



Meals on Wheels of NEPA provides nutritional and holistic support to older adults and individuals with disabilities. The organization aims to sustain its role as an innovative leader adapting to community needs.

The Need for Change

- The agency operates out of a 47,000-square-foot, century-old building with high maintenance, utility, and repair costs.
- A feasibility study recommends relocation to a high-efficiency facility to sustain operations.

Strategic Relocation

- Smaller building
- High efficiency
- Optimize technology advancements
- Limit financial risk

Long Term Goals

- Refocus efforts on mission-driven activities.
- Improve food production efficiency.
- Optimize financial stability with high-impact investments.

Organizational Change Objectives

- Re-envision the operational tasks.
- Cultivate community partnerships.
- Enable financial sustainability.
- Invest in the workforce.
- Engage the community of older adults.

Organizational Change Strategy

1. Create Urgency - Communicate risks of inaction.
2. Build a Coalition - Engage cross-functional leadership.
3. Develop a Vision - Ensure clarity on efficiency goals.
4. Communicate Vision - Use multiple channels for transparency.
5. Empower Action - Remove barriers, provide training.
6. Generate Short-Term Wins - Highlight early successes.
7. Sustain Acceleration - Continue momentum through initiatives.
8. Anchor Change - Institutionalize new culture.

Measuring Success

- Reduce operational costs by 60% within 12 months post-relocation.
- Increase meal production by 20% within two years.
- Expand community partnerships by 10% within 12 months.
- Achieve 75% staff & volunteer satisfaction in transition surveys.
- Retain 75% of donors & partners through engagement strategies.

Sustainability & Impact

- Financial Stability - Project campaign, diversified funding, reserve funds.
- Cultural Integration - Leadership training, recognition programs.
- Workforce Development - Enable employees to invest in their professional development.
- Community Engagement - Strengthen partnerships & advocacy efforts.

Communications Plan

- Regular reports & information sharing.
- Staff training programs.
- Volunteer open house.
- Direct outreach to meal recipients.
- Social media engagement.
- Campaign promotion and marketing.