



Strategic Plan 2018 - 2022

1222 Siler Road
Santa Fe, NM 87507
505.471.7780
www.kitchenangels.org
info@kitchenangels.org

From the Heart

The original drive to create Kitchen Angels came from the heart. It was in response to a desire to bring food to people who were sick and who didn't have much of a support system.

For many of us, the most basic thing to do when someone isn't feeling well is to bring them soup. But helping a friend who is suffering from a cold or the flu is one thing. A serious or life-threatening illness is something else altogether.

With Kitchen Angels, we wanted to be there for those "invisible" homebound neighbors who found themselves alone and suffering from a life threatening illness.

Our task was four-fold: provide food that was appealing, appetizing, and nutritious; make sure the food was comforting; deliver the food by a friendly, caring face who provided a smile along with regular human contact; and finally, give those with caring hearts a place to be of service to the community.

In a nutshell, we started Kitchen Angels to do good, to be Angels in the community. Our goal was to transform our community and give service to our neighbors in need.

Tony D'Agostino, Founder

Kitchen Angels was founded in 1992 by Tony D'Agostino, Anna Huserik, Leise Sargent and the very first group of volunteer Angels.



Mission Statement ~

The mission of Kitchen Angels is to provide free nutritious meals to our homebound neighbors living with life-challenging conditions.

Vision Statement ~

Kitchen Angels will improve our clients' lives by addressing nutrition and isolation, and by supporting their independence.

Values ~

- ~ We value integrity by demonstrating accountability, honesty, and trust in all our interactions.
- ~ We value quality in our commitment to organizational improvement and responsible oversight of our resources.
- ~ We value compassion and acceptance in our concern and empathy for our clients, volunteers, and staff.
- ~ We value social responsibility in meeting the needs of the community in a confidential and responsive manner.
- ~ We value and appreciate our donors and our Board of Directors.

Strategic Intent and Goals ~

Over the next 3-5 years Kitchen Angels will:

1. Identify and develop a staffing pattern to meet client needs by:
 - ~ Attracting and training excellent volunteers
 - ~ Identifying essential staff positions
 - ~ Improving current position descriptions
2. Identify, improve, and design new programs by:
 - ~ Collaborating with other non-profits in our service area
 - ~ Collaborating with existing and new business partners
 - ~ Developing programs for youth
3. Meet the needs of our client base by:
 - ~ Attending to the needs of our current clients both older and younger than 60
 - ~ Exploring short term services for people experiencing temporary isolation and health needs
 - ~ Providing access to underserved, forgotten or unknown people in need of our services
4. Develop contemporary communication strategies by:
 - ~ Creating and implementing a comprehensive public relations plan
 - ~ Enhancing Board and staff networking skills
 - ~ Using social media mechanism for outreach
 - ~ Expanding coverage of Kitchen Angels events using effective marketing strategies
 - ~ Identifying and supporting a cadre of Kitchen Angels champions
5. Ensure fiscal responsibility by:
 - ~ Expanding our endowment
 - ~ Safeguarding stewardship of earned income
 - ~ Cultivating on-going and new donors
 - ~ Seeking grant funding as it becomes available

Why Now?

If you don't know where you're going, it's hard to know when you've arrived—or even *if* you've arrived. Planning strategically helps us know where we're going, how to get there, what to watch for, and to anticipate challenges.

When Kitchen Angels began we never dreamed that we would serve as large a population of over 60 year-olds as we serve today. With 30 percent of the county's population projected to be over 65 within 15 years, we will want to accommodate that growing population and continue to serve those under 60 who need our services.

How will Kitchen Angels fit into the future health and social service landscape? When Medicaid expanded its coverage in 2014, we saw a huge influx of newly enrolled individuals whose healthcare providers sent them to us to help meet their need for consistent and appropriate nutrition. Health care costs are in a state of flux, but research on the positive impact of home-delivered meals on those costs is clear, and we will see more demand for access to meal delivery services.

Kitchen Angels knows how to address the nutritional needs of homebound and chronically ill people. Our major challenges are these:

- ≈ how to continue to handle the steadily increasing demands for service
- ≈ how to expand our reach beyond our current service area's boundaries, and
- ≈ how to deliver the alternative services this expanding client base will require.

Our goal is simple – Make sure no one in Santa Fe who is homebound and chronically or terminally ill goes without appropriate nutrition. Making sure we have the financial, physical, and human resources to do that is more complex. Our strategic plan will help us keep our focus on the goal while paying attention to the day-to-day challenges and opportunities that will crop up.

That's how we'll know where we're going and how we're going to get there.



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