



HOCKETT'S HOT SHEET

A Weekly Update on OlyCAP from Tim Hockett, Executive Director

Independence Day

I really like the Fourth of July. It's not the fireworks or the barbecue or the family get-together that excites me — no, it's the celebration of a great, self-reliant country that moves me. Having lived in another country and having visited many, many countries, I have come to a sincere appreciation of how well we have it in America. People in other countries often view America as a kind of Disneyland of the world. We have so many things, advantages, choices, freedoms and opportunities. We really are an independent nation.

Yet, not all of our citizens enjoy the self-sufficiency that we associate with 'independence.' So when some of our neighbors cannot enjoy their place in this great nation due to fragile health, advanced age or poverty, it falls upon us who care to offer acceptance and assistance. As we celebrate our independence, be reminded that not all can celebrate. Some are still struggling to reach the outstretched hand of their neighbors for a hand up to the solid ground of independence. By reaching out to help, we are actually celebrating our independence better than any other way.

Home Care Future

Many of you are aware that our Home Care program is being carefully evaluated to see if it can continue under the umbrella of OlyCAP. The program provides a tremendous service to hundreds of homebound adults as our aides render personal assistance to those who need their loving hands. Over 100,000 hours of service are logged each year by the Home Care team.

Between legislative mandates that carried unintended negative consequences for home care agencies, complicated coordination challenges, aide recruitment struggles and a severe lack of funding from the State, Home Care struggles to continue as a viable program. OlyCAP is now infusing into the Home Care budget well in excess of \$50,000 each year just to keep the program — despite this assistance; the program continues to sustain heavy losses. Our ability to continue that level of support is gone.

We have enlisted the help of the union that represents our aides (OPEIU) in hopes that together we can find a long-term solution that provides for a long future within OlyCAP. During this stressful time of analysis and discussion, please give lots of extra encouragement to those working within the program. They are worth their weight in gold in an environment that doesn't offer gold.

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What Does “Success” Look Like?

This past week, Rita Houston was asked by CTED (the State’s Department of Community, Trade and Economic Development) to send in some “success stories” of clients who had completed the Community Jobs program. Evidently, CTED knew well that the real program outcomes are not so much measured through statistics and charts, as in the lives of clients that are materially changed. So Rita asked staff to send in some recent examples and then forwarded those stories on. I was asked to review them — and was I impressed.

The stories were of two men and one woman. They represented Port Townsend, Port Angeles and Forks. Each had a difficult history to deal with, children (sometimes a spouse) to support and significant barriers to overcome. All had faced hard decisions with their lives and their work. With the help of the CJ team and the owners/staff at their CJ worksites, each of these folks had turned the corner and was now well on the way to self-sufficiency. All had started with very low self-esteem and now were feeling pretty good about life, work and the prospects for the future. Some are already making quick progress in their new jobs and are moving up and making more money!

It’s good to know that we at OlyCAP are not only *helping people*, we are *changing lives*!

“Best Kept Secret” Direct Mail Campaign to Begin

Ken Dane, our able resource developer, has been working up material that is almost ready for a direct mail fundraiser for OlyCAP. In the mailing, Ken tells the community “If you are not poor (and that would be a good thing), chances are you don’t know about OlyCAP.” It follows then that OlyCAP is one of the area’s best kept secrets — especially for those who are not vulnerable.

Ken explains in the letter that we not only helped over 9,500 people on the North Olympic Peninsula last year, but we actively engaged folks so that they could have a real chance at independence and self-sufficiency. [See the stories above.] He then asks folks to join us as partners in our efforts to address poverty.

As you all know, state and federal monies are very hard to come by these days. We have a huge job to do and we need as much help from our local communities as we can get. If you know people who could help us through a contribution or through volunteering, please get their names and addresses to Ken.

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Strategic Planning Process Outlined

In its monthly Strategic Meeting last week, the Management Team developed a process for rolling out our recently completed Community Needs Assessment (CNA) and building a refreshed Strategic Plan upon it.

It was first decided that a planning packet of information should be developed and provided to staff and board with the intent of raising awareness, soliciting input and eventually garnering wide support for the strategic initiatives that will emerge. The planning packet, drafted by August 7th and distributed by August 15th, should include copies of our current mission and values statements; a brief assessment of progress toward our prior strategic commitments; and a summary of the community needs assessment and agency internal assessment. Attached to these documents will be a cover letter inviting feedback and providing the timeline for the strategic planning process. Additionally, the full text of the needs assessment and other documents will be made available on the ODM or via e-mail.

Packets will be delivered to administrators, the OlyCAP board and all division directors for distribution and action. Distribution to staff will be at the DDs' discretion. DDs will call divisional meetings to discuss the planning documents in preparation for community forums and the actual strategic planning retreat. The board will be provided opportunity to discuss the packet in the fall meetings. Division and board work will be completed by September 30th.

Community forums will be called to discuss the planning documents, again seeking input, buy-in and also prospective partnership. The forums will involve board, staff, invited partners and public and may occur in more than one location. It has been suggested that we use OlyCAP's new tele-video conferencing technology to hold the forums. The purpose is both to educate and to be well prepared for the strategic planning retreat. Forums will be completed by October 31st.

A strategic planning retreat at least one day in length will be called to refresh our strategic plan in light of our internal assessment and the community needs assessment. It will likely take place before November 15th and be facilitated by a person from outside the agency. The length of time needed for the retreat will be driven by the process.

This is an involved process, but it will insure both strong participation and focused energy as we address the needs of our community well into the future.

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Lots of Tears at Linda Haskell's Departure

Last Friday at the Tri-Area Community Center, which Linda Haskell managed for ten years, a goodbye luncheon for her was held. What a treat it was to hear the fond recollections of so many who had the privilege to work with or to be served by Linda. Linda completed fifteen years of service to OlyCAP before announcing last month that she would be leaving both OlyCAP and the Pacific Northwest for a home in Mesa, Arizona.

Linda was commended for her work with various programs, for receiving many "Citizen of the Year" awards and for being the driving force behind holiday community meals for the less fortunate. It was widely known that Linda worked tirelessly and then volunteered on top of that.

As a tribute to Linda's exemplary work for OlyCAP and service to the community, I will institute an annual **OlyCAP Community Service Award**, which will perpetually be presented in her honor. In January of each year we will seek nominees from both Jefferson and Clallam Counties who have unselfishly given to the community. Upon a chosen few, the OlyCAP Community Service award will be conferred. Linda's legacy of service will continue to shine for years to come.



And on a Personal Note

It is always proper to celebrate additions to the family. I laugh sheepishly when I tell people about size of my blended family: six kids (two in Australia) and seven grandkids (almost eight).

Well we have two more to add to the list; Sophie and Samson — chocolate Labrador Retrievers (pictured). Though only ten weeks old, they have started their very own used furniture business. Yep. Just give them new furniture and they will make it "used" furniture in a matter of days.

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CSS Division Expanded

Effective August 1, 2006, the Community Support Division will expand to include a few programs formerly overseen by Linda Haskell. Food Bank Distribution services, Community Centers and RSVP will now be placed within CSS. Bonnie White will take a place beside Rita Houston as co-director of the division and will participate in OlyCAP's management team.

Both Rita and Bonnie have worked closely with the federal Corporation for National Service, the funding source for VISTA, RSVP, and other volunteer programs like Americorps, Senior Companion and Foster Grandparents. Further, most of their staff have worked closely with their clients to make sure basic needs are met — including food from food banks and food stamps.

We wish this team well as they take on more responsibilities and very important services.

Keep Your Fingers Crossed

Does that still work?

We received word last week that our application to the state for nearly \$500,000 to assist with the purchase of our Port Townsend offices had passed the initial stage of review. If funded, this grant would trigger similar successes with other grantors and financing entities, like USDA. As you may know, one of our long-term strategies is to purchase the buildings outright with as little of the cost mortgaged as possible. This would relieve both program and administration of heavy occupancy costs and provide for lower administrative costs well into the future. A fund-raising campaign is underway and several applications are being considered as it will likely take four or more funding sources to complete this purchase. Ken Dane and I will meet with the State this Thursday and we should know by early next week whether we make the final cut.

LIHEAP Final

I am very proud of our folks who worked so hard this past season to assist our neighbors needing help with their home heating bills. I am told that we actually received more than 2,000 LIHEAP applications alone this year and assisted more than 1,800 families. Did you know that we actually have several funding sources to assist our community with power bills?

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A One-Stop Approach to Service

Last December I commended a group of staff who had worked an entire year on recommendations to better serve our clients. The Integrated Services Committee had numerous suggestions that would move us more toward a one-stop approach to services. The vision is that no matter where a person enters our agency (a community center, one of our offices, a Head Start site, etc.) he/she would get a “Yes” when asking for help.

Sounds like a great idea, right? It is a great idea, but it requires that employees throughout the agency know what OlyCAP actually does. It requires also a willingness to try to help someone even if their request is “not in my job description.” So the beginning of that kind of service is an attitude of helpfulness.

I am happy to report that we are making significant progress on this ambitious goal by making our own staff and the community more aware of our services. Through various means of communication (advertising, newsletters, inter-divisional meetings, trainings, brochures, etc.) awareness is growing. By the end of the year we will also have an *OlyCAP Resource Guide* that will function as a quick reference for all OlyCAP programs.

But none of these tools will replace an attitude of helpfulness. If a prospective client asks you for help, even if the kind of help she needs is not your specific job, I hope you will be willing to answer, “Yes! And if I can’t help you, I will find someone who can.”

Are Your Fingers Still Crossed?

I think it does work! Our application to the State for partial funding for the purchase of our Port Townsend offices is making excellent progress. Though not ‘official,’ I have it on good authority that, barring an unforeseen problem, our request will be funded. We still have much work to do to bring together all the pieces of financing necessary to complete the purchase by next summer (our goal). Again, this is our #1 strategy for reducing costs to our agency’s programs so that we may use more resources to directly serve people in need.

Aloha!

I will be taking a couple of weeks off to enjoy some time with my family in Hawaii. We fly out the 11th and will return the 25th. My assistant, Ginger Bischel, will know how to reach me.

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Home Care Program Retained!

Thanks to the very hard work of the Home Care Team, OlyCAP will be able to retain the program for the next year and possibly longer. And vital players on that Home Care Team were the organized members of OPEIU, Local 8 — our Home Care Aides, who voted unanimously to approve the new contract! That contract reflects all of our efforts to make this program financially viable.

I want to commend Robin Gibson for her efforts to isolate inefficiencies and work up solutions to help Home Care meet its financial obligations while carrying its administrative obligations. Robin's Home Care supervisors made many significant suggestions. I want to commend the union, including OPEIU staff (Benita Hyder) and OlyCAP aides (Pat Hutto, Trish Hutto, Kathi Taylor and Sherry Merryman) who always approached the negotiations with a positive, problem-solving attitude. Similarly, I want to thank our counsel, Louis Falcone, for keeping us on the straight and narrow legal path.

Even with this great agreement in hand, our work is not finished. We will be working diligently this coming year to find legislative solutions that will take pressure off of OlyCAP and other similar agencies who sincerely want to provide Home Care services. If we all work together, those changes may well happen within the next year.

Innovation Grant Awarded

We were notified by the State's Department of Community, Trade and Economic Development (CTED) that our competitive application to provide innovative services to clients was funded! The amount of the award is \$18,000 and the project will begin this October.

The RFP describes a "partnership in proactive dentistry," which the RFP review panel found very attractive. The most innovative thing about the proposal was OlyCAP's plan to reach out directly to the local hospital to snatch away patients with dental emergencies, *and then* convert them into returning patients using a preventive care-based approach. This, over time, will change the nature of our dental business; away from always operating on emergencies to a more prevention-focused basis. This will save everyone a lot of money over time — patients, taxpayers and the local hospital, as fewer folks will ultimately go to the ER for dental emergencies. Congratulations to Ken Dane for the successful proposal and to Dr. Lonn DeMoss and the OlyCAP Oral Health team for their innovative vision.

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OlyCAP Administrative Changes

In an effort to move us toward our financial goals and a more streamlined agency, I have authorized measures that, when taken together, will cut nearly \$100,000 out of our OlyCAP administration. One person has left and will not be replaced and another was laid off last week. Others may experience some loss of hours. These steps will have the dual impact of: 1) helping us to balance our annual budget; and 2) helping us to eventually reduce the indirect cost rate that is charged to programs. Our indirect rate is currently 9.8% and I hope to get the rate down to near 8 1/2% within two years.

The challenge of these actions is that the work that was done by former employees will now be absorbed by current staff. Some services are likely to suffer as we reallocate work. Particular strain will be felt by the fiscal staff as they absorb the loss of two people. I hope soon to distribute a new guide that outlines all of the various duties of the five excellent people we have in fiscal. I ask the favor of your patience as we adjust.

“Cuts” always seem negative. As an agency (programs and administration) we have had to do our share in the past six months, but I am of the opinion that these tough decisions will make the boat lighter and less apt to sink. As we move forward with our resource development program and the purchase of our Port Townsend office complex, we will become stronger and stronger.

A Word about Greatness

Eileen, our Chief Financial Officer, recently passed along to me an article on greatness. The writer made the point that what makes a business great is not necessarily what makes a non-profit agency great. It made me think. What would make OlyCAP truly great?

For me the answer is two-fold: We must serve like no one else, carrying out our mission to help people become as self-sufficient and as healthy as they can; AND we must become an agency that is an enviable employer. These must go hand in hand otherwise we might become either a good service provider who is uncaring about its staff, or a self-serving group that has lost its vision of real help to folks in need. But that's just my idea.

I want to ask you all to help me define ‘greatness’ for OlyCAP. What do you think ought to be the features that characterize us as a great organization? What would make you boast that you are part of the OlyCAP team? What would make you proud of our programs and services? Please email me with your thoughts.

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Are We There Yet?

This time of year we provide a semi-annual report to the State on selected outcomes under the federal Results Oriented Management and Accountability system — ROMA. These data put real numbers to our efforts to improve the lives of people. Below is a summary of some of our outcomes through June of this year.

- We helped 6,877 people in over 3,500 households.
- With our direct assistance, 28 people found and retained jobs.
- 20 houses were significantly improved through weatherization or rehabilitation.
- 307 children (and their families) were served in our Early Childhood Programs.
- 2,644 families received energy assistance through OlyCAP.
- 3,250 households received food through the network of food banks we support.
- 385 folks got help with transportation.
- 20 families received disaster relief from OlyCAP.
- OlyCAP received 13,765 hours of service to its programs from community volunteers. RSVP had 553 senior volunteers provide 47,727 hours of service to the larger community.
- 988 individuals enhanced their job skills through OlyCAP training programs.
- OlyCAP provided assistance to 1,015 seniors and 841 persons with disabilities.
- Our Home Care aides provided 51,604 hours of help to vulnerable folks.
- Over 1,000 patients were seen in the OlyCAP Oral Health Center, more than double the activity for the prior six months!
- OlyCAP's South Seven housing facility (15 units) was filled to capacity.

We can add shelter, senior nutrition and many other programs. While we cannot say that we have “arrived,” we can sure be proud of our collective progress. It is very satisfying to me when I get a glimpse like this of the good that we do.

I Got a Surprise!

I returned from vacation (Maui was great) to find that some very busy bees had beautifully decorated my office in Port Townsend. Since Dan Wollam's departure, the office had looked pretty vacant. The decorators put up photos and posters we already had and found a desk to match the built-in shelves and cupboards. All of this was done without cost to the agency. I want to thank all of those involved. It was a very nice surprise. I am attaching an additional page with some photos.

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Strategic Planning Process — Update

In the middle of August, a packet of information was distributed outlining our strategic planning process. The packet contains our mission and vision statements, a summary of progress made on prior strategic commitments, our Go—No Go Model, and a summary of our OlyCAP internal staff assessment. Accompanying the packet was also a summary of our recently completed Community Needs Assessment.

It is important that these documents be read thoughtfully by all who received them. Further, it is important for divisions to meet and to discuss how they are positioned to address those community needs and, just as importantly, how they *could* be positioned to address community needs better! Divisional meetings are to occur before September 30.

On September 26th the OlyCAP board will discuss the packet and the process that will lead up to a strategic planning retreat in November. We will also schedule two public forums designed to capture community and partner input as well.

I cannot overstate the importance of a healthy, full discussion of these items. They represent the foundation upon which all of our efforts will be built for the next few years.

Home Improvement Programs Venture West

One of the most exciting developments in our agency is coming from the Home Improvement Team. OlyCAP is working together with the Makah Tribe in Neah Bay to build the tribe's own capacity to weatherize homes. In essence, we will share our expertise with the tribe while we weatherize a number of homes. Workers from the tribe will work side-by-side our capable and experienced staff as they help their neighbors insulate and weatherize their homes. Over the course of time, the tribe will develop their own weatherization (WX) team. OlyCAP then intends to contract with that group to provide WX services all across the West End of Clallam County.

This is a great idea and exemplifies the forward-thinking spirit and innovative partnership that we can bring to our communities. Big thank yous to: Dan Di Guilio, Candice Tomkins, Gordon (takes a licking and keeps on ticking) Tickner, Ron Hatch, Mike Clapshaw, Shawn O'Donnell and Dennis Hartzell. The Makah tribe will experience a permanent reduction in power bills and warmer, more comfortable homes; while several of their members will find new careers in a satisfying trade.

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What Does JARC Mean?

Only a handful of folks are involved in the program's operation, but dozens of people on the West End of Clallam County benefit from OlyCAP's Job Lift Program. Funded under what is called the Job Access Reverse Commute (JARC) program of the Federal Transit Administration via the State's Department of Transportation, the program helps folks overcome the barrier of reliable transportation to work. OlyCAP's program uses three beautiful vanpool vans to get people to work or to work-related activities every day.

A vanpool consists of a vehicle entrusted to a group of people for use on a specific route. Drivers are volunteers and are trained by our partners in the program, Clallam Transit System. The group determines the specific schedule and when/if to stop at a daycare or other place along the way. One route takes a group of service staff from Forks each day to Kalaloch Lodge on the coast South of Forks.

OlyCAP purchased the vehicles on State contract with the help of Clallam Transit and CTS also maintains the vehicles. OlyCAP staff coordinate the clients involved and also meet with local partners to determine the most effective routes.

At recent monitoring of the program, DOT staff told us we have a model program and they are very pleased with our innovative partnership. Congratulations to Rita Houston and her staff in Forks Bill Plumley and Rachel Chilson who coordinate the program!

CSF Awarded

Did I mention that we did, indeed, receive confirmation that our request for \$400,000 to help us purchase our Port Townsend offices has been forwarded to the governor for her action. This is a huge success in our strategy to make OlyCAP lean and efficient. The Community Services Facilities fund was begun as a request from community action agencies throughout the state.

Guess Who Turned 20?

On August 25th, while I was in Hawaii having fun, **Robin Gibson** reached her 20th anniversary with OlyCAP. This has been a tough year for Robin as she closed and then opened a fresh Adult Action Center, turned around the Senior Nutrition Program and worked with the union to retain the Home Care Program. I am so glad that she toughed it out. By the way, it was Robin who hired me seventeen years ago — so blame her!

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The WOW Factor

Last Friday I had the privilege of speaking for a few minutes to our Early Childhood team. I told them that my vision for the agency is to generate in each of our divisions and administrative functions what Tom Peters calls the “WOW Factor.” What makes people say, “Wow,” when it comes to OlyCAP?

We already have a good start. Many people look at our amazing efforts and say, “Wow.” Often our own employees look at what we accomplish and cannot resist saying, “Wow.” When monitors recently took a close look at our Head Start program, our CJ program, our JARC program, our renewed Adult Action program, our Oral Health Center, our South Seven Senior housing facility, and many other programs, they said, “Wow! Good job.” When auditors reviewed our fiscal practices, they said, “Wow. No findings.” When visitors come to our offices in either Port Angeles or Port Townsend for the first time they are always impressed, usually saying, “Wow.” When I tell local civic groups, partners or governments about our work, the response is almost always, “Wow. We didn’t know you did all that!” One top administrator said recently, “We look at OlyCAP with awe. We cannot believe how much you accomplish.” It was his way of saying, “Wow.”

The question is: Together how can we evoke that Wow factor in all areas of service and in all areas that support our service? I think of our board; our administration (executive, fiscal, human resources, information technology, maintenance, etc.); program planning, development and implementation; customer satisfaction, community engagement, legislative advocacy and our role as an employer — and I ask: What would cause others to say “Wow.”

For each of these pieces of my vision we must pursue specific and focused strategies to achieve nothing less than excellence. I want to urge all of you to get on the bus — that big bus that says “WOW” on the side. C’mon — what could be more satisfying than hearing “Wow, OlyCAP really knows how to help people!”

JoAnn Kaye (1943-2006)

On September 6th one of our most ardent Home Care Aides lost her battle with cancer. JoAnn Kaye will be remembered for her flamboyant life (riding Harleys), her devoted efforts to improve the lot of her fellow workers as a shop steward for the OPEIU Local 8 and, most especially, for her 14 years of devoted service — caring for homebound people. In many, many ways JoAnn put the “Action” in Community Action. We extend our sympathy to her loved ones and to Home Care staff who knew and loved her. JoAnn made us all say, “Wow!”



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OlyCAP's Impact on Small Communities

Most of you know that OlyCAP has a pretty large footprint. We cover all of Clallam and Jefferson Counties. You likely know that we have a concentrated presence in Port Townsend and Port Angeles where our two main offices reside. Many of you know that our Early Childhood Resource Center (Head Start and ECEAP command central) is located in downtown Sequim. What many don't realize is that we do a considerable amount of work in more remote areas of both counties.

In **Brinnon**, OlyCAP operates the Brinnon Community Center, in which a number of community programs are offered. Senior Nutrition and Meals on Wheels are provided to the community from there. Further, meals for the local school district in Brinnon are prepared at the center by OlyCAP staff. OlyCAP also operates the Bayshore Motel in Brinnon. The motel provides shelter for lots of divers and folks weary of travel down the Hood Canal. Net proceeds from the motel advance OlyCAP's programs. OlyCAP also supports the Brinnon Food Bank. Brinnon also receives visits from our mobile dental program several times a year.

In **Quilcene** we operate the Quilcene Community Center, which houses a small food bank; we also work with the local school district through our Early Childhood Education Assistance Program (ECEAP) providing help to 15 youngsters and their families.

In **Port Hadlock** we also operate Early Head Start and our Northwest Passage Thrift Shoppe. The thrift store, like the motel, is an enterprise that generates revenue to support OlyCAP's programs. Nearby, in **Chimacum**, OlyCAP operates the Tri-Area Community Center (including a large food bank) and the South Seven Senior Apartments.

The **West End of Clallam County** enjoys a strong presence from OlyCAP. In the City of Forks we operate the Forks Rec Center which, as with the other centers, hosts the senior nutrition program and from there sends out Meals on Wheels to homebound folks. At the center we also have CSS staff who offer a wide array of emergency interventions, energy assistance (including a very cool firewood program), work-related transportation and many other re-employment supports. Home Care aides serve many fragile people in Forks and all along the West End of Clallam County — all the way to Neah Bay in fact! Our dental program visits Forks frequently and we provide ECEAP services to over 50 children and their families through contracting with the local school district. In remote, **Clallam Bay**, OlyCAP provides support for the New Hope Food Bank and also sends its traveling dental program to serve struggling, uninsured families.

So don't think we are limited by our main office locations. We have a significant impact on many remote communities on the North Olympic Peninsula.