

Long Range Plan

Planning Committee of the Board of

Friends Association of Services for the Elderly (FASE)

April 7, 2007
(edits January 21, 2008)

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Introduction

This Long Range Plan document provides an outline of the initiatives which FASE has approved investigating and possibly implementing over the coming 20 or so years. Most of these initiatives focus on Friends House, i.e., FASE programs operated at that site in Santa Rosa.

This document is, as yet, an outline. Each of the areas for investigation would need to be developed in detail before significant changes in existing programs are made or new programs initiated. The outlines contained herein elaborate these initiatives only in a sketch of the steps to be taken, the time frame in which they are likely to or should be undertaken, and the constituencies of FASE who will likely or should take the lead in developing the detailed proposals and plans for these initiatives. Of course, some changes are likely both in these broad outlines and in the details as each initiative is elaborated into a plan of action.

An overriding consideration in all these initiatives is to retain, preserve, or enhance the basic character and philosophy by which Friends House was created and intends to operate. This character is summarized in the mission statement for FASE^{*}:

Friends Association of Services for the Elderly (FASE) seeks to provide high quality residential, health, and social services to the elderly and the disabled at the lowest feasible cost, while emphasizing the highest degree of independence possible. These services are provided in accordance with Quaker faith and practice in which everyone is treated with dignity and respect.

As an institution based on Quaker principles, FASE seeks to foster a sense of community in its programs and to integrate its housing and social service programs with the wider Quaker and Sonoma County communities.

Of utmost importance in future changes at Friends House is to preserve and enhance the sense of community – a supportive community based in the principles of Quakers in which each individual is honored and upheld within the corporate community, even when an individual may experience setbacks or limitations as he or she grows older living at Friends House. As initiatives are undertaken, our intent, as the FASE Board, is to expect that residents will find their lives sustained and broadened in a community in which each resident can expect to know and appreciate the gifts of each other resident and to enjoy opportunities for engaging in activities with the other residents.

The FASE Board has, in recent years, approved significant policy statements which provide a context for changes in Friends House and growth of its campus and programs. The key policies are highlighted below.

The Board policy on overall growth in the campus now limits expansion of the campus from its current size to include (eventually and possibly) the lots to the south of the campus on the gravel road/driveway off Rinconada plus possibly including the rear of a property on Benicia[†]. (Of the lots on the gravel driveway, one lot was purchased and incorporated into the existing campus, one lot is owned by FASE but not incorporated, and two additional lots are still privately owned.) Thus FASE is not interested in incorporating the single residents along Benicia or Rinconada near the corner of those streets nor any of the land to the north which is part of the possible so-called Montecito development. Development of Montecito Shopping Center should be monitored with consideration of possible opportunities for Friends House

^{*} October 5, 2002 – #02:60

[†] March 12, 2005 – #05:09

without expectation that FASE would own or directly operate programs there. (The other boundaries are the existing ones of Benicia and the creek.) The Board discussion and policy are:

The [Planning] Committee has been looking forward twenty or thirty years regarding what services we should be offering at Friends House. They see health care of some sort, assisted living and what we know now as independent living. All of this requires adequate space, including space for support (e.g., corporation yard). They expect that assisted living will be larger than it is now and that health care may well be smaller. The Committee has considered what the physical size or footprint of Friends House should be to meet our needs. The Committee now believes that we should replace our former policy of acquiring any contiguous land with one of acquiring land that would allow the southern boundary of Friends House to be along Dutcher Creek. This means that we would want to acquire the Radic property and possibly the Westley property. (We have recently acquired the Taylor property.) ...[†] Eventual acquisition of the back part of the Bogardus property is desirable, but not essential. The single family homes to the south of the former Boles property are not of interest to us. Development of Montecito Shopping Center should be monitored with consideration of possible opportunities for Friends House.

The Board approved limiting possible growth of Friends House to rural residential property to the north of Dutcher Creek, excluding property on Benicia Drive south of 614 Benicia Drive and property on Rinconada Drive [between the gravel access road and the corner of Benicia].

More recent Board policy on the size of the facilities, in terms of the number of residents who might live on the campus, calls for at most a moderate increase in the population^{*}. This is embodied in the following FASE Board policy "to guide development of the master plan":

Friends House should provide residential apartments for elders who are living independently. Friends House should also provide assisted living services. Between residential apartments and assisted living, Friends House should provide space for between 100 and 120 residents.

Friends House should expand its assisted living units for those apartment residents and others who need a higher level of services. Any new construction should provide for flexibility of use. Some assisted living services may be provided in the residential apartments.

A facility for skilled nursing services should continue.

Friends House should encourage palliative care and end of life programs.

As time and resources permit, Friends Association of Services for the Elderly should explore adding a dementia [care] unit to its programs.

In all development, existing sense of community and quality of life should be preserved or enhanced. Environmental impacts of any development should be considered, including the increased use of renewable sources of energy.

In achieving these goals, Friends House should consider collaborative programs with others.

Thus when developing the details of the initiatives outlined in the following pages of this Long Range Plan, these policies and our overriding concern for the welfare of the community and the feeling of living in a small Friendly community will, we trust, prevail.

Approved: April 2007

[†]The sentence here in the minutes may well have been retracted by subsequent Board discussion and/or action: In the long-range, the Bambi Lane properties, which cannot be zoned as other than single family homes, probably could be phased out of Friends House residential use with consideration given to selling those to finance purchase of the southern properties.

^{*}October 7, 2006 – #06:33

1. Acquire additional useful contiguous property as it becomes available to address needs in the context of a master plan for the existing Friends House location [Friends House/Expansion]

RATIONALE: To meet current and future needs

STEPS:	WHO	WHEN:
i. Develop a master site plan. Consider central services and staff resources, optimum size of community, a multi-use facility and expanded RCFE with dementia care.	Staff Planning Committee	Six months
ii. Identify and establish files for possible additional properties. Establish priorities for purchase. Assess the usefulness of properties. Board members to bring skills to help with assessment as appropriate.	Staff	Six to nine months
iii. Seek to purchase the properties as appropriate	Staff Finance Committee Development Committee	One to ten years

Approved: February 2003

2. Affordable housing [FASE/Expansion]

RATIONALE: There is an acute need for high quality, economical housing for the elderly.

STEPS:	WHO	WHEN:
i. Identify potential sites for affordable housing	Staff Development Committee Planning Committee	One to two years

Approved: February 2003

3. Replication of Friends House programs at other sites, possibly with joint ventures [FASE/Expansion]

RATIONALE: To serve a larger number of people and to retain a "small" close-knit community at Friends House, program expansion might better be done at other sites.

STEPS:	WHO	WHEN:
i. FASE-operated sites	Staff Planning Committee	One to ten years
ii. Possible joint ventures	Staff Finance Committee Planning Committee	Six months to ten years

Approved: February 2003

4. Respond to the changing needs of residents in their apartments, keeping in mind both contractual and regulatory constraints [Friends House/Independent Living]

RATIONALE: The regulatory climate has changed and Friends House expects to operate as a Continuing Care Retirement Community (CCRC) or some variation. We want to respond these changes in ways that are both beneficial to residents and financially prudent.

STEPS:	WHO	WHEN:
i. Identify the changing needs of apartment residents	Staff Health & Well Being Committee	One year
ii. Explore providing some "assisted living" services in the independent living units [COMPLETED]	Staff Health & Well Being Committee	Three months to two years
iii. Limited dementia care	Staff Health & Well Being Committee	Five to 25 years
iv. Hospice care [COMPLETED]	Staff Health & Well Being Committee Finance Committee Planning Committee	Three months to a year

Approved: October 2004

5. Evaluate how the skilled nursing facility can best serve Friends House and the community and how it should be financed. [Friends House/Skilled Nursing Facility]

RATIONALE: The Skilled Nursing Facility needs to be as nearly self-sufficient as possible while providing high quality care.

STEPS:	WHO	WHEN:
i. Consider options regarding outpatient services, home care and clinic opportunities, or expanding the skilled nursing facility	Staff Health Care Advisory Committee	Five to 25 years
ii. Develop strategies for long-range stability of the SNF	Staff Finance Committee Development Committee Health Care Advisory Committee Health Care Task Force	Three to nine months

Approved: December 2004

6. Improve access to and convenience of public transportation. [Friends House/ Independent Living]

RATIONALE: Staff and residents have concerns over transportation, some of which may be resolved using public or alternate transportation .

STEPS:	WHO	WHEN:
i. Encourage alternatives to private transportation, e.g., shared vehicles and better use of Adult Day Services vans during off-hours [PARTIALLY COMPLETED]	Staff Health & Well Being Committee Apartment Residents Association Finance Committee	Three months to two years
ii. Explore cooperative steps with other agencies for use of vehicles	Staff Health & Well Being Committee Apartment Residents Association Finance Committee	Three months to two years
iii. Develop long-term parking solution for all parts of Friends House community	Staff Health & Well Being Committee Apartment Residents Association Finance Committee Employees Association	Three months to two years

Deleted:

Approved: February 2003

7. ~~Ensure the viability of Adult Day Services.~~ [FASE/Adult Day Services]

RATIONALE: Adult Day Care is an important mission for FASE in serving the community. To reach a viable level the program needs an appropriate home.

ACCOMPLISHED JULY 1, 2004

STEPS:	WHO	WHEN:
i. Monitor progress towards leasing, acquiring or otherwise developing an appropriate home for the program	Staff Development Committee ADS Advisory Committee	Three months to two years
ii. Support long-range plan for possible joint venture with another agency.	Staff Development Committee ADS Advisory Committee	Six months to three years

Approved: February 2003; Accomplished July 1, 2004

**8. Maintain involvement of RCFE residents in the Friends House community.
[Friends House/Residential Care Facility]**

RATIONALE: To the extent possible, we wish for Friends House to be a single community.

STEPS:	WHO	WHEN:
i. Explore ways to expand activities in RCFE.	Staff Health & Well-Being Committee	Six months to one year
ii. Improve communication between staff of RCFE and apartment residents' Hospitality and Program Committees, as well as the Activities Directors of ADS and SNF.	Staff Apartment Residents Association	Six months to one year
iii. Maintain viable RCFE Advisory Committee	Board	Six months

Approved: February 2003

9. Seek to consider all applicants, regardless of financial means. [Friends House/Independent Living]

RATIONALE: We wish to treat all persons equally without regard to income and assets. Therefore FASE looks forward to the day when the ability to pay for services is not a limiting factor in choosing new residents.

STEPS:	WHO	WHEN:
i. Build the endowment	Staff Development Committee Finance Committee	Six months to five years
ii. Establish a solid financial foundation.	Staff Finance Committee	Six months to five years
iii. Explore alternative financing to assist those with lesser means.	Staff Finance Committee	Six months to five years
iv. Develop criteria for qualifying for subsidized care.	Staff Admissions Committee	Six months to five years

Approved: February 2003

10. Maintain a satisfied and productive staff. [FASE/Management]

RATIONALE: FASE largely depends on staff to provide high quality service to the Friends House community

STEPS:	WHO	WHEN:
i. Continue to encourage staff's personal and professional growth.	Personnel Committee	Three months to ten years
ii. Make available opportunities for education in Quaker process	Personnel Committee	Three months to ten years
iii. Expand and fine-tune the use of total quality management principles in operation.	Personnel Committee	Three months to ten years
iv. Maintain a competitive and creative compensation and benefits policy.	Personnel Committee Finance Committee	Three months to ten years
v. Continue to make Friends House a desirable place to work where employee morale is high.	Personnel Committee	Three months to ten years
vi. Provide additional benefits, such as childcare, pensions, etc.	Personnel Committee Development Committee	Three months to ten years

Approved: February 2003

**11. Develop and maintain good neighborhood and community relations.
[FASE/Outreach]**

RATIONALE: Good relations are mutually beneficial: FASE exists within a local community, and serving the community is part of FASE's mission.

STEPS:	WHO	WHEN:
i. Examine the role of Friends House as a neighbor and our place in the local community, and of the local community on Friends House	Staff Development Committee	Six months to a year
ii. Put into practice to maintain and improve neighborhood and community relations as set forth in Step I, above	Staff Apartment Residents Association	One to three years
iii. Ensure good information exchange with monthly meetings in College Park Quarterly Meeting.	Staff Development Committee	Six months to a year

Approved: February 2003

12. FASE shall maintain a strong Board of Directors. [FASE/Management]

RATIONALE: A diverse and dynamic Board better enables us to achieve our mission.

STEPS:	WHO	WHEN:
i. While maintaining a strong Quaker presence, develop and attract members from the broader community.	Nominating Committee	Three months to two years
ii. Increase the diversity of the Board.	Nominating Committee	Three months to two years
iii. Seek Board members with specific talents and professional skills.	Nominating Committee	Three months to two years
iv. Maintain and encourage strong committees of the Board with Board members on each committee.	Clerk Nominating Committee	Three months to two years
v. Conduct regular orientation and education programs to ensure that the Board understands all FASE operations.	Clerk Executive Director	Three months to one year

Approved: February 2003

13. Continue and strengthen volunteer programs. [Friends House/Management]

RATIONALE: Volunteers make vital contributions to Friends House programs and can find rewards and fulfillment.

STEPS:	WHO	WHEN:
i. Provide support to Friends House volunteers.	Staff Health & Well-Being Committee Volunteer Coordinator	Three months to ten years
ii. Identify volunteer opportunities for the larger community at Friends House; identify and recruit potential volunteers for these opportunities.	Staff Health & Well-Being Committee Volunteer Coordinator	Three months to ten years

Approved: February 2003

14. Fulfill the mission of FASE. [FASE/Management]

RATIONALE: Assess and re-examine our mission and how we are fulfilling it.

STEPS:	WHO	WHEN:
i. Re-examine and assess our mission	Staff Board Development Committee Finance Committee Planning Committee	Annually
ii. Identify opportunities for improvements, such as new programs.	Staff Development Committee Finance Committee	One year to ten years

Approved: February 2003