

**SHASCADE COMMUNITY SERVICES, INC.**  
**STRATEGIC GOALS**  
**OUTCOMES ANALYSIS**  
**2014-2015**

**CURRENT GOALS**

**SHORT TERM GOALS (1-2 Years)**

1. *Provide security lighting and a new security camera system for all programs and buildings of Shascade – GOAL MET*

Each building in the Redding area has been upgraded with advance LED lighting systems. This not only is brighter, but it is also more energy efficient and will last over 20 times longer than our tradition light bulbs from before. Each light system is on a time to activate at lower evening light levels.

A new camera system has been installed at each Redding location as well. This system is a networked system that allows us to monitor each building from our computers and smart phones.

2. *Provide wheel chair accessibility for Trinity Services. - GOAL MET*

A wheel chair ramp and a wider access has been installed at this location. This allows much easier movement in a wheel chair and the wider entry allows for many more things to be moved into the building as needed.

3. *Provide ADA compliant path of travel on all Twin View Blvd locations owned by Shascade – GOAL MET*

A contractor as submitted to the city and installed a path of travel from the public side walk to each of our locations on Twin View Blvd.

4. *Remodel Lorin Robinson Center. – GOAL MET*

Sensory objects, a quiet room, and an outdoor patio area have been installed in this day program.

5. *Provide new transportation fleet consisting of 3 or more accessibility vans, one for each day program in order to increase mobility and community outings. – GOAL MET*

4 new vans have been purchased on lease agreement through Enterprise Fleet Management. MobilityWorks have provided upgrades for each of the vans with folding seats to allow up to four wheel chairs to be transported at a time. We are looking forward to years of use out of these new vehicles.

6. *Purchase building in Weaverville for Trinity Services – GOAL MET*

Shascade has purchased the building that we currently occupy. The adjacent parcel has also been purchased.

### **ONGOING SHORT TERM GOALS (1-2 YEARS)**

1. *Engage in federal and state vocational contract* – GOAL ONGOING

We have renewed our contracts with the State of California Department of Education Food Program and our contract with the State of California Department of Transportation for the rest area in the Weaverville area.

2. *Provide further community integration for our consumers.* – GOAL MET

During the year we purchased new vans to allow more wheel chair use clients to participate in community outings.

3. *Educate and train management on human resource state and federal regulations* – GOAL ONGOING

Annual training are held for each department using an online training system. Cassie Mikesell, the SCS safety officer, has successfully scheduled and guided all staff to online trainings. All staff that have been scheduled for a training have attended with a certificate of completion.

### **LONG TERM GOALS (3-5 years)**

1. *Purchase "for profit" businesses in order to provide additional job opportunities for consumers* – GOAL ONGOING

This goal is contingent on the approval of Far Northern Regional Centers. As relations improve we hope to see a progression with this goal. We are always monitoring new business prospective on a monthly basis.

2. *Establish a pension plan for SCS employees* – GOAL NOT MET

As of right now the budget does not allow for a pension plan for employees. We will see if the new budget for 2015-2016 may accommodate a pension plan.

### **FINANCIAL INFORMATION ANALYSIS**

The financial analysis will contain a breakdown of revenue to expenses for the agency as compared to the budget approved by the board of directors. The balance sheet and statement of cash flows is also analyzed for future financial goals.

#### **Profit & Loss**

A profit margin of .2% is observed for the fiscal year ending June 30, 2015. SCS came in with total revenue of \$4,894,692 with an overhead adjustment of \$605,695.

Total expenses for the year accumulated to \$4,885,368. This left SCS with a net profit of \$9,324.

### **Balance Sheet**

Current assets for the year equaled \$1,572,088 with \$10,639 outstanding in our accounts receivable account and \$6,042 in our Certificates of Deposit account.

With fixed assets, our total assets equaled \$6,432,826.

Our current liabilities at June 30, 2015 were \$26,025. Total liabilities for the year were \$1,534,481 with \$835,262 held in our PFS client trust accounts.

Net income and prior years' earnings equaled \$4,898,345, bringing total liabilities and owners equity to \$6,432,826.

### **Statement of Cash Flows**

Operating cash flows decreased by \$18,251 for the year.

Investment cash flows increased by \$75 for the year.

Client trust account cash flows increased by \$531,823.

## ACCESSIBILITY ANALYSIS

### **Purpose:**

This plan is to assist the leadership of SCS for compliance based on Title 24 of the California Building Code and the Americans with Disabilities Act and Accessibility Guidelines.

### **ARCHITECTURAL:**

#### **1920 California St – *Plan Achieved***

Security lighting and a new camera system has been installed at this location.

#### **160 Masonic Ave – *Plan Achieved***

Security lighting and a new camera system has been installed at this location.

#### **900 Twin View Blvd**

Security lighting and a new camera system has been installed at this location.

An ADA compliant path of travel has been installed at this location.

#### **37009 HWY 299 E, Burney, CA**

Two broken windows have been installed in the front of the building.

New electrical outlets have been installed inside the building in order to ride the floor of any extension cords.

Restrooms have been updated for ADA compliance.

#### **1756 Main St, Weaverville, CA**

Doorways have been improved for ADA accessibility and a wheel chair ramp has also been installed.

Trees have been removed that appeared to be dead in order to prevent any injury.

## ENVIRONMENTAL ANALYSIS

### **All programs – *Plan Achieved***

100% of safety bulletins and trainings took place each month.

8 workers compensation incidents were reported for the year.

**Person(s) responsible: Cassie Mikesell, Safety Officer; Program Managers**

## ATTITUDINAL

In order to improve the attitudes of the general public toward individuals with developmental disabilities, SCS continues to increase community outings and engagement in community events. Events such as the Homeless Project Connect, the Christmas Gift wrap booth in the Mount Shasta Mall, Job fairs, all continue to be great avenues to create more awareness to the community of the disabled. The water certification listed above under SHORT TERM GOALS also allows more community integration for the clients and enhances a positive exposure to the community.

**Person(s) responsible: All Staff**

## EMPLOYMENT

Shascade Work Connection continues to receive referrals from Far Northern Regional Centers. SWC has received 19 referrals for the year and processed 19 intakes for the year.

**Person(s) responsible: Jennifer Wyer, SWC Manager**

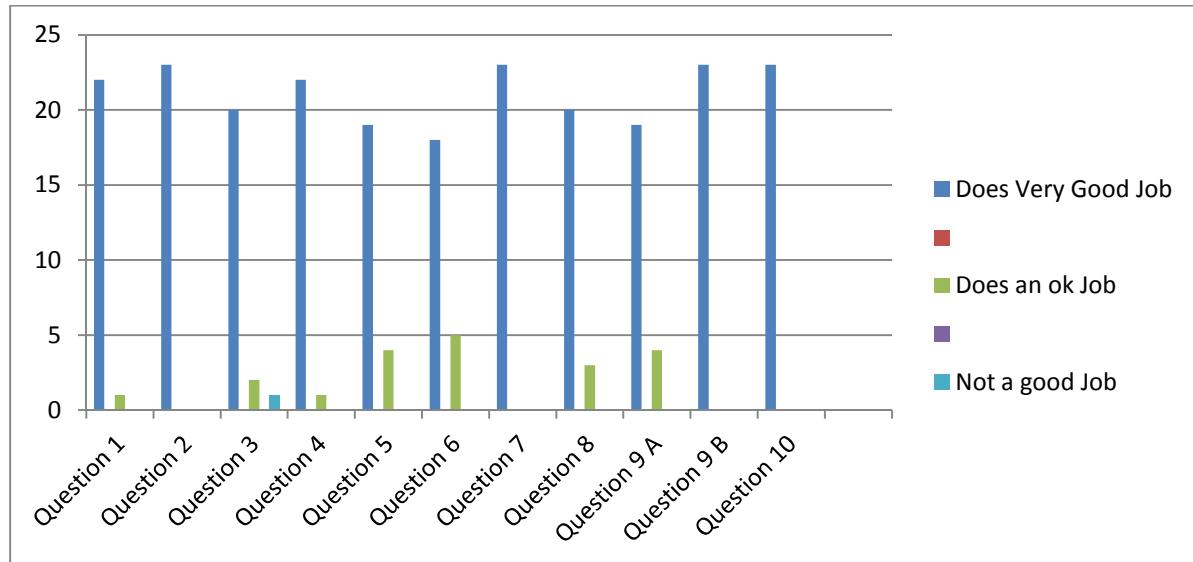
## RESOURCE ALLOCATION

There were no resource allocations strategies needed for the year.

**Person(s) responsible: Gina Gallien, Executive Director; Justin Arendt, Director of Operations**

## SURVEYS

### SHASCADe WORK CONNECTION – CONSUMER SURVEYS



1. How do you feel about your job coach?
2. How do you feel about the way the program manager/supervisor handles your concerns?
3. How do you feel about the way your job coach talks to you?
4. How do you feel about the contracts and appointments you have with SWC?
5. If you have an issue, does your job coach handle it properly?
6. Does the job coach help you understand your rights?
7. Do you feel that you are on the right track to success regarding your objectives for supported employment?
8. Do you feel that SWC respects your choices?
9. Do you enjoy group placement or are you interested in becoming individually placed?
10. How do you feel about SWC overall?

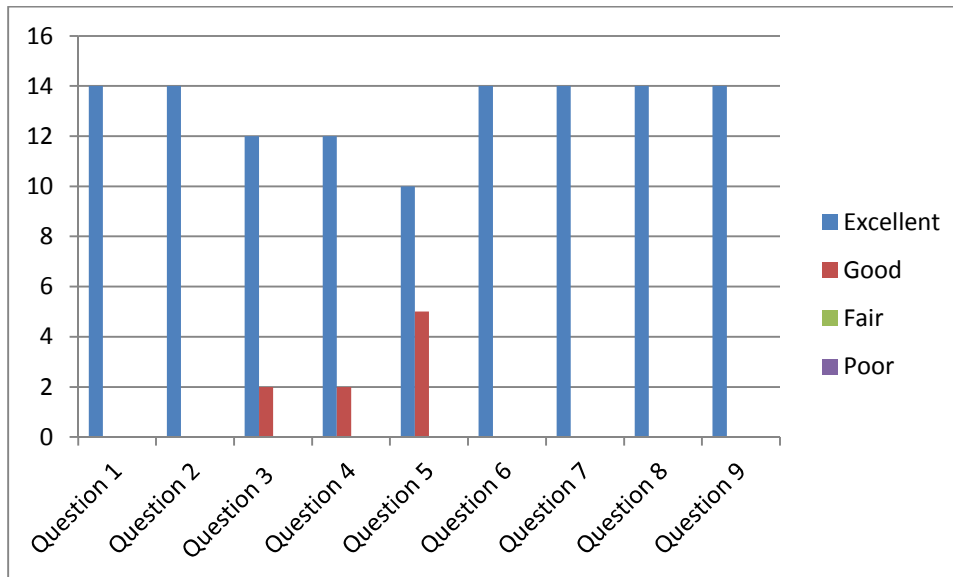
Question 4 has seen great improved as compared to last year. The appointment system in place now is far more accepted by consumers. Question 3, in regards to how a job coach speaks to the consumers, has area for improvement. Communication trainings will definitely be enforced to make sure positive communication is consistent between staff and clients.

## EMPLOYEE SURVEYS

Surveys are disbursed to employees in each department. The following questions are asked:

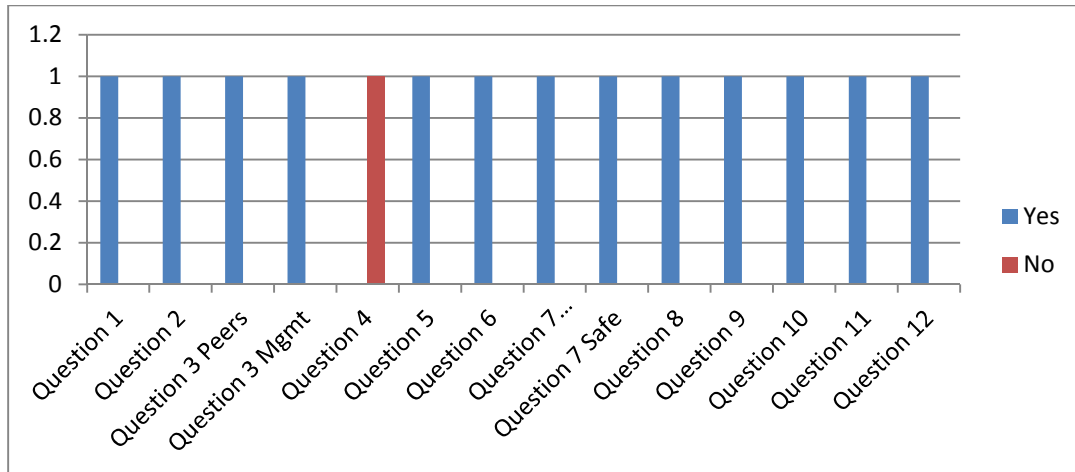
1. Are you happy with your job? If not, please describe your dissatisfaction.
2. Does management provide an open and comfortable work environment? If not, please describe.
3. Are you treated with respect by management and the peers you work with?
4. Is management flexible and understands the importance of balancing work and personal life?
5. What changes, if any, do you feel need to be made in your department to improve working conditions?
6. What changes, if any, can SCS make to improve working conditions?
7. Is your environment at work pleasant and safe:
8. Are employees treated fairly and equally?
9. Does management listen to employees' suggestions/needs?

### Skills Development Center



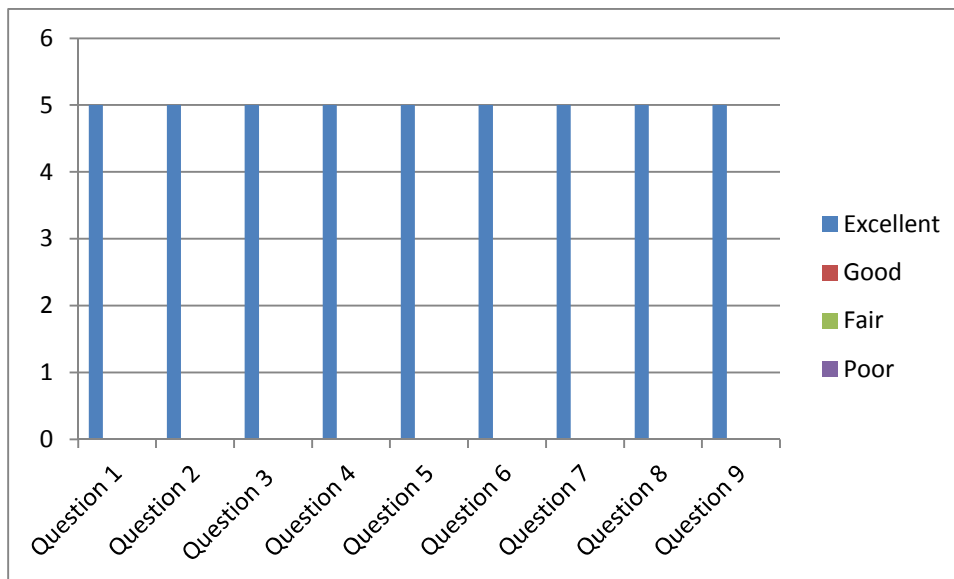
Comments on each answer will be taken into consideration and addressed by the Executive Director.

### Personal Finance Services surveys



Only one survey was submitted from this department. The one survey expressed concerns over management’s role in the department. PFS now has a manager on site full time to handle any issues that may arise.

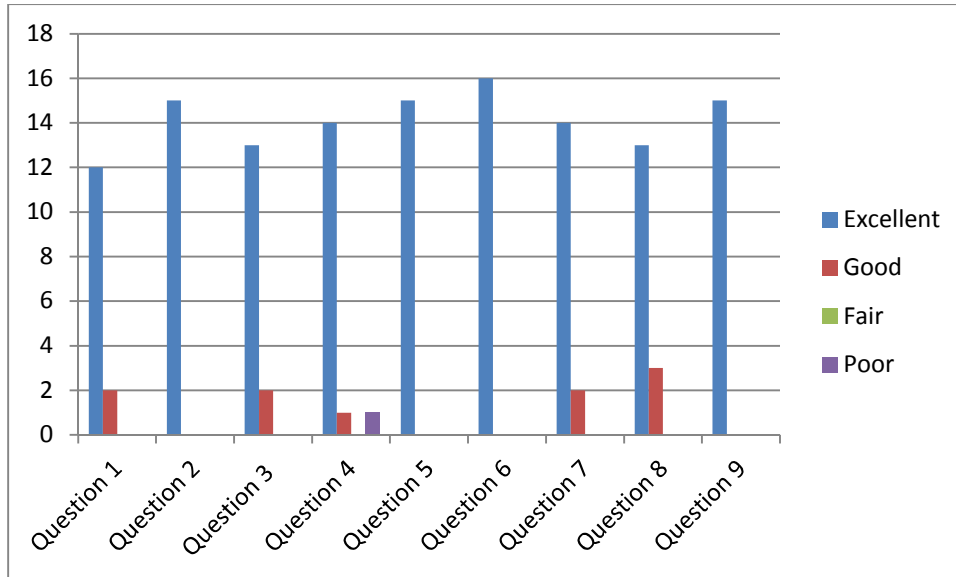
### Trinity Services Surveys



All responses were positive for this department. All suggestions and comments were giving praise to management.

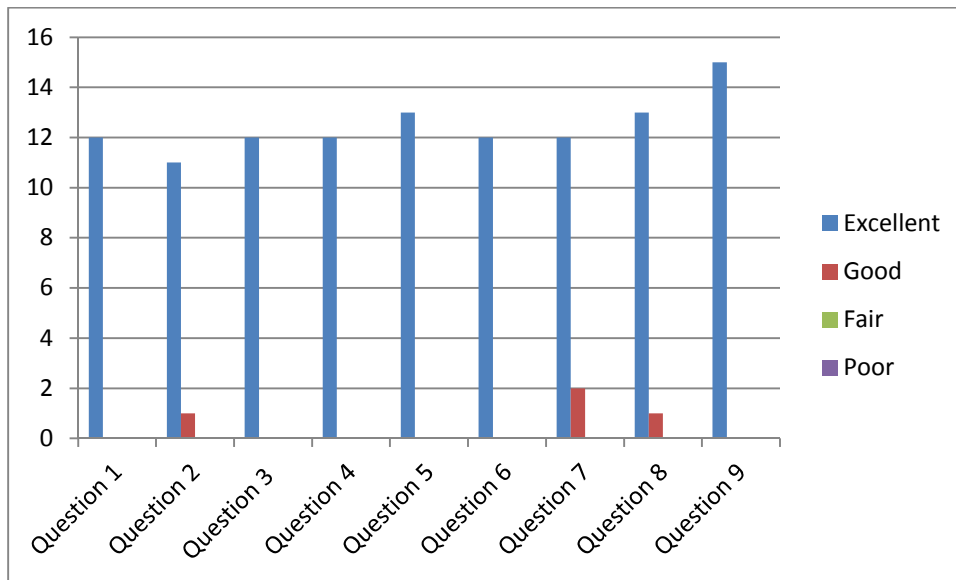


## Lorin Robinson Center Surveys



Comments on each answer will be taken into consideration and addressed by the Executive Director.

## Community Living Resources



Comments on each answer will be taken into consideration and addressed by the Executive Director.

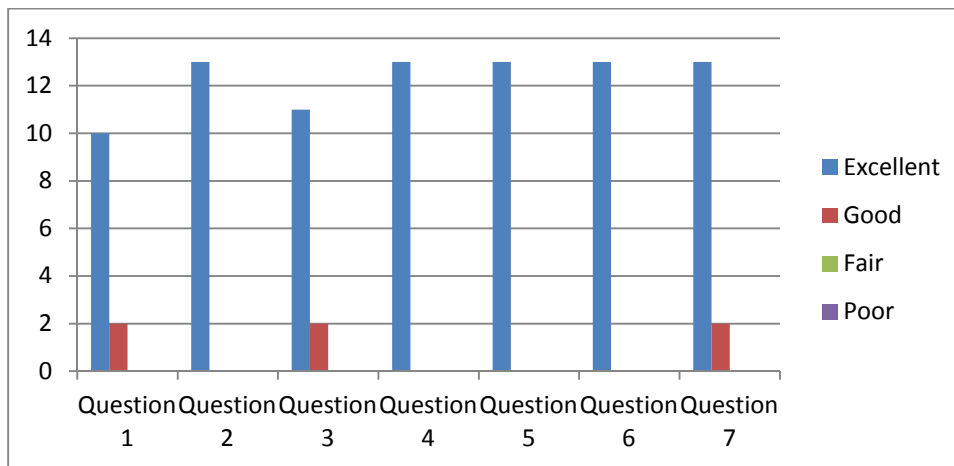
## CLIENT SURVEYS 2015

Clients being surveyed: Clients involved in our day programs. They range from mild-retardation to other forms of developmental disabilities. Their surveys are assisted by their conservator or care taker.

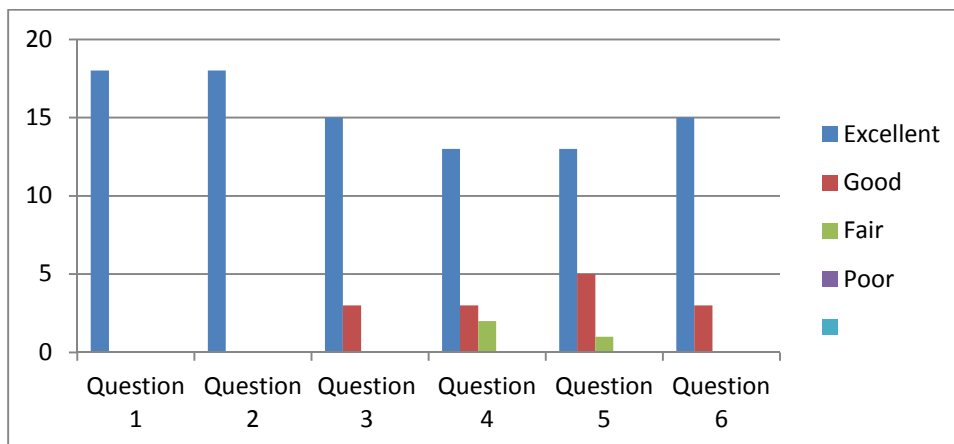
Questions:

1. How do you feel staff is doing their job in providing support to the consumers?
2. Do you feel there are enough activities in the day program?
3. Do you feel that staff treats you with respect and dignity?
4. Does the consumer enjoy having services at the day program?
5. Does the program promote the development of functional skills for the consumer?
6. Does the program improve the quality of your life?
7. Are you satisfied with the overall quality of SCS program?

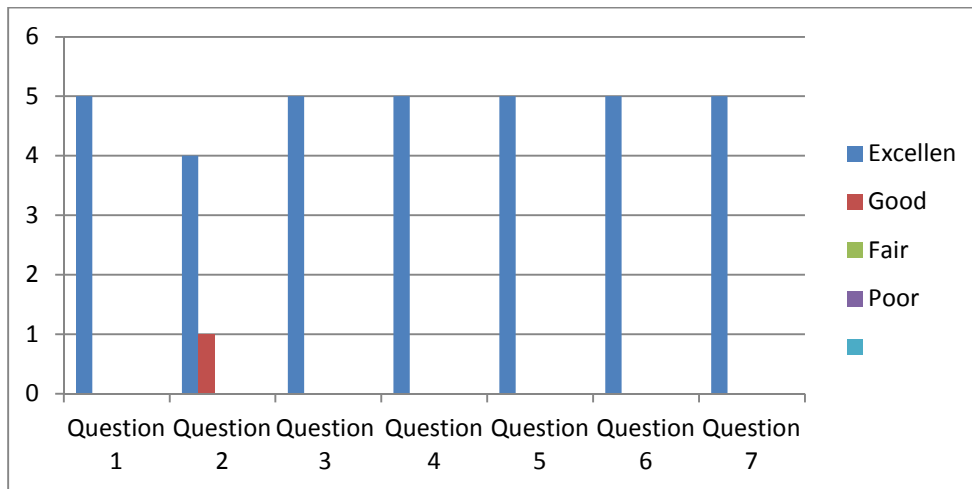
### Lorin Robinson Center



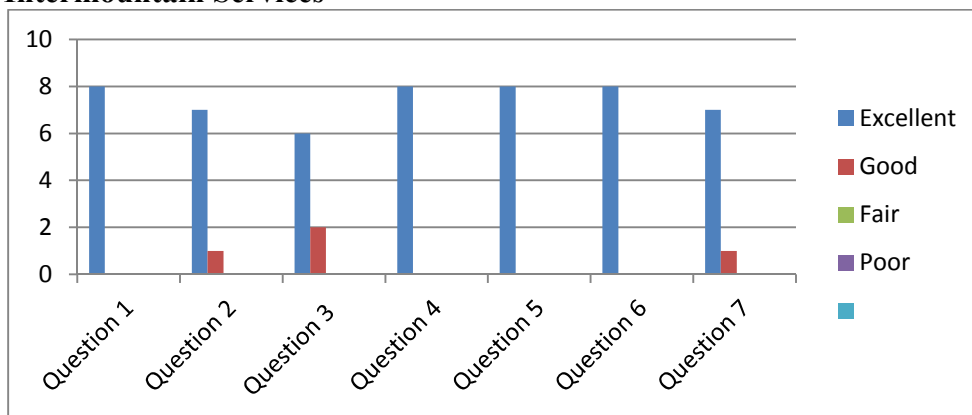
### Skills Development Center



### Trinity Services

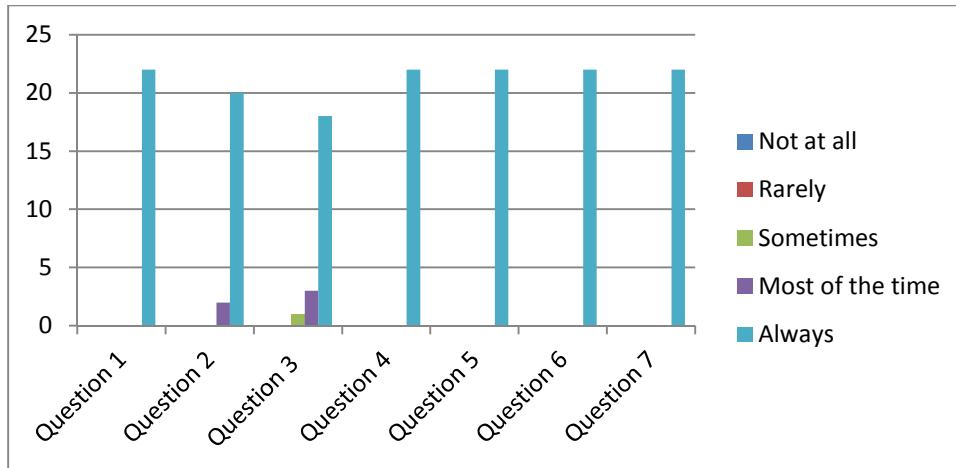


### Intermountain Services



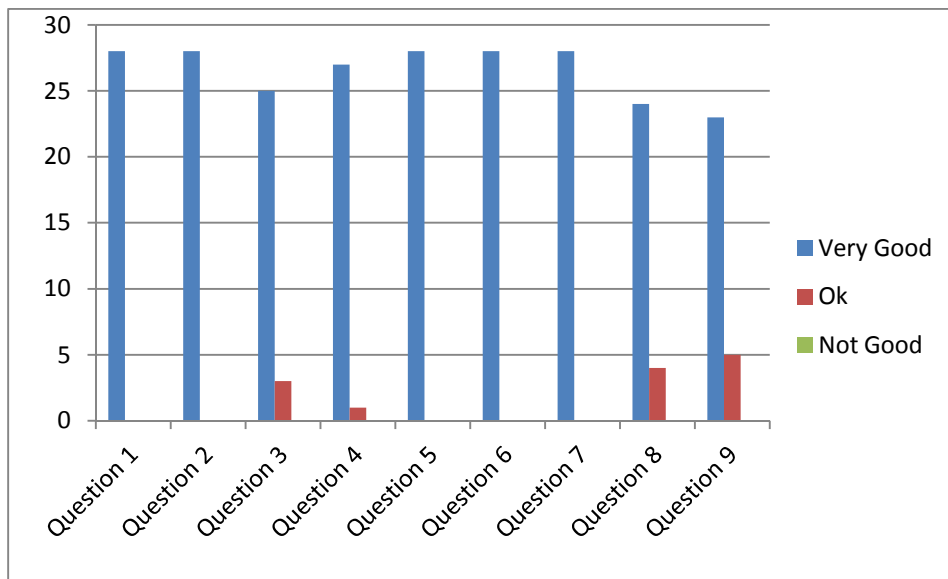
### Independent Living Services

1. Does your ILS worker arrive on time for your appointments?
2. Are you treated with respect and courtesy by your worker?
3. Is the worker dressed appropriately?
4. Are you taught how to use public transportation, pay your bills, and grocery shop?
5. Do you use the hours authorized for assistance with instructor?
6. When you are with your instructor does he/she stay with you for the full amount of time?
7. How would you rate the instructor assigned to you?



**Other stake holders**

1. Intake and assessment of consumers
2. Appropriateness of job placements
3. Effectiveness of job coaching services
4. Respect for consumers’ rights and choices
5. Work evaluations, goals and vocational plan development
6. Communication of consumer progress, needs, and desires
7. Wages paid and work schedule
8. Questions or concerns are handled in a timely manner
9. Overall satisfaction with the agency



Comments on each answer will be taken into consideration and addressed by the Executive Director.

Measurable goals are placed in each consumer's ISEP. This helps in tracking progress, needs, and desires, since the objectives and goals of the consumer go hand-in-hand with these areas.

Job coaches are now more objective oriented when it comes to providing job coaching services to the consumers. This will in effect increase productivity ratings and job training.

Each consumer is able to transfer to a different job placement if it is evident, through ISEP meetings and other appropriate meetings that are necessary, that the current placement is not working out for them.

## **RISK ANALYSIS**

### **Work Related Injuries**

For the period of June 1, 2014 to July 30, 2015, the following activity with our Workers Compensation carrier took place.

Number of new injuries or reported incidences:	8
Number of old injuries or reported incidences closed:	2

As observed, safety risk at the workplace continues to be an area of concentration. It is the goal of SCS to provide a safe and clean working environment. Continued monthly meeting and training are provided by SCS staff, our Workers Compensation carriers, and various other agencies when available.

### **Risk Detection**

Administrative staffs monitor and evaluate potential risk related to consumers and staff safety and actively participate in the development of criteria for identifying cases with potential risk.

**All grievances/complaints and non-critical/critical incident reports are reviewed by the Safety Officer and reported to the Executive Director for analysis and evaluation.**

**No grievances/complaints or concerns from persons served, visitors, and volunteers have been reported for the period of July 1, 2013 through June 30, 2014.**

## **Risk Assessment**

SCS will coordinate all risk management activities and will provide for the flow of information among Quality/Risk Management, Credentials and Peer Review, and the Board of Directors. The ongoing risk management monitoring and evaluation activities will include but not be limited to the following:

### **a. Incident Trending Report:**

All critical and non-critical incident reports are reviewed to assess potential risk for liability. Critical reports were reported to managers and administration and a corrective action plan is immediately established and follow up mechanisms are identified.

### **b. Grievances/Complaints**

No grievances/complaints, concerns from persons served, visitors, and volunteers were reported during the year.

## **RISK MANAGEMENT PROGRAM COMPONENTS**

Risk management coordination shall include but will not be limited to:

### **Preventive Maintenance Program:**

The employee handbook and consumer handbook is reviewed and the yearly updated policy and procedures manual is provided and acknowledged by all staff and consumers.

The Safety Officer conducts fire drills training every year and the fire extinguisher the Safety Officer conducted internal safety inspections of all offices and identified safety hazardous items. All items were corrected on a timely fashion.

Adult and First Aid and CPR training were conducted from July 1, 2014 to June 30, 2015 by staff certified in these areas for training.

All new staff are required to be tested for TB (Tuberculosis)

Redding Fire Department conducted quarterly inspections on smoke detectors, fire alarms, fire extinguishers, certificate of occupancy, and certificate of use-fire safety permit for the year. There were no findings reported for the year.

Every year all fire extinguishers from all locations offices are tested and certified for compliance with the fire Safety Code by Shasta Fire Equipment.

**External and Internal Disaster Program:**

The Emergency/Disaster Plan is reviewed accordingly and updated with the Pandemic Influenza procedures mandated by the Center for Disease Control (CDC).

**Loss Exposure:**

Loss Exposure detail analysis is conducted annually and report provided by Barney & Barney Insurance on the areas of liability, worker's compensation, etc. There have been no claims filed for this year (see insurance analysis report).

Non-Profits United provided worker's compensation. Many claims have been dropped from workers compensation collections, lowering the costs associated with workers compensation for the year.

**Review of Policies & Procedures:**

P & Ps are reviewed continually by administration and managers for adherence to regulatory bodies such as the Federal Government, State, County, and Municipality regulations. The provisions and statement of participation with CARF is also reviewed for adherence and compliance.

The Outcomes Analysis is reviewed and an evaluation of the achievement goals and objectives are conducted as part of the Strategic Plan.

Strategic Planning is reviewed and analyzed to ascertain that planning efforts include rights, responsibilities, ethics, and compliance, continuum of services, assessments, and improvement of the organizational performance.

Risk Analysis is discussed to evaluate grievances, critical and non-critical incidents, and other organizational standards of practice functions.

Performance Improvement is reviewed for vital organizational functions such as Organizational and Operational Planning, Risk Management, Safety, Quality Assurance, and Ethical Issues, and Information Management and System Development.

Grievance/Complaint procedure is revised to ascertain procedural compliance with grantors and accrediting body-CARF. Security Officer/Risk Manager to work on trending analysis of grievances and adverse outcomes.

### **Annual Review of Insurance Package:**

The Insurance Company conducted annual review of the Commercial/Property/Employment Practice/Automobile/Crime/Worker's Compensation and Directors & Officers for appropriate coverage for July 1, 2014 through June 30, 2015. (See insurance review packages)

### **Risk and Fraud for Financial Risks:**

The Executive Director and finance manager completed several internal controls items for the year in order to facilitate to the auditors the identification of possible risks affecting the financial statements by considering known changes in persons served conditions. Inquiries about management, observation of agency's activities, operations, inspections of reports, and documents are amongst the many internal controls conducted. Internal controls items are as follows: Understanding the entity and the environment, statements for financial position such as profit and loss, balance sheet, and statement of cash flows.

### **HIPAA Compliance:**

The Health Insurance and Portability and Accountability Act of 1996 Policies and Procedures are reviewed yearly for any possible disclosure of Protected Health Information (PHI).

### **Workers Compensation Analysis:**

Our current experience modification rate has increase to 224%. However, many workers compensation claims have been dropped from our account. A full calendar year must go by in order for these actions to affect our experience modification. Unfortunately we are going to have to wait a couple more years before we see any improve with our experience modification, provided we do not have any new claims in our current years.

### **Fiscal Impact:**

This is increasing the amount of our workers compensation bill.

### **Solutions:**

SCS will continue monthly safety trainings given by the Program managers. Our Safety officer has developed comprehensive safety training. Additionally, a transfer training has been added to our competency curriculum. First Aid and CPR training is held bi-monthly. Safety incentive programs continue to be implemented in all programs.

### **Monitoring Strategies:**

The Safety Officer and Human Resources management review incident reports to determine trends on a monthly basis. SCS Safety committee reviews incident reports on a quarterly basis, and an annual safety report is presented to the Board of Directors.



An analysis will be performed using data collected throughout the year from our workers compensation carrier, safety officer, and other personnel involved in the training and executive of safety rules and trainings.

Reports used:

1. Monthly incident (injury) reports are reviewed.
2. Safety committee reviews reports on a quarterly basis.
3. Annual report by Safety officer presented to Board of Directors for its review and input.

### **State Budget Cuts Analysis:**

The State fiscal budget is continually monitored and updates are received from Far Northern Regional Center and other funders. Board meetings are held and informed of any changes to budgets.

We will continue to:

1. To monitor the state budget.
2. To be frugal with all monies received while still giving our high standard of services to our consumers.
3. To maintain good standings with persons who rent the Event Center.
4. To cultivate good will with our funders.

Monitoring strategies:

The Finance Committee of the Board of Directors continues to maintain strict overview of our monthly financial reports, noting upward or downward trends.

Reports used:

Monthly financial statements as compared to budget. Annual review/audited of financial statements.

### **HUMAN RESOURCES ANALYSIS**

For the year ending June 2015, the cost of our unemployment reimbursement has been steady. Our

SCS continues to maintain our trainings for new and current staff. These trainings include, but are not limited to new staff, competencies, First Aid and CPR, safety, confidentiality, mandated reporting, consumer rights, task analysis, etc. SCS provides a forum for management at monthly leadership meetings. Managers give monthly or bi-monthly trainings for their staff. SCS policies and procedures and personnel policies are reviewed and accepted annually by the Board of Directors.

Fiscal Impact:

Unemployment reimbursements up 12%.

Solutions:

1. Continue documenting and monitoring of all trainings
2. Continue matching employee performance appraisals with job descriptions
3. Continue in-agency advancement for staff.

Monitoring strategies:

Continue to monitor trainings and related topics by managers and the Executive Director. Continue to reconcile and review quarterly statements from EDD.

Reports Used:

1. Review sign-in sheets of trainings agency wide as well as in each department.
2. Review performance appraisals compared to job descriptions.
3. Review postings of available positions.
4. Quarterly reimbursement statement from EDD.

## **INSURANCE ANALYSIS**

Our insurance continues to be a success with Barney & Barney (B&B) as our new insurance broker. We are looking forward to open enrollment in 2015, beginning November 2015.

Fiscal Impact:

Insurance expense premiums increase 12% this year.

Solutions

1. Our insurance broker will continue to give SCS guidance to maintain all necessary policies.
2. The SCS Board of Directors reviews all insurance needs on an annual basis.
3. Necessary bonds are obtained.

Monitoring Strategies:

SCS Board of Directors finance committee continues to monitor our insurance coverage with consultation from our broker B&B.

Reports Used:

Annual review of all insurance coverage and acceptance by the Board of Directors.

## **FACILITIES ANALYSIS**

SCS continues to maintain all facilities that are owned and leased. SCS endeavors to maintain clean and safe program facilities for consumers, staff and visitors. SCS maintains a full time maintenance person. If necessary, all major repairs are done by skilled professionals. Fire safety equipment, smoke alarms, panic doors are installed and monitored by California Safety Company. The Fire Marshall inspects all facilities annually. The Department of Developmental Services inspects the day programs annually. Our facilities have a security alarm, and outside security cameras. All facilities can be used by persons in wheelchairs.

Fiscal Impact:

Maintenance and repairs are part of the annual budget. Costs are monitored by the Executive Director and Board Finance Committee.

Solutions:

All facilities are monitored for maintenance and repairs.

Monitoring strategy:

1. Annual maintenance/safety reports to the Board of Directors
2. Quarterly facility safety inspections by safety committee.

Reports used:

1. Quarterly facility Safety inspection Report.
2. Annual safety inspection reports by outside Management

## **FINANCIAL ANALYSIS**

Every month this year presented financial statements, consisting of a Profit & Loss, Balance Sheet, and Profit & Loss analysis statements. Each month the Board of Directors accepted the statements as provided with motions passed.

Fiscal impact:

The careful monitoring of Shascade's finances has allowed the agency to remain solvent in spite of the State budget cuts.

Solutions:

The agency will have a review for the year 2014 to 2015 and there will be a full independent audit. We are expecting this to happen by October 2015. A tax file extension will be sent to the IRS for our Form 990.

Monitoring strategies:

The Executive Director, Director of Operations, and Board of Directors will maintain a close watch on the agencies finances.

Reports used:

1. Executive Director's monthly report
2. Monthly financial statements
3. Review for 2014-2015
4. Full independent audit for 2014-2015

## TECHNOLOGY MANAGEMENT PLAN

### Hardware

This year SCS will be upgrading hardware in the following areas:

Converting each machine to a Single State Disk (SSD) drive to increase performance and prevent future hard drive failures. These disks work with the same technology that USB flash drives work with.

Increasing the amount of RAM in each machine as needed to upgrade to Windows 10 Enterprise. Windows 7 Pro has served us well for many years. We have available to us Microsoft software at an unbeatable price from Techsoup.org.

### Software

SCS computers run Microsoft Office, QuickBooks Enterprise Edition (Finance Department and Personal Finance Services) and various other programs when needed such as for viewing encrypted content on the internet, making brochures, etc...

Each machine will be updated to Windows 10 Enterprise and Microsoft Office 16 Professional.

### Anti-Virus Protection

SCS currently holds a corporate license for Malwarebytes. This is a full featured anti-virus program.

From Techsoup.org we will be purchasing for each workstation Symantec Endpoint Protection for Small Businesses. This is an anti-virus, anti-malware, encryption software that is updated daily and provides live protection while running in the background.

### Security

Our security involves passwords being required for login to each computer. Automatic daily backups are performed at the administration building where personnel files are kept. Computers in administration are networked. Also, computers in Shascade Work Connection are networked.

### Confidentiality

Names are not used when logging onto a computer. First and last names are only used on computers when necessary, such as when writing a letter or other business related correspondence.

### Back-up policies

Back-ups are done on a weekly basis. A flash drive provides ample storage for back-up and is sent to an off-site location where it is replaced with the back-up from the prior week.

### Assistive Technology

Assistive technology has been provided for our employee's. Cash register counters have been lowered to allow access for consumers in wheelchairs. A scanner was purchased for an employee with vision impairment that allows documents to be processed to an audible format for them to use.

### Disaster Recovery Preparation

Two off-site laptops are available that are fully capable of bringing up information from the flash drives that are used for back-up.

These strategic goals and outcomes analysis reviewed for Shascade Community Services, Inc. by:

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Gina Gallien, Executive Director