

**Strategic Plan Update February 23, 2016
Management of Redwood Coast Seniors, Inc.**

Board Governance

Revised bylaws adopted at last board meeting. AAA nutrition program monitoring scheduled for February 23. Monitoring report will be submitted for review by board at its next meeting. AAA annual financial monitoring is scheduled for March. This review, conducted by the chief AAA finance manager is intended to assess our compliance with all details of our AAA contracts. Because the AAA parts of our operation are intertwined with everything that we do, including nutrition, outreach, day program, and administration, this review amounts to a de facto audit of our financial operation. All aspects of our entire accounting system and procedures will be reviewed, and a comprehensive report will be submitted to us.

Organizational Management

All salary adjustments have been made in order to bring us into compliance with California's new minimum wage range. We increased the hourly rate of seven employees by one dollar, constituting approximately a 10% raise, and costing us approximately \$10,000. This adjustment was anticipated in the budget. State Worker's Comp. Audit was completed in February – no problems emerged.

Fundraising

The fund-raising dinner held in February in conjunction with the Symphony concert had a lighter than average turnout, with a somewhat lower net profit than anticipated. In general are monthly dinner events this fiscal year have not produced the same attendance and income as in previous years. We currently have events scheduled for March, April, May and June. This may be a good time for the ED and Board to consider our strategy relative to the monthly dinner events. Last month's successful Cabaret earned as much as 3 to 4 regular monthly dinners. We need to assess the real cost of the monthly dinners in staff and volunteer time in evaluating their effectiveness. We are in the process of designing a fundraising mailing for March. It is likely that we will receive a second year \$10,000 grant from Health and Human Services to continue work on the Senior Advocacy Program.

Financial Management

The current Profit and Loss Versus Budget Summary is enclosed with this month's board documents for review. We remain on target halfway through the fiscal year and are currently operating within budget. Although a variety of categories have had some ups and downs, the net effect thus far is balancing everything out. We still remain approximately \$50,000 short of where we would like our income to be in order to relieve the constant fiscal operating pressure. We have engaged the County Board of Supervisors and the County Health and Human Services Department in an ongoing conversation about the most effective and appropriate way to fund senior support services throughout the county, including at the four senior centers.

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 continues to work very well. Our rides per day are very slowly beginning to increase. We are gradually gaining back writers we lost during the transition to our new

staffing pattern. It is interesting that although rides are down, farebox income is actually above what we budgeted, meaning that we are collecting more per ride and we were year ago. We have tracked and identified all regular riders of our bus system which now number approximately 80. In March we will survey all 80, and then do an adjustment of rides, schedules, driver patterns, and integration with MTA. It is been very helpful having Jeffrey Beard drive one day a week for us, as he is becoming familiar with our clients and patterns, and is providing valuable consultation.

Reception/Front Desk Operations

We are still working one full-time person short in the office as our program manager has been out now for a second month due to health problems. We are hoping for a return in the first week of March, concluding this 10 week absence. In addition our administrative assistant has been away from work for the last two weeks of February increasing the load on all office staff. We have not been able to proceed with the Senior Advocacy Program at the pace we hoped. The planned staff adjustments involving day care, Meals on Wheels, data reporting, and building management have been delayed, and we hope to proceed in March with the return of full staff.

Thrift Store

Sales are down. Store manager returning from illness, and that will undoubtedly help sales. Nevertheless the primary cause affecting sales is the absence of furniture donations. Although we do not have enough space to deal with furniture, we generally do take in a load every two months or so, and use the hallway to stage sales. We've skipped a couple months, and this seems to be the primary reason we are earning less money. We do anticipate contributions from an estate some time with the end of March.

Data Management and Reporting

Program managers absence again has impacted our data reporting relative to Meals on Wheels and Dining Room. We managed to maintain all scheduled outreach reports, volunteer reports, meal counts and invoicing cycles. We temporarily hired a couple Meals on Wheels drivers to contact our 85 clients and update their nutritional and functional assessments as required by our contracts. This process is about half finished.

Physical Plant

Dunlap roofing successfully inspected and repaired 2 significant roof leaks, one in the financial office, and another in the conference room. In both cases the problem was wind and weather damage rather than any systematic failure of the roofs which continue to be in relatively good shape. We received a donation of six table bases, and will now purchase tabletops to complete our hallway "café seating". Hall seating is increasingly being used for conversation, card games, and a number of people using their laptops.

Senior Center Food Service (Food Service Manager)

DiningRoom Meal Service

Dining room daily meal counts continue to run about 7 to 10 people low on about three days of each week. We've rearranged the cashier's desk to the outside hallway by the entrance to the dining room, and are continuing to provide daily feedback regarding donations. We have challenged clients to attain an average contribution rate of \$200 per day, have been successful for the first two weeks of February. We are still experiencing too many sub \$200 days. We are running about the same income level as last year, which is a problem because we budgeted an increase of about \$5000 for the year. This is an area

that continues to need attention.

Meals on Wheels service

All aspects of the Meals On Wheels Service seem to be operating as intended, and within budget. We are providing service to approximately 85 clients which is our normal caseload. Meal contributions, which are requested by mail at the end of each month when we send a statement to each client is exceeding budget, providing little balance to our lowered income for dining room nutrition. We had two cases in February where a Meals on Wheels driver responded to a lack of response when trying to deliver a meal, by calling 911 and accomplishing essential rescue operations. Both clients were taken to the hospital, and are doing well.

Food Service Administration

On Wednesday, February 23 our 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.

Senior Center Social Services (Social Services Manager)

Senior Consultation and Education Services

We have three senior advocacy meetings, but have temporarily slowed down the pace of training, again due to the absence of our program director, and the ensuing consequence that appropriate staff shifts have not yet been made in order to release time for sufficient focus on this new program. Nevertheless, we have made progress on the design of the “elder portal” which is the web access to a comprehensive directory of senior support resources exclusively focused on the north coast. In addition, an advocacy group in Comptche held a very successful first meeting involving 45 people, and we are currently exploring the possibility of some food service support on a weekly basis. At the next VSA meeting in March we will hold a training forum that will focus on the wide range of government-funded programs that support low income seniors.

Senior Peer Counseling Program

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 six new counselor candidates. This program is fully funded by a contract with Ortner Management Company under the auspices of County Mental Health Services. That contract is currently under review by the County, and this could have some implications for the process of negotiating continuing funding. The program is highly successful, and cost efficient, so we do not anticipate any loss of revenue.

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. Although implementation has been delayed due to the prolonged absence of our program manager, will make the change in March after he returns.