



Request for Proposals: Strategic Planning Consultant

Introduction

Our Mission

To promote the dignity and independence of seniors who need nutritious meals, companionship, and Alzheimer's care.

About Us

Meals on Wheels San Antonio was established as Christian Senior Services in 1977 by St. John's Lutheran Church and Grace Lutheran Church. Through a variety of services, Meals on Wheels supports at-risk, isolated older adults and individuals with disabilities by providing nourishment, independence, and care that enables them to remain safe and comfortable in their own homes. With dedicated staff and community volunteers, Meals on Wheels San Antonio serves more than 3,500 seniors and adults with disabilities across Bexar County and surrounding communities each weekday, delivering much more than a meal.

Today, Meals on Wheels San Antonio is one of the largest providers of senior nutrition and supportive services in South Central Texas. The organization delivers a comprehensive continuum of services, including home-delivered meals, congregate nutrition, Alzheimer's care, home modifications, caregiver support, and other programs that help older adults and individuals with disabilities age safely, independently, and with dignity in their communities.

Our Services

The **home-delivered meal** program provides delicious and nutritionally balanced meals to homebound, isolated older adults and individuals with disabilities who face challenges leaving their homes or preparing meals for themselves. Preparing and delivering 6,000 meals daily, the program enables community members to maintain their health and independence within their own homes. For those experiencing severe food insecurity, the program also provides supplemental nutrition, breakfast meals, and emergency shelf-stable meals during service interruptions and weather disasters, ensuring at-home health and safety.

In addition to the home-delivered meal program, Meals on Wheels San Antonio provides **contracted nutrition services** to local and rural nutrition providers. Since 2020, Meals on Wheels San Antonio has also contracted with the City of San Antonio's Healthy Eating Aging Living (HEAL) program to provide congregate meals for the City's 46 senior centers, delivering 2,500 meals daily.



Grace Place Alzheimer's Center is San Antonio's only nonprofit adult day center solely dedicated to serving individuals living with Alzheimer's and other dementia-related conditions. This weekday program offers a secure environment with dementia-informed therapeutic activities, nutritious meals, and specialized care. Grace Place also provides critical respite for caregivers, giving them peace of mind while their loved one is safely supported. To keep services accessible, Grace Place operates on a sliding scale fee structure, ensuring families with the greatest financial need can benefit from care.

Meals on Wheels San Antonio offers wraparound services that support overall well-being and successful aging in place. **The Comfy Casas** service provides home repairs and modifications such as walk-in showers, wheelchair ramps, ADA-compliant doorbells, and heating and air conditioning. **AniMeals** delivers monthly supplemental pet food and wellness supplies to senior's pets. The **Friendly Visitor** service helps combat social isolation through regular phone calls, home visits, and letter writing.

Meals on Wheels San Antonio's current adopted operating budget is \$17,996,000. The organization currently employs 127 staff members (116 full-time, 11 part-time). The Board of Trustees is currently composed of 14 members, which includes 4 officers and currently has no advisory trustees. The Board operates through five committees: Finance, Audit, Governance, Advocacy, and a temporary ad hoc committee supporting the organization's 50th Anniversary. The most recent strategic plan the organization has had was adopted in June 2019 for 2020-2022.

As Meals on Wheels San Antonio approaches its 50th anniversary, the organization is seeking a qualified strategic planning consultant to facilitate the development of a new three-year strategic plan. This planning process will build upon the organization's strong foundation while helping position Meals on Wheels San Antonio to meet growing community needs, strengthen organizational sustainability, diversify resources, expand strategic partnerships, and increase measurable community impact.

Project Overview

Meals on Wheels San Antonio seeks proposals from qualified consultants to facilitate the development of a comprehensive multi-year strategic plan. The selected consultant will work collaboratively with the Board of Trustees, executive leadership, staff, and key stakeholders to assess the organization's current environment, strengths, challenges, and opportunities; identify strategic priorities; and develop a clear, actionable roadmap that advances Meals on Wheels San Antonio's mission and positions the organization for long-term sustainability, growth, and community impact. The strategic planning process should build upon the Board of Trustees' shared vision by identifying strategies that protect the organization's mission, support thoughtful and sustainable growth, increase community visibility, diversify revenue and funding resources, strengthen strategic partnerships, and establish meaningful measures of



organizational impact. The resulting plan should provide measurable goals, implementation strategies, and performance indicators to guide organizational decision-making over the next several years.

Scope of Work

Discovery and Assessment

- Review key organizational documents and resources provided by Meals on Wheels San Antonio, including prior strategic plans, organizational assessments, financial and programmatic data, board materials, community needs assessments, branding and communications materials, and other relevant organizational documents.
- Utilize information from recent BoardSource Board Self-Assessment, recent iCAT impact capacity assessment, Board retreat goals, and annual Energage Staff Engagement Survey
- Organizational Capacity Report.
- Meals on Wheels San Antonio: May 28, 2026
- Develop and manage a comprehensive project work plan and timeline in collaboration with Meals on Wheels San Antonio leadership.
- Facilitate project kickoff meetings with executive leadership team.
- Provide an overview of the strategic planning process to Meals on Wheels San Antonio staff and key stakeholders.

Stakeholder Engagement

- Conduct interviews with a representative group of Board of Trustees, including board officers and committee leaders.
- Facilitate interviews and/or focus groups with executive leadership, directors and managers, and selected staff members.
- Gather input from key external stakeholders, which may include meal recipients, caregivers, volunteers, donors, community partners, healthcare organizations, funders, government agencies, and aging-services leaders.
- Assess Meals on Wheels San Antonio's role and positioning within the aging-services landscape, including opportunities related to nutrition services, social connection, caregiving support, Alzheimer's and dementia-related services, and healthy aging initiatives.
- Identify emerging opportunities for program growth, geographic expansion, revenue diversification, and community impact.

Environmental Scan



Conduct an analysis of:

- Demographic and aging trends
- Competitive and collaborative landscape
- Funding environment
- Government policy considerations
- Community needs and service gaps
- Best practices among peer organizations

Strategic Planning Facilitation

Facilitate strategic discussions that help the organization:

- Establish strategic priorities
- Identify measurable goals and objectives
- Create implementation strategies and success metrics

Final Deliverables

Deliverables should include:

- Executive Summary
- Environmental Scan Findings
- Strategic Plan Document
- Strategic Priorities and Goals
- Implementation Roadmap
- Recommended Performance Measures and Dashboard Metrics
- Board Presentation of Final Strategic Plan

Proposal Submission Requirements

Interested firms should include the following information:

- Qualifications
- Overview of the firm
- Relevant experience with nonprofit strategic planning
- Examples, samples of previous work
- References
- List of key personnel who will be assigned to the project
- Proposed approach
- Availability to meet with Meals on Wheels strategic planning committee
- Total cost / fees

Proposal Deadline: September 11, 2026, at 5:00 PM CST

Submit proposals electronically in PDF format to JoseL@mowsatx.org.



Please describe:

- Your strategic planning philosophy
- Your strategic planning methodology
- How will board and staff be engaged throughout the process
- How stakeholder feedback will be incorporated
- How external stakeholders will be involved
- How will you facilitate consensus-building around strategic priorities

Proposed Timeline

- RFP for Consultant Releases: July 29, 2026
- Proposals Due: August 31, 2026
- Consultant Selection: October 1, 2026
- Kick-Off and Work Sessions: October 2026-April 2027
- First Draft of Strategic Plan: May 2027
- Board Adoption of Strategic Plan: June 2027
- Strategic Plan Implementation: July 2027

Contact

Please submit responses and direct any questions to:

Jose Lerma

Chief of Staff

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