

Strategic Plan Update January 27, 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. AAA Nutrition program monitoring will occur on February 22, report will be submitted for review by the board at its next meeting. Updating of nutrition evaluation data for dining room and Meals on Wheels clients has been delayed due to Steve's surgery and five-week absence. AAA has granted an extension of time to accommodate this absence.

Organizational Management

We will distribute a new salary range schedule to all employees in February after salary adjustment completed. 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 with in the appropriate range for their positions.

Fundraising

Very successful fundraising event produced by Rick banker in January. He will provide details to the board in his report The mailing asking for holiday contributions was also very successful, bringing us into line with our budgeted expectation for contributions during the first half of the year.. After a strong start, dining room donations are lagging again and need some attention. We are doing some more intensive donation request activities in the dining room, with somewhat mixed results. The general individual donations have increased somewhat, but the unexpected benefit of publicizing the financial shortfall was to produce several large donations which have actually covered the December and January shortfall. Funds for the Community Benefit 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. 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. Our bus maintenance costs are running low enough this year to allow us to purchase new radio gear for bus number seven – our backup vehicle.

Management of the Senior Center

Senior Center Operations (Operations Manager)

Senior Transportation

The agreement with Jeffrey Beard, supervisor of the Fort Bragg MTA operation to use MTA drivers

five days a week for morning shifts is working very well. 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 continues down by about a third, and it will take some advertising and promotion to reestablish our formal level of service and to increase riders. We will implement an advertising campaign in February. 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 intended make some adjustments to scheduling dispatch and reception times and responsibilities, however those changes had to be postponed until Steve returns to work from his surgery. In the meantime we've had to use existing staff to the fullest in order to maintain coverage.

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. This task has also been delayed due to Steve's six weeks absence. Although we have managed to maintain most of the services he normally provided to clients, his absence has highlighted the importance of some cross training in order to provide staff backup relative to our data entry obligations.

Physical Plant

We have some minor roof leaking which we will address in the coming month when we can find an adequate plan break in the rain and get a roofer in for inspection. A possible donor has emerged who might be willing to help with some long deferred maintenance. We have a bid for installing a new furnace to replace the old unit that now heats the activity room and the thrift store. This is the oldest of our three furnaces, and we generally experience one or two breakdowns each winter. We have submitted the bid to our potential donor and are waiting for his approval. 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 January – probably in response to bad weather. Our food cost is running higher because we are now buying fresh produce for a few months until we get back into gardening season and start working with our local gardeners and farmers markets. Kitchen crew has worked hard at rearranging shelving and workflow in the kitchen. Things have settled down and are working quite smoothly. See comments under fund raising regarding the donation situation 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, With one exception that, again as a result of Steve's extended absence, we've gotten behind on home visits and follow-up calls to new Meals on Wheels clients. Steve will address the situation when he returns, and we will attempt to recruit some of our new senior advocates to assist in the calling and visitations.

Food Service Administration

On February 22 hour AAA nutritionists will visit the center to monitor both our dining room and Meals on Wheels food service programs. This will be a comprehensive six-month monitoring, and the results will be shared with the board at their next meeting. The entire food service staff are to be commended for their excellent volunteer work in partnering with Margaret Fox and the Harvest Market crew to jointly produce a wonderful buffet for the January "Cabaret" fund raiser, and thanks to Harvest for providing food at cost for this event.

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. Our first Volunteer Senior Advocate meeting was extremely successful. 45 people attended the meeting, most of whom are not currently volunteers at the senior center. Response to the program was enthusiastic, and we are meeting regularly on the second and fourth Fridays of each month. At the next VSA meeting we will review the range of resources currently available at the senior center, and begin to divide people into their special interest groups to initiate research on existing community resources, and ways to effectively present information and access to more seniors both at the center, and out in the community.

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. Susan Bridge-Mont our clinical supervisor will be conducting a new training cycle in the coming months after recruiting new counselor candidates. 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. One of our long term clients in the Day Program passed away this month. We anticipate making the move to a shorter service day for clients in order to free up an additional time 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. This change was designed by Elizabeth with the active participation of her excellent volunteer staff.