

SHASCAD E COMMUNITY SERVICES, INC.
STRATEGIC PLAN
FOR BUSINESS IMPROVEMENT
2015-2016

Shascade Community Services, Inc. (SCS) has been in operation since 1960. The sole purpose of this organization is to provide services to developmentally disabled adults. Their rights, quality of life and quality of service is the top priority of this agency. All aforementioned goals and plans are developed on the basis of this priority.

CURRENT POSITION

SCS stands as one of the most prosperous not-for-profit agencies in Northern California. We currently own three large buildings that are each placed on their own parcel of land. This allows SCS to develop, operate, and provide a variety of opportunities and services to our consumers.

SCS is continually improving relations with our funders: Far Northern Regional Center, Department of Rehabilitation, and Department of Developmental Services. With this improvement in relations come more referrals, approval of job placement and groups, and an overall improvement in quality of service to the ones we serve.

CURRENT GOALS

NEW SHORT TERM GOALS (1-2 Years)

1. Revamp the gift wrap booth
2. Provide sick leave to all employees and consumers
3. Provide fulltime status to all CLR employees and provide benefits
4. Provide security guard to PFS
5. Modify PFS waiting room with privacy booths in order to prevent any clients from entering the main office area.

ONGOING SHORT TERM GOALS (1-2 Years)

4. Engage in federal and state vocational contracts
5. Improve relations with current funders
6. Provide further community integration for our consumers
7. Educate and train management on human resource state and federal regulations.

LONG TERM GOALS (3-5 years)

1. Purchase "for profit" businesses in order to provide additional job opportunities for consumers
2. Establish a pension plan for SCS employees

ANALYSIS FOR STRATEGIC PLANS FOR CURRENT AND LONG TERM GOALS

The gift wrap booth is in need of fresh paint, counter space repair, and possibly lengthening it in size. The gift wrap booth continues to be a success in providing fund raising for consumer Christmas party and gifts.

Persons responsible: Gina Gallien, Executive Director; Philip Mayo, Building Maintenance

The Healthy Families Act of 2014 is requiring employers to provide their employees with 3 days of sick leave per year. This will become effective for employees and consumers.

Person(s) responsible: Justin Arendt, Director of Operations

In order to maintain longevity in the Community Living Resources department SCS will now offer fulltime status with benefits for all employees in this department. This will also decrease expenses in the long run with unemployment costs.

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

Just as the Social Security Administration has, Personal Finance Services is in need of a full time security guard. This will help manager traffic in and out of the waiting room and help ensure the safety of our staff and other clients at this department.

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

Personal Finance Services as incurred mainly hostile people in the back office rooms. Clients go to these back office rooms in order to help complete their annual Redetermination Reports and Representative Payee Reports. To remedy this situation, a new room will be installed adjacent to the current waiting room. This will allow the attendee of the front desk to electronically allow access to the new room that will have 4 separate privacy booths, each with a phone and work station.

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

SCS will continue to be registered for federal NISH contracts in order to provide more vocational opportunities for our consumers and to provide work for members of the community. State agencies will also be contacted and proposals will be made for contracts that are available.

SCS will aggressively pursue and develop more individual placements for our supported employment consumers. SCS will encourage and assist our consumers in developing a business plan and creating micro businesses. SCS will develop more supported employment groups in order to give our consumers opportunities to work in the community. In house work, such as catering at the Event Center, would be a terrific opportunity for them. However, our funders are reluctant to approve such groups.

Person(s) responsible: Gina Gallien, Executive Director; Jennifer Wyer, Program Manager

SCS will utilize the education and training that Non Profits United offers to 501(c) registered organizations on human resource state and federal regulations. This training will be on an ongoing basis.

Person(s) responsible: Cassie Mikesell, Safety Officer, MDP Manager

SCS will increase our consumer base by promoting our programs within the community. Our programs will be consumer driven by offering consumers a variety of choices of activities and employment opportunities that are meaningful to the consumer.

Person(s) responsible: Jennifer Cravens, Administrator

Acquiring a “for profit” business solely supported by consumers is still on the agenda. SCS continues to seek approval from Far Northern Regional Center on this issue.

Person(s) responsible: Gina Gallien, Executive Director

Information regarding a pension plan will be gathered and reviewed for SCS employees. At this time a 403(b) is offered through Vanguard and an IRA is available through the Life Insurance Company of the Southwest.

ACCESSIBILITY MANAGEMENT PLAN

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

Increase lighting and have a fulltime security guard to allow accessibility to be a much safer experience for both client and staff members.

Person(s) responsible: Justin Arendt, Director of Operations; Philip Mayo - Building Maintenance,

Timeline: Between July 2015 and June 2016

160 Masonic Ave

A larger fire will need to be cleared in order to allow fire truck personnel to access the area around the building and to create an even more preventive area for fire threats.

Person(s) responsible: Justin Arendt, Director of Operations; Philip Mayo - Building Maintenance

Timeline: Between July 2015 and June 2016

900 Twin View Blvd

There are no accessibility issues to report at this time for this building.

37009 Hwy 299 E, Burney, CA

There are no accessibility issues to report at this time for this building.

1756 Main St, Weaverville, CA

Parking spaces will be distinguished for ADA compliance.

Person(s) responsible: Justin Arendt, Director of Operations; Philip Mayo - Building Maintenance

Timeline: Between July 2015 and June 2016

ENVIRONMENTAL: All programs

SCS encourages all employees, consumers and non-consumers, to wear appropriate clothing both in the extremes of winter and summer. It is also strongly encouraged to intake plenty of fluids and to avoid over exposure to the extreme climates. Our vehicles, buildings, and offices are both heated in the winter and cooled in the summer.

There will be ongoing safety bulletins and training each month in order to stress the importance of this issue during the summer and winter months.

Responsible Staff: Cassie Mikesell, Safety Officer along with Program Managers

Time Frame: On-going

ATTITUDINAL: All programs

Areas: Shasta, Trinity, Tehama and Siskiyou Counties.

While public attitudes towards persons with disabilities have improved, it is apparent that much work still needs to be done. Many activities on the part of SCS serve to improve generally, the attitudes of the public. These efforts and strategies include: community integration services, outings on the part of day programs and Independent Living Services, public speaking engagements, community events in the Event Center, Christmas gift wrap booth, etc. All opportunities to highlight persons served in a positive light should be taken advantage of and implemented. The goal is for all persons to be fully included in the communities of their choice.

Responsible Staff: All Staff

Time frame: On Going

FINANCIAL: All Programs

Adequate funding for services continues to be an issue, especially now with the budget cuts by the State of California. As with many areas, cuts for services for persons with disabilities have been severe. Shascade will participate in statewide efforts to address this issue. We will continue to seek opportunities to advocate on behalf of persons served and for appropriate funding. The goal is for funding to keep pace with inflation which will allow staff members to be paid wages comparable to state employees while maintaining health benefits and paid holidays for those who qualify.

From the result of our analysis for year ending 2015, we can observe that our revenue was about 1.4% under the expected budget while expenses were .9% under. We are projecting a strong income again this coming year with continued client registration for our Personal Finance Service department as well as the constant rise in our rental income.

In order to have SCS remain financially solvent, a budget will be compiled and approved by the board annually.

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

Time Frame: On going

EMPLOYMENT: Work Connection Program

Although Shascade has been one of the leaders in finding jobs for persons with disabilities, there remains a need to find more and better paying jobs. Shascade Work Connection will continue to seek to find additional employment opportunities for persons served. This includes both individual placement, as well as group placement. The ultimate goal will be for all persons seeking employment to be able to find a job that pays at least minimum wage.

Person(s) Responsible: Jennifer Wyer, Shascade Work Connection Manager

Time Frame: On-going

COMMUNICATIONS: All Programs

When Shascade has a consumer who is hearing impaired or visually impaired/blind, Shascade will provide A.S.L. (American Sign Language) interpreters and/or adaptive services for the visually impaired. If other assistive devices or technology is needed for a consumer to meet his/her goals, then that technology will then be secured.

Once it is determined in the clients Individual Place Plan that assistive technology is needed, accommodations will be made available immediately.

Responsible Staff: Program Managers

Time Frame: On-going

TRANSPORTATION: All Programs

Public transportation in Shasta County is extremely limited. The Redding Area Bus Authority (RABA) serves Redding, Anderson and Shasta Lake City, Monday thru Saturday, 6 am to 7 pm. RABA has fixed route buses and para-transit vans. Laidlaw transportation services vans also provide some services for SCS consumers. Shascade provides transportation to fill in this gap in services and for work crews on Saturdays, holidays and after 7 pm for work crews. All staff members will continue to advocate for improved public transportation. It should be noted that our area is generally rural outside the cities before mentioned. There is no bus service in the outlining areas.

A new bus will be purchased with a chair lift assistance mechanism. This will increase the number of community outing each year.

Responsible Staff: Gina Gallien, Executive Director; Jennifer Cravens, Administrator

Time Frame: Between July 2015 and June 2016

COMMUNITY INTEGRATION: All Programs

Community integration will be provided at every opportunity. The day programs will spend as much time in the community as possible. Consumers will be encouraged to work toward more independent living opportunities.

Responsible Staff: Program Managers

Time Frame: On-going

OTHERS

As identified by consumers, staff & other stake holders. When any other barriers are identified, Shascade will make every effort to address those barriers.

Responsible staff: Gina Gallien, Executive Director

Time Frame: On-going

RESOURCE ALLOCATION

The allocation of SCS resources will be contingent on the budget set forth by the Executive Director and approved by the Board of Directors.

Monies will be transferred between operating accounts on an as-needed basis.

RISK MANAGEMENT PLAN

WORKERS COMPENSATION ANALYSIS

SCS will continue to provide comp trainings and injury prevention training in order to provide the safest work environment possible. These training will take place on a monthly basis with a sign in sheet for each training. The sign in sheet will be observed for attendance analysis. Should there be a default in attendance, the program manager for that department will be called to a meeting to discuss another time and place for the training to be held for absent staff members.

An associate with our workers compensation currier, NonProfits United, inspects our buildings on an annual basis to find anything in all of our buildings that may cause an incident.

Fiscal Impact:

We are continuing to see a drop in workers compensation cases from our account history. This will greatly reduce our experience modification rate in the future. However, our workers compensation ex mod rate with Non-Profit United is 181%. After a meeting with our representative from Barney & Barney, he explained relief will come after these worker compensation cases have been off of our record for over a year.

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.

Every quarter a meeting is held, either in person or by phone, with our insurance carrier to discuss and update us on our trends and improvements.

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.
4. Employee suggestion box

STATE BUDGET CUT ANALYSIS

At this time we do not foresee a State budget cut for the upcoming fiscal year. We will continue to monitor State fiscal activity as it becomes available.

Fiscal Impact: None at this time.

Solutions:

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 financial statements.

HUMAN RESOURCES ANALYSIS

For the year ending June 2015, there was observed a \$13,000 decrease in unemployment reimbursement to the Employment Development Department. SCS continues to work with a reimbursement per claim system on a quarterly basis with the Employment Development Department.

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:

At present there is no major fiscal impact.

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

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.

INSURANCE ANALYSIS

Barney & Barney continues to serve as our insurance brokers for all of our insurance needs. They provide great service and send our company to market to insure we are receiving the best insurance at the best rates possibly for our industry.

Fiscal Impact:

This continues to reduce our overall insurance expenditures for the fiscal 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

Shascade's Executive Director and Director of Operations make monthly reports to the Board of Directors. The Finance Committee of the Board of Directors monitors Shascade's financial health on a monthly basis. A CPA is a member of the Board of Directors.

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.

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

SCS uses Windows based PC's Most of them running a Pentium core i3 processor with 4G or more of RAM. Our machines run about 5 years old. They are fully capable of running most data entry, word processing, email, and internet browser programs.

Software

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

Anti-Virus Protection

SCS currently holds a corporate license for Symantec Endpoint Protection Small Business Edition. This is a full featured anti-virus program

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.

Virus Protection

Windows firewall and Symantec Endpoint Protection Small Business Edition is used for protection from third party threats. The firewall only allows trusted information into the system. Symantec Endpoint Protection Small Business Edition runs a daily scan and daily update of new virus definitions and heals any infections or threat that is found.

FUTURE NEEDS

No future needs for technology at this time.

Person(s) responsible: Justin Arendt, Director of Operations and supporting staff

These strategic plans set forth for Shascade Community Services, Inc. by:

Gina Gallien, Executive Director