

## **Strategic Plan Update December 16, 2015**

### **Management of Redwood Coast Seniors, Inc.**

#### **Board Governance**

Board has completed a first review of bylaws revisions, and is now ready to vote on amending the bylaws as specified at the last Board Meeting. Board and Executive Director are committed to a monthly review of the strategic plan as a procedure for reviewing the operation of the Senior Center and the organization, Redwood Coast Seniors Inc. Board will review our annual AAA operations monitoring report with the Executive Director.

#### **Organizational Management**

Executive Director attended AAA Advisory Council Meeting. Also Attended Mendocino Transit Authority meetings relative to identifying unmet transit needs – representing elders. Also attended County Board Of Supervisors meeting to make a presentation in support of a new grant proposal which was subsequently funded. We will distribute a new salary range schedule to all employees – first time we have publicly published salary ranges. Some individual salary adjustments will be made in January – all within current budget parameters – to bring us into compliance with changing California Minimum Wage Laws and where possible to make adjustments to bring us closer to everybody being within the appropriate range for their positions.

#### **Fundraising**

We had a pretty good fundraising dinner event in November – served 120, and an unsuccessful holiday brunch in December – very low attendance. The new mailing asking for holiday contributions has been sent. After a strong start, dining room donations are lagging again and need some attention. An additional grant for \$6500 has been received from the County Board of Supervisors.

#### **Financial Management**

Current income and expenditures are comfortably within budget. We are a few thousand dollars ahead of where we expected to be at this point in time, and do not currently expect difficulties staying within budget. Finance Director will be responding to a Workers Comp Insurance Audit This Month. Changes in bus operations are producing some difficulty remaining within our “center contribution” contract requirements with MTA. This should even out with bus driver salary adjustments.

### **Management of the Senior Center**

#### **Senior Center Operations (Operations Manager)**

##### **Senior Transportation**

Entered into an agreement with Jeffrey Beard, supervisor of the Fort Bragg MTA operation. We will be using MTA drivers five days a week for morning shifts. This will supplement our own full-time driver. We will actually employ the MTA supply drivers when they are working for us, but Jeffrey will actually assign their shift responsibilities in coordination with his own needs for driver time. This arrangement will be advantageous to both us and MTA. MTA is providing us with three drivers, and we have a fourth backup driver in reserve. Ride volume is down by more than a third, and it will take some

advertising and promotion to reestablish our formal level of service and to increase riders. Our changed schedule keeps two drivers on the road during busy times, and decreases downtime. This allowed us to increase driver pay to current community standards.

### **Reception/Front Desk Operations**

Most front desk responsibilities are being carried out adequately. We have reworked some of the bus dispatch procedures in order to provide better communication between drivers and riders. In January we will make some adjustments to scheduling dispatch and reception times and responsibilities. We still have scheduling problems and coverage problems which will demand changing some people's shift assignments in order to rectify.

### **Thrift Store**

Thrift store continues to produce income as budgeted. Store management is shared between Cheryl, who has cut her hours somewhat, Deborah who is helping recruit and schedule volunteers, and Janice who continues to supervise the financial operation of the store and the consignment program.

### **Data Management and Reporting**

AAA monitored our entire operation, paying special attention to all of our compliance reporting – the processes by which we account for all delivered service units. We discovered a few technical problems and difficulties, which we are in the process of correcting by instituting new procedures for our dining room scan card operation. We also needed to update some client information, and catch up on our quarterly assessments of Meals on Wheels clients. We have until January 15 to correct all these problems. Most of them have already been resolved.

### **Physical Plant**

Kitchen renovation is now complete. New storage shed is installed on the back porch behind the kitchen. We have some minor roof leaking which we will address in the coming month. A possible donor has emerged who might be willing to help with some long deferred maintenance. Possible issues to be addressed include floor covering in the thrift store, the kitchen, and the conference room; some roof repair; a new furnace for the activity room/thrift store; and furniture and display apparatus for the new front desk area. We got six table bases donated, and have ordered tabletops for them in order to increase “coffeehouse type” seating along the hallway. Working with custodian and attempting to recruit volunteer help to improve daily “wet weather” floor maintenance – particularly entryway and hallway.

### **Senior Center Food Service (Food Service Manager)**

#### **DiningRoom Meal Service**

Dining room meal service counts are mostly normal, although a bit depressed during the first two weeks of December – probably in response to bad weather. Our food cost is running just slightly high, although with the end of gardening season we may see an increase because we will have to start buying fresh produce for a few months. Kitchen crew has worked hard at rearranging shelving and workflow in the kitchen. Things have settled down and are working quite smoothly. During the past several weeks we've seen a significant turn down in daily meal donations in the dining room.

#### **Meals on Wheels service**

All aspects of the Meals On Wheels Service seem to be operating as intended, and within budget. November and December are always interesting months because we have three four-day weekends and have to both produce pack and deliver frozen meals for those off days. We've developed a new system for making and tracking our inventory. The November frozen delivery was extremely efficient and

easy. Christmas is a little more problematic since we have two four-day weekends back to back but our new system should help it be trouble-free. In addition we coordinate with the Presbyterian Church on Thanksgiving and the Lions Club on Christmas to manage a hot meal delivery for all of our clients on Thanksgiving and Christmas days.

### **Food Service Administration**

We completed our second quarterly Nutrition Monitoring Site Visit. For the second quarter in a row there were no negative findings and we are in total compliance with all requirements. In January we will do a customer satisfaction survey, and do a major rework of our basic menu template to reflect what we find out by surveying. We have distributed nutrition education sheets to our dining room clients over the past three months – one covering nutrition and arthritis, and the other one pertaining to weight loss and managing blood pressure. After the first of the year we will begin a weekly education table presentation outside the dining room.

### **Senior Center Social Services (Social Services Manager)**

#### **Senior Consultation and Education Services**

We've started our monthly educational forums – first two worked quite successfully. The first presentation focused on auxiliary services now available to elders at our local hospital, and the second program had to do with developing strategies to deal with end-of-life issues. Mailed a recruitment letter along with the Christmas donation package to encourage people to attend the first Volunteer Senior Advocate orientation meeting in January. December and January will be the primary recruitment months. Elizabeth and Steve will begin the exchange of responsibilities starting immediately after the holiday vacation. Michael Potts and I successfully applied for some additional funding to create a new “resources section” on the webpage, and to develop some kind of “bulletin board exchange process” for seniors to arrange rides, support services, and exchange goods, tools and information.

#### **Senior Peer Counseling Program**

We've experienced the retirement of several more of our initial group of senior counselors. All of our active counselors have one or two clients. When we recruit for the new “volunteer senior advocates” we will use that same pool of applicants to further recruit individuals who would like additional training and support to become “Senior Peer Counselors”.

#### **Therapeutic Eldercare Service**

We are right on budget, providing services to seven different individuals totaling approximately 18 client Service days per week. We anticipate making the move to a three-day a week operation in January in order to free up an additional day for Elizabeth to work with the new volunteer student advocates and develop a more proactive outreach program for the most vulnerable of our senior population.