2028
- Maintain government support at a minimum of $500k annually
- Increase funding other than private philanthropy and government to $300K by July 2026 and $2M by December 2028

STRATEGIES

- Invest in the capacity to pursue and maintain reimbursement revenue relationships and other non-philanthropic funding sources
- Develop and invest in fundraising capabilities
- Continue to strengthen and refine messaging framework to serve multiple audiences
- Develop and implement a comprehensive, integrated marketing plan to maintain and increase overall visibility
- Continue to implement development plan adopted December 2023, identifying, cultivating, soliciting, stewarding and growing private philanthropy
- Create a planned giving/bequest program
- Continue to identify, evaluate and secure city, county, state, and federal funding opportunities
- Continue to position MOW Yolo as the expert on senior nutrition in Yolo County

GOAL 3: EXPAND ORGANIZATIONAL CAPACITY

INDICATORS AND OUTCOMES

- Meal production capacity and storage to keep pace with mission-driven and revenue-generating activities
- Increase the number of volunteers each year as follows:
    - XX more volunteers by June 2026, defined by type and geography (TBD by 4/28/26)
    - XX more volunteers by June 2028, defined by type and geography (TBD by 4/28/26)
- Continue to refine the service delivery models based on feedback and develop new ones as needed
- Prioritize the pursuit of fresh, local, and cost-effective ingredients to produce nutritious appealing meals
- Continue to embrace and enhance the use of technology in the organization

STRATEGIES

- Continue to build and expand upon community relationships and networking with other nonprofits and senior nutrition service providers
    - Meal production facility and storage opportunities
    - Developing and gaining expertise with best practices in meal production operations
- Complete and execute upon the comprehensive Volunteer Recruitment Plan and provide a progress update by April 2026.
- Develop a comprehensive Volunteer Retention Plan by December 2025
- Continuous curiosity, awareness, and adaptation of innovations and concepts for service delivery and nutritional advancement.
- Develop procurement expertise with food purveyors, farmers, and other suppliers
- Infuse a “Nutrition first” perspective organization-wide, especially with menu planning and procurement
- Seek out ongoing feedback and evaluation expertise
- Continue to explore and experiment with new ways to provide services
- Evaluate, prioritize and invest in the organization’s technology needs and opportunities in a compliant and secure manner.

- Continue to explore partnerships and build relationships with regional universities, colleges, community colleges and vocational schools to develop academic opportunities for students
- Provide opportunities to deepen the Board leadership experience and continue to seek Board members with expertise congruent with our work

GOAL 4: ATTRACT, VALUE AND RETAIN TALENTED, PASSIONATE STAFF AND VOLUNTEERS

INDICATORS AND OUTCOMES

- Achieve an employee engagement metric TBD by 4/28/26
- Achieve an acceptable turnover rate TBD by 4/28/26
- Implement an annual volunteer satisfaction survey achieving a satisfaction rating of 90% or better, supported by pulse surveys, as needed.
- Achieve a volunteer retention rate of 65% or better each year.
- Participate in an annual salary review to strive for staff compensation near the median point in the region.
- Ensure each employee engages in an annual performance management dialogue with their supervisor, supplemented by 1:1 meetings at least quarterly.
- Illuminate the importance and value of training, with defined goals per employee for time and expenditure TBD by 4/28/26

STRATEGIES

- Foster a culture based on our Values that inspires staff and volunteers
- Review and update staff onboarding, training and communication policies
- Review and update volunteer onboarding, training and communication policies
- Design and promote staff incentive and recognition programs
- Evolve volunteer recognition and retention programs
- Establish consistent communication plan to inform volunteers and solicit feedback
- Invest in professional development to include supervisory skillsets.
- Ensure that employees have up-to-date job descriptions.