

WE ARE  
**Meals On Wheels**  
*So no senior goes hungry.*

*Serving Solano County Since 1977*

CITY OF VALLEJO  
COMMUNITY DEVELOPMENT BLOCK GRANT APPLICATION  
FY 2015/2016

**EXECUTIVE SUMMARY**

**Agency Information:**

- ✓ **Name:** Meals on Wheels of Solano County, Inc.
- ✓ **Address:** 95 Marina Center Suisun City, CA 94585
- ✓ **RFP Contact:** Lori Espinosa, Operations Manager
- ✓ **Phone:** 707-425-0638
- ✓ **Fax:** 707-426-3767
- ✓ **Email:** mowsclespinosa@att.net
- ✓ **Org Chart:** See attachment
- ✓ **Key Personnel – Resumes and Qualifications**  
See individually attached resumes for more complete background experience.
  - ✓ Executive Director                      ✓ Cathy Hall
  - ✓ Operations Manager                      ✓ Lori Espinosa
  - ✓ Sites & Routes Manager              ✓ Gina George
  - ✓ Kitchen Manager                          ✓ Geri Black
- ✓ **Board of Directors and their Expertise:** See attachment
- ✓ **Governing Board Resolution:** See attachment

Referred to \_\_\_\_\_

RECEIVED  
City of Vallejo  
Housing and Community  
Development Division  
JAN 29 2015

**Overview of Organization**

Meals on Wheels of Solano County has been delivering meals to homebound seniors in Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville and Vallejo since 1977. Our organization was originally founded in Vallejo and has been serving that community for over 38 years. Our registered dietitian plans all of the menus. All meals are low fat, sodium, sugar content to meet the dietary needs of a variety of seniors. All meals are prepared and packaged at our central kitchen in Suisun City, California. The chief purpose of our organization is to service senior clients, 60 years of age or older and who are frail or considered at-risk.

Meals on Wheels of Solano County provided an average of 10,869 meals a month from July 2013 to June 2014 for seniors living in our community. Collectively, our wonderful volunteers and staff visited and checked on our seniors on a daily basis. A second purpose is to provide daily contact with our senior clients to ensure their safety and well-being. This allows many of our clients to continue to live in their own homes, thus postponing or avoiding placement in a care facility.

According to the 2012 National Survey of Older Americans Act Program Participants conducted for the U.S. Administration on Aging:

- 92% of clients say Meals on Wheels means they can continue to live in their own home
- 89% say Meals on Wheels helps them feel better
- 89% say Meals on Wheels helps them feel more secure
- 88% rate Meals on Wheels service as good to excellent

The economy combined with the Baby Boomer generation entering their senior years will impact programs creating greater need of resources over the next decade. Simply put, our senior population is growing and will continue to grow at a rapid rate.

The vast majority of our clients fall in the low to very-low income brackets. Due to the rising cost of health care, reduction in programs and services and the overall economic climate most of our clients find it difficult to purchase healthy, nutritious food. The economic level and household size of our clients are determined through an initial In-Take and Assessment process by our trained In-Take Coordinator. Our In-Take Coordinator makes contact and updates information with all of our clients on a quarterly basis, with a full re-assessment annually.

### **Our Mission**

To provide nutritious meals, daily contact from a dedicated volunteer and to support independence while promoting the social, physical, and emotional well-being of seniors.

### **Our Vision**

To ensure that **"No Senior goes Hungry."**

### **Our Client Base**

Approximately 80% of our meals are provided to clients who are home-bound while the remaining 20% are served at the seven senior centers throughout the county. Over the past year the number of clients we service in Vallejo has increased from 30% of our total clientele to 34%. Of the 23 delivery routes maintained by Meals on Wheels, nine are in Vallejo. Vallejo is a community in need on many levels and this is reflected in our Vallejo volunteers. Vallejo has the lowest number of program volunteers than any other city in the county.

### **Timeline – Project Schedule**

Meals on Wheels of Solano County is prepared to implement this project on July 1, 2015. MOWSC has been fortunate in the past to partner with the City of Vallejo in the CDBG program. As an agency we have met our reporting requirements and utilized funds in the manner intended. Typically expenditure of CDBG funds is accomplished within the first six months of the fiscal year. Even so, our quarterly reporting responsibilities are always maintained.

### **Organizational Viability**

Meals on Wheels of Solano County has been very proactive in increasing grant revenue and fundraising efforts. During the last fiscal year we were able to garner \$90,000 in new grant funding and exceeded our fundraising goal and brought in over \$40,000. Over the last three fiscal years the organization has gone from operating in a deficit to being able to bring our reserve funds back up to a comfortable level. We have been diligent in cost cutting where possible without compromising service or quality of our meals. Half way in to the current fiscal year with are \$8,000 to the positive of our proposed budget YDT. We are very confident in our continued viability with the establishment of these new relationships and events.

### **Program and Overall Organizational Budgets**

Attached are:

- ✓ CDBG Program/General Fund Budgets for 2015/2016.
- ✓ Organizational Budgets for 2014/2015 and 2015/2016.

### **Collaboration**

Meals on Wheels of Solano County collaborates with a number of local agencies to provide a variety of services to seniors in need. We currently collaborate frequently with Napa/Solano Area Agency on Aging, Solano County Senior Coalition, Prevention & Early Access Services (PEAS), Solano Hearts United, Solano Stop Falls, Solano County Social Services and seven Senior Centers throughout Solano County. Through these collaborations we are able to make referrals when intervention is necessary on the part of the senior due to health issues, mental health issues, disabilities, unsafe environments, elder abuse, in-home support, transportation and homelessness.

### **References**

Area Agency on Aging Serving Napa-Solano  
Leanne Martinsen – Executive Director  
400 Contra Costa St.  
Vallejo, CA 94590  
707-644-6612

City of Fairfield, CBDG Program  
Sandi Valentine, Community Planning  
1000 Webster Street  
Fairfield, CA 94533  
707-428-7461

Solano Community Foundation  
Connie Harris - CEO  
470 Chadbourne Road. Ste D  
Fairfield, CA 94534  
707-399-3846

## **Insurance Coverage and Workers Compensation**

MOWSC currently holds the following insurance policies: General Liability, Director's & Officers, Automobile and worker's compensation. See attached certificates of liability.

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**RESOLUTION**

- A. WHEREAS, the city of Vallejo, Community Development Department, issued a request for proposals from non-profit agencies to provide social (public) services in the City of Vallejo; and
- B. **MEALS ON WHEELS OF SOLANO COUNTY** is a nonprofit corporation or local government that is eligible and wishes to apply for and receive a Community Development Block Grant (CDBG) funding and
- C. **IF MEALS ON WHEELS OF SOLANO COUNTY** receives a grant from the City of Vallejo, Community Development Department, it certifies that all uses of the funds will be in compliance with the CDBG Regulations and Contract.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

The Board of Directors for MEALS ON WHEELS OF SOLANO COUNTY hereby authorizes **Cathy Hall, Executive Director**, to execute all required certifications, apply for and accept the Community Development Block Grant (CDBG) Funding in the amount determined by the City of Vallejo, and to sign the Standard Agreement, any subsequent amendments thereto, as well as perform any and all responsibilities in relationship to such contract.

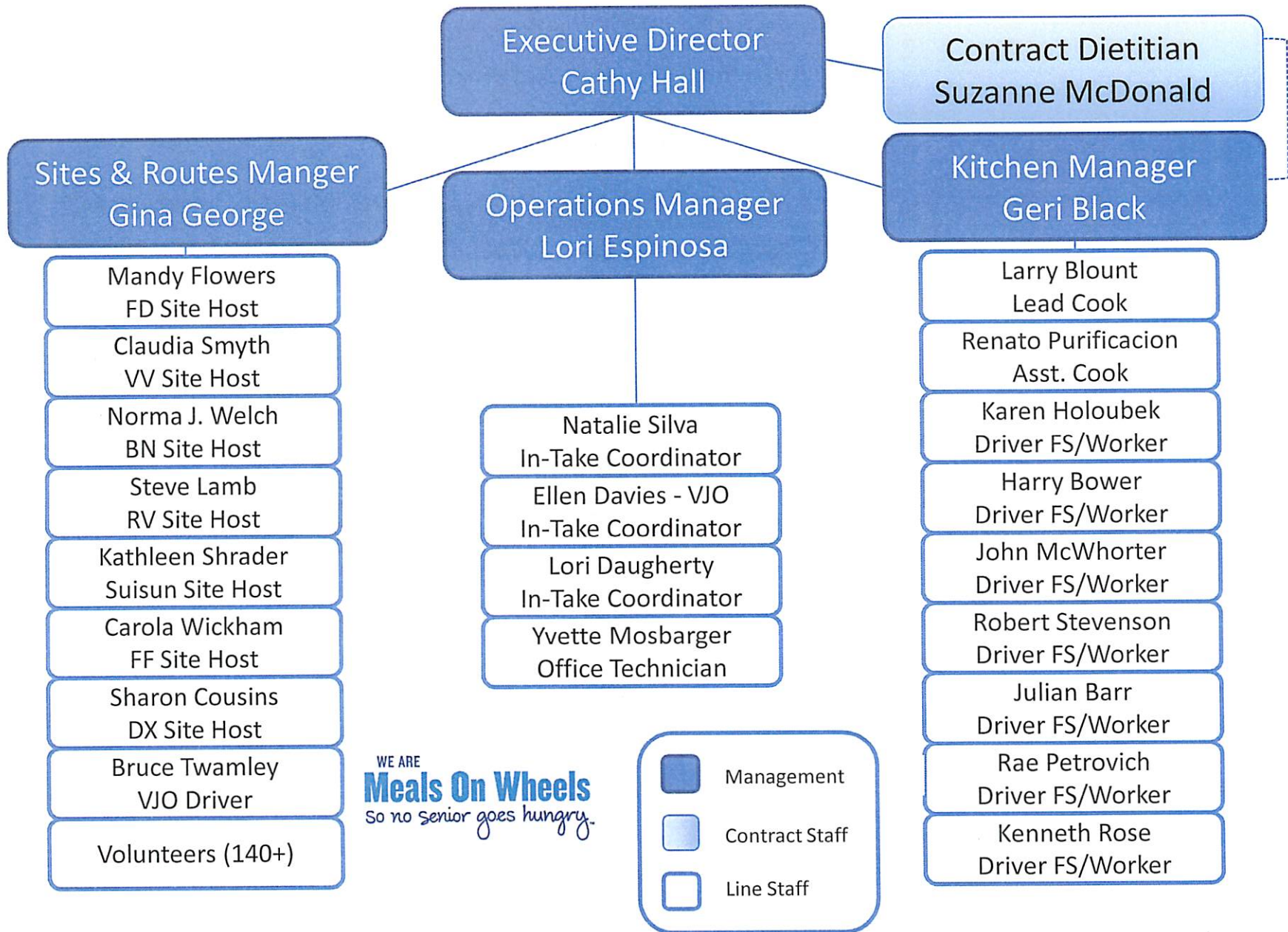
**PASSED AND ADOPTED** at a regular meeting of the Meals on Wheels of Solano County Board this 28 day of January, 2015 by the following vote:

	<b>Ayes</b>	<b>Noes</b>	<b>Abstentions</b>	<b>Absent</b>
President Roger Wiskeman	X			
Vice President Aldean Sharp	X			
Secretary Cassie Ray	X			
Treasurer Bill Hewitt	X			
Director Ann Stevens	X			
Director Kathy Salling	X			
Director Colleen Stafford	X			
Director Eve Somjen	X			
Director Peggy Tolley	X			
Director Kim Wells				X
Director Daniel Brandt				X


1/28/15

1/28/15  
 Signature of Approving Officer (President or Secretary)      Date      Signature of Witness      Date

95 Marina Center, Suisun, CA 94585  
 Tel: 707-425-0638 · Fax: 707-426-3767  
 Website: [mealsonwheelssolano.org](http://mealsonwheelssolano.org)



3137 CHERRY VALLEY CIRCLE. FAIRFIELD CA 94534  
707 427-0460 HM • 707 364-6321 CELL  
Hall-n@sbcglobal.net

# CATHY LAVARONI HALL

## OBJECTIVE

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Presently seeking a challenging career position in **Public Relations/Community Relations/Marketing/Business Development** utilizing acquired skills, experience and training.

Availability date: Immediately

## SUMMARY OF QUALIFICATIONS

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Administrative Operations (Principal, Kittredge School; Director, Merryhill County Schools). Management and Community Relations. Demonstrated proficiency in Public Relations and Marketing as evidenced in the coordination of numerous surveys, data analysis, promotional campaigns and events (Marin Independent Journal, Redwood Credit Union, Napa Chamber of Commerce). Skills in fundraising development, budget management, analysis, forecasting and customer service (Marketing Department, Marin Independent Journal, N.I.E., San Francisco Chronicle, Redwood Credit Union).

Outstanding organizational skills, with an aptitude for locating problem areas and increasing operation efficiency.

Adapt quickly to new situations.

Excellent communications skills. Work effectively in a team environment as well as independently.

## EMPLOYMENT

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NAPA CHAMBER OF COMMERCE, Napa, CA. **June 2011-July 2012**

***Membership Service***

Primary function to build Chamber Memberships, maintain membership retention. Assist in all Chamber events.

REDWOOD CREDIT UNION, Novato, CA -**2007-2011**

***Business Development Officer***

Administered and coordinated planned Business Development and Community Relations efforts, sponsorships and activities, while generating greater business visibility, SEG development. Reported and tracked product sales. Developed programs, promotions and campaigns to successfully market products and services for the Credit Union. Coordinated, directed, organized and staffed business development and community events.

MARIN INDEPENDENT JOURNAL, Novato, CA **2004-2007**

***Retail Sales Manager (2006-2007)***

Managed seven outside sales staff, responsible for personnel hiring, training, and evaluating personnel as well as increasing revenue.

***Classified Manager (2006-2007)***

Managed Classified Call Center responsible for hiring, training and

evaluating personnel. Supervise the activities of eleven staff. Customer service and administrative responsibilities of the Classified Department.

**General Manager/ The Classified Gazette (2004-2006)**

Comprehensive responsibility for daily operation of a weekly newspaper, with primary function to increase sales revenues. Implement company policy and ensure quality control. Play pivotal role as liaison to communities served by the newspaper. Market and develop plans and strategies to be implemented. Supervise twenty staff. Manage budget and achieve revenue targets.

SAN FRANCISCO CHRONICLE, San Francisco, CA 2002-2004

**Newspaper in Education (N.I.E.) Manager**

Developed a program designed to bring newspapers into the classroom to increase circulation. Responsible for management of a \$300,000 annual budget. Additionally handled sales forecasting, union relations with staff as well as the supervision of five personnel including hiring, training and review. Accomplishments include: "Award of Merit" received from the Newspaper Association of America Foundation for the development of an Internet ordering process program for teachers.

MARIN INDEPENDENT JOURNAL, Novato, CA 1998-2002

**Community Relations Coordinator, (2001-2002)**

In charge of internal/external community events, newspaper sponsorships as well as ongoing support of the Marketing Director. Managed "Sharing and Caring" Program, which was a grant program for sponsoring non-profits.

**Manager, Circulation Customer Service (1999-2001)**

Managed a Call Center. Supervised the activities of up to thirteen staff, including their hiring, training and review.

**Coordinator, Newspaper in Education (N.I.E.) (1998-1999)**

Responsible similar to those described in past position.

KITTREDGE SCHOOL, San Francisco, CA 1994-1998

**Principal**

Responsible for all aspects of administration of a school with 115 students.

**EDUCATION**

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DOMINICAN UNIVESTITY, San Rafael, CA

**Bachelor of Arts, Psychology/ Sociology**

**AFFILIATIONS**

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Past Board Member, National Independent Private School Association

Past Board Member, Sunny Hills Children's Center

Past Board Member, Marin Workforce Investment Board

**REFERENCES**

Professional and personal references available upon request



# *Lori J. Espinosa*

2412 Dawn Way Fairfield, CA 94533 Home: (707) 426-5758 Cell: (707) 631-1037 Email: [lnmcjconsulting-training@comcast.net](mailto:lnmcjconsulting-training@comcast.net)

## **PROFESSIONAL PROFILE**

- Excellent community relations experience and skills.
- Strong skills in executive support, administrative, and organizational analysis.
- 7 years experience supervising employees and volunteers in both a non-profit and public service environment.
- Exceptional leadership skills; inspiring others to consistently reset the bar to a higher level.
- Ability to plan strategically, implement strategies to meet long and short term goals, coordinate, facilitate, educate and lead growth and change.
- Excellent communication skills, both written and verbal.
- Extensive experience with and practical application of modern statistical, analytical and problem-solving methodologies.
- Highly creative, innovative and dedicated.
- Excellent reputation for reliability and credibility.
- Highly-organized professional with excellent time management and planning skills.
- 18 years professional experience in the law enforcement/criminal justice field as an educator and practitioner.

## **RELEVANT SKILLS**

- Highly skilled in grant-writing and administration of an \$800,000 plus grant budget.
- Excellent administrative and supervisory skills.
- Skilled in setting priorities, delegating when appropriate, and developing staff skills.
- Experienced in budget preparation and analysis.
- Knowledgeable in Human Resource management.
- Ability to envision and manage multiple complex projects from conception through completion.
- Experienced in special event coordination involving multiple entities, vendors, and participants.
- Strong technical writing skills as well as relevant experience in policy, process and procedure review and analysis.
- Excellent public speaker; conducted many community meetings and participated in community Town Hall events with elected officials from the local and state level.
- Experienced successful fundraiser.
- Experience with complex database development and administration.
- Knowledge of Public Records Act and relevant confidentiality laws, ability to deal appropriately with confidential information.
- Highly skilled researcher and performing analytical studies/surveys.
- Skilled in website development and administration.
- I have extensive graphic design, photographic and technical skills that aid me in the preparation of engaging, informative and dynamic multi-media presentations, marketing goods and desk-top publishing products.

## **PROFESSIONAL ACCOMPLISHMENTS - Highlights**

- **Policy & Procedure Development**
  - Developed the organization's Accounting Manual adhering to non-profit and Area Agency on Aging industry standards. Topics include but are not limited to: Financial Systems, Cash and Check handling procedures, Agency Credit Card usage, Cost Allocation Models, Payroll Procedures, Budget Development, Financial Documents, Grant Reporting, Physical Inventory and Document Retention.
  - Identified vulnerabilities in the credit card usage procedures that allowed for potential theft. I developed new forms and procedures that ensured that all transactions were appropriately approved by management and that accountability for card usage could be tracked at any given time.
  - Identified processes that were not standardized and developed/implemented "Best Practices" for Payroll; documentation of vacation and sick leave accrual/usage; credit card usage; invoice approval; standardization of Budget/Board Financial Summaries; and IRS required donation receipts.

## ▪ **Cost Savings**

- Developed spreadsheets and procedures for preparing the Area Agency on Aging monthly reimbursement reports. Previously the process for monthly reimbursement took 12 to 18 staff hours to prepare. The new spreadsheets and procedures reduced this to approximately 3 hours of staff time for a cost savings of \$2880-\$4320 on an annual basis.
- Identified that MOW was subsidizing Fairfield Senior Day Outreach Program and TLC Stars Program to the tune of over \$19,000 annually. Per meal price was \$2.10/\$2.25 respectively, with MOW subsidizing \$4.65 and \$4.50 respectively. As of July 1, 2012 price was raised to \$6.75 per meal for both programs resulting in a \$30,000 difference in income for the 2012/2013 fiscal year, and an annual profit of approximately \$11,000.

## ▪ **Organization/Administration**

- Preparation for 2011 IRS Audit and Grant Bennett Audit. Responsible for collecting and itemizing required documentation for financial statements, payroll, invoice/expenditures, relevant policies and procedures, Organizational documents, tax records, and internal controls. Both audits were passed with very satisfactory reports.
- Developed the entire filing system for MOW to include document retention schedule.
- Assisted the Executive Director and Executive Assistant in the cost allocation study and implementation of the results.
- Project management of agency website redevelopment. The new website will have several focuses: the first being to provide information to our target audience which is seniors over 60; it will provide a way for seniors and their families to donate for monthly meals via the website; it will allow for charitable donations via the website; increase volunteer recruitment; increase community/business involvement and support; provide access/communication conduit with the communities we serve.

## **HONORS & COMMENDATIONS**

- **Speaker and Training Presenter for International and California Crime and Intelligence Analyst's Association (IACA) and (CCIAA) Annual Training Conferences – 2008 (Scottsdale, Arizona) and 2010 (Lake Tahoe, California)**
- **Awards for Crime and Intelligence Analyst Products – IACA and CCIAA Annual Conferences 2008 and 2009**
- **Employee of the year 2006 – Crime & Intelligence Analyst**
- **Promoted from Sheriff's Specialist to Crime and Intelligence Analyst - 2003**
- **Employee of the year 2000 – Sheriff's Specialist**
- **Over 40 commendations received during 12 years of service from citizens, command staff and allied agencies.**

## **EDUCATION**

- **Baccalaureate of Science - *Cum Laude* – Training and Workforce Development**  
Southern Illinois University *August 2004*
- **Associate in Science – *Honors* Law Enforcement**  
Solano College *May 1995*
- **Associate in Science – *Honors* Corrections**  
Solano College *May 1995*
- **Associate in Arts – *Honors* Liberal Arts, Minor in English**  
Solano College *May 1995*

## **ADVANCED TRAINING & CERTIFICATIONS**

- Over 1000 hours in: training and development, technical, management, statistical, analytical and problem solving skills.
- Federal Drug Enforcement Agency (DEA) – Certificate in Federal Law Enforcement Analyst Training - 2005
- Certified Crime & Intelligence Analyst – California Department of Justice – 2004
- Supervisory Leadership Effectiveness – May 2002
- Certificate in Criminal Justice Law Enforcement and Corrections – May 1995

## **WORK EXPERIENCE**

- **Meals on Wheels of Solano County** – Operations Manager – *Sept 2011 - Present*
- **L & M Criminal Justice Consulting and Training** – owner/operator – *2010 – Present*
- **Richmond Police Department** – Manager, Crime & Intelligence Analysis Unit *Nov 2008 – September 2010*
- **ITT Technical Institute, School of Criminal Justice** – Adjunct Faculty *March 2010 – September 2010*
- **Office of the Sheriff, Contra Costa County** - Crime & Intelligence Analyst *July 1999 – Nov 2008*
- **California Maritime Academy, Public Safety** - Public Safety Officer *August 1995 - July 1999*
- **Solano Community College, Criminal Justice Department** - Administrative Assistant *1993-1995*
- **Solano County SPCA** - Vet Assistant/Feline Program Coordinator *1985-1990*

## **REFERENCES**

**Special Agent in Charge Charles Johnson**  
**Federal Bureau of Investigations**  
**San Francisco – Safe Streets Task Force**  
**(Currently TDY to FBI Headquarters, Virginia)**  
**Cell: 415-850-6133**  
**Charles.johnson@ic.fbi.gov**

**Jack Seidman, Sergeant (Retired)**  
**Office of the Sheriff**  
**Contra Costa County**  
**510-917-2205**

**Sgt. Keith Twitchell**  
**Solano County Sheriff**  
**Coordinator of Solano College Criminal Justice Program (Ret.)**  
**707-421-4096**

**Mark Pemberton**  
**VP Bio-Engineering (Retired)**  
**Professional Photographer**  
**Past President of Diablo Valley Camera Club**  
**925-372-9453**

**Michael Marchiano**  
**Retired Police Officer/Naturalist**  
**925-372-6328**

**Geri Black**  
101 Tahoe Dr.  
Vacaville, CA 95687  
707-449-1853  
beckiblack1@comcast.net

**Executive Summary:**

**Experience:** Meals on Wheels Suisun, Ca  
**Kitchen Manager** 2000 to Present

- Supervised and coordinated the activities of food preparation, kitchen, pantry and storeroom personnel.
- Trained new workers.
- Supervised workers engaged in inventory, storage and distribution of foodstuffs and supplies.
- Supervised, tasted, smelled and observed food to ensure conformance with recipes and appearance standards.
- Ensured cleanliness of kitchen and equipment
- Transferred supplies and equipment between storage and work areas by hand and by use of handtruck.
- Washed and peeled vegetables, using knife and peeling machine.
- Scraped food from dirty dishes, washing them by hand and placing them in racks and on conveyor to dishwashing machine.
- Washed pots, pans and trays by hand.
- Washed worktables, walls, refrigerators and meat blocks.
- Swept and mopped floors.
- Maintained kitchen work areas, restaurant equipment and utensils in clean and orderly condition.
- Supervised noncooking personnel.
- Planned and participated in planning menus, preparing and apportioning foods and utilizing food surpluses and leftovers.
- Supervised and coordinated the activities of food preparation, kitchen, pantry and storeroom personnel.

Chick-fil-A Fairfield, CA  
**Kitchen Lady/Manager** 1996 to 2000

- Supervised and coordinated the activities of food preparation, kitchen, pantry and storeroom personnel.
- Supervised noncooking personnel.
- Maintained kitchen work areas, restaurant equipment and utensils in clean and orderly condition.
- Swept and mopped floors.
- Washed worktables, walls, refrigerators and meat blocks.
- Washed pots, pans and trays by hand.

- Transferred supplies and equipment between storage and work areas by hand and by use of handtruck.
- Washed and peeled vegetables, using knife and peeling machine.
- Ensured cleanliness of kitchen and equipment.
- Supervised, tasted, smelled and observed food to ensure conformance with recipes and appearance standards.

**Catering By George  
Restaurant Manager**

Vacaville, CA  
1988 to 1996

- Supervised and coordinated the activities of food preparation, kitchen, pantry and storeroom personnel.
- Supervised noncooking personnel.
- Maintained kitchen work areas, restaurant equipment and utensils in clean and orderly condition.
- Swept and mopped floors.
- Washed worktables, walls, refrigerators and meat blocks.
- Washed pots, pans and trays by hand.
- Transferred supplies and equipment between storage and work areas by hand and by use of handtruck.
- Washed and peeled vegetables, using knife and peeling machine.
- Ensured cleanliness of kitchen and equipment.
- Supervised, tasted, smelled and observed food to ensure conformance with recipes and appearance standards.

**Education:** Grandview High School  
**Diploma**

Grandview, ID  
1961

**References:** Available upon request

Gina George  
873 Vintage Ave.  
Fairfield, CA 94534  
864-8059

11/97 - 01/99 Menifee Union School District  
30205 Menifee Road  
Menifee, CA 92584  
Substitute Secretary  
951-672-1851

- Provide secretarial support on an on call basis for all elementary or middle schools and for the District Office. Including answering phones, processing mail, typing correspondence.
- Provide the purchasing department with extra help processing purchase orders and mail.
- Provide help in the transportation dept. processing/screening bus passes.

07/86 - 06/87 Bechtel Construction Co.  
San Onofre Nuclear Power Plant  
San Clemente, CA 92674  
Executive Secretary  
1-800-332-3612

- Provide secretarial and administrative support to the Project Manager and Asst. Project Manager.
- Typed interoffice memos and correspondence
- Schedules meetings
- Managed all filing

06/84 - 01/86 MCI Communications Corporation  
Corporate Headquarters  
Washington, DC  
Staff Assistant, HR

- Provide secretarial and administrative support for 2 Sr. Managers
- Manage a variety of administrative and secretarial duties for a staff of 4
- Assist with task requiring special research and analysis
- Produce documents and reports, organize meetings

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*Serving Solano County Since 1977*

**Board of Directors 2014/2015**

<u>Name</u>	<u>Phone/Email Address</u>	<u>Address</u>
Hewitt, Bill <b>Treasurer</b> <i>Retired Auditor, City of San Jose</i>	(707) 374-5149 <a href="mailto:billbillhewitt@aol.com">billbillhewitt@aol.com</a>	280 Bella Vista Way Rio Vista, Ca. 94571
Ray, Cassie <b>Secretary</b> <i>American Cancer Society</i>	(707) 290-0003 (cell) <a href="mailto:cassie.ray@cancer.org">cassie.ray@cancer.org</a>	3020 Beechwood Court Fairfield, Ca. 94533
Wells, Kim <i>Calif. State employee</i>	(707) 365-9323 (cell) <a href="mailto:kim.wells08@yahoo.com">kim.wells08@yahoo.com</a>	685 Edenberry Drive Vacaville, Ca. 95687
Sharp, Aldean <b>Vice President</b> <i>Retired Educator</i>	(707) 449-0447 (707) 322-7471 (cell) <a href="mailto:cdamama@comcast.net">cdamama@comcast.net</a>	209 Olympic Circle Vacaville, Ca. 95687
Salling, Kathy <i>Real Estate</i>	(707) 330-9913 (cell) <a href="mailto:ksalling@comcast.net">ksalling@comcast.net</a>	34600 Canvas Back St Woodland Ca 95695
Somjen, Eve <i>Retired, City of Fairfield</i>	(707) 425-9770 (707)249-7203 (cell) <a href="mailto:esomjen@comcast.net">esomjen@comcast.net</a>	1903 Austin Court Fairfield, Ca. 94534
Stafford, Colleen <i>Small Business Owner</i>	(707) 447-5522 Home (707) 448-3300 Work <a href="mailto:colleenstaff@live.com">colleenstaff@live.com</a>	4097 Orchard Canyon Lane Vacaville Ca 95688
Stevens, Ann <i>Retired, Librarian</i>	(707) 554-6037 <a href="mailto:stevens1511@comcast.net">stevens1511@comcast.net</a>	184 Clearview Drive Vallejo, Ca. 94591
Tolley, Peggy <i>Dietician &amp; Nutritionist</i>	(707) 451-1536 (707) 365-8490 (cell) <a href="mailto:ptolley@comcast.net">ptolley@comcast.net</a>	592 Yellowstone Drive Vacaville, Ca. 95687
Wiskeman, Roger <b>President</b> <i>Retired, Insurance Agent</i>	(707) 374-6211 (707) 507-9203 (cell) <a href="mailto:wiskeman2@yahoo.com">wiskeman2@yahoo.com</a>	998 Bridgeport Way Rio Vista, Ca. 94571
Brandt, Daniel <i>Military Recruitment</i>	(630) 388-9957 (cell)	126 Cunningham Way Travis, AFB 94535
Hall, Cathy <b>Executive Director</b> MOWSC	(707) 427-0460 (707) 364-6321 (cell) <a href="mailto:mowscchall@att.net">mowscchall@att.net</a>	3137 Cherry Valley Circle Fairfield, Ca. 94534

Website: [mealsonwheelssolano.org](http://mealsonwheelssolano.org)

# Meals on Wheels of Solano County Strategic Plan Summary 2014/2016

## EXECUTIVE SUMMARY

The purpose of this document is to create an effective tool to move Meals on Wheels of Solano County (MOWSC) towards specific goals. External influences have impacted the organization such that we need to re-align our strategies to reflect current industry best practices, more effectively allocate labor costs, cut costs in a reasonable and effective fashion and increase sources of revenue.



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The following specific goals and objectives (listed by priority) are targeted to be met by the end of the 2015/2016 Fiscal Year:

- Board Fundraising Committee to develop a signature fundraising event.
- Develop a 1-5 year fundraising strategy.
- Increase number of Board Members possessing needed skill sets as identified through the Board Skill Survey. [Recruited 4 new Board Members as of 1/2015]
- Apply for identified new grant opportunities. **Goal: \$67,500** [Achieved 13/14 \$90,000]
- Retain at least one corporate sponsor. **Goal: \$20,000**
- Develop a comprehensive donor list for use in mail and email campaigns. (Target Friends/Churches/Clubs) **Friends Donation Goal: \$15,000** [Achieved 13/14 \$22,608]
- Develop and distribute a quarterly newsletter [Started 3/2014]
- Better utilize the ability to process credit card donations. [add credit card form to menus, increased online solicitation and options for meal contributions]
- Develop and promote a Living Legacy Program (Endowments/Trusts)

A logic model approach will be used to formulate specific strategies targeting the following areas:

- Fiduciary support from the Board of Directors
- Revenue Development
- Marketing/Branding
- Client Outreach/Awareness
- Cost-Cutting

It is recommended that sub-committees, or where appropriate, specific individuals be assigned to segments of this strategic plan for implementation purposes. Communication between individuals and committees assigned to the project will be imperative to preclude the duplication of work. Collectively priorities should be set and timelines developed for the implementation phase of the strategic plan.



# **Meals on Wheels of Solano County Strategic Plan Summary 2014/2016**

## **Mission**

To nourish and enrich the lives of seniors in Solano County with emphasis on those age 60 and older, by providing nutritious meals to active and home-bound seniors; thereby promoting their health, wellbeing and independence.

## **Vision**

**“So No Senior Goes Hungry”**

## **Statement of Values**

- Uphold personal and professional integrity
- Perform governance in a responsible, transparent manner that is in keeping with the mission of the organization.
- Exhibit responsible stewardship of all funds entrusted to the organization.
- Conduct all business matters with openness and full disclosure.
- Continually strive to improve program effectiveness through evaluation and implementation of new strategies.
- The organization promotes inclusiveness and diversity in its dealings with all people.
- The organization is committed to fundraising in a responsible manner with respect to donor’s wishes and their privacy.

## **Fiduciary Support from the Board of Directors**

### **Inputs**

- Obtain 100% fiduciary commitment from the MOW Board of Directors
- Actively recruit new Board Members within the community that have the linkage, ability and interest in supporting MOW.  
*(Emphasis on members with corporate connections)*
- Develop a skilled, committed Fundraising Committee on the Board of Directors.

### **Outcomes**

- Fiduciary commitment will empower Board Members to truly “Champion the Cause” by setting an example when soliciting donations.
- New Board Members will bring a fresh perspective, new ideas, new skill sets, new community connections and innovations to the organization. Potential for corporate sponsorship will increase.
- Philosophy of the Board will change to true advocacy by integrating the focus of fundraising and fiduciary contributions to the organization.  
**“Champion the Cause”**

## ***Meals on Wheels of Solano County Strategic Plan Summary 2014/2016***

- Develop a comprehensive fundraising strategy for the next 1 – 5 years including the development of a signature fundraiser.
- Implement Fundraising Strategy
- The Board will develop an active, regular fundraising arm that will increase organizational income to meet operations needs.
- Fundraising and other income will increase.

### **Revenue Development**

#### **Inputs**

#### **Outcomes**

##### **Board Fundraising Committee tasks:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Develop Signature Fundraiser</li><li>• Solicit Corporate Sponsors<br/><i>This is a vital component of the Strategic Plan which will directly affect its successful implementation.</i></li><li>• Letter Campaigns (targeted)<br/>Email marketing strategy<br/>Email Solicitation Campaigns (targeted)</li><li>• Increase canister locations<br/><i>Goal: Each Board Member should place and be responsible for at least (1) canister.</i></li><li>• Assign a Board Representative to the Turkey Trot committee</li></ul> | <ul style="list-style-type: none"><li>• Signature and/or recurring fundraisers will build traditional giving in to the revenue budget.</li><li>• Corporate sponsors will establish local collaboration and consistent funding to the revenue budget.</li><li>• Letter and email campaigns will not only increase potential donations, but will increase program awareness. [1st Holiday Mail Campaign 2014- successfully raised over \$4,000</li><li>• New canister locations will increase funds and awareness.</li><li>• Board representation on the Turkey Trot committee will decrease the amount of paid staff time dedicated to the event. This will also increase Board support, skills and knowledge of the fundraising process.</li></ul> |
|--|--|

## ***Meals on Wheels of Solano County Strategic Plan Summary 2014/2016***

- Develop a comprehensive Donor List  
*Solicit names/companies from Staff/Board to add to list.*
- Target our participation in the CFC and United Way Giving campaigns.
- Actively promote the use of the Shares Cards. All staff and Board Members should have cards available to distribute at any given time. *Each staff and board member can do a self-initiated campaign by giving cards to all of their friends/family with a Thank You card.*
- Develop and promote a Living Legacy Program. *(Develop a gift policy as to what we will and won't accept)*
- Ability to target letter and email campaigns to specific groups increasing the opportunity for increased donations.
- This will result in greater awareness and increased annual giving.
- Promoting and distributing the Shares Cards will increase the percentage donations made by the participating stores.
- Produce long-term consistent giving to the program.

### **New Grant Opportunities**

#### **INPUTS**

- March for Meals Grant  
Starbucks host canisters - March for Meals
- Wal-Mart State Giving  
*Wal-Mart State Giving offers grants to local non-profits who operate regionally in the amounts of \$25,000-\$250,000. The focus is Hunger and Nutrition.*
- Wal-Mart & Sams Club Community Grants. *Wal-Mart/Sam's Club Community Giving offers small \$1000 to \$2500 grants to local non-profits. Unrestricted funds. Must apply to all Wal-Mart/Sam's Club Stores in Solano County.*
- Genentech  
*Genentech gives grants to non-profits who target underserved populations. Amounts run from \$1000 to \$250,000. This is a new potential grantor and/or corporate sponsor.*

#### **OUTCOMES**

- March for Meals participation will increase not only exposure and increase the potential for donations but will qualify us to submit for a (\$2500) grant.
- Develop a relationship with a potential long-term funding source with a shared priority of Hunger and Nutrition. **[Received \$25,000 in 13/14]**
- Utilize community grant to start distribution of a Meals on Wheels Newsletter which will increase awareness and promote donations and volunteerism. **[Received 4 community grants between 2013-2015]**
- Establishing a relationship with Genentech, who is one of the few local corporations with the potential for substantial giving, would enhance our

## **Meals on Wheels of Solano County Strategic Plan Summary 2014/2016**

*A relationship with Genentech needs to be fostered through our Board of Directors.*

- SCF – Grant Database  
*Solano Community Foundation has a grant database that is available for local non-profits to do grant research in their particular field. Office Technician will dedicate a block of time monthly to this exercise.*
- EFSP United Way 2013/2014  
*This is a grant that we have received in the past for \$25,000 annually. RFP is coming up in April/May of 2013 for the 2013/2014 fiscal year.*
- FF CDBG – 2014/2015  
*This is a grant that we have received in the past, however we have not for several years due to poor preparation of presentations/RFP's. The grant cycle will not accept RFP's until the 2014/2015 cycle.*
- Ability to identify smaller community based grants and endowments that could result in long-term funding sources. **[Continue to use this resource to identify potential supporters/revenue sources]**
- Re-establish our grant relationship with a strong consistent funder. **[Re-established grant relationship-received \$25,000 in 13/14. Due to decreasing funds to United Way our 14/15 grant is \$10,000]**
- Re-establish our grant and working relationship with the city of Fairfield. **[Established an excellent relationship with the FF CDBG program]**

agency's viability and credibility in the local business arena. **[Received \$55,000 grant for 13/14 and 14/15FYs]**

### **Marketing/Branding**

In order to effectively communicate who we are and what we do MOWSC needs to be consistent in how we represent ourselves in all communications and marketing materials. Part of this branding includes the consistent usage of the MOWAA logo "We are Meals on Wheels so no senior goes hungry." We have developed a new branding concept which we are going to have placed on our fleet of vans. The graphics and colors are consistently being used throughout our business literature and online presence.

### **Client Outreach/Awareness**

In FY 2013/2014 MOWSC has again seen a steady decline in congregate diners from the same time last year. We feel that this is due to two factors: the first being an aging congregate dining population that is transitioning to the home-delivery program. Secondly, there is a lack of program awareness and/or interest among the aging baby-boomers, so where we should be seeing an influx of clients to the congregate program, instead we are seeing a steady decline.

## ***Meals on Wheels of Solano County Strategic Plan Summary 2014/2016***

### **Inputs**

- Develop opportunities to educate the senior population on the availability of the congregate program.
- Begin a re-branding initiative for the congregate dining program which moves away from the "soup kitchen" connotation and modernize the setting and menu options to better reflect current trends and preferences.
- Increase the professionalism of the congregate sites through dress codes, uniforms, new donation boxes and updated site display boards.
- Display program brochures in senior frequented venues.
- Utilize menu articles and newsletters to raise awareness
- Translate our primary brochure in to Spanish and display in Hispanic frequented venues.

### **Outputs**

- This should result in greater participation by active seniors.
- By changing the face of the program to a more modern, vital and community based program we will attract seniors to our meal programs.
- The baby boomer generation does not want to be associated with the "Soup Kitchen" stigma. By increasing the professional atmosphere it will encourage younger seniors to participate.
- This will raise awareness among active seniors.
- The more we inform our own clientele, the more they will spread the word. Perhaps have a "Bring a Friend Day"?
- This will increase awareness among the Hispanic community.

### **Cost-Cutting**

Meals on Wheels is in a steady recovery mode from impacts of the recession and subsequent Sequestration. The organization instilled several cost managing strategies that aided in controlling expenses during this time which we have adopted into our everyday practices.

### **Inputs**

### **Outputs**

## ***Meals on Wheels of Solano County Strategic Plan Summary 2014/2016***

- Identify highest cost office supplies and solicit in-kind donations of same for the year. Also utilize County Surplus for office, furniture and equipment needs.
- Recruit Volunteers for Vallejo and Vacaville routes.
- Approach Panera about donations for volunteer snacks
- Bring our annual office supply costs down. [We have developed a good operating relationship with Solano County Surplus who have helped us to obtain supplies, furniture and equipment at an extremely reasonable cost.]
- Transitions routes from paid staff to volunteers thus reducing labor costs.
- Reduces Volunteer Expenses

### **Assumptions**

- Board Members will be receptive to the philosophical change in the Board's approach to MOW fundraising and fiduciary responsibilities.
- Ability to recruit new Board Members with LIA (Linkage, interest, ability).
- Board will become an active Fundraising Arm of the organization.
- There will be adequate staffing and Board support to submit all grant RFP's and solicit in-kind donations for targeted items.
- Due to targeted outreach client donations will increase. Target is a minimum of \$1 average for home-delivered clients.
- Ability to recruit Vallejo and Vacaville volunteers to do routes now filled by paid drivers.

### **External Influences**

- Ability of potential donors or sponsors to commit funds.
- Availability of skilled community members to join the Board.
- Ability of clients to make meal contributions.
- Ability to garner grants to cover operating expenses.
- AAA Funding will not decrease significantly.
- Local business's ability to provide in-kind donations for targeted items.
- Economy will influence availability of grant funds.
- Increased competition for grant funding.
- Potential increase in costs for goods (raw food, gasoline, etc.)
- Increase in need due to the baby boomer population approaching 60.

### **Outcomes**

- Eliminate annual operating deficit. [Achieved in 2013/2014, on track to repeat in 2014/2015]

## ***Meals on Wheels of Solano County Strategic Plan Summary 2014/2016***

- Increase reserve funds.
- Increase/diversification of fiscal resources.
- Program growth to reach more seniors in need.

### **Implementation**

Based on the following categories:

- Fiduciary support from the Board of Directors
  - Revenue Development
  - Marketing/Branding
  - Client Outreach/Awareness
  - Cost-Cutting
1. Assign each category to appropriate person(s) or committees
  2. Develop a prioritized list based on specific category objectives
  3. Develop a timeline for each objective
  4. Develop an action plan with identified goals for implementation
  5. Develop an evaluation tool to measure the success of the Action Plan goals

Respectfully Submitted,



Lori J. Espinosa, Operations Manager

MEALS ON WHEELS OF SOLANO COUNTY  
VALLEJO GENERAL FUND FY 2015-2016

ORGANIZATION: MEALS ON WHEELS OF SOLANO COUNTY, INC

PROJECTED UNDUPLICATED CLIENTS: 350

**DIRECT COSTS:**

	<u>General Fund</u>
Vallejo Van Drivers Salary Home-Delivery	\$4,000
Vallejo Gas Costs	\$2,000
Florence Douglas Site Host	\$1,000
Vallejo In-Take Coordinator	\$2,000
Raw Food Costs - Sites & HDM	\$7,800
<b>Total Direct Costs:</b>	<b>\$16,800</b>
<b>Total General Fund Request:</b>	<b>\$16,800</b>



Meals on Wheels of Solano County  
Vallejo CDBG Budget FY 2015/2016

**ORGANIZATION:** MEALS ON WHEELS OF SOLANO COUNTY, INC

**PROJECTED UNDUPLICATED CLIENTS:** 350

**DIRECT COSTS:**

**CDBG Request** (All allocations are partial)

Vallejo Van Drivers Salary (Sites & Home-Deliver)	\$250.00
Vallejo Gas Costs	\$250.00
Florence Douglas Site Host	\$500.00
Vallejo In-Take Coordinator	\$1,000.00
<u>Raw Food Costs - Sites &amp; HDM</u>	<u>\$1,200.00</u>

**Total Direct Costs:** \$3,200.00

**Total CDBG Request:** \$3,200.00

MEALS ON WHEELS OF SOLANO COUNTY, INC  
2014-2015  
Revenue/Expenses Budget

<u>REVENUE</u>									
<u>Client Income</u>									
						<u>2014/2015</u>	<u>#</u>		
	<u>Congregate</u>						<u>Days</u>		
	Benicia					\$5,000	5		
	Dixon					\$3,600	3		
	Fairfield					\$1,800	3		
	Florence Douglas					\$5,500	5		
	Marina Tower					\$1,200	3		
	Rio Vista					\$4,500	4		
	Suisun					\$3,000	3		
	Vacaville					\$7,000	4		
	<b>Total Congregate</b>					<b>\$31,600</b>			
	<u>Home Delivered</u>								
	Benicia					\$1,500			
	Dixon					\$4,000			
	Fairfield					\$19,000			
	Rio Vista					\$5,800			
	Suisun					\$2,400			
	Vacaville					\$23,000			
	Vallejo					\$24,000			
	<b>Total HDM</b>					<b>\$79,700</b>			
	<b>Total Client Donations</b>					<b>\$111,300</b>			

MEALS ON WHEELS OF SOLANO COUNTY, INC  
2014-2015  
Revenue/Expenses Budget

<b>REVENUE CONTINUED</b>			
<b>Area Agency on Aging</b>			
			<b>2014/2015</b>
	Title 3 C-1 Con		\$179,420
	Title 3 C-2 HDM		\$476,306
	NSIP C-1		\$22,361
	NSIP C-2		\$93,009
	Title 3 C1 Edu		\$1,000
	Title 3 C2 Edu		\$1,000
	<b>Total AAA</b>		<b>\$773,096</b>
<b>Other Revenue</b>			
			<b>2014/2015</b>
	Adventus (meal contract)		\$9,500
	CDBG FF		\$10,498
	CDBG VJO		\$2,679
	Cannisters		\$3,000
	Churches		\$2,500
	Clubs		\$6,500
	Corporate Gifts		\$5,000
	FF Senior Day (meal contract)		\$13,800
	Friends		\$18,000
	Fund Raisers		\$30,000
	Genentech Grant		\$35,000
	Interest Income		\$125
	Kaiser Grant		\$20,000
	Memorials		\$1,000
	Misc Grants		\$10,000
	Shares Card		\$200
	United Way Phase Grant		\$25,000
	United Way (Emp Giving)		\$3,000
	VJO Gen Fund		\$16,800
	Wal-Mart State Giving		\$25,000
	Misc		\$500
	<b>Total Other Revenue</b>		<b>\$238,102</b>
	<b>Total All Revenue</b>		<b>\$1,122,498</b>
	<b>2014-2015 Summary</b>	<b>w/C1 Red</b>	
	Client Income	\$111,300	10%
	Area Agency	\$773,096	69%
	Other Revenue	\$238,102	25%
	<b>Total</b>	<b>\$1,122,498</b>	100%

MEALS ON WHEELS OF SOLANO COUNTY, INC

2014-2015

Revenue/Expenses Budget

<u>EXPENSES</u>					<u>2014/2015</u> <u>w/C1 Red</u>			
	<b>Raw Food</b>				<b>\$287,000</b>			
	<b>Labor</b>							
	Wages				\$417,000			
	Payroll Taxes				\$42,000			
	Worker's Comp				\$29,000			
	Intuit Charges				\$700			
	<b>Total Labor</b>				<b>\$488,700</b>			
	<b>Accounting</b>							
	Grant Bennett				\$16,800			
	Financials/Payroll				\$13,500			
	Bank Charges				\$300			
	Merchant Fees				\$450			
	<b>Total Accounting</b>				<b>\$31,050</b>			
	<b>Auto</b>							
	Auto Gasoline				\$16,000			
	Auto Repairs				\$5,500			
	Auto Registrations				\$750			
	Auto Insurance				\$5,400			
	Staff Mileage				\$6,800			
	<b>Total Auto</b>				<b>\$34,450</b>			
	<b>Consultant/Contracts</b>							
	Contract Dietician				\$12,000			
	Dietician Mileage				\$600			
	<b>Total Consultant/Contracts</b>			<b>CAP of:</b>	<b>\$12,600</b>			
	<b>Facilities</b>							
	Alarm				\$525			
	Lease				\$71,988			
	Telephone				\$6,000			
	Utilities				\$33,000			
	Repairs/Maint Bldg				\$2,000			
	<b>Total Facilities</b>				<b>\$113,513</b>			

MEALS ON WHEELS OF SOLANO COUNTY, INC

2014-2015

Revenue/Expenses Budget

	<b><u>Insurance</u></b>								
	Director's and Officer's							\$1,200	
	General Liability Insurance							\$6,740	
	<b>Total Insurance</b>							<b>\$7,940</b>	
	<b><u>Kitchen</u></b>								
	Equipment							\$2,000	
	Repairs/Maint Kit Equip							\$12,000	
	Trays/Supplies							\$60,000	
	<b>Total Kitchen</b>							<b>\$74,000</b>	
	<b><u>Misc. Expenses</u></b>								
	Advertising							\$5,000	
	Taxes							\$250	
	Drug Testing							\$300	
	Dues/Subscriptions							\$2,500	
	Fundraisers							\$2,000	
	Other Misc							\$500	
	Promotions							\$3,000	
	Training/Travel							\$1,600	
	Volunteer Expenses							\$1,500	
	<b>Total Misc. Expenses</b>							<b>\$16,650</b>	
	<b><u>Office Expenses</u></b>								
	Office Expenses-General							\$5,000	
	Office Equip							\$2,500	
	Postage							\$1,200	
	Printing							\$7,000	
	Repairs/Maint Office							\$800	
	<b>Total Office Expenses</b>							<b>\$16,500</b>	
	<b><u>GRAND TOTAL EXPENSES</u></b>							<b>\$1,082,403</b>	
	<b><u>Expense Summary</u></b>								
	Food							\$287,000	
	Labor							\$488,700	
	Operating Expenses							\$306,703	
	<b>Total</b>							<b>\$1,082,403</b>	

MEALS ON WHEELS OF SOLANO COUNTY, INC

2014-2015

Revenue/Expenses Budget

<b>2014-2015 REVENUE/EXPENSE SUMMARY</b>				
				<b>2014-2015 w/C1 Red</b>
<b>INCOME</b>				
	Client Donations			\$111,300
	AAA			\$773,096
	Other Revenue			\$238,102
	<b>Total Revenue</b>			<b>\$1,122,498</b>
<b>EXPENSES</b>				
	Food			\$287,000
	Labor			\$488,700
	Operating Expenses			\$306,703
	<b>Total Expenses</b>			<b>\$1,082,403</b>
<b>SUMMARY</b>				
	Revenue			\$1,122,498
	Expenses			\$1,082,403
	Subtotal			<b>\$40,095</b>
<i>*Average Monthly Accounts Receivable are: \$100,000</i>				

MEALS ON WHEELS OF SOLANO COUNTY, INC

2015-2016

**DRAFT** Revenue/Expenses Budget

<u>REVENUE</u>									
<u>Client Income</u>									
						<u>2015/2016</u>	<u>#</u>		
	<u>Congregate</u>						<u>Days</u>		
	Benicia					\$5,000	5		
	Dixon					\$3,600	3		
	Fairfield					\$1,800	4		
	Florence Douglas					\$6,000	5		
	Rio Vista					\$4,500	5		
	Suisun					\$3,000	3		
	Vacaville					\$7,000	5		
	<b>Total Congregate</b>					<b>\$30,900</b>			
	<u>Home Delivered</u>								
	Benicia					\$1,750			
	Dixon					\$3,500			
	Fairfield					\$19,000			
	Rio Vista					\$5,250			
	Suisun					\$2,400			
	Vacaville					\$23,000			
	Vallejo					\$20,000			
	<b>Total HDM</b>					<b>\$74,900</b>			
	<b>Total Client Donations</b>					<b>\$105,800</b>			
<u>REVENUE CONTINUED</u>									

MEALS ON WHEELS OF SOLANO COUNTY, INC

2015-2016

**DRAFT** Revenue/Expenses Budget

<b>Area Agency on Aging</b>				<b>2015/2016</b>
	Title 3 C-1 Con			\$179,420
	Title 3 C-2 HDM			\$494,634
	NSIP C-1			\$22,361
	NSIP C-2			\$95,329
	Title 3 C1 Edu			\$1,000
	Title 3 C2 Edu			\$1,000
	<b>Total AAA</b>			<b>\$793,744</b>
<b>Other Revenue</b>				<b>2015/2016</b>
	CDBG FF			\$10,500
	CDBG VJO			\$3,200
	Cannisters			\$3,000
	Churches			\$2,500
	Clubs			\$5,000
	Corporate Gifts			\$5,000
	FF Senior Day (meal contract)			\$13,800
	Friends			\$17,000
	Fund Raisers			\$30,000
	Genentech Grant			\$55,000
	Interest Income			\$125
	Kaiser Grant			\$20,000
	Memorials			\$1,500
	Misc Grants			\$10,000
	Shares Card			\$200
	United Way Phase Grant			\$10,000
	United Way (Emp Giving)			\$3,000
	VJO Gen Fund			\$16,800
	Wal-Mart State Giving			\$25,000
	Misc			\$500
	<b>Total Other Revenue</b>			<b>\$232,125</b>
	<b>Total All Revenue</b>			<b>\$1,131,669</b>
<b>2015-2016 Summary</b>				
	Client Income	\$105,800	9%	
	Area Agency	\$793,744	70%	
	Other Revenue	\$232,125	21%	
	<b>Total</b>	<b>\$1,131,669</b>	100%	



MEALS ON WHEELS OF SOLANO COUNTY, INC

2015-2016

**DRAFT** Revenue/Expenses Budget

<u>EXPENSES</u>						<u>2015/2016</u>			
	<b>Raw Food</b>					<b>\$285,000</b>			
	<b>Labor</b>								
	Wages					\$425,000			
	Payroll Taxes					\$43,000			
	Worker's Comp					\$29,000			
	Intuit Charges					\$700			
	<b>Total Labor</b>					<b>\$497,700</b>			
	<b>Accounting</b>								
	Grant Bennett					\$16,800			
	Financials/Payroll					\$15,000			
	Bank Charges					\$300			
	Merchant Fees					\$450			
	<b>Total Accounting</b>					<b>\$32,550</b>			
	<b>Auto</b>								
	Auto Gasoline					\$16,000			
	Auto Repairs					\$10,000			
	Auto Registrations					\$1,500			
	Auto Insurance					\$6,200			
	Staff Mileage					\$7,000			
	<b>Total Auto</b>					<b>\$40,700</b>			
	<b>Consultant/Contracts</b>								
	Contract Dietician					\$12,000			
	Dietician Mileage					\$600			
	<b>Total Consultant/Contracts</b>				<b>CAP of:</b>	<b>\$12,600</b>			
	<b>Facilities</b>								
	Alarm					\$525			
	Lease					\$93,584			
	Telephone					\$6,000			
	Utilities					\$35,000			
	Repairs/Maint Bldg					\$2,000			
	<b>Total Facilities</b>					<b>\$137,109</b>			

MEALS ON WHEELS OF SOLANO COUNTY, INC

2015-2016

**DRAFT** Revenue/Expenses Budget

	<b>Insurance</b>								
	Director's and Officer's					\$1,200			
	General Liability Insurance					\$6,800			
	<b>Total Insurance</b>					<b>\$8,000</b>			
	<b>Kitchen</b>								
	Equipment					\$2,000			
	Repairs/Maint Kit Equip					\$12,000			
	Trays/Supplies					\$60,000			
	<b>Total Kitchen</b>					<b>\$74,000</b>			
	<b>Misc. Expenses</b>								
	Advertising					\$5,000			
	Taxes					\$250			
	Drug Testing					\$300			
	Dues/Subscriptions					\$2,500			
	Fundraisers					\$3,000			
	Other Misc					\$500			
	Promotions					\$3,000			
	Training/Travel					\$2,000			
	Volunteer Expenses					\$1,500			
	<b>Total Misc. Expenses</b>					<b>\$18,050</b>			
	<b>Office Expenses</b>								
	Office Expenses-General					\$6,000			
	Office Equip					\$2,500			
	Postage					\$1,500			
	Printing					\$7,000			
	Repairs/Maint Office					\$800			
	<b>Total Office Expenses</b>					<b>\$17,800</b>			
	<b>GRAND TOTAL EXPENSES</b>					<b>\$1,123,509</b>			
	<b>Expense Summary</b>								
	Food					\$285,000			
	Labor					\$497,700			
	Operating Expenses					\$340,809			
	<b>Total</b>					<b>\$1,123,509</b>			

MEALS ON WHEELS OF SOLANO COUNTY, INC

2015-2016

**DRAFT** Revenue/Expenses Budget

<u>2015-2016 REVENUE/EXPENSE SUMMARY</u>			
			<b>2015-2016</b>
<b>INCOME</b>			
	Client Donations		\$105,800
	AAA		\$793,744
	Other Revenue		\$232,125
	<b>Total Revenue</b>		<b>\$1,131,669</b>
<b>EXPENSES</b>			
	Food		\$285,000
	Labor		\$497,700
	Operating Expenses		\$340,809
	<b>Total Expenses</b>		<b>\$1,123,509</b>
<b>SUMMARY</b>			
	Revenue		\$1,131,669
	Expenses		\$1,123,509
	Subtotal		<b>\$8,160</b>
	Reserve Funds		\$300,000
	Reserve Funds Total EOY		<b>\$308,160</b>
	<i>*Average Monthly Accounts Receivable are: \$100,000</i>		



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/29/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> McGee & Thielen Insurance Brokers, Inc. 3840 Rosin Court, Suite 245 Sacramento, CA 95834  www.mcgeethielen.com                      0633187	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): 916-646-1919                      FAX (A/C, No): 916-646-0995 E-MAIL ADDRESS:	
	<b>INSURER(S) AFFORDING COVERAGE</b> NAIC #	
<b>INSURED</b> Meals On Wheels of Solano County 95 Marina Center Suisun City, CA 94585 CA 94585	<b>INSURER A:</b> Nonprofits' Insurance Alliance of California	
	<b>INSURER B:</b> New York Marine & General Insurance Co.	
	<b>INSURER C:</b> North American Elite Insurance Co.	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
<b>INSURER F:</b>		

**COVERAGES**                      **CERTIFICATE NUMBER: 23226800**                      **REVISION NUMBER:**

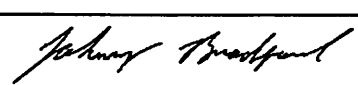
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			2014-09786- NPO	6/19/2014	6/19/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			2014-09786-UMB-NPO	6/19/2014	6/19/2015	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N    N/A <input checked="" type="checkbox"/> Y    N/A			WC201400006154	6/19/2014	6/19/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability			2014-09786- NPO	6/19/2014	6/19/2015	\$1,000,000 Each/\$3,000,000 Aggregate \$1,000,000 Each/Aggregate BPP limit \$67,750 - \$1000 deductible
A	Directors & Officers			2014-09786-DO-NPO	7/25/2014	6/19/2015	
C	Business Personal Property			CWB0013109-00-09786	6/19/2014	6/19/2015	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Evidence of Coverage

**CERTIFICATE HOLDER**                      **CANCELLATION**

City of Vallejo Housing & Community Development 200 Georgia St. Vallejo CA 94590	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  John Bradford
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ACORD 25 (2014/01)

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/27/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

**PRODUCER**  
Arthur J. Gallagher & Co.  
Insurance Brokers of CA, Inc. LIC #0726293  
1255 Battery Street, Suite 450  
San Francisco CA 94111

**CONTACT NAME:**  
**PHONE (A/C No., Ext):** \_\_\_\_\_ **FAX (A/C No.):** \_\_\_\_\_  
**E-MAIL ADDRESS:** \_\_\_\_\_

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : NonProfits' United Vehicle Ins Pool	
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

**INSURED**  
Meals on Wheels of Solano County (1244)  
95 Marina Center  
Suisun, CA 94585-2522

**COVERAGES** **CERTIFICATE NUMBER: 1472053759** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			NPU1000-14	7/1/2014	7/1/2015	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Any Auto means any covered auto under the NPU Vehicle Insurance Program.

CERTIFICATE HOLDER	CANCELLATION
City of Vallejo Housing & Community Development 200 Georgia St. Vallejo CA 94590	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 

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