

OLYMPIC NEIGHBORS STRATEGIC PLAN 2019 - 2024
Final Olympic Neighbors Board Approved – August 13, 2019

Vision Statement

We believe that a good quality of life involves relationships of mutual respect, education and (or) meaningful work, real participation in community life, a stress-reducing rhythm of daily activities, seasonal celebrations, a rich artistic and cultural life, acceptance, individual recognition, and dignity for everyone. At the same time, Olympic Neighbors understands and values the rights of each individual to choose their own path and to be involved in making decisions that affect their own life.

Mission Statement

Creating home and community for people with developmental disabilities

Values

1. Inclusion – We believe that people with developmental disabilities can live in the community, have a good quality of life and contribute to society in the same ways someone without a disability can.
2. Competence – We promote self-reliance by providing opportunities and support those we serve to use the skills they already have and to develop the new skills they need to reach their individual goals.
3. Relationships – We help those we serve maintain and develop relationships with a diverse community of people and we respect their right to choose their own friends and partners.
4. Integration - We do not limit the activities and experiences of those we serve strictly to the disability community. We support those we serve to pursue their interests and overcome barriers to participate fully in the larger community.
5. Status – We look for ways to help those we serve feel good about themselves and about how they are perceived by others.
6. Power and Choice – We pay attention to and take seriously the expression of individual goals and desires. We promote opportunities for those we serve to make informed decisions and to take responsibility for the outcome of their choices
7. Health and Safety – We promote personal health and well-being by offering assistance with hygiene, nutrition, exercise and access to medical care. We identify the risk for abuse, neglect, or exploitation for those we serve and we provide education, advocacy and protection. We balance the need for safety with other values that are important to those we serve
8. Self-Determination – The purpose of our work is to help those we serve increase the power they have over their own lives, to help them participate fully in society, and to help them achieve the lifestyle and goals they set for themselves.

Goals and Actions

The following are Olympic Neighbors strategic plan goals and actions. Included are both accomplishments for 2015 – 2019, as well as specific goals and actions for June 2019 – June 2020 and more generalized goals and actions for the time period of June 2020 through December 2024.

Housing

Accomplishments 2015 – 2017

- Obtained house for AFH, constructed facilities/rooms to accommodate 6 total residents, and applied for State license and have been responding to licensing requests from licenser
- 2 residents living at Adult Family Home (AFH)
- 4 additional residents identified, including both male and female, that can move into home when State licensing is complete

Accomplishments 2018 – 2019

- Licensed by DSHS on Feb. 2018
- Hamilton House (HH) AFH full by end of Dec. 2018 with six residents living a life-sharing existence, tied to greater community.
- We are developing expertise in operating and sustaining operation of HH AFH – fine-tuning costs, expenses, necessary annual income, staffing and employment, resident needs
- Developed an informal resident application process and wait list
- Began exploration of additional supported living options and programs to support DD community housing needs
- Researched other AFH structures - Connecting Links, Community Homes and 24/7 AFH
- Obtained input and advice from professionals on supported living/needs – Lesley Shinebaum, Susan Almquist (Region 2 DDA),
- Developed housing partnership with other OlyCAP

Goals for 2019

- Significantly expand residential support services to the DD Community by exploring residential service options:
 - Partnership with OlyCAP
 - SL
 - Future AFH options
- Apply to become a Supported Living provider with DSHS
- Formalize application/waitlist process and exit process – develop a policy or written procedure

Goals for 2020– 2024

- Goal by 2024 is to have additional supported housing to provide housing for an addition of 12 developmentally disabled, for a total of 18.
- Continue developing expertise in operating and sustaining operation of HH AFH – fine-tune costs, expenses, income, staffing and employment, resident needs
- Build capital and operating reserves (3 -4 month reserve)
- Maintain waiting list for housing candidates
- Explore options for Kennedy Road

Ancillary Services

Accomplishments 2019

- Reinstated CIE, increased events from 1 x per quarter to monthly and changed name to Friday Night Hangout
- Became an approved provider of Community Respite Services

- Started *Healthy Relationship and Sexual Health* Courses for adults with developmental disabilities

Goals for 2019

- Get DDA data on people with respite services/needs in Jefferson County
- Bill for community respite services
- Continue to host monthly social events
- Engage the larger community in our monthly community events – increase number of general community members at social events
- Apply for grants specifically for monthly community events
- Continue *Healthy Relationship and Sexual Health* Courses – obtain more volunteers
- Create performance measures for monthly social events and sexual ed. courses

Goals for 2020– 2024

- Offer 2 *Healthy Relationship and Sexual Health* Courses per year
- Obtain grant funding for ancillary services
- Create Best Buddies program
- Coordinate with existing and/or new entities that provide services to people with developmental disabilities
- Further expand scholarship program for residents
- Organize and facilitate meeting/s with entities to explore coordination, continuation, and/or expansion of other Developmentally Disabled oriented programs, including Day Programs
 - Gathering Place, YMCA, Skookum, etc.
 - Explore possible revenue increases for all programs and potential revenue sharing opportunities with these other programs

The Community We Serve

Accomplishments 2015 – 2017

- Bike Buddy program
- Spinners
- Movie night
- Christmas caroling
- Transportation for Special Olympics
- Social Events at HH
- Work parties at house
- Social fund-raisers at local establishments
- Participated in neighborhood projects
- Participated actively in Community Inclusion for Everyone (CIE)

During this time period we have served hundreds of participants in our programs.

Accomplishments 2018 - 2019

- Reestablished the Community Inclusion for Everyone (CIE) program, now called *Friday Night Hangout* and created a committee to oversee activities. Increased this events from quarterly to monthly
- Expanded monthly activities from solely for disability community to entire community

- Continue and expanded events, both large and small, at HH AFH
- All residents participating in community volunteer efforts
- Developed and established scholarship program for resident enrichment for residents that will no longer receive respite care for programs like camps, special events, etc.
- Explored and expanded Olympic Neighbors programs and activities for the broader DD community outside our residents and methods and means to help offset those costs that are accrued by Olympic Neighbors

Goals for 2019 - 2024

- **See Ancillary Services**

Funding

Accomplishments 2015 – 2017

- In 2017
 - Obtained \$105,002.50 in donations and grants
 - Received 117 one-time donations from 112 individual donors
 - Hosted 13 local fundraising events (2nd annual Pourhouse, 3 Bingos, 3 Farmers Markets, Garage sale, Craft Fair, 2 online giving campaigns, and 3 dinners)
 - Gained 142 followers on Facebook
 - Received funding from 5 local organizations and churches
 - Received 4 local grants (UGN, Skookum, Friendship, and Home Depot)
 - Received significant discounts on building supplies and services
 - Met with a non-profit advisor on methods for fund-raising
 - Researched approaches for hiring grant writer
 - Approved 2018 budget that included estimated expenses, State funding, and shortfall needing other sources of revenue
- Began 2015 with less than \$1,000 in bank account and ended 2017 with \$71,266.31 in account and an AFH facility addition complete

Accomplishments 2018 – 2019

- In 2018
 - Obtained State financial support for AFH residents (40% of revenue came from DSHS/Client Participation)
 - Hired Program Coordinator to fundraise
 - Applied for 8 grants (2 less than goal of 10)
 - Increased donor retention from 28% to 48% (did not meet goal of 75%)
 - Received less than 2% or revenue from grants (did not meet goal of 30%) from Sunrise Rotary and UGN
 - Met goal for fundraising \$80,000-\$100,000/year (raised \$144,000 - \$100,000 came from board giving)
 - Acquired at least 107 new donors
 - Increased Facebook followers to 309 (met the goal of increase by 150 followers)
 - Increased revenue from Summer Bash annual fundraiser
 - Created new fundraising revenue through Gallery Walk Cup event
 - Produced a monthly newsletter for donors and quarterly paper newsletter (focused on impact; not an ask)
 - Develop at least 2 new Community Partnerships with Coldwell Bankers and LaughinGnome Pottery (did not meet the goal of 5 local Organizations)
 - Built a donor retention programs (i.e. quarterly outreach with impact reports)
 - Developed fundraising calendar with a goal of income expected for each event
 - Sold Sofia artwork/donation

- Invested in donor software Bloomerang
- Managed overhead cost at 35% (did not meet the goal of less than 23%. This does not include direct staff costs)

- In 2019
 - Increased state financial support for AFH residents by serving 6 residents. We expect a minimum 68% of annual revenue to come from DSHS/Client Participation
 - Obtained ETR for 1 resident
 - Applied for 9 grants so far, received 4 (counting 2 that came over from 2018) from JCF, 1st Federal, UGN and Kiwanis. Have received 6% of expected annual revenue from grants.
 - Donor retention has increased to 60%
 - Advocated for AFH rate increases (SB5672)
 - Added fundraising events – ice cream, Wooden Boat Fest Craft Sale, Give Big

Goals for 2019

- Explore becoming a 501(c)(4)
- Apply/obtain ETR's for all appropriate residents in AFH
- Become approved to provide Meaningful Activities services in AFH
- Increase corporate sponsorship giving to 3% of revenue
- Create legacy giving program
- Provide and bill community respite services
- Support the Fathers Group to research and explore possible County-wide ballot initiative for specified programs in 2019 or other year (Lee Springgate)
- Participate in DDA Summit Father's Group/Arc Special Session

Goals for 2020– 2024

- Grow fundraising committee
- Increase revenue from Summer Bash
- Replace existing fundraisers that may end – Sofia's artwork, Gallery Walk Cups
- Grow programs to increase revenue and decrease administrative costs
- Increase nonboard giving individual donations
- Maintain efforts begun in 2018
- Determine funding needs for program expansion
- Continue to explore unique fundraising approaches
- Build a "Friends Program" that invites current donors to leverage their networks to help us reach new donor audiences.

Olympic Neighbors Board

Accomplishments 2015 – 2017

- Board membership has grown to 9 members
- Board is active and involved, is decisive
 - Conducted monthly meetings, annual meeting, and 4 retreats
- Developed Strategic Plan for Olympic Neighbors
- Established policies and procedures for operation of Olympic Neighbors and HH

Accomplishments 2018 – 2019

- Board membership has grown to 12 members

- Media committee was created
- Changed Finance Committee to Executive & Finance Committee
- Volunteer Committee up and running
- Decreased median age of the board
- Developed criteria for new members

Goals for 2019

- Continue to outreach to potential added value board members/volunteers

Goals for 2020 – 2024

- Look for stability of Board with appropriate amount of turn-over to keep Board fresh and creative
- Develop training manual for Board members
- Have an annual board retreat (consider meeting earlier in the year Jan/Feb)

Staffing

Accomplishments 2015 – 2017

- Entity representative (Unpaid volunteer) is on-board, became certified, and has applied for State license
- Entity rep covered 4 nights/week at HH AFH since July
- Pursued license and met licensee requests
- Hired 2 Care partners for night coverage
- Established personnel policies
- Set up pay system (hired Bookkeeper and payroll person)
- Set up medical insurance for employees
- Set up job descriptions for Resident Manager and Care Partners
- Established hiring protocol
- Met informally with several Care Partners
- Current residents participated in hiring decision

Accomplishments 2018 - 2019

- Hired and trained 7 direct care staff
- Hired program coordinator
- Provided training for care partners
- Provided background to care partners on residents, Camphill philosophy, ON Board, and Goals

Goals for 2019

- Hire House Manager/develop job description
- Develop staff appreciation practices
- Provide staff raises or bonuses in 2020
- Determine organizational structure for immediate needs
- Continue to offer health insurance benefits dependent on cost

Goals for 2020– 2024

- Hire Resident Manager
 - Include nurse delegation responsibility with RM
- Determine long term organizational structure
- Hire Executive Director
- Continue appropriate training for all staff

- Work to provide annual staff raises based on inflation and maintain a competitive wage

Volunteers (For both administration and program functions)

Accomplishments 2015 – 2017

- Board includes very active volunteers
- Developed an initial list of volunteer needs, projects, with descriptions and commitments
- Event sign in lists have included requests for volunteers with interest areas
- Numerous volunteers have participated in and helped Olympic Neighbors, especially construction of addition onto AFH
- Website includes requests for volunteers

Accomplishments 2018 - 2019

- Formed a Volunteer Committee
- Developed training criteria and background check process for volunteers working with clients
- Utilized volunteers to assist with a clean-up day at the Hamilton House,

Goals 2019

- Develop volunteer program:
 - Develop a formal process for recruiting and training volunteer
 - Develop volunteer program and orientation packet that is written and approved by Board
 - Further develop list of volunteer needs, projects, with descriptions and commitments
 - Further develop criteria for volunteers
 - Formalize and expand list of people who would be interested in this effort for both AFH and for organization
 - Further develop website list of types of volunteers needed/desired
- Implement system to track volunteer hours
- Host volunteer appreciation event
- Obtain new volunteers to help with Healthy Relationship courses and Friday Night Hangout

Goals 2020– 2024

- Volunteers to assist residents, staff and board, daily living assistance, and special activities
- Host annual volunteer appreciation party
- Volunteer program functioning well. Relationship between volunteers and paid staff is established, volunteer appreciation program and acknowledgement is established

Resident Activities

Accomplishments 2015 – 2017

- Several parties and special events held for residents and friends have been organized
- Residents and potential residents have been actively involved in fund-raising events
- Residents and potential residents have been included in website/PPT pictures
- Residents and potential residents have volunteered for various community activities (Community picture, HHA Work Day, watering trees)
- Board has continued conversations with other programs that offer services to the Developmental Community, including Gathering Place, Skookum, Special Olympics

Accomplishments 2018 - 2019

- Residents are involved in a variety of activities and programs
- Resident input on their wants and needs is obtained
- All residents are involved in volunteer work: Food Bank, Historical Society, Horsemanship

Goals for 2019

- Ensure residents goals are reflective of their hopes and dreams
- Maintain quality of services
- Continue community inclusion opportunities and work to establish long-term efforts
- Help residents continue to opportunities not solely for the developmental disabled community

Goals for 2020– 2024

- Residents are actively engaged in activities that meet their needs and comply with their annual individual care plans
- Connections with ongoing community programs are further developed for all residents
- Active participation by each resident in daily life
- Establish festivals and celebrations on regular basis with a focus on annual event; take part with community festivals;

Living Situation

Accomplishments 2015 – 2017

- Completed care plans exist for 2 residents
- State WACs are considered in all decisions
- Created comfortable, family-oriented living situation
- Established house rules

Accomplishments 2018 - 2019

- 6 residents living cohesively together
- Completed care plans for each resident
- Blended Adult Family Home criteria/regulations with Camphill Philosophy
- Established patterns, rhythms, and structure for daily life of residents
- Ongoing community integration activities
- Established system for each resident to manage as appropriate their personal affairs, including finances

Goals for 2019

- Monthly house resident house meetings
- Regular resident representation to the board

Goals for 2020- 2024

- We will continue to explore the integration of other successful community living models with Olympic Neighbors efforts
- Consider advertising for caregivers in the Camphill Community

Relationship with State, County, and Governmental Entities

Accomplishments 2015 – 2017

- License applied for and significant effort has gone into obtaining license
- Ongoing communications have occurred with State agencies and Jefferson County Development Disabilities
- State has provided input on likely residents
- Good relations have been maintained with agencies

- Have considered State law requirements in relation to Camphill Philosophy
- Have discussed with State likely funding
- Developed relationship with DDA regional representative

Accomplishments 2018 - 2019

- Became licensed as an AFH with DSHS in Feb. 2018
- Submitted Pilot Project
- Active member of the Adult Family Home Council
- Participated in Disability Day at the Capitol
- Met with and had legislators tour our AFH/made legislators and elected official aware of our organization and our needs
- Met with staff from Region 3 DDA, the Arc, The DD Governors Council, and Disability Rights WA to discuss our needs and concerns
- Shared lessons learned from licensing process
- SB 5672
- Worked with the City to create AFH Low Income/Disabled Utility Discount
- Partnered with the Fathers Group

Goals 2019

- Explore being more active with The Arc
- Representation on AFH Council Board
- Representation on SB 5672 Stakeholder Group
- Explore joining the Chamber of Commerce
- Explore PUD low income utility discount

Goals for 2020– 2024

- Continue advocacy efforts – have a representative/s from our group attend the State Legislative day for Developmental Disabilities each Jan/Feb, keep legislators and elected officials aware of our organization and our needs
- Continue to explore housing opportunities and programs through HUD, OlyCap, HA
- Address appropriate licensing for future potential AFH, and/or requirements for Shared Housing

Community Integration

Accomplishments 2015 – 2017

- Olympic Neighbors and Hamilton House have interacted with Hamilton Heights Homeowners Association and worked on volunteer activities in conjunction with that group
- Participated in the Rhody Parade, Community Picture, Bingo, and other events

Accomplishments 2018 - 2019

- Began hosting monthly community social events in Jan. 2019 – Friday Night Hangout
- Research and explore other community living structures that integrate residents with non-residents (Able and people of differing ability) that makes all feel interconnected and part of the community.
- Residents had a meaningful role in fundraising: Valentines Cookies, Bingo, Pourhouse, Farmers Market
- Residents participated in community events such as Dancing at the Dock, Rhody Parade, Wooden Boat festival, Karaoke, Bingo, etc.
- Residents have work and volunteer opportunities within the community, such as food bank, etc.

2019 – 2024

- **See Resident Activities**

Social Media, Marketing, and Awareness

Accomplishments 2015 – 2017

- Paper article about Olympic Neighbors
- Facebook Page and Website established.
- New name of organization finalized
- Use social media for fund raising
- Website adapted to be able to accept donations.
- Facebook Page development and postings updated
- Develop Elevator Speech and tag line
- Finalize revised Strategic Plan, prepare a revised Brief and a Marketing brochure, prepare a revised Powerpoint for use in awareness building
- Take pictures for use on Website
- Update Facebook regularly

Accomplishments 2018 - 2019

- Developed a logo
- Created and revised brochure as needed
- Made initial improvements to website
- Completed Strat. Plan, Outcome Measure Report and Annual Report and shared with stakeholders
- Continued to give presentations to make the community aware of our program
- Developed quarterly newsletter
- Set up to donate through website (paypal)
- Exploring volunteer website development

Goals 2019

- Work with Heartistic Productions to create a documentary about the housing crisis in Washington
- Increase Media Committee/ get volunteers to assist with social media
- Update/redo website
- Develop a presence on other social media such as Instagram, LinkedIn
- Change online donation method from paypal to stripe
- Update materials with logo
- Update display board

Goals 2020– 2024

- Increase pictures of activities with residents
- Create videos both short and long
- Board practice Elevator Speech
- Implement website management and ongoing website improvements
- Continue logo and brand recognition

Transportation and Infrastructure

Accomplishments 2015 – 2017

- Through a donation purchased an Olympic Neighbors seven passenger vehicle, and some amount of funding for maintenance was included
- AFH at 2680 Highland Loop construction completed and facility ready for residents according to City building requirements and AFH licensing requirements
- Funding for expanding AFH was obtained

- Jefferson Transit is picking residents up at AFH
- Residents and visitors successfully using fixed route bus
- Lease agreement for AFH negotiated

Accomplishments 2018 - 2019

- Developed a good relationship with Dial-A-Ride
- Put up basketball hoop
- Built refrigerator shed
- Purchased new dishwasher and refrigerator
- Created facilities committee and maintenance schedule/calendar
- Facilities are well managed and maintained (houses, maintenance of facility and grounds, gardens, vehicles, community space).
- Used ON van to transport residents and non-residents to events
- Built ramp on front entrance of HH

Goal for 2019

- Meet with Jefferson Transit to discuss importance of service, and potential of broader service

Goals for 2020 - 2024

- Create the facilities necessary to support the policies approved

Parents, Families, and Relatives

Accomplishments 2015 – 2017

- Parents and families have been actively involved in AFH

Accomplishments 2018 - 2019

- Held routine event and dinner opportunities for family members
- Family members were active in Individual Negotiated Care Plans

Goals for 2019

- Create and host annual family social evening to talk about the needs of the organization/AFH

2020 – 2024

- Continue routine event and dinner opportunities for family members
- Build appropriate/constructive participation and funding from families

PRIORITIES: Through June 2020

Housing

- Significantly expand residential support services to the DD Community by exploring residential service options:
 - Partnership with OlyCAP
 - SL
 - Future AFH options
- Apply for Supportive Living House
- Formalize application/waitlist process and exit process – develop a policy or written procedure

Ancillary Services

- Get DDA data on people with respite services/needs in Jefferson County
- Bill for community respite services
- Continue to host monthly social events
- Continue Healthy Relationship and Sexual Health Courses – obtain more volunteers
- Create performance measures for monthly social events and sexual ed. Courses
- Engage the larger community in our monthly community events – increase number of general community members at social events
- Apply for grants specifically for monthly community events

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- Explore becoming a 501(c)(4)
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Olympic Neighbors Board

- Continue to outreach to potential added value board members/volunteers

Staffing

- Hire House Manager/develop job description
- Develop staff appreciation practices
- Provide staff raises or bonuses in 2020
- Determine organizational structure for immediate needs
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Volunteers

- Develop volunteer program:
 - Develop a formal process for recruiting and training volunteer
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Resident Activities

- Ensure residents goals are reflective of their hopes and dreams
- Maintain quality of services
- Continue community inclusion opportunities and work to establish long-term efforts
- Help residents continue to opportunities not solely for the developmental disabled community

Living Situation

- Monthly house resident house meetings
- Regular resident representation to the board

Relationship with State, County, and Governmental Entities

- Explore being more active with ARC
- Representation on AFH Council Board
- Representation on SB 5672 Stakeholder Group
- Explore joining the Chamber of Commerce
- Explore PUD low income utility discount

Social Media, Marketing, and Awareness

- Work with Heartistic Productions to create a documentary about the housing crisis in Washington
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Transportation and Infrastructure

- Meet with Jefferson Transit to discuss importance of service, and potential of broader service

Parents, Families, and Relatives

- Create and host annual family social evening to talk about the needs of the organization/AFH