



WON February Board Meeting

2.23.26 - 2.25.26

San Diego, CA

Thank you to our meeting sponsors - Peco Foods & Gaviña!

Tuesday, February 24th, 2026

<p>Owner Only Session</p>	<p>2026 WON Board Asks</p> <p>WON Cocktail Reception</p> <ul style="list-style-type: none">● Sunday, 5/31 from 5–7 PM● The Venetian, Las Vegas, NV● Lead: Lynann Young● Looking for: Sponsors — costs to be offset by sponsorships and a fee for non-members. Contact previous sponsors (Chase, Wells Fargo, Cargill, Dr Pepper) first. <p>All-Member Meeting at NFLA</p> <ul style="list-style-type: none">● Friday, 9/11 from 9 AM–3 PM● The Diplomat, Hollywood, FL● Looking for: Meeting Lead, Keynote Speaker, Sponsors — keynote ideas being brainstormed; all hands on deck for outreach and sign-ups <p>2026 Sponsorship Opportunities: HERE</p> <ul style="list-style-type: none">● Supplier Interest Form: HERE
<p>Welcome & Opening <i>Jamie Straza, WON President</i></p>	<p>Jamie welcomed the group and recapped the NFLA ET retreat priorities (People, Profit, Alliance) which will be shared with the full membership. She emphasized the importance of WON leading with facts and being able to communicate with corporate and field leadership when appropriate. Membership has surpassed 600 — an all-time high — with strong growth in associate members. A membership drive is planned for April 1st.</p> <p>Upcoming Events Highlighted:</p> <ul style="list-style-type: none">● Miraval January event had its largest turnout ever (~90 attendees); venue was at max capacity with plans to sell out again● Worldwide Cocktail Reception: Sunday 5/31, Juliet Cocktail Room at The Venetian, Las Vegas

	<ul style="list-style-type: none"> ● All-Member Meeting immediately following NFLA: Friday, September 11th, Diplomat Resort ● 2027 Conference: San Diego, April — family-friendly, extended supplier hall hours ● "WON Goes Global" Trip: Proposed 10–12 day trip to Buenos Aires and São Paulo in November (~\$10K/person double occupancy plus airfare); registration target to open by April 6th; interest form to be distributed
<p>FO Leadership <i>Kelly Talento, Long Beach FO Field Ops Officer</i></p>	<p>The Long Beach field office has integrated a "Profit Pillar" into its BU to address the challenge of rising sales not translating to increased profitability.</p> <p>A key KPI is a food-over-base improvement goal of 0.3%. The field office's profit team has been active and strong, and its model is being benchmarked nationally by the economics team.</p>
<p>Franchising <i>Amy Johnson, Director Franchise Relations</i></p>	<p>Update on Women Owners in the system</p> <p>Financials of Women Owners in the system</p> <p>Franchising Policy Updates</p> <ul style="list-style-type: none"> ● For a new term on an existing restaurant, only one approved Owner/Operator is allowed unless a spouse is also approved ● An Owner/Operator may transfer up to 49% equity to another approved Owner/Operator without that person becoming the designated owner of that location <p>Succession Planning</p> <ul style="list-style-type: none"> ● Having a clear family and tax plan in place before approaching McDonald's is critical ● Structuring new sites in separate qualifications provides flexibility ● Once a next-gen candidate is approved, they have one year to acquire 100% of a restaurant ● Starting conversations early is essential ● Finding knowledgeable NACFA accountants and estate attorneys was strongly encouraged
<p>2027 WON Conference <i>Melissa Montes Blanco, WON Communications Officer</i></p>	<p>The WON Officers & Conference Leads met on Monday, 2/23 to do a site visit for the 2027 conference. Kara and Leslie have hit the ground running, and we are looking forward to putting together a fantastic conference!</p> <p>Team leads are to be finalized by March 1st.</p>

	A "Save the Date" will be distributed to BU leaders following finalization.
Membership <i>Shelly Contreras,</i> <i>WON Membership</i> <i>Officer</i>	<p>Membership has exceeded 600 for the first time — driven significantly by associate member growth</p> <p>Membership drive scheduled for April</p> <p>Field offices of concern for membership engagement: Columbus, Nashville, and Stanford — targeted outreach plans in place</p> <p>A communication gap was identified for FFP participants, RAs, and spouses; collecting personal emails at event registration was suggested to maintain contact after members retire</p> <p>The FFP list will be shared with field office advocates</p> <p>Supplier and corporate membership renewals to be followed up; members reminded to update payment information on file</p> <p>Website usage has increased significantly; planned enhancements include a public member directory, expanded microsites, and dedicated pages for suppliers</p>
2026 WON Field Engagement <i>Julie Pernecky, WON</i> <i>West Zone Lead</i>	<p>FOAs are focused on three priorities: building a field office team, planning at least one face-to-face event, and holding two meetings with field office leadership annually.</p> <p>The "FOA Engagement Forum" is being used to showcase events and share best practices across zones.</p> <p>Recommendations are being formalized to ensure Field VPs meet with WON and other diversity groups at least twice per year for more consistent engagement.</p> <p>The Texas team committed to reaching out to five women each to gather feedback on improving engagement; the Atlanta team is focused on establishing stronger footing with their field office leadership.</p>
FFP <i>Gianna Funkhouser,</i> <i>WON FFP Team</i> <i>Member & NFLA Lead</i>	<p>An in-person Future Franchisee Program (FFP) meeting for 30 members is planned for the day before the April board meeting — Save the Date has gone out.</p> <p>Two surveys will be distributed: one to current FFP members and one to recently approved Owner/Operators to gather feedback on program improvements.</p>
OPNAD <i>Randi Ray, WON</i>	<p>Value & Marketing</p> <ul style="list-style-type: none"> • "Value 2.0" is a holistic strategy integrating digital, local, and revenue

<p><i>OPNAD Lead</i></p>	<p>growth management — it includes 10 items priced under \$3 and a series of temporary "pulse deals." It projects every BU as cash-flow positive. Votes due March 11th</p> <ul style="list-style-type: none"> ● A major concern is field offices pressuring co-ops to approve legacy value programs that conflict with the national Value 2.0 strategy ● A revised royalty program is expected to save ~\$2,400 per restaurant in promo costs in 2024 ● Monopoly promotion is returning with a crew game component <p>Beverage & Menu Pipeline</p> <ul style="list-style-type: none"> ● Energy phase launching through August ● Caramel apple pie frappé coming in fall ● Winter spiced cranberry Sprite in November ● New permanent chicken strips with Japanese breading and a 20-minute hold time ● Deep-fried apple pie launching for America's 250th birthday, cooked in hash brown vats
<p>Technology <i>Meghan Sweeney, WON Pride Rep</i></p>	<p>Key Deadlines & Requirements:</p> <ul style="list-style-type: none"> ● GRNT completion required by June 30, 2027 — restaurants must have a clear 8U rack for network equipment to support DMB/GRNT remediation ● DMB 2.0 by January 1st — restaurants not ready will have menu boards go dark; new content provider (Coke) is incompatible with old Stratacache media players ● Windows OS compliance due by October — McDonald's has negotiated a third license upgrade for older devices, but extending aging hardware is a risk ● Beverage (BDAP) systems — restaurants with a Beverage Display and Production system must split monitors; adding a second monitor is recommended for high-volume Custom Beverage Cell (CBB) systems ● OTPs who have not completed BDA (Beverage) training should do so immediately ● All Owner/Operators should contact their Field Tech Lead (FTL) to understand their RPF readiness status
<p>Communications <i>Melissa Montes Blanco, WON Communications Officer</i></p>	<p>Welcome our newest MHOA Rep - Regina Hernandez! She is an Owner/Operator from the Atlanta area alongside her family.</p> <p>Miraval - Miraval Survey recap:</p> <ul style="list-style-type: none"> ● Overall: Very positive (mostly 10/10 ratings). ● Scheduled Activities: Mostly "just right," but a few wanted more/less scheduled time. ● Top moments: Welcome cocktails, guest speaker, group dinner, social time. ● Highlights: Connection/community, relaxation, spa, time with family.

- Suggestions: Add more group hikes/outdoor activities; would like better food quality/variety.
- Next year: Most would return, but are also open to new locations.

Sponsorship Opportunities

2026 Sponsorship Opportunities: [HERE](#)

- Supplier Interest Form: [HERE](#)

An email blast to supplier partners regarding sponsorship opportunities is being prepared

Reimbursements

Board members are reminded to submit reimbursement requests promptly after meetings. When waiting too long to book, it increases cost to WON.

Calendar Invites

Caroline to ensure all board members have calendar invites for upcoming meetings - please email caroline@sandlot.co if you didn't receive an invite.

Board Meetings/Agendas

Agendas for future board meetings to be distributed to members as early as possible to enable cost-effective flight booking

Elections

Officer Elections will take place in May. Additional Elections will take place in August.

2026 Open Officer positions:

- WON President
- WON Membership Officer

2026 Open Board Member positions:

- NFLA Rep.
 - Gianna Funkhouser, 1st partial term
- OPNAD Rep.
 - Randi Ray, 1st term
 - Amy Rodriguez, 1st term
- East Zone Lead
 - Lisa Iraci, 1st term
- FOA's
 - Dallas: Pat Roetzel, 2nd term
 - Long Beach: Kerri Harper Howie, 2nd term
 - Chicago: Trina Gendron, 2nd term
 - Columbus: Amy Ansel, 2nd term
 - Nashville: Dena Quertermous, 1st partial term

- Walnut Creek: Kara Campbell, 1st term
- Atlanta: Andree Kocian, 1st term
- Bethesda: Amanda Holder Giles, 1st term
- Stamford: Diane Piraino-Koury, 1st partial

Please note:

- Newly elected Officers will shadow for the remaining of 2026 and be invited to attend all Officer-level Meetings.
- Newly elected Board Members will shadow for the remaining of 2026 and be invited to attend all Board-level Meetings.

Upcoming F2F Dates

- April F2F Board Meeting, 4/20 - 4/22
 - More details coming soon.
- October F2F Board Meeting, 10/28 - 10/30
 - Oak Brook, IL
- WWC WON Cocktail Reception, 5/31
 - Juliet Cocktail Room at the Venetian, Las Vegas, NV
- All-Member Meeting at NFLA, 9/11
 - Diplomat Resort, Hollywood, FL

Upcoming Board Calls & Workshops

Board Calls

- Thursday, May 14th | 2 PM - 3:30 PM CST
- Thursday, June 11th | 2 PM - 3:30 PM CST
- Thursday, July 9th | 2 PM - 3:30 PM CST
- Thursday, Aug. 13th | 2 PM - 3:30 PM CST
- Thursday, Sept. 24th | 2 PM - 3:30 PM CST
- Thursday, Nov. 19th | 2 PM - 3:30 PM CST
- Thursday, Dec. 10th | 2 PM - 3:30 PM CST

Workshops

- Thursday, May 21st | 3 PM - 4 PM CST
- August (Date TBD) | 3 PM - 4 PM CST
- Thursday, October 15th | 3 PM - 4 PM CST
- Thursday, October 22nd (FFP) | 2 PM - 3:30 PM CST

Closing
*Melisa Montes
 Blanco, WON
 Communications
 Officer*

- Reminder: Attendance commitments require reasonable advance notice for any absences.
- Next board meeting location will be in Dallas hosted by KDP

Key Upcoming Dates:

- March 11 — Value 2.0 votes due
- April — FFP in-person meeting; board meeting; membership drive launches (April 1)

	<ul style="list-style-type: none"> ● April 6 — Target registration open date for WON Goes Global trip ● May 31 — WON Cocktail Reception, The Venetian, Las Vegas (5–7 PM) ● September 11 — All-Member Meeting, The Diplomat, Hollywood, FL (9 AM–3 PM) ● November — WON Goes Global trip (Argentina & Brazil)
Reimbursement Information	<p>WON Board Members and FOAs can submit receipts for reimbursement (meals on travel days, mileage to/from the airport, flight, and parking) via the WON website. Reimbursement requests must be submitted within 30 days after the meeting.</p> <ul style="list-style-type: none"> ● Expense reimbursement form: https://wonmcd.com/resources/expense-reimbursement/

Wednesday, February 25th, 2026

<p>Opening <i>Jamie Straza, WON President</i></p>	<p>Thanked Steven Kleist (Peco Foods) for sponsoring the previous night's dinner</p> <p>Recognized the board for a productive day of engagement & welcomed Regina to the WON board</p> <p>Introduced the Gaviña Coffee sponsorship — 140+ year family legacy, Cuban roots, long-standing McDonald's system partner</p> <ul style="list-style-type: none"> ● Andy King (Southern California rep) was the sponsorship point of contact
<p>Economics <i>Leigh Chamness, WON Economics Officer</i></p>	<p>2026 National Economics Team Priorities:</p> <ul style="list-style-type: none"> ● Revisiting the impact of new store economics policies — analyzing patterns behind misses and wins ● Reviewing cash flow impact of new store openings ● Developing partnering policy recommendations for Worldwide (details still TBD) ● Building a holistic investment roadmap including NRPS and organizational planning tools <p>Other Initiatives:</p> <ul style="list-style-type: none"> ● Expanding profit teams to every field office and BU; Columbus field office cited as a strong model. A monthly Columbus podcast sharing Owner/Operator profit tips was recommended <ul style="list-style-type: none"> ○ https://www.atmcd.com/sites/u-s/News/2750737/chasing-pennies-podcast ● Delivery reconciliation project in progress — goal is to simplify end-of-month delivery math and surface it directly in QSR Talks rather than requiring manual data mining ● Ongoing economics education sessions available; recorded videos

	<p>recommended for anyone who has missed sessions</p> <p>Strategic Profit Workshop (2/19) Recap:</p> <ul style="list-style-type: none"> ● 136 attendees (including male associates who joined for the content) ● Key reminder: business reviews now require a 3-year investment plan per restaurant and use of at least one financial planning tool <p>Tool Recommendations:</p> <ul style="list-style-type: none"> ● <i>Build Your Business, Build Your Profit</i> — recommended as the easiest starting point; Excel-based, auto-calculates known investments by restaurant count. Best for education and compliance ● <i>Organizational Planning Tool</i> (in GFFS) — most comprehensive; allows multi-scenario modeling (buying, selling, reinvestment timing) with month-by-month FBA score projections. Steep learning curve — budget a week, use year-end P&Ls, and consider Natural Comms for support
<p>NSLC Maryann Paciullo, WON Community & Supplier Liaison</p>	<p>Food & Paper Costs:</p> <ul style="list-style-type: none"> ● 2025 came in at 3% (vs. original projection of 1.5–2.5%) — driven by beef price spike in Q3/Q4 ● 2026 projected at 3–4% increase, again primarily beef; all proteins and DC services increasing ● Potatoes are the one category decreasing due to a strong crop ● Big Arch pricing recommendations adjusted ahead of launch to account for beef costs; most Owner/Operators will see a 30–40 cent increase in recommended price — review and adjust immediately <p>NSLC Subteam Updates:</p> <ul style="list-style-type: none"> ● <i>Digitization:</i> RFID tags being added to boxes farm-to-corral for inventory tracking and smarter ordering; one DC going on test soon ● <i>Equipment:</i> New content program and equipment integration in development — goal is predictive maintenance similar to remote temp sensing already in refrigerators ● <i>Logistics:</i> DC efficiency improvements underway; new DCs coming online with McDonald's growth; Las Vegas DC is a contingency DC for the West Coast; new DCs include a 2-year markup on boxes to cover initial capitalization ● <i>Three-Legged Stool Subteam:</i> EPR fees and SQS initiative being led by Donna B. <p>Supplier Quality Support (SQS):</p> <ul style="list-style-type: none"> ● SQS = Supplier Quality Support — supplier field reps come in-restaurant to train teams on handling, prep, and delivery of food across up to 15 categories (chicken, oil, produce, beef/Big Arch best bets, etc.)

	<ul style="list-style-type: none"> ● Three pillars: in-person live training, on-demand materials, and quarterly webinars ● Training can be done in-restaurant (recommended for hands-on categories like chicken) or classroom-style (better for categories like oil cost analysis) ● To request training: fill out the form on the SQS website (QR code shared in session) or contact your supplier rep directly — McClement coordinates and routes to local reps ● Supplier contact list by DC available on the SQS website ● WON Ask: Donna is requesting one WON member per field office to champion SQS engagement; NSLC women reps can help coordinate where gaps exist ● WON currently has 10 women on the 33-member NSLC group (30%) — a significant milestone, up from 3–5 historically ● Owner/Operators who have done SQS training (Pico, Cargill, Simplot, GSF, Hobby) reported it as highly valuable — recommended for all orgs, including bringing all GMs together ● SQS Website: https://www.atmcd.com/sites/us/supplychain/SitePage/1047177/sqs-support
<p>Delivery/ROC Tawnie Blade, WON Restaurant Office Council Rep.</p>	<p>Restaurant Office Council (ROC) Overview:</p> <ul style="list-style-type: none"> ● ~10 members; covers operational topics including summer incentive program, technology, new products, workforce management ● Current subteams: Technology, Incentives, Chicken ● Tawnie noted the council is imperfect — Owner/Operators don't receive agendas in advance and input time is limited — but it provides a valuable seat at the table for Owner/Operator feedback on operational decisions <p>Delivery — Sponsored Listings (Banner Ad) Program:</p> <p>Tawnie shared detailed results from her investment in sponsored listings on Uber Eats and DoorDash — paying for banner ad visibility rather than discounting.</p> <p><i>Background:</i> In January 2025, her 14-restaurant organization was down \$140K in sales and ~8K in transactions. After exhausting ops improvements, she piloted sponsored listings in May 2025 starting with 3 restaurants.</p> <p><i>Results — Pilot (May–August, 3 stores):</i></p> <ul style="list-style-type: none"> ● Top store: +60% sales, +60% guest counts immediately ● Second store: +25% sales, +22% guest counts ● Third store: +15% sales, +12% guest counts <p><i>Results — Full Rollout (September–December, all 14 stores):</i></p> <ul style="list-style-type: none"> ● Nearly \$1M increase in total sales

- Top 3 stores: +124%, +81%, +68% in sales
- +42,000 customers; ~50% sales increase and 47% guest count increase

Results — First 46 Days of 2026 (Jan–Feb 15):

- +\$3.376M in sales vs. prior year
- +51% delivery sales
- +17,000 guest counts

How It Works:

- Bid for banner placement on Uber Eats (front page) and DoorDash (category pages)
- Uber Eats: bid up to \$5 max, can set automatic bidding; DoorDash: \$3 max bid
- You pay per click (~\$1/click); also pay for the placement itself
- Can run 24/7 or by daypart — Tawnie recommends leaving it on all day to fill all dayparts
- Spend per restaurant: \$360–\$750/month depending on store

Profitability Analysis (Tawnie's own model, validated by financial contacts):

- Assumptions used: 26% food & paper, 16% Uber fee, 4% service fee, 5% incremental labor, refunds included
- Return on ad spend: \$2.10 for every dollar spent after all fees
- \$729K in ad-driven sales; \$134K spent; 30% contribution margin; \$210K contribution dollars
- DoorDash return on ad spend higher percentage-wise, though lower total volume

Key Takeaways:

- This is a different customer than brick-and-mortar or GMA app — delivery customers aren't going to get in the car; if you're not visible, you lose the order entirely
- Low-volume stores can outperform high-volume stores in delivery depending on neighborhood
- GMA (McDonald's app) and third-party delivery serve different customer types — they are not mutually exclusive; growing both is the goal
- Growing GMA usage also strengthens McDonald's negotiating leverage with DoorDash/Uber Eats
- Owner/Operators flagged geofence accuracy as a critical issue to check — incorrect geofences can route orders to wrong stores or wrong operators
- To get started: view Kerry's UberEats workshop (in Documents & Templates); contact Bill Reed at Uber for a walkthrough

Board Next Steps on Delivery:

	<ul style="list-style-type: none"> ● Members encouraged to test in their own organizations using a shared template (Connie's model to be circulated for feedback) ● Plan to report back at the fall in-person board meeting with results across a range of store types (high/low volume, urban/rural) ● Amy offered to help validate the profitability math with McDonald's finance contacts
<p>Closing <i>Maria Acosta, WON Vice-President</i></p>	<p>Maria thanked MOASD and the full board for their engagement and quality of input throughout the meeting. She noted the content and feedback shared would directly inform WON's ongoing agenda.</p> <p>Upcoming Dates:</p> <ul style="list-style-type: none"> ● April — Board meeting (details and exact dates being finalized) ● June — Cocktail reception at 2026 Worldwide Convention ● September — All-member meeting; all hands on deck needed, especially FOAs for outreach and sign-ups. Speaker ideas welcome — bring suggestions to any officer.

In attendance:

Amy Ansel
 Amy Rodriguez
 Andree Kocian
 Anna Marie Mestas
 Arlene Laddaran
 Brenda Schmid
 Cari Sepulveda
 Dena Quertermous
 Gianna Funkhouser
 Jamie Straza
 Jenny Briones
 Julie Pernecky
 Kara Campbell
 Kerri Harper-Howie

Lauren Holmberg
 Leigh Chamness
 Lisa De Bono
 Maria Acosta
 Maryann Paciullo
 Meghan Sweeney
 Melissa Montes Blanco
 Pat Roetzel
 Paulina Tulaphorn
 Randi Ray
 Shelly Contreras
 Stacey Shalhoub
 Tawnie Blade
 Trina Gendron

Amy Johnson
 Kelly Talento
 Steven Kleist

Board Members NOT in attendance:

Amanda Holder Giles
 Carla Moore
 Diane Piraino-Koury
 Donna Belbey
 Jade Colin
 Jamie Black
 Kara Campbell
 Lisa Iraci
 Sarah Hill

*Captured by Caroline Lockhart,
 Sandlot & Co.*