

American Rescue Plan Community Benefit Grant Agreement

This Grant Agreement (“Agreement”) is made as of June 25th, 2024 (“Effective Date”), between the County of Yolo a political subdivision of the State of California (“COUNTY”), and Meals on Wheels Yolo County, a nonprofit (“BENEFICIARY”).

TERMS AND CONDITIONS

1. Grant Award.
 - a. COUNTY hereby agrees to provide financial assistance to BENEFICIARY in the amount of \$4,500 solely for the purposes of funding the project or uses described in Attachment A, BENEFICIARY’s “ARP Proposal” (“Project”).
 - b. Funding shall be provided as a single lump sum within 30 calendar days of the Effective Date.
2. BENEFICIARY Obligations. BENEFICIARY agrees that all funds provided by the COUNTY under this Agreement will be held by the BENEFICIARY and applied solely toward the Project. To that end, the funds will be specifically earmarked and reserved for Project and will not be made available or used for other BENEFICIARY functions or general agency purposes and any other use of said funding is prohibited. Failure to spend the funds in accordance with the terms of this Agreement shall constitute a default and COUNTY may require the repayment of funds awarded in addition to any other remedies allowed by law.
3. Status of BENEFICIARY.
 - a. BENEFICIARY and BENEFICIARY’s contractors, subcontractors, and other vendors shall act in an independent capacity and not as employees, partners, officers or agents of COUNTY.
 - b. BENEFICIARY certifies that neither the entity, nor its principals or affiliates, are excluded or disqualified from receiving federal funds.
4. Records. BENEFICIARY shall keep, and provide to COUNTY or its agents, upon request, accurate financial records necessary to enable COUNTY to review BENEFICIARY’s performance of this Agreement. These records shall demonstrate the grant funding has been used for the Project. BENEFICIARY shall maintain all such records for at least five years from the Effective Date.
5. Civil Rights Compliance; Nondiscrimination. By signing this Agreement, BENEFICIARY certifies that it will comply with all legal requirements relating to nondiscrimination and nondiscriminatory use of Federal funds, including that BENEFICIARY shall not deny benefits or services, or otherwise discriminate on the basis of race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity), in accordance with the following authorities: Title VI of the Civil Rights Act of 1964 (Title VI) Public Law 88-352, 42 U.S.C. 2000d-1 et seq., and the U.S. Treasury Department’s implementing regulations, 31 CFR part 22; Section 504 of the Rehabilitation Act of 1973 (Section 504),

Public Law 93-112, as amended by Public Law 93-516, 29 U.S.C. 794; Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. 1681 et seq., and the Department's implementing regulations, 31 CFR part 28; Age Discrimination Act of 1975, Public Law 94-135, 42 U.S.C. 6101 et seq., and the U.S. Treasury Department implementing regulations at 31 CFR part 23.

6. General Terms and Conditions.

- a. As between COUNTY and BENEFICIARY, BENEFICIARY is solely responsible for full and timely compliance with all local, state, and federal laws and regulations pertaining to completion of the Project. This includes, but is not limited to, compliance with state prevailing wage laws (Labor Code §§ 1720 et seq.). COUNTY's sole obligation under this Agreement is to provide funding to BENEFICIARY in the amount, time, and manner specified herein.
- b. If for any reason BENEFICIARY later elects not to proceed with the Project, the BENEFICIARY will refund to the COUNTY all funding provided under this Agreement.
- c. BENEFICIARY agrees to indemnify, defend, protect, hold harmless, and release COUNTY, its governing body, agents, officers and employees, from and against any and all claims, losses, proceedings, damages, causes of action, liability, costs, or expenses (including attorney's fees and witness costs) arising from or in connection with BENEFICIARY's performance of the Project.
- d. BENEFICIARY shall not assign or transfer any interest in this Agreement without the prior written consent of the COUNTY, and any attempt by a BENEFICIARY to so assign or transfer this Agreement without the COUNTY's consent shall be void and of no effect.
- e. The waiver by either party or any of its officers, agents or employees, or the failure of either party or its officers, agents or employees to take action with respect to any right conferred by, or any breach of any obligation or responsibility of this Agreement, will not be deemed to be a waiver of such obligation or responsibility, or subsequent breach of same, or of any terms, covenants or conditions of this Agreement.
- f. The persons executing this Agreement on behalf of the parties affirmatively represent that each has the requisite legal authority to enter this Agreement on behalf of their respective party, and to bind their respective party to the terms and conditions of this Agreement.
- g. This Agreement is not intended to, and will not be construed to, create any right on the part of a third party to bring an action to enforce any of its terms.
- h. This Agreement may only be amended in writing executed by COUNTY and BENEFICIARY.

- i. This Agreement shall be construed under and in accordance with the laws of the State of California. The construction and interpretation of this Agreement shall be governed by the laws of California with venue residing in Yolo County, except to the extent an issue may be governed by federal law.
- j. This Agreement constitutes the entire agreement between the parties with respect to funding contributions and supersedes all prior negotiations, representations, or other agreements, whether written or oral. In the event of a dispute between the parties as to the language of this Agreement or the construction or meaning of any term hereof, this Agreement will be deemed to have been drafted by the parties in equal parts so that no presumptions or inferences concerning its terms or interpretation may be construed against any party to this Agreement.
- k. BENEFICIARY understands and acknowledges that United States Code Title 31, Section 3729, Administrative Remedies for False Claims and Statements, applies to this Award.
- l. BENEFICIARY agrees that the Federal Government is not a party to this Agreement and is not subject to any obligations or liability to the BENEFICIARY, or any other party pertaining to any matter resulting from this funding award.

This Agreement is hereby executed on the day and year first above written.

BENEFICIARY

COUNTY OF YOLO

Joy Cohan, Executive Director

Tonia Murphy, Procurement Manager

EXHIBIT A

Description of Project

Meals on Wheels Yolo County

This \$4,500 grant will provide funding for the meal delivery programs of the Yolo County branch of Meals on Wheels America, a nonprofit organization dedicated to addressing senior hunger and isolation by delivering meals to their homes multiple times a week. As the nation's senior population grows rapidly, it is important to support services that are dedicated to assisting their lives in any way possible and especially with basic needs such as their next meal. This grant will also contribute towards Meals on Wheels Yolo County's progress in their 2023-2026 strategic plan which aims to increase the nonprofit's client base to 2,000 individuals by 2026. Similarly, the Meals on Wheels strategic plan seeks to double total funds available to the organization by 2026, including through obtaining an increase in governmental support by \$2 million.

In Yolo County, Meals on Wheels serves as much as 1,300 aging adults daily, as volunteers deliver five meals a week to individuals who are mobility limited, have physical disabilities, have mental or emotional disabilities, or who have an inability to cook with limited or no assistance available for meal preparation. Meals on Wheels has served seniors in Yolo County since the 1970s and provided essential services during the COVID-19 pandemic to keep seniors and other at risk individuals fed. Meals on Wheels has no necessary charge for eligible participants, they rely on volunteers and donations to do their important work.

Supporting Meals on Wheels Yolo County is tantamount to directly supporting the wellbeing of our most vulnerable populations.



STRATEGIC PLAN 2023–2026

**Adopted by the Board of Directors
April 25, 2023**

Strategic Planning Services Provided By:





INTRODUCTION

Meals on Wheels Yolo County is writing the next chapter in its story. With passionate new leadership, empowered new 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 achieve growth in terms of:

- The number of seniors we serve
- The communities we reach, particularly in rural areas of the County and West Sacramento
- Our internal capacity and infrastructure to support expansion
- 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 leap forward that expands our impact, helps our clients and positions MOW Yolo for the future.



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 | Nourish and Engage More Seniors in More Communities

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: NOURISH AND ENGAGE MORE SENIORS IN MORE COMMUNITIES

INDICATORS AND OUTCOMES

- Increase clients served from:
 - 580 to at least 1,000 by December 2023
 - 1,200 by June 2024
 - 2,000 by December 2026
- Increase the number of seniors served in West Sacramento from 175 to at least 350 by June 2024
- Increase the frequency of delivery for rural recipients to at least 2x/week
- Establish consistent delivery in every Yolo County rural community by end of 2023

STRATEGIES

- Identify unserved people in need
- Identify underserved communities and constituencies (West Sacramento, rural, non-English speaking)
- Ensure that all seniors in Yolo County, regardless of race, ethnicity, language or socioeconomic status, have access to the organization's services
- Increase and tailor outreach to distinctive communities and constituencies
- Align resources to meet community need
- Establish partnerships and relationships with organizations, restaurants and businesses
- Reimagine congregate dining to enhance senior opportunities for socialization



GOAL 2: INCREASE FUNDING TO ACHIEVE ECONOMIC SUSTAINABILITY

INDICATORS AND OUTCOMES

- Double total funds by 2026 (\$2.7M to \$5.4M)
- Raise private philanthropic support from \$2M to \$3.4M by 2026
- Increase government support to \$2M by 2026

STRATEGIES

- Strengthen and refine messaging framework to serve multiple audiences
- Develop and implement a comprehensive, integrated marketing plan to increase overall visibility
- Create a development plan that identifies, cultivates, solicits, stewards and grows private philanthropy
- Create a planned giving/bequest program
- Identify, evaluate and secure city, county, state and federal funding opportunities
- Position MOW Yolo as the expert on senior nutrition in Yolo County



GOAL 3: EXPAND ORGANIZATIONAL CAPACITY

INDICATORS AND OUTCOMES

- Expand kitchen capacity to 15,000 square feet by 2026
- Increase the number of volunteers each year (TBD based on new service delivery models)
- Develop one or more new service delivery models by December 2023
- Implement donor and programmatic databases by December 2023

STRATEGIES

- Conduct a comprehensive volunteer recruitment and retention effort
- Develop and invest in fundraising capabilities
- Explore new delivery models and schedules
- Evaluate, prioritize and invest in the organization's technology needs and opportunities (i.e., donor/client/volunteer databases)
- Explore kitchen facility options
- Explore partnerships and build relationships with regional universities, colleges, community colleges and vocational schools to develop academic opportunities for students
- Continue to build a diverse and active Board that reflects the communities that we serve



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

INDICATORS AND OUTCOMES

- Implement a twice-a-year staff satisfaction survey, establish baseline metrics, and achieve a satisfaction rating of TBD
- Achieve a staff retention rate of TBD
- Implement a twice-a-year volunteer satisfaction survey, establish baseline metrics, and achieve a satisfaction rating of TBD
- Achieve a volunteer retention rate of TBD
- Conduct an annual salary review to ensure that staff compensation overall is at least at the median point in the region
- Ensure each employee engages in a twice-a-year performance management dialogue with their supervisor

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
- Develop staff incentive and recognition programs
- Develop volunteer recognition and retention programs
- Establish consistent communication plan to inform volunteers and solicit feedback
- Invest in professional development
- Create opportunities for staff and volunteers to meet and interact