

July 1, 2018



COI Strategic Direction

2018-2021

Executive Summary

For the past two years, the staff, board of directors and volunteers have dedicated their time to the foundational growth of Community Outreach, Inc (COI). Recognizing that the request for service far outweighed the current capacity of the agency, the COI board and management team turned their focus inward and created a solid foundation on which to grow. At this time, all bylaws, policies, procedures and contracts are up to date. The current programs are strong and the culture of the agency is one of inclusion, appreciation and integrity. As the board of directors, executive director and key staff move forward with identifying the strategic direction of the organization we do so with a resolute commitment to our organizational mission:

“Helping people help themselves lead healthy and productive lives”

COI’s current programs and services are specifically designed to move a family or individual from crisis to self-sufficiency. Each of our unique services can operate independently or collectively to create a comprehensive continuum of care.

The staff, board and volunteers of COI value our client-centered approach, which is fostered by trust, inclusion, and fairness for all. We believe that everyone, regardless of their personal circumstances, deserves to be treated with dignity and respect and offered the skills, knowledge and assistance needed to help themselves lead healthy and productive lives.

The unwavering commitment to the agency mission and value statement is the footing on which the strategic direction for the next three years was created. Using national best practices and solution-based outcomes we have identified three areas of strategic focus.

- Support and foster a culture of diversity, inclusion, and equity in all programs and services.
- Implement a model of transformational housing, support services and aftercare for individuals and families experiencing homelessness.
- Create opportunities for client centered workforce development through both community partnership and internal business development.

Community Outreach Today

History

Community Outreach began as a grassroots effort to serve the youth of Corvallis and Albany. After two years of planning and community input, the doors of “Sunflower House” opened in June 1971. The operation of the agency was a completely volunteer effort and focused on serving youth of Benton and Linn Counties with crisis intervention, drug education, and a food bank. Over the years our services have evolved as unmet needs in the community have been identified and funding has been obtained. Today, Community Outreach’s 34 employees and approximately 350 volunteers work to provide a comprehensive, integrated array of the highest quality services to more than 5,500 men, women, and families annually. What began as a small non-profit in a little yellow house on 9th Street is now the premiere social service provider for the mid-Willamette Valley.

Current Programs and Services

For over four decades the COI Sunflower House has provided a holistic, healing community for men, women and families who are in need of housing and support services. We provide a safe, sober and compassionate environment that challenges an individual to respect and love themselves, confront emotional and socio-economic issues, and transition to stable and independent lives. COI transforms lives and communities by focusing on the root cause of homelessness. Our approach is unique, providing a comprehensive solution driven by accountability.

Behavioral Health Treatment Services

Community Outreach is committed to providing the highest quality of state certified, comprehensive and integrated mental health and drug and alcohol treatment services to low-income and homeless community members. Our treatment approach is client centered and great emphasis is put on developing clients’ internal resources and external support systems.

Mental Health- Our state certified outpatient mental health program provides individual and group counseling services to adults over 18 and older.

Drug and Alcohol Treatment- We offer state-certified Intensive Outpatient Services, Outpatient Services, and DUII Services to our clients. We are particularly sensitive to the treatment needs of pregnant and post-partum women and women with children.

Day Services

Open to anyone in need, day services provide immediate access to basic needs: emergency food boxes, community showers, information and referral, and access to a free phone, mail and message board.

Mari's Place Childcare

Mari's Place is a state-certified childcare center providing structure and fun while offering professional and safe child care. Mari's Place, which serves children six weeks through five years, supports both parents and children by offering a stable, predictable, nurturing environment with a variety of age-appropriate activities. Class curriculum is designed to meet the unique needs of homeless or highly transient families and to assist families in their journey toward stability and the creation of a healthy family system.

Health Services

Medical- Beginning with one clinic per week in 1972, the COI medical program has grown to now provide an average of 20 clinics each month in two locations. Our clinics in Corvallis and Lebanon provide basic acute and primary care to community members who are uninsured, underinsured, veterans, Oregon Health Plan recipients, and alternative care patients. All Community Outreach medical services are provided by volunteers. In addition to the weekly clinics, the following specialty clinics operate by appointment only; farm clinic, veteran's clinic, naturopathic clinic, OHP clinic, diabetes education, physical therapy and women's health clinic.

Dental- COI provides dental care to low-income, uninsured adults in need of dental services. Treatment is provided several times each month during the school year, by volunteer dentists, hygienists, and dental assistant students at Linn-Benton Community College. Our dental clinics provide the following basic services: general exams and cleanings, x-rays, fillings, and extractions.

Shelter Services

This program seeks to help homeless families and single men and women obtain and keep permanent housing, breaking the repetitive cycle of homelessness. The average length of stay in the transitional shelter program is 8 months during which time the client is expected to maintain sobriety and work on self-identified goals and treatment. Included in our shelter services is specialized contracted housing in partnership with Department of Human Services, Oregon Youth Authority, Samaritan Health Services and the Veterans Administration. In addition, we provide access to emergency shelter for families.

Social Services

The social service program focuses on a client centered approach providing intensive case management, care coordination and after care for clients in our transitional housing program. Emphasis is put on helping the clients learn the skills needed to advocate for themselves and access resources in the community



Strategic Direction 2018-21

After careful review by the executive director, board of directors, and management team it was decided that behavioral health treatment services, the medical and dental clinics and the child care center will operate under their current program models. Minor changes will be made at discretion of the program directors but no major changes are planned at this time.

Day services, including the community food bank, will also continue to operate “as is”

*If another local non-profit agency opens similar services we will close our day services so as not to duplicate services.

Over the next three years the board of directors and administration will focus on the following:

Strategic Goal 1: Support and foster a culture of diversity, inclusion, and equity in all programs and services.

Recognizing that persistent disparities based on such characteristics as race, gender, national origin, ethnicity, culture, disability, age, faith, gender identity and sexual orientation, together with barriers imposed by poverty, exist in our community, COI will nurture an open and welcoming environment for staff and clients.

Strategies	Implementation
Engage in staff training surrounding these issues	Bi-annually
Create, nurture and promote an environment of equity	Ongoing
Review and update our nondiscrimination policies	January 1, 2019
Host roundtable discussions regarding ways to support inclusivity, diversity and equity in our everyday practices	Bi-annually

Strategic Goal 2: Implement a model of transformational housing, support services and aftercare for individuals and families experiencing homelessness.

Beginning July 1, 2018 COI will begin the process of restructuring our current model of emergency, temporary and transitional shelter. We will phase out “first come, first serve” entry into shelter and implement a coordinated entry model in its place. Over the next

three years we will implement a transitional or “transformational” housing model. Using a trauma informed care approach we will use “Critical Time Intervention” to move a client from crisis to self-sufficiency.

Strategies	Implementation
Train staff and implement Trauma Informed Care	September 2018
Train staff and implement Critical Time Intervention	January 2019
Create and implement an evidence based 6 month aftercare program	September 2018
Implement a coordinated entry program into COI	August 2018
Foster and strengthen relationships with contracted providers	Ongoing
Offsite housing to expand services to transitional youth	July 2019
Offsite housing to expand services to veterans	June 2021

Strategic Goal 3: Create opportunities for client centered workforce development through community partnership and internal business development.

COI will develop a vocational training and employment program for homeless individuals. The program will provide participants with the skills, support and self-esteem necessary to re-enter the community as competitive workers able to live independently. The program will be designed to assist our clients in securing and maintaining gainful employment in the community. After evaluating an individual’s employment history and assessing their work skills, an employment plan will be developed. Job counselors, case managers, and care coordinators will provide individual assistance in professional resume and cover letter writing, interviewing skills, job search strategies, networking, proper business attire, and job retention.

Strategies	Implementation
Partner with Blue Sun Employment Services onsite	July 1, 2018
Develop partnerships with local non-profits for volunteer opportunities in workforce development	Ongoing
Work with local partners to create gardens on property	June 1, 2019
Develop a microbusiness that offers workforce development, as well as generates revenue to support the operations of COI	July 1, 2020

Agency Support

To best support the three identified areas of strategic focus the board, development, and administration will focus on the following:

Board Goals and Strategies

- Discuss and confirm the strategic direction of the organization at each board and committee meeting
- Continue comprehensive fiscal oversight and sustainability of the organization
- Engage in public relations and community education

Administration

- Continue to support, foster and promote employee training, education, integrity, diversity, inclusion, leadership and appreciation for all staff
- Identify and seek federal, state and local funding opportunities and contracts
- Create a sustainable salary and benefits package for all employees
- Identify and work to resolve facility issues

Development

- Maintain and foster relationships with current donors
- Improve major gifts and planned giving
- Focus on fostering monthly and ongoing gifts
- Create and cultivate positive community relationships
- Create new events and appeals to generate revenue and community recognition
- Develop and implement a messaging plan to support the new direction of the agency
- Develop and implement a marketing plan for the new business and new offsite program