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55. This is the only *social model* adult day care program in the county. While staffing requirements, set by the California Department on Aging, are less stringent than those for a *medical model* program, *two responsible persons* must be present at all times and one of these must be a paid staff member. Programs must maintain a ratio of no more than five clients to one attendant. All attendants are required to be fingerprinted and pass a health screening, including a test for tuberculosis.
56. Day Care Center participation has declined steadily from a peak of 2,257 census days in FY 2005-06 to 1,572 census days in FY 2007-08. Even after reducing service from five to four days weekly, the program currently has difficulty achieving the minimum average daily census of ten participants that is required for AAA funding. The program has not been actively marketed. The (former) Executive Director cited affordability as one reason for this decline despite the sliding scale of \$0-45 per day.
57. The Center operates an Outreach Program to respond to inquiries, identify the needs of older adults and provide appropriate services or referrals. In FY 2006-07, the program recorded 1,811 contacts. This increased to 2,758 in FY 2007-08.
58. The Center provided Jurors with copies of letters expressing heartfelt appreciation for the services provided by the Meals-on-Wheels and Outreach staff and volunteers.
59. MTA provides state funds to subsidize the Center's transportation program. The Center regularly operates two buses to transport seniors to the center for meals, activities and day care. The door-through-door wheelchair-lift-equipped bus service runs from Ten-Mile to Albion. This service is available to adults over 60 and disabled adults of any age at heavily subsidized fares based on the distance traveled.³
60. The Center is required to file monthly reports of transit costs with MTA.
61. The Center accommodates a limited array of social and educational activities, most of which are provided by outside organizations or volunteers.
62. Several computers, closely spaced at tables in a small room, provide high-speed internet access at no cost. At the time of the Grand Jury site visit, a volunteer was assisting seniors with the computers.
63. The Center sponsors bingo games, a support group for caregivers, and blood pressure monitoring.
64. Volunteers staff "Granny's Attic" thrift shop. Located at the back of the Center, it is open from ten to four, five days a week.
65. A volunteer trained by the American Association of Retired Persons (AARP) provides income tax assistance for seniors at the Center free of charge. Those who receive this service may make a donation to the Center, but this is not requested or actively encouraged.

³ The "door-through-door" service offered by senior centers supports individuals who need assistance out and back into their homes. Drivers also assist seniors with packages or luggage. Dial-a-Ride services only transport passengers "curb-to-curb."

66. A local Tai Chi trainer uses Center facilities to offer classes to seniors for which participants pay her directly. Goals of these classes include improving balance and reducing falls. The Center charges no rent for this use of the facility.
67. Various groups hold meetings at the center. Some make a donation for use of the facilities but no fee is required. The Soroptimists, Kiwanis, Toastmasters, Ocean Wave Quilting Guild and Alcoholics Anonymous meet at the Center.
68. College of the Redwoods offers two exercise classes, a popular class on the origins of radio, and one called "Protect Your Family and Property" to seniors who register as students at the College. The College pays no room use fee.
69. The Center shares a parking lot and is attached by a breezeway to Fort Bragg Middle School, but there are currently no joint programs between the two facilities and the relationship has become strained.
70. Students may not attend formal classes in the Center building because it does not meet seismic standards for a school building but they may participate in outdoor or drop-in activities. In the past, seniors provided tutoring and there was a program in which seniors taught bocce ball and provided opportunities for non-English speaking students to practice communicating in English. Fort Bragg Unified School District administrators expressed interest in reinstating mutually beneficial joint programs.
71. Board minutes reflect numerous suggestions from Center participants and board members that have not been implemented. These include selling gift cards for lunches and increasing collection of rental fees. Dances and ice cream socials have been proposed. Class suggestions include: arts and crafts, bridge lessons, yoga classes and programs in financial management, investments and insurance. Health-related suggestions include mental health screening, diabetes support groups and additional blood pressure screening times.
72. The website shown on the Center's brochure and letterhead (www.rcsmendo.org) links to a domain name "placeholder" that provides no information on the Center. An internet search for "Redwood Coast Seniors" connects to a site at <http://web1.mcn.org/b/redwoodcoastseniors/home.htm>. The most recent dated information on this site is from 2002.
73. The Center's monthly newsletter has been discontinued. An activity calendar and menus are published monthly.
74. The graphically attractive brochures accurately state meal schedules but include little specific program information and provide a link to an undeveloped website.

Findings: Facilities

75. The Center is located in the same complex with Cotton Auditorium. It is connected by a ramp and breezeway to Fort Bragg Middle School and overlooks the recently installed infrastructure for a large school garden.
76. The Center has approximately 80 years remaining on its 99 year lease of the space from Fort Bragg Unified School District (FBUSD). It pays no monthly rent.
77. The Center also has a garden area with a pond, bocce ball and horseshoe courts and picnic tables. A large barbecue, mounted on a trailer, was purchased with funding from the Community Foundation of Mendocino County. These facilities are little used and poorly maintained.
78. Both the Middle School and Cotton Auditorium have undergone extensive historic restoration. These buildings are all about 70 years old. The exterior of the Senior Center was last painted about 12 years ago using labor and equipment provided by Georgia Pacific, Rotary and Soroptimists. It is in need of exterior repairs and painting.
79. Teachers and visitors to the Middle School and Cotton Auditorium, as well as seniors and Center employees share a large common parking lot on land leased to the Center by FBUSD for a one-time charge of \$5,000. Construction of the lot cost approximately \$30,000 and was paid for, in large part, by a grant to the Center. Issues around the use of this lot are not clearly addressed in the terms of the lease and have led to friction between FBUSD and the Center.
80. Jurors observed that the inside of the building is freshly painted. The roof was replaced about seven years ago by a Parlin Fork Conservation Camp crew supervised by a local roofing contractor.
81. The entry hall is lined with oil portraits of Center participants painted by a local artist who volunteered his time and scheduled individual sittings to create the images.
82. Activity announcements are displayed on bulletin boards in the hall.
83. During the course of the investigation, a new bulletin board was installed in the sunroom for posting board agendas and minutes. However, in late February, the most recent posted information was dated October 2008.
84. A large room near the entry is used for classes and adult social day care which is offered four days a week. Furniture in this room is new and suitable for medical settings. The room contains a donated large screen television.
85. The dining room is pleasantly decorated, cheerful and inviting. Three years ago, a crew from Parlin Fork Conservation Camp removed worn, glued down carpet from the dining room and restored the historic wood floor, correcting a serious trip hazard.
86. The Center also has a large community meeting room with the same type of deteriorating carpet that was replaced in the dining room. Since restoration of the dining room floor there has been no further progress to eliminate this unsafe condition.

87. The Center has an automatic back-up propane generator purchased with primary funding from AAA. Jurors were told that in the event of an extended power outage the Center will remain open beyond the usual hours to provide a warm, lighted place for seniors.

Recommendations

The Grand Jury recommends that:

1. the Center Board engage an appropriate non-profit management consultant for formal board training. (Finding 2)
2. the board review current and past versions of the Center bylaws, rescind the amendment granting full authority to as few as two members of the executive committee, require full board approval of all executive committee actions, and formally adopt an agreed upon set of bylaws clearly identified by the date of adoption. (Findings 2-5)
3. board minutes reflect all actions by the board, including those recommended for adoption by the executive committee, that any complaints or commendations be read into the minutes, and that all minutes be reviewed for corrections, approved and posted, in a timely manner, together with the agendas for upcoming meetings. (Findings 4-5, 10, 24, 26, 29, 58, 71, 83)
4. the Center Board formally adopt any and all changes to the Center personnel policies and update the employee handbook as soon as changes become effective. (Finding 20)
5. the Executive Director perform and document annual performance evaluations for all staff. (Findings 14, 26)
6. the Board of Directors perform and document annual performance evaluations of the Executive Director. (Findings 15-16, 26)
7. the Executive Director schedule regular reports by department heads at the monthly board meetings on a rotating basis. (Findings 10, 16)
8. the Center Board or a financial subcommittee of the board review a budget variance report and the detailed profit and loss statement on a monthly basis. (Finding 42)
9. the Center Board designate approved check signers and require a second signature on all checks for more than \$500. (Finding 33)
10. board approval be required prior to payment of all expense claims submitted by the Executive Director. (Findings 28, 33)