



COMPASS HOUSE

STRATEGIC PLAN IMPLEMENTATION PLAN 2018-2020

A community rebuilding lives and hope through purposeful opportunities for adults living with mental illness.



ACKNOWLEDGEMENTS

This strategic plan would not have been possible without the active participation of many people committed to Compass House.

Thank you to the Compass House Board of Directors for recognizing the time was right to plan for the growth and stability of Compass House. My appreciation goes out to the trustees who gave input to the plan through the annual retreat, board discussions, and plan review. They offered valuable feedback at each step.

I extend my gratitude to the staff who contributed to the plan at the annual retreat and in the review process, as well as by garnering member input and feedback at several stages.

Our bi-monthly strategic planning committee meetings were both delightful and an education in life at Compass House. I was warmly welcomed into the fold. My deep appreciation goes out to committee members, Dale Verger, strategic planning committee chair/trustee, Sheila Houlihan, member/trustee, Lezley Sanders, volunteer, Bryce Harding, staff/Business Unit, and Chris Folden, staff/Employment Unit. You participated in the conversations with joyful engagement, and thoughtful consideration of the potential implications of language and decisions.

Thank you to the Compass House members who participated by giving input in morning meetings, voting on proposals, and joining in the strategic planning meetings and discussions. You bring the life to Compass House!

Finally, my most heartfelt gratitude goes to Elizabeth Hazlewood, Executive Director and strategic planning committee member, for her support and commitment to this strategic planning process. She guided the process ensuring I understood the foundations of the Clubhouse Model, provided content, reviewed drafts, and answered countless questions, all while simultaneously and alertly tracking and overseeing the goings-on at Compass House. Her wisdom and leadership were a gift to both the project, and to me.

I am so grateful for this opportunity to have connected with Compass House. My personal desire is that this plan will have a direct impact on the fulfillment of your mission, that this work will be a part of: A community rebuilding lives and hope through purposeful opportunities for adults living with mental illness.

In deepest gratitude,
Tatiana Bredikin
MeetingMastery.com
January 2018



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ELIZABETH, MINH, AND KODA

EXECUTIVE DIRECTOR STATEMENT

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor and for their fortitude in seeing it through to the end. Thanks also to the members of the Compass House Board of Trustees and staff members who participated in the Board Retreat at the Ashland Springs Hotel in July 2017 and to Tatiana Bredikin for the guidance and insight she provided to all of us.

Strategic planning keeps an organization on track over time and allows the organization to respond to change while living to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from this process.

The opportunity to step back and evaluate our activities is crucial, especially as we grow as an agency to meet the urgency and severity of the need in the community. Having made that time during this process will prove to be invaluable to the growth of Compass House as well as the health and stability of our community.

In the summer of 2017 in partnership with The Gordon Elwood Foundation Compass House began a board assessment. It was during this assessment we realized the need for an updated strategic plan. Three community foundations, the Gordon Elwood Foundation, The Ford Family Foundation and The Cow Creek Umpqua Indian Foundation, came together to make this process possible by funding the project. We engaged the services of a strategic planning consultant, Tatiana Bredikin with Meeting Mastery to help guide us through the process. Our Board of Trustees named Dale Verger Chair of the Strategic Planning Committee and she was charged with chairing the planning process. Dale has worked tirelessly to see this process through. The group began meeting twice a month in August 2017. We needed to examine our mission and our programs and be sure we were still on a trajectory that the members, staff and trustees supported as well as meet the growing community need. During these meetings the strategic planning committee drafted this plan, which captures the goals and accomplishments that Compass House is working towards over the next three years.

Elizabeth Hazelwood
Executive Director
April 2018

GLOSSARY OF TERMS

- **MEMBER** – An adult of at least 18 years of age who joins our community through a referral process, voluntarily participates and contributes to the clubhouse community as an active part of their recovery.
- **MEMBERSHIP** – The body of members.
Assures members that their participation is fully voluntary and that they can access all the opportunities available to them through clubhouses.
- **MEMBERSHIP** – What it entails.
The right to participate in the clubhouse and their own recovery at their own choice. Membership is voluntary and without time limits. The member chooses how they contribute to the clubhouse community and the people with whom they work. It also guarantees a safe, compassionate support system with access to resources and every opportunity in the clubhouse regardless of level of functioning or diagnosis. Here members become more than a diagnosis and discover they have skills, talents, abilities and confidence which help them integrate back into the community.
- **TRUSTEE** – A member of the board of directors. Twenty-five percent of the board is made up of Compass House members.
- **SIDE-BY-SIDE WORK** – The work of the clubhouse is a shared responsibility of both members and staff to be completed jointly as colleagues. All work of the clubhouse is completed in this manner.
- **WORK-ORDERED-DAY** – The daily activity of a clubhouse is divided into work units and organized around a structured system, which parallels the typical business hours of the working community where the clubhouse is located. Each unit holds daily meetings to plan the work of the day and foster relationships.
- **FULL AND ENGAGING** – Each work unit has enough meaningful work, members and staff to sustain a full workday.
- **TRANSITIONAL EMPLOYMENT**– A highly structured program for members returning to paid work in local business and industry. Transitional Employment placements are at the employer’s place of business, are part-time (15-20 hours per week), and include on-the-job and off-site support from clubhouse staff and other members. These placements generally last from six to nine months. Members can then try another placement or move on to independent employment. Transitional Employment is specifically designed as a vocational rehabilitation program where a member can gain or re-gain the skills and confidence necessary to have a job while he or she is employed in a real-world position. The main requirement for the member to participate in Transitional Employment is the expressed desire to work.
- **OUTREACH (OR REACH-OUT)** – Part of the daily work of the clubhouse involves keeping in contact with all members. When a member does not attend the clubhouse, or is in the hospital a telephone call or visit is made. Each member is reminded that he or she is missed and needed at the clubhouse. This process not only encourages members to participate, but it is also an early warning system for members who are experiencing difficulties and may need extra support.
- **COMMUNITY OUTREACH** – Connecting with individuals or organizations for the purpose of education and potential partnership. This can include member and staff presentations, event booths, and direct contact with agency or community representatives.
- **CLUBHOUSE INTERNATIONAL** – A nonprofit organization that oversees the evidenced based model, Clubhouse International helps start and grow Clubhouses globally. They also oversee clubhouse accreditation.



MISSION STATEMENT

Compass House – A community rebuilding lives and hope through purposeful opportunities for adults living with mental illness.

VALUES

- Empowerment
- Partnership
- Respect

VISION

Compass House is a welcoming place, empowering adults living with mental illness to improve their quality of life. More than a program or social service, a clubhouse is above all a community of people who are working toward a common goal to get their lives back. Members are a part of a vibrant community where they are valued, wanted, needed and expected. We offer our members living with mental illness opportunities for employment, housing, education, life skills and socialization, so they can recover and fully participate as valued and respected members of society.

Members, those who choose to participate in the program, gain a sense of worth and purpose through the work-ordered day. Members and staff share responsibility for the running of all aspects of the clubhouse. Side-by-side work builds confidence, and encourages healthy relationships, growth and recovery. Programs and services have grown in number and variety to better serve our diverse membership and their reintegration into the community. One outcome of our quality and targeted programing is a steady increase in active membership and average daily attendance. The Transitional Employment program partners closely with local employers in many fields.

We celebrate the completion of a successful Capital Campaign that built a space that conveys a sense of respect and dignity. Shared responsibility in the work of the Clubhouse fully engages members in this professional environment that mirrors Compass House’s values and mission.

Compass House is a known and respected community partner. We have strong, collaborative partnerships with organizations, agencies and employers who support Compass House. The Rogue Valley is not only well aware of Compass House and our role in supporting the most vulnerable populations, but the community has also grown in understanding of people living with mental illness.

Our donors are celebrated; they know and experience our appreciation of them. Capital campaign donors are so moved by their experience in that project, they renew and increase support well past the capital campaign. Our successful friend/fundraising events build a thriving donor base that creates continued support.

Compass House is a financially stable organization. This creates security for our members knowing Compass House is here for the long term. Our stable funding is a result of diverse income streams including community foundations, coordinated care organizations, endowments and government sources, along with our faithful and devoted sponsors and donors.

Our staff are driven and passionate about their work. Staff engage the membership by working side-by-side toward shared goals. All staff have been to clubhouse training and embrace the Clubhouse International Model. This commitment is seen in their creativity in program development.

Our Board of Trustees demonstrates its commitment to Compass House by promotion of our mission, energetic participation in development activities, and personal commitment to financial support; their enthusiasm is contagious. They have inspired community-wide support and understanding of the value of Compass House.

We are a leader in the clubhouse community. We maintain our Clubhouse International accreditation. We have built strong, supportive relationships with other clubhouses. This commitment to the clubhouse philosophy is reflected in our member and staff presence in the Clubhouse International Accreditation Faculty.

Compass House is a well-established organization in Southern Oregon. We live our values of empowerment, partnership, and respect. Together we are changing lives.

RIGHTS OF MEMBERSHIP

- A right to a place to come
- A right to meaningful relationships
- A right to meaningful work
- A right to a place to return

COMPASS HOUSE AND THE CLUBHOUSE MODEL

Compass House is the only non-clinical, evidence based psycho-social rehabilitation center serving Southern Oregon. It is the first accredited Clubhouse from Clubhouse International in Oregon. Members are empowered to take an active part in their recovery through their involvement in the clubhouse. Every dollar spent in a clubhouse saves 14 dollars in the clinical mental health system, thereby saving the community from incurring uninsured hospitalization and incarceration expenses.

Compass House follows the evidence-based Clubhouse International Model of psychosocial rehabilitation. Clubhouses offer people living with mental illness hope and opportunities to reach their full potential. They operate on proven standards which have been developed by Clubhouse International over two decades and which are effective in over 330 Clubhouses worldwide. The daily activity of a Clubhouse is organized around a structured system known as the work-ordered day. The work-ordered day is an eight-hour period, typically Monday through Friday, which parallels the typical business hours of the working community where the Clubhouse is located. Members and staff work side-by-side, as colleagues to perform the work that is important to their community. All of the work in the Clubhouse is for the Clubhouse and not for any outside agency or business. There are no clinical therapies or treatment-oriented programs in the Clubhouse. Members volunteer to participate as they feel ready and according to their individual interests.

Decision-making and governance are an important part of the Clubhouse work. Members and staff meet in open forums to discuss policy issues and future planning for the Clubhouse. Clubhouses also have an independent board of directors or advisory board that is charged with oversight management, fundraising, public relations and helping to develop employment opportunities for members.

People living with mental illness often require a variety of social and medical services. Through the work-ordered day at the Clubhouse, members are given help in accessing the best quality services in their community. Help is given to members in acquiring and keeping affordable and dignified housing, psychiatric and general medical services, government disability benefits and any other needed services. Members and staff from the Clubhouse ensure all such support and assistance.

Although the first Fountain House started more than fifty years ago and has been replicated more than four hundred times around the world, the Clubhouse concept is still a radically different way of working in the field of community mental health. Most program models still focus on assessing a person's level of disability and limiting the expectations based on that assessment. Most use teaching or treatment as the vehicle for providing rehabilitation. In a Clubhouse the expectations are high and mutual work, mutual relationships, and meaningful opportunities in the community are the vehicles of choice.

People living with mental illness are one of the most underserved and neglected populations; according to the National Alliance on Mental Illness (NAMI) one in four adults experience mental illness. That equates to over 50,000 people in Jackson County alone. According to the World Health Organization, mental illness is a highly prevalent, life-threatening disease that affects millions of people worldwide. Mental illnesses are more common than cancer, diabetes or heart disease. Hospitals and community mental health centers do not have the capacity to accommodate the overwhelming demand that expends every available resource for mental health needs. The legal system has also become inundated, absorbing the cost of housing for people who society does not have the resources to treat. The Community Health Assessment 2013 for Jackson County (paraphrased) identified mental health problems as the number one challenge facing our community. This assessment also identified five primary factors impacting community health: poverty, homelessness, disabilities, unemployment and crime. The assessment also exposed a gap in our community resources: there were no organizations locally to meet the needs of individuals living with severe and persistent mental illness as they attempted to restore their lives and integrate into the broader community outside of the already overwhelmed clinical setting. Without adequate access to integral resources and crucial support, overcoming barriers to employment, education, housing, financial self-sufficiency and independence left people marginalized due to insufficient programs that solve this community need. The recent closing of The Hawthorne Center and DASIL, left this gap in services that sparked the Jackson County Mental Health Advisory Committee to recommend a working group be convened to investigate potential models of psychosocial rehabilitation for adults with mental illness. This group was formed and began to explore the possibility of creating a Clubhouse in Medford based upon the International Clubhouse Model of psychosocial rehabilitation.



COMPASS HOUSE HISTORY

Compass House officially opened its doors on August 1st, 2014 as the only non-clinical mental health agency in Southern Oregon. Since opening, Compass House has grown from serving a handful of members to currently over 600 members. What began as a grass roots nonprofit has grown into a thriving agency not only meeting the needs of our membership but also improving the community as a whole. Services have grown substantially to include culinary, business, outreach, housing, life skills, socialization, wellness, education and employment programs. The staff has grown from only one paid director to sustaining seven full time staff that actively engage in side-by-side work with our members in all aspects and operations of the Clubhouse.

In the fall of 2016 with the rapid growth of Compass House our members, staff and board of trustees realized that the 3,600 square foot space we are currently leasing could not accommodate the growth in our membership. We were quickly reaching the spaces maximum occupancy; our dining room only serves 16 people at a time so we were beginning to eat in separate shifts each day. As the only meeting space, it was often standing room only and work units were often full and unable to gather in one room for group meetings. Working to accommodate this growth, our community recognized the need and effectiveness of Compass House. Asante Hospital, Jackson Care Connect and individual donors helped purchase a 11,000 square foot. building and now Compass House is moving forward to renovate it to utilize the space and to have a permanent home. This expansion will create security for our members and Medford in knowing that we are here for the long term providing even greater needed services to the Medford community.

Compass House became the first accredited Clubhouse in Oregon in January 2017 and continues to grow and thrive providing a much-needed service. We currently serve an average of 34 members per day and over 120 members each month. Compass House provided 29,440 service hours in 2017 to our members. We have also developed 32 community partnerships working in collaboration with Compass House to enhance our ability to carry out and further our mission.

DIVERSITY, EQUITY, AND INCLUSION STATEMENT

Dedicated to increasing diversity, equity and inclusion, Compass House builds a culture of inclusion by seeking out and welcoming staff, board and membership diversity. We are committed to building a culture that sees differences as assets that both strengthen and enrich our community. Creating a diverse community helps us grow by breaking stigma and removing barriers to quality employment, housing, and education, as well as by advocating for our members. This is a commitment Compass House staff, board and members proudly carry forward in all aspects of our operations as we work to end socio-economic disparity.

"Compass House has given me my life. My life would be extremely dull if I didn't have you and all of the other members."

- Jessica D.

COMPASS HOUSE GOALS

I. PROGRAM DEVELOPMENT

1. Compass House will increase average daily attendance to 40% of active membership.
2. Members will be fully engaged in the work-ordered day as evidenced by participation in an average of at least three clubhouse activities per attendance day.
3. We will develop one new unit with enough members, staff and meaningful work to sustain a full and engaging work-ordered day.
4. An ever-increasing number of our members will live in safe and secure housing, as evidenced by a drop in homelessness (from 32%) among our membership.

II. FINANCIAL STABILITY

5. We will develop, implement and maintain diverse activities supporting financial stability and development.

III. CAPITAL CAMPAIGN

6. We will successfully complete the Capital Campaign, raising \$1.5 million by June 30, 2019.

IV. STAFFING

7. We will foster an environment to recruit and retain a full staff of consistent, reliable, and content employees secure in their positions to provide a sense of stability for our members.
8. We will foster a functional working staff of self-directed, self-reliant, accountable experts.
9. We will build unit identity and pride. Staff will ensure that members feel welcomed, wanted, needed, and engaged every time they attend.

V. BOARD DEVELOPMENT

10. 100% of the board will fulfill their responsibilities, as described in their contract and personal trustee plan.
11. We will develop a robust, effective, skilled, proactive board.
12. The board will actively engage in fundraising.
13. The board will be actively involved in community engagement.

VI. COMMUNITY ENGAGEMENT

14. We will create and maintain at least 13 transitional employment placements as a result of employer partnerships.
15. We will increase community partnerships by 30%.

VII. CLUBHOUSE INTERNATIONAL COMMUNITY

16. We will be an active participant in the Clubhouse International community.



GOALS AND IMPLEMENTATION PLAN OBJECTIVES

I. PROGRAM DEVELOPMENT (PRG)

1. Compass House will increase average daily attendance to 40% of active membership.
 - PRG1 Members experience genuine caring through individual staff outreach to at least four members per day by January 31, 2018, and ongoing.
 - PRG2 Active members with no attendance are outreached by their home unit weekly by phone by February 28, 2018, and ongoing.
 - PRG3 Inactive members are outreached via mail at least two times per month by June 30, 2018, and ongoing.
 - PRG4 Enhance and implement activities to celebrate member milestones as evidenced by at least one celebration in the morning meeting per day by June 30, 2018, and ongoing.
 - PRG5 Increase new member retention by 80% as evidenced by participation four times in the first month of membership, progressively by December 31, 2020.
 - PRG6 Build referral relationships by maintaining at least one referral-agency contact per week by January 31, 2018 and ongoing.
2. Members will be fully engaged in the work-ordered day as evidenced by participation in an average of at least three clubhouse activities per attendance day.
 - PRG7 Include administrative and fundraising tasks in the work-ordered day by September 30, 2018.
 - PRG8 Develop enough work and employ enough staff in each unit to sustain a full and engaging work-ordered day as evidenced by 20% increase in participation in each unit per year of the plan by December 31, 2020.
 - PRG9 Develop and implement a wellness program. Each unit will develop initiatives each year by January 30, 2019 and ongoing annually.
3. We will develop one new unit with enough members, staff and meaningful work to sustain a full and engaging work-ordered day.
 - PRG10 Determine the new unit to be developed including activities and staffing configuration to create a smooth transition timed with the building move by July 31, 2019.
 - PRG11 Ensure the ongoing units have enough work to sustain a full and engaging work-ordered day by July 31, 2019.
4. An ever-increasing number of our members will live in safe and secure housing as evidenced by a drop in homelessness (from 32%) among our membership.
 - PRG12 Maintain our housing program as evidenced by 6-10 members transitioning into permanent housing each year, beginning December 31, 2018 and ongoing.
 - PRG13 All staff take an active role in housing rotation. Staff will participate in on-call rotations, inspections, and member transitions into and out of housing as identified in their job descriptions by March 31, 2018 and ongoing.
 - PRG14 Develop partnerships with a variety of housing agencies for a diversified approach to housing members. Total partnerships will increase to at least nine, progressively by December 31, 2020.

II. FINANCIAL STABILITY (FIN)

5. We will develop, implement and maintain diverse activities supporting financial stability and development.
 - FIN1 Create a tiered system donor recognition plan by January 31, 2018.
 - FIN2 Implement the tiered system donor recognition plan by February 28, 2018.
 - FIN3 Create a development plan including grant funding that is clear and targeted, including well thought out identification of appropriate grants by March 31, 2018.
 - FIN4 Implement the development plan resulting in a more effective, efficient and successful grant writing process by May 31, 2018.
 - FIN5 Trustees, staff and members are trained and engage in the grant writing process by August 31, 2018.
 - FIN6 Establish a plan to host an increasing number of annual friend-raising and fundraising events to further our vision, with six events planned by January 31, 2018.
 - FIN7 Host annual events. Create an event timeline that is complete with dates, locations, and event themes by December 31 each year of the plan.
 - FIN8 Secure 80% of the budget by the start of the budget year beginning December 31, 2019 and annually thereafter.
 - FIN9 Reserves are fully funded with contributions of at least \$5,000.00 per quarter by January 31, 2018 and quarterly thereafter.

III. CAPITAL CAMPAIGN (CAP)

6. We will successfully complete the Capital Campaign, raising \$1.5 million by June 30, 2019.
 - CAP1 Develop a capital campaign strategic plan including a leadership responsibility for each trustee tailored to the trustee's individual strengths, knowledge and expertise by February 28, 2018.
 - CAP2 Launch a successful marketing strategy by April 30 2018.
 - CAP3 Implement the capital campaign strategic plan.

IV. STAFFING (STF)

7. We will foster an environment to recruit and retain a full staff of consistent, reliable, content, employees secure in their positions to provide a sense of stability for our members.
 - STF1 Increase staff to two full-time employees in each unit progressively by December 31, 2020.
 - STF2 Increase staff retention $[(\# \text{ employed in the period} / \# \text{ employed at the start of the period}) \times 100]$ to at least 75% annually by incorporating additional ways to train, support, celebrate and acknowledge staff by December 31, 2020.
 - STF3 Decrease turnover $[(\# \text{ of separations for the period} / \text{average } \# \text{ of employees for the period}) \times 100]$ to at least 45% annually, by incorporating additional ways to train, support, celebrate and acknowledge staff by December 31, 2020.
8. We will foster a functional working staff of self-directed, self-reliant, accountable experts.
 - STF4 Each staff member leads a monthly progress self-evaluation with the executive director by May 31, 2018 and ongoing.
 - STF5 Staff are actively involved in community, donor development and employer engagement as evidenced by involvement in at least one ongoing community group, proven donor cultivation and successful transitional employment placement management as identified in their job description beginning January 31, 2018 and annually increasing monthly invitations to visit Compass House.
 - STF6 Increase staff engagement in financial stability as evidenced by participation in the grant process by August 31, 2018.
 - STF7 Each staff member attends Clubhouse International training within the first year and a half of employment, ongoing.
9. We will build unit identity and pride. Staff will ensure that members feel welcomed, wanted, needed and engaged every time they attend.
 - STF8 All staff will actively participate in the orientation process so each new member feels wanted and needed in their unit beginning February 28, 2018 and ongoing.
 - STF9 Staff will engage all members in the work of the day through side-by-side work beginning March 31, 2018 and ongoing.
 - STF10 Staff will build unique unit identities fostering relationships with members by engaging members in unit planning and during daily unit meetings by June 30, 2018 and ongoing.



V. BOARD DEVELOPMENT (BRD)

- 10. 100% of the board will fulfill their responsibilities, as described in their contract and personal trustee plan.
 - BRD1 Each trustee participates in an annual meeting with the board president and executive director in which a personal plan is developed for the coming year by June 30, 2018 and annually thereafter.
 - BRD2 Each trustee successfully completes his/her personal plan by June 30, 2019 and annually thereafter.
- 11. We will develop a robust, effective, skilled, proactive board.
 - BRD3 Develop a process for on-boarding new trustees, by March 31, 2018.
 - BRD4 Maintain a minimum of 13 filled board seats with effective, diverse trustees from a variety of fields, progressively by June 30, 2020.
 - BRD5 Implement the process for on-boarding new trustees by June 30, 2018.
 - BRD6 Complete an annual board assessment and select one initiative to strengthen the board in the coming year by June 30, 2018, and annually thereafter.
 - BRD7 Provide training to the committee chairs to create excitement and ensure the fulfillment of responsibilities by May 31, 2018.
- 12. The board will actively engage in fundraising.
 - BRD8 100% of the board makes a personally meaningful contribution at least annually by November 22, 2018 and by Thanksgiving annually thereafter.
 - BRD9 Trustees participate in the grant identification and writing process by December 31, 2018 and ongoing.
- 13. Trustees are actively involved in community, donor and employer engagement.
 - BRD10 Trustees are actively involved in community, donor, and employer engagement as evidenced by greater community knowledge of Compass House and more robust donor and employer partnerships by February 28, 2018 and annually increasing monthly invitations to visit Compass House.
 - BRD11 Trustees identify and complete community engagement activities as included in their annual trustee plan by June 30, 2019 and ongoing.

VI. COMMUNITY ENGAGEMENT (COM)

- 14. We will create and maintain at least 13 Transitional Employment placements as a result of transitional employer partnerships, progressively by December 31, 2020.
 - COM1 Establish a structured schedule and plan for employer development by January 31, 2018.
 - COM2 Prioritize transitional employment development with weekly focused meetings by January 31, 2018 and ongoing.
 - COM3 Trustees and staff are engaged in employer development by building relationships, and making introductions as evidenced by two leads per month per trustee and staff member by January 31, 2018 and ongoing.
 - COM4 Build employer relationships by making contact with an average of five previously known employers per week by January 31, 2018 and ongoing.
 - COM5 Participate in at least five community events per month for visibility and networking by December 31, 2019, increasing progressively and ongoing.

15. We will increase the number of community partnerships by 30% to provide a wider variety of resources to members, and to improve our recognition in the community.

COM6 Increase partnerships by 30% by December 31, 2020, increasing progressively.

COM7 Develop a speakers bureau including member speakers, and schedule speaking engagements, increasing progressively to ten presentations per month by December 31, 2020.

COM8 Apply for the 2019 Chamber Leadership Project by September 30, 2018.

VII. CLUBHOUSE INTERNATIONAL COMMUNITY (CLB)

16. We will be an active participant in the Clubhouse International community.

CLB1 At least one member and one staff will be added to Clubhouse International faculty by January 31, 2020.

CLB2 Maintain clubhouse accreditation starting January 31, 2018 and ongoing.

CLB3 Lead at least one workshop at every Clubhouse International World Seminar by September 30, 2019.

PLAN DEVELOPMENT, PROCESS AND PARTICIPANTS

This strategic plan is a result of the work and support of many. Three foundations came together in partnership to help build the capacity of Compass House with financial support for the plan development.

Trustees, staff and members each contributed to the development of the plan. The project kicked off at the annual retreat, with input from the board and staff to the mission, values, vision and goals. At the retreat trustees and staff selected committees on which to serve in the coming year, one of which was the strategic planning committee. The strategic planning committee consisted of three trustees, one of whom is a member, and three staff, one of whom is the executive director.

The strategic planning committee met twice monthly to develop the plan. Plan content proposals were presented to the membership for input and after consideration, were then presented to the board for approval.

PLAN IMPLEMENTATION

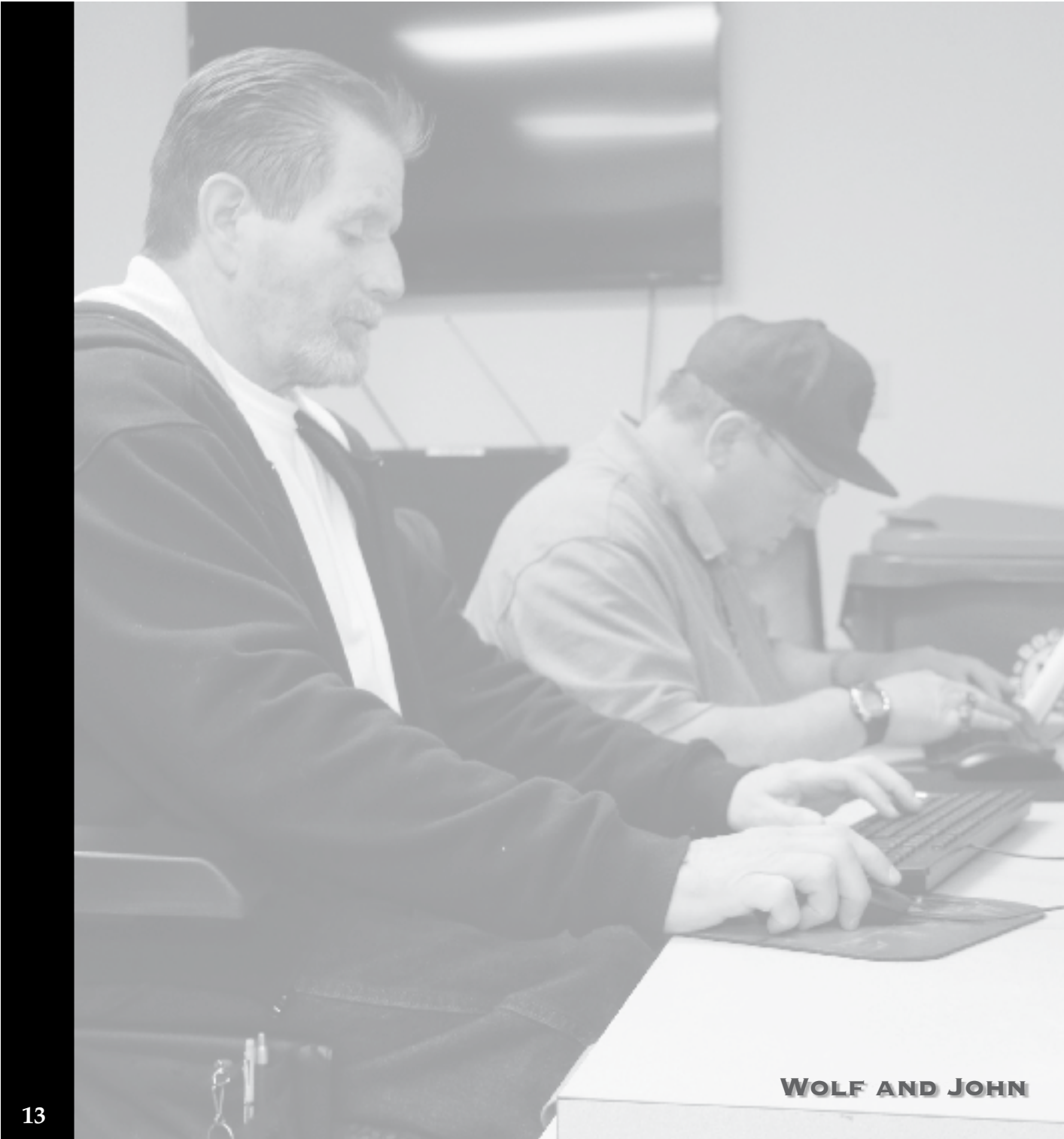
Lead staff and committee chairs will report on strategic plan progress at every monthly board meeting.

The Master Implementation Plan and the 2018 Implementation Plan, including timelines, due dates and the leads responsible, as well as space for progress notes, is included in the appendix of supporting documents.

Successful completion of the entire three-year plan will require an annual evaluation of progress and an assessment of current priorities resulting in the creation of an updated annual implementation plan as the organization moves into the second and third years of this strategic plan.

"It means a new beginning, a place where I can go to challenge myself, make new friends and form relationships."

-Karen C .



APPENDIX

KEY TO WORKSHEETS

BC	Business Unit Coordinator
BU	Business Unit
CCC	Capital Campaign Chair
DC	Development Coordinator
DCC	Development Committee Chair
DU	Development Unit
ED	Executive Director
IS	Individual Staff
NC	Nominations Chair
OC	Outreach Coordinator
PR	Board President
TR	Trustee
UC	Unit Coordinator

BRD	Board of Trustees
CAP	Capital Campaign
CLB	Clubhouse International
COM	Community Engagement
FIN	Financial Stability
PRG	Program Development
STF	Staffing

JD	Job Description
TBD	To Be Determined
WOD	Work-ordered Day

2018 IMPLEMENTATION PLAN BY OBJECTIVE

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
PRG1	Staff outreach, members experience caring	ED	Jan	ongoing	
PRG2	Active member, no attendance outreach	OC	Feb	ongoing	
PRG3	Inactive member outreach	OC	Jun	ongoing	
PRG4	Member milestones celebrated	UC	Jun	ongoing	
PRG5	Increase new member retention, by 50%	OC		Dec	
PRG6	Build referral-agency relationships, one contact weekly	OC	Jan	ongoing	
PRG7	Administrative and fundraising tasks in the WOD	OC		Sep	
PRG8	Work and staff to sustain engaging WOD, 20% increase in participation	ED, BC, DC		Dec	
PRG12	Maintain housing program	ED	ongoing	Dec	
PRG13	All staff in housing rotation	ED		Mar	
PRG14	Partnerships with housing agencies, increase to 7	ED		Dec	
FIN1	Tiered donor recognition plans developed	DS		Jan	
FIN2	Implement tiered donor recognition	DS		Feb	
FIN3	Create a development plan	DC, ED		Mar	
FIN4	Implement the development plan	DC, ED		May	
FIN5	Trained and engaged in grant writing	DC, ED		Aug	
FIN6	Plan for six friend- and fundraising events	DCC, CCC, ED	Jan	Dec	
FIN7	Host events; Create and implement event timeline	DCC, CCC, ED		Dec	
FIN8	Secure 70% of the 2019 budget	ED		Dec	
FIN9	Reserves funded \$5,000.00/ quarter	ED	Jan, Apr	Jul, Oct	

2018 IMPLEMENTATION PLAN BY OBJECTIVE *page 2*

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
CAP1	Capital campaign strategic plan	DCC, CCC, ED		Feb	
CAP2	Launch marketing strategy	DC		Apr	
CAP3	Implement capital campaign plan	PR, TR	May	Jun	
STF1	Two full time staff in each unit, two new positions	ED		Dec	
SFT2	Increase staff retention to at least 75% annually, by end of plan	ED		Dec	
STF3	Decrease turnover to at least 45% annually, by end of plan	ED		Dec	
STF4	Staff monthly progress self-evaluation	ED	May	ongoing	
STF5	Community, donor, employer engaged	ED	Jan	Jun	
STF6	Staff engagement in financial stability, grant writing	Intern	Mar	May	
STF7	Staff attends Clubhouse International training	ED		ongoing	
STF8	Staff active in orientation	OC	Feb	ongoing	
STF9	Staff engage members through side-by-side work	ED	Mar	ongoing	
STF10	Build unique unit identities	UC	Jun	ongoing	
BRD1	Annual personal trustee plan developed	PR, ED	Jun	annually	
BRD3	Process for on-boarding new trustees developed	PR		Mar	
BRD4	Maintain 13 filled board seats, fill two	PR, NC		Dec	
BRD5	Implement the on-boarding process	PR		Jun	
BRD6	Annual board assessment and select one initiative	PR		Jun	
BRD7	Committee chair training	PR, ED		May	
BRD8	100% of the board makes a personally meaningful contribution	PR		Nov	
BRD9	Trustee participation in grant identification and writing process	PR		Dec	
BRD10	Community, donors, employers engaged, one invitation/mo	PR		Mar	

2018 IMPLEMENTATION PLAN BY OBJECTIVE *page 3*

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
COM	Seven Transitional Employment placements	EC		Dec	
COM1	Employer development schedule/plan	EC		Jan	
COM2	Transitional employment weekly meetings	EC, ED	Jan	ongoing	
COM3	Employer development relationships, two leads/mo	EC, ED	Jan	ongoing	
COM4	Five known employer contacts per week	EC, ED, OC	Jan	ongoing	
COM5	Attend four community events per month	EC, ED, OC	Jan	Dec	
COM7	Speakers' bureau, six speaking engagements per/mo	OC		Oct	
COM8	2019 Chamber Leadership Project application	EC, ED, OC		Sep	
CLB2	Maintain Clubhouse accreditation	ED	Jan	ongoing	

"The Compass House means safety and serenity with people who understand what I am going through."
-Lindsay C.

2018 IMPLEMENTATION PLAN BY DUE DATE

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
PRG1	Staff outreach to members experience caring	ED	Jan	ongoing	
PRG6	Build referral-agency relationships, contact weekly	OC	Jan	ongoing	
PRG12	Maintain housing program	ED	ongoing	Dec	
FIN1	Tiered donor recognition plan developed	DS		Jan	
FIN6	Plan for six friend- and fundraising events	DCC, CCC, ED	Jan	Dec	
FIN9	Reserves funded \$5,000.00/ quarter	ED	Jan, Apr	Jul, Oct	
STF5	Community, donor, employer engaged	ED	Jan	Jun	
COM2	Transitional employment weekly meetings	EC, ED	Jan	ongoing	
COM3	Employer development relationships, two leads/week	EC, ED	Jan	ongoing	
COM4	Five known employer contacts per week	EC, ED, OC	Jan	ongoing	
COM5	Attend five community events per month	EC, ED, OC	Jan	Dec	
CLB2	Maintain Clubhouse accreditation	ED	Jan	ongoing	
COM-1	Employer development schedule/plan	EC		Jan	
PRG2	Active member, no attendance outreach	OC	Feb	ongoing	
FIN2	Implement tiered donor recognition	DC		Feb	
CAP1	Capital campaign strategic plan	DCC, CCC, ED		Feb	
STF8	Staff active in orientation	OC	Feb	ongoing	
STF9	Staff engage members through side-by-side work	ED	Mar	ongoing	
STF10	Build unique unit identities	UC	Jun	ongoing	
STF6	Staff engagement in financial stability, grant writing	Intern	Mar	May	
PRG13	All staff in housing rotation	ED		Mar	

2018 IMPLEMENTATION PLAN BY DUE DATE *page 2*

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
FIN3	Create a development plan	DC, ED		Mar	
BRD3	Process for on-boarding new trustees developed	PR		Mar	
BRD10	Community, donors, employers engaged, one invitation/mo	PR		Mar	
CAP2	Launch marketing strategy	DC		Apr	
CAP3	Implement capital campaign plan	PR, TR	May	Jun	
STF4	Staff monthly progress self-evaluation	ED	May	ongoing	
FIN4	Implement the development plan	DC, ED		May	
BRD7	Committee chair training	PR, ED		May	
PRG3	Inactive member outreach	OC	Jun	ongoing	
PRG4	Member milestones celebrated	UC	Jun	ongoing	
BRD1	Annual personal trustee plan developed	PR, ED	Jun	annually	
BRD5	Implement the on-boarding process	PR		Jun	
BRD6	Annual board assessment and select one initiative	PR		Jun	
SFT2	Increase staff retention to at least 75% per quarter, by end of plan	ED		Jul	
STF3	Decrease turnover to at least 45% per quarter, by end of plan	ED		Jul	
FIN5	Trained and engaged in grant writing	DC, ED		Aug	
PRG7	Administrative and fundraising tasks in the WOD	OC		Sep	
COM8	2019 Chamber Leadership Project application	EC, ED, OC		Sep	
COM7	Speakers' bureau, six speaking engagements per/mo	OC		Oct	
BRD8	100% of the board makes a personally meaningful contribution	PR		Nov	
PRG5	Increase new member retention, by 50%	OC		Dec	

2018 IMPLEMENTATION PLAN BY DUE DATE *page 3*

OBJECTIVES		LEAD	2018		PROGRESS NOTES
			START	DUE	PROGRESS
FIN7	Host events; Create and implement event timeline	DCC, CCC, ED		Dec	
FIN8	Secure 70% of the 2019 budget	ED		Dec	
STF1	Two full time staff in each unit, two new positions	ED		Dec	
STF7	Staff attends Clubhouse International training	ED		Dec	
BRD4	Maintain 13 filled board seats, fill two	PR, NC		Dec	
BRD9	Trustee participation in grant identification and writing process	PR		Dec	
COM	Seven placements	EC		Dec	

"The Compass House has helped me accept myself and that I have a mental illness. In coming to the Compass House I have built many friendships."

-Betty B.



MASTER IMPLEMENTATION PLAN: PROGRAM DEVELOPMENT

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
1. Compass House will increase average daily attendance to 40% of active membership.						
PRG1	Members experience genuine caring through individual staff outreach to at least four members per day.	Outreach logged in database	31-Jan-18		ED	
PRG2	Active members with no attendance are outreached by their home unit by phone weekly.	Outreach logged in database	28-Feb-18		OC	
PRG3	Inactive members are outreached via mail at least two times per month.	Outreach logged in database	30-Jun-18		OC	
PRG4	Enhance and implement activities to celebrate member milestones.	At least one celebration in the morning meeting per day	30-Jun-18		UC	
			28-Feb-18	Identify milestones.	UC	
PRG4			31-Mar-18	Add member celebrations to the morning meeting agenda and the newsletter.	UC	
PRG4		Staff evaluations	31-May-18	Staff each identify one member to celebrate per week.	IS	
PRG5	Increase new member retention by 80%, as evidenced by participation four times in the first month of membership.	Outreach logged in database	ongoing	Orientation follow up calls	OC	
PRG5		Outreach logged in database	ongoing	Weekly orientation follow up - first month.	OC	
PRG5		Database shows increase: 50%	31-Dec-18		OC	
PRG5		Database shows increase: 65%	31-Dec-19		OC	
PRG5		Database shows increase: 80%	31-Dec-20		OC	
PRG6	Build referral relationships by maintaining at least one referral-agency contact per week.	Logged in database	31-Jan-18		OC	

MASTER IMPLEMENTATION PLAN: PROGRAM DEVELOPMENT *page 2*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
2. Members will be fully engaged in the work-ordered day as evidenced by participation in an average of at least three clubhouse activities per attendance day.						
PRG7	Include administrative and fundraising tasks in the work-ordered day.	Tasks on whiteboard	30-Sep-18		OC	
PRG8	Develop enough work and employ enough staff in each unit to sustain a full and engaging work-ordered day.	20% increase per unit/year	ongoing, monthly	Identify tasks, in unit planning meetings	UC	
PRG8		Database shows 20% increase	31-Dec-18	Implement tasks from unit planning meetings	UC	
PRG8		Database shows 20% increase	31-Dec-19	Implement tasks from unit planning meetings	UC	
PRG8		Database shows 20% increase	31-Dec-20	Implement tasks from unit planning meetings	UC	
PRG9	Develop and implement a wellness program. Each unit will develop initiatives each year.	Active program	31-Jan-19, annually		UC	
3. We will develop one new unit with enough members, staff and meaningful work to sustain a full and engaging work-ordered day.						
PRG10	Determine the new unit to be developed, including activities and staffing configuration to create a smooth transition timed with the building move.	Each member participation in the Task database	31-Jul-19		UC	
PRG11	Ensure the ongoing units have enough work to sustain a full and engaging work-ordered day.	Fully staffed new unit with full and engaged WOD	31-Jul-19		ED	

"The Compass House means to me that I have a safe place to go where I have a family and a secure environment."

- John A.

MASTER IMPLEMENTATION PLAN: PROGRAM DEVELOPMENT *page 3*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
4. An ever-increasing number of our members will live in safe and secure housing, as evidenced by a drop in homelessness (from 32%) among our membership.						
PRG12	Maintain our housing program as evidenced by 6-10 members transitioning into permanent housing each year.	6-10 members transitioning into permanent housing	31-Dec-20		ED	
PRG13	All staff take an active role in housing rotation. Staff will participate in on-call rotations, inspections, and member transitions into and out of housing as identified in their job descriptions.	Annual reviews, on-call log	31-Mar-18		ED & staff	
PRG14	Develop partnerships with a variety of housing agencies for a diversified approach to housing members.			Staff participation in the Homeless Task Force	ED & staff	
PRG14		7 partnerships total	31-Dec-18		ED & staff	
PRG14		8 partnerships total	31-Dec-19		ED & staff	
PRG14		9 partnerships total	31-Dec-20		ED & staff	

"The Compass House helps keeps me sober and stable.
I am also making friends and meeting people."
- Laura S.

MASTER IMPLEMENTATION PLAN: FINANCIAL STABILITY

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COM-
5. We will develop, implement and maintain diverse activities supporting financial stability and development.						
FIN1	Create a tiered system donor recognition plan.	Plan in place	31-Jan-18	This plan will include well thought-out identification of appropriate grants, resulting in a more effective, efficient and successful grant writing process.	DC	
FIN2	Implement the tiered system donor recognition plan.	Donors recognized	28-Feb-18		DC	
FIN3	Create a development plan including grant funding that is clear and targeted.	Development plan	31-Mar-18		DC & ED	
FIN4	Implement the development plan resulting in a more effective, efficient and successful grant writing process.	First steps implemented	31-May-18		DC & ED	
FIN5	Trustees, staff and members are trained and engage in the grant writing process.	Grant process support	31-Aug-18		DC & ED	
FIN5			30-Jun-18	Identify the grant process skills to train	DC & ED	
FIN5			31-Jul-18	Provide training on grant process skills	DC & ED	
FIN6	Establish a plan to host an increasing number of annual friend-raising and fundraising events to further our vision.	6 events planned	31-Jan-18		DCC, CCC & ED	
FIN6		6 events planned	31-Dec-18		DCC, CCC & ED	
FIN6		3 events planned	31-Dec-19		DCC, CCC & ED	
FIN7	Host annual friend-raising and fundraising events; Create an event timeline, complete with dates, locations, and event themes.	6 events	31-Dec-18	2018 Event planning timeline, due 1/31/2018	DCC, CCC & ED	
FIN7		6 events	31-Dec-19	2019 Event planning timeline, due 12/31/2018	DCC, CCC & ED	
FIN7		3 events	31-Dec-20	2020 Event planning timeline, due 12/31/2019	DCC, CCC & ED	

MASTER IMPLEMENTATION PLAN: FINANCIAL STABILITY *page 2*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
FIN8	Secure 80% of the budget by the start of the budget year.	70% secured	31-Dec-18		ED	
FIN8		80% secured	31-Dec-19		ED	
FIN8		80% secured	31-Dec-20		ED	
FIN9	Reserves are fully funded with contributions of at least \$5,000.00 per quarter.	reserves > \$5,000.00	31-Jan-18, quarterly		ED	

MASTER IMPLEMENTATION PLAN: CAPITAL CAMPAIGN

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
6. We will successfully complete the capital campaign.		\$1.5 million	30-Jun-19			
CAP1	Develop a capital campaign strategic plan, including a leadership responsibility for each trustee, tailored to the trustee's individual strengths, knowledge and expertise.	Capital campaign strategic plan	28-Feb-18	Plan and implementation components to include: marketing strategy, identifying new donors, strengthening the donor base, holding events to get the cause known, writing larger foundation capital grants, stepped-timing identifying when to reach out to different foundations, and leveraging current funds with matching grants	DCC, CCC & ED	
CAP2	Launch a successful marketing strategy.	Plan followed	30-Apr-18		DC	
CAP3	Implement the capital campaign strategic plan		31-May-18	Identify new donors and strengthen the donor base.	TR	
CAP3			30-Jun-18	Meet with each Trustee to establish his/her role and responsibility for the capital campaign	PR	
CAP3			TBD	Hold events to get the cause known	DC & CCC	
CAP3			TBD	Write larger foundation capital grants	DC	
CAP3			TBD	Plan stepped-timing, identifying when to reach out to different foundations.	CCC	

MASTER IMPLEMENTATION PLAN: STAFFING

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
7. We will foster an environment to recruit and retain a full staff of consistent, reliable, content employees secure in their positions to provide a sense of stability for our members.						
STF1	Increase staff to two full-time employees in each unit.		31-Dec-18	2 new positions	ED	
STF1			31-Jul-19	2 new positions	ED	
STF1			31-Dec-20	1 new position	ED	
SFT2	Increase annual staff retention [(# employed in the period/# employed at the start of the period)*100] to at least 75%.	75% annually	31-Dec-20	Incorporate additional ways to train, support, celebrate, and acknowledge staff	ED	
STF3	Decrease annual turnover [(# of separations for the period/average # of employees in the period)*100] to at least 45%.	45% annually	31-Dec-20	Incorporate additional ways to train, support, celebrate, and acknowledge staff	ED	
8. We will foster a functional working staff of self-directed, self-reliant, accountable experts.						
STF4	Each staff member leads a monthly progress self-evaluation with the executive director.		31-May-18		Staff & ED	
STF5	Staff are actively involved in community, donor, and employer engagement as evidenced by greater community knowledge of Compass House and more robust donor and employer partnerships.		31-Jan-18	Can recite the mission statement	ED	
STF5			per JD	Involvement in at least one ongoing community group	UC	
STF5			per JD	Proven donor cultivation	UC	
STF5			per JD	Successful transitional employment placement management as identified in their job description	UC	
STF5			30-Jun-18	Can give a concise overview of the program and the employment program	UC	
STF5		1 invitation/ month	31-Dec-18		ED	
STF5		2 invitations/month	31-Dec-19		ED	
STF5		3 invitations/month	31-Dec-20		ED	

MASTER IMPLEMENTATION PLAN: STAFFING *page 2*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
STF6	Increase staff engagement in financial stability as evidenced by participation in the grant process.		Start 31- Mar-18	Specified in the individual staff evaluation plan	Intern	
STF6			Start 31-Aug-18, ongoing	Specified in the individual staff evaluation plan	Staff	
STF7	Each staff member attends Clubhouse International training within the first year and a half of employment.	Successful completion	Based on start date, by 1-1/2 years employed	Complete action plan, implementation, presentation, progress assessment with training base	ED & staff	
9. We will build unit identity and pride. Staff will ensure that members feel welcomed, wanted, needed and engaged every time they attend.						
STF8	All staff will actively participate in the orientation process so each new member feels wanted and needed in their unit.	Increased member retention	28-Feb-18, ongoing		OC	
STF9	Staff will engage all members in the work of the day through side-by-side work.	Increased unit participation	30-Mar-18, ongoing		ED	
STF10	Staff will build unique unit identities fostering relationships with members by engaging members in unit planning and during daily unit meetings.	Increased unit participation	30-Jun-18, ongoing		UC	

"At the Compass House I am able to accomplish goals I set and it helps me function out in the community."

- Gary F.

MASTER IMPLEMENTATION PLAN: BOARD DEVELOPMENT

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
10. 100% of the board will fulfill their responsibilities, as described in their contract and personal trustee plan.						
BRD1	Each trustee participates in an annual meeting in which a personal plan is developed for the coming year.	Personal plan is created	30-Jun-18, annually thereafter	Meeting with PR and ED	PR, ED	
BRD2	Each trustee successfully completes his/her personal plan annually.	Personal plans completed	30-Jun-19, annually thereafter	Review with the PR and ED	PR, ED	
11. We will develop a robust, effective, skilled, proactive board.						
BRD3	Develop a process for on-boarding new trustees.	Process in place	31-Mar-18		PR	
BRD4	Maintain a minimum of 13 filled board seats with effective, diverse trustees from a variety of fields.	Fill 2	31-Dec-18	Maintain this level as vacancies occur	PR & NC	
BRD4		Fill 2	30-Jun-19	Maintain this level as vacancies occur	PR & NC	
BRD4		Fill 1	30-Jun-20	Maintain this level as vacancies occur	PR & NC	
BRD5	Implement the process for on-boarding new trustees.		30-Jun-18		PR	
BRD6	Complete an annual board assessment and select one initiative to strengthen the board in the coming year.		30-Jun-18		PR	
BRD6		First annual activity complete	30-Jun-19		PR	
BRD6		Second annual activity complete	30-Jun-20		PR	
BRD7	Provide training to the committee chairs to create excitement and ensure the fulfillment of responsibilities.	Trained committee chairs	31-May-18	Identify training skills	PR & ED	
BRD7				Present training	PR & ED	

MASTER IMPLEMENTATION PLAN: BOARD DEVELOPMENT *page 2*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
12. The board will actively engage in fundraising.						
BRD8	100% of the board makes a personally meaningful contribution at least annually.	Contributions made	22-Nov-18		PR	
BRD8		Contributions made	28-Nov-19		PR	
BRD8		Contributions made	26-Nov-20		PR	
BRD9	Trustees participate in the grant identification and writing process.	Individual plan requirements met	31-Dec-18, ongoing	Self-evaluation and communication with PR	PR	
13. Trustees are actively involved in community, donor, and employer engagement.						
BRD10	Trustees are actively involved in community, donor, and employer engagement as evidenced by greater community knowledge of Compass House and more robust donor and employer partnerships.	Recite mission statement	28-Feb-18	Trustees can recite the mission statement	PR	
BRD10		Deliver concise overview		Staff will deliver training to assist trustees with giving a concise overview of the program and the employment program	EC & TR	
BRD10		1 invitation/month	31-Dec-18		TR	
BRD10		2 invitations/month	31-Dec-19		TR	
BRD10		3 invitations/month	31-Dec-20		TR	
BRD11	Trustees identify and complete community engagement activities as included in their annual trustee plan.	Activity complete	30-Jun-19	Meet with PR, after self-identifying a potential activity	PR & TR	
BRD11		First activity complete	30-Jun-20		PR & TR	

MASTER IMPLEMENTATION PLAN: COMMUNITY ENGAGEMENT

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
14. We will create and maintain at least 13 Transitional Employment placements as a result of transitional employer partnerships.						
		7 jobs	31-Dec-18		EC	
		10 jobs	31-Dec-19		EC	
		13 jobs	31-Dec-20		EC	
COM1	Establish a structured schedule and plan for employer development.		31-Jan-18		EC	
COM2	Prioritize transitional employment development with weekly focused meetings.		31-Jan-18		EC, ED	
COM3	Trustees and staff are engaged in employer development by building relationships, and making introductions.	2 leads/month/trustee and staff	31-Jan-18, ongoing	Send reminders with a fun fact for personal connection stories	EC	
			TBD	Hold new staff trainings	ED	
COM3			TBD	Hold new trustee trainings	EC	
COM3			TBD	Transitional employment staff meet one-on-one with trustees	EC	
COM3			TBD	Training: Describe the Transitional Employment program, how to introduce it or identify potential opportunities.	EC	
COM4	Build employer relationships directly by maintaining an average of five previously known employers per week.	Employer contact logs	31-Jan-18, ongoing		EC, ED	
COM4				Build the “friendship muscle” through drop-in, phone call, card, and email.	EC	
COM5	Participate in at least five community events per month for visibility and networking.	4 events/month	31-Jan-18		OC, DC, ED	
		4 events/month	31-Dec-18		OC, DC, ED	
		5 events/month	31-Dec-18		OC, DC, ED	

MASTER IMPLEMENTATION PLAN: COMMUNITY ENGAGEMENT *page 2*

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
15. We will increase the number of community partnerships by 30% to provide a wider variety of resources to members, and to improve our standing in the community.						
COM6	Increase partnerships.	20% increase	30-Jun-19	Outcome will be a result of the collaboration of the funding sources and presentations listed above	OC, DC, ED	
COM6	Increase partnerships.	30% increase	31-Dec-20		OC, DC, ED	
COM7	Develop a speaker's bureau including member speakers, and schedule speaking engagements.		31-Oct-18	Recruit and train interested members to speak	OC	
COM7		6 presentations/month year 1	31-Dec-18		OC	
COM7		8 presentations/month year 2	31-Dec-19		OC	
COM7		10 presentations/month year 3	31-Dec-20		OC	
COM8	Apply for 2019 Chamber Leadership Project.	Application submitted	30-Sep-18	Determine the project to request	OC, DC, ED	

MASTER IMPLEMENTATION PLAN: CLUBHOUSE INTERNATIONAL COMMUNITY

GOAL	OBJECTIVES	MEASURE	DUE DATE	ACTION STEPS	LEAD	COMPLETE
16. We will be an active participant in the Clubhouse International community.						
CLB1	At least one member and one staff will be added to Clubhouse International faculty.	1 member, 2 staff on faculty	31-Jan-20		ED	
CLB2	Maintain Clubhouse accreditation.		31-Jan-18		ED	
CLB3	Lead at least one workshop at every Clubhouse International World Seminar.		30-Sep-19		ED	

ACCREDITATION LETTER



February 2, 2018

Ms. Elizabeth Hazlewood
Compass House
332 W 6th St.
Medford, Oregon 97501

Dear Elizabeth and Compass House community,

Thank you for the documentation you have provided that addresses the conditions for upgrade outlined in our letter of January 24, 2017.

- Regarding the condition that the Clubhouse has addressed the work-ordered day issues detailed in the enclosed report:

Thank you for your thorough description of the many ways in which the Clubhouse has worked to strengthen the work-ordered day. Your work in regard to reach out, staff accountability, increasing the amount and urgency of meaningful work, and strengthening the structure of the units, is very impressive. We hope that the Compass House community is enjoying a sense of renewed energy and vibrancy as a result of having implemented these significant changes.

- Regarding the condition that there are a minimum of 4 active TE positions, at least 2 of which are 12-20 hours per week

Thank you for the documentation indicating that the Clubhouse currently has two TE positions, and had successfully developed two others with Habitat for Humanity that unfortunately did not begin due to funding issues with Habitat. We concur with your assessment that the Clubhouse is working very hard on establishing TE jobs and that you will be successful in establishing two additional jobs in the very near future. Therefore, for the purpose of this Accreditation, we will consider that this condition has been met. We look forward to hearing from you when you have developed the additional TE jobs.

It therefore gives us great satisfaction to change the Clubhouse International Accreditation status of Compass House to three years, effective January 24, 2017, the date of your Clubhouse International Accreditation report.

Congratulations on the considerable work this achievement reflects. Most especially, thank you for the example set by Compass House as a quality international Clubhouse based on the Clubhouse Standards. We encourage you to convey this accomplishment to those with administrative and funding responsibility for the Clubhouse, as well as to local media. Achievement of Clubhouse International Accreditation is a notable distinction for your Clubhouse!

With very best wishes for your continued success,

A handwritten signature in black ink, likely belonging to Joel D. Corcoran.

Joel D. Corcoran
Executive Director

C: Mark Benson, Amber Mackay

480 Tenth Avenue, Suite 205 | New York, NY 10018 | (tel) 212.582.0343 | (toll-free) 1.800.341.6879 | www.clubhouse-intl.org

CLUBHOUSE STANDARDS

https://www.clubhouse-intl.org/documents/standards_2016_eng.pdf

International Standards for Clubhouse Programs™

The International Standards for Clubhouse Programs, consensually agreed upon by the worldwide Clubhouse community, define the Clubhouse Model of rehabilitation. The principles expressed in these Standards are at the heart of the Clubhouse community's success in helping people with mental illness to stay out of hospitals while achieving social, financial, educational and vocational goals. The Standards also serve as a "bill of rights" for members and a code of ethics for staff, board and administrators. The Standards insist that a Clubhouse is a place that offers respect and opportunity to its members.

The Standards provide the basis for assessing Clubhouse quality, through the Clubhouse International Accreditation process. Every two years the worldwide Clubhouse community reviews these Standards, and amends them as deemed necessary. The process is coordinated by the Clubhouse International Standards Review Committee, made up of members and staff of Accredited Clubhouses from around the world.

MEMBERSHIP

1. Membership is voluntary and without time limits.
2. The Clubhouse has control over its acceptance of new members. Membership is open to anyone with a history of mental illness, unless that person poses a significant and current threat to the general safety of the Clubhouse community.
3. Members choose the way they utilize the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.
5. Members at their choice are involved in the writing of all records reflecting their participation in the Clubhouse. All such records are to be signed by both member and staff.
6. Members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a threat to the Clubhouse community.
7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.

RELATIONSHIPS

8. All Clubhouse meetings are open to both members and staff. There are no formal member only meetings or formal staff only meetings where program decisions and member issues are discussed.
9. Clubhouse staff are sufficient to engage the membership yet few enough to make carrying out their responsibilities impossible without member involvement.
10. Clubhouse staff have generalist roles. All staff share employment, housing, evening and weekend, holiday and unit responsibilities. Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.
11. Responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director. Central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.

SPACE

12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.
13. The Clubhouse is located in its own physical space. It is separate from any mental health center or institutional settings, and is impermeable to other programs. The Clubhouse is designed to facilitate the work-ordered day and at the same time be attractive, adequate in size, and convey a sense of respect and dignity.
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.

WORK-ORDERED DAY

15. The work-ordered day engages members and staff together, side-by-side, in the running of the Clubhouse. The Clubhouse focuses on strengths, talents and abilities; therefore, the work-ordered day must not include medication clinics, day treatment or therapy programs within the Clubhouse.
16. The work done in the Clubhouse is exclusively the work generated by the Clubhouse in the operation and enhancement of the Clubhouse community. No work for outside individuals or agencies, whether for pay or not, is acceptable work in the Clubhouse. Members are not paid for any Clubhouse work, nor are there any artificial reward systems.
17. The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.
18. The Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day. Unit meetings are held to foster relationships as well as to organize and plan the work of the day.
19. All work in the Clubhouse is designed to help members regain purpose and confidence; it is not intended to be job specific training.
20. Members have the opportunity to participate in all the work of the Clubhouse, including administration, research, enrollment and orientation, reach out, hiring, training and evaluation of staff, public relations, advocacy and evaluation of Clubhouse effectiveness.

EMPLOYMENT

21. The Clubhouse enables its members to return to paid work through Transitional Employment, Supported Employment and Independent Employment; therefore, the Clubhouse does not provide employment to members through in-house businesses, segregated Clubhouse enterprises or sheltered workshops.

TRANSITIONAL EMPLOYMENT

22. The Clubhouse offers its own Transitional Employment program, which provides as a right of membership opportunities for members to work on job placements in the labor market. As a defining characteristic of a Clubhouse Transitional Employment program, the Clubhouse guarantees coverage on all placements during member absences. In addition the Transitional Employment program meets the following basic criteria.
 1. The desire to work is the single most important factor determining placement opportunity.
 2. Placement opportunities will continue to be available regardless of the level of success in previous placements.
 3. Members work at the employer's place of business.
 4. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.
 5. Transitional Employment placements are drawn from a wide variety of job opportunities.
 6. Transitional Employment placements are part-time and time-limited, generally 15 to 20 hours per week and from six to nine months in duration.
 7. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.
 8. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.
 9. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.
 10. There are no TE placements within the Clubhouse. Transitional Employment placements at an auspice agency must be off site from the Clubhouse and meet all of the above criteria.

SUPPORTED AND INDEPENDENT EMPLOYMENT

23. The Clubhouse offers its own Supported and Independent Employment Programs to assist members to secure, sustain, and better their employment. As a defining characteristic of Clubhouse Supported Employment, the Clubhouse maintains a relationship with the working member and the employer. Members and staff in partnership determine the type, frequency and location of desired supports.
24. Members who are working independently continue to have available all Clubhouse supports and opportunities including advocacy for entitlements, and assistance with housing, clinical, legal, financial and personal issues, as well as participation in evening and weekend programs.

EDUCATION

25. The Clubhouse assists members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community. When the Clubhouse also provides an in-house education program, it significantly utilizes the teaching and tutoring skills of members.

FUNCTIONS OF THE HOUSE

26. The Clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.
27. Community support services are provided by members and staff of the Clubhouse. Community support activities are centered in the work unit structure of the Clubhouse. They include helping with entitlements, housing and advocacy, promoting healthy lifestyles, as well as assistance in accessing quality medical, psychological, pharmacological and substance abuse services in the community.
28. The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.
29. The Clubhouse is committed to securing a range of choices of safe, decent and affordable housing including independent living opportunities for all members. The Clubhouse has access to opportunities that meet these criteria, or if unavailable, the Clubhouse develops its own housing program. Clubhouse housing programs meet the following basic criteria.
 1. Members and staff manage the program together.
 2. Members who live there do so by choice.
 3. Members choose the location of their housing and their roommates.
 4. Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.
 5. The level of support increases or decreases in response to the changing needs of the member.
 6. Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.
30. The Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation.
31. The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training program in the Clubhouse Model at a certified training base.
32. The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.

FUNDING, GOVERNANCE AND ADMINISTRATION

33. The Clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide financial, legal, legislative, employment development, consumer and community support and advocacy for the Clubhouse.
34. The Clubhouse develops and maintains its own budget, approved by the board or supported by an advisory board, which provides input and recommendations prior to the beginning of the fiscal year and routinely monitors it during the year.
35. Staff salaries are competitive with comparable positions in the mental health field.
36. The Clubhouse has the support of appropriate mental health authorities and all necessary licenses and accreditations. The Clubhouse collaborates with people and organizations that can increase its effectiveness in the broader community.
37. The Clubhouse holds open forums and has procedures which enable members and staff to actively participate in decision making, generally by consensus, regarding governance, policy making, and the future direction and development of the Clubhouse.

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BOARD COMMITTEES, 2018

Committee	Board Meetings	Executive Committee	Finance	Facilities Task Force	Development	Nomination	Governance	Personnel	Capital Campaign	Strategic Planning
MEETS	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly or as needed	Minimum Quarterly, or as needed	Minimum Quarterly or as needed	2x/month	Monthly
MEMBERS	Entire Board	Joann Alicia Dale Mary	Bryce Joann Mary Chad Dale Chris	Tony J Mary Chris Harold Linda	Chris Linda Chad Harold Matt	Joe Sheila Alicia Linda	Alicia Joann Mari	Mari Alicia Joann	Tony R Chris Dale Mari Linda Mary Matt	Dale Sheila Bryce Chris
COMMENT								Not open to staff members		
CHAIR			Joann	Mary	Linda	Alicia	Joann	Joann	Dale	Dale
MEETINGS	4th Friday at noon	3rd Monday at noon	2nd Friday at 3:30 pm	4th Thursday at 2 pm	3rd Wednesday at 3:30 pm	2nd Tuesday at 5:30 pm	1st Tuesday at 5:30 pm Months of: Aug. Nov. Feb. May	1st Tuesday at 5:30 pm Months of: July Oct. Jan. April	1st and 3rd Thursday at 4:30 pm	3rd Tuesday at 8:30 am
NOTES	<ul style="list-style-type: none">Elizabeth is a member of all committeesCommittee Chairs will send their committee updates to Dale, Joann and Elizabeth a minimum of 1 week before the board meeting.									

COMPASS HOUSE BOARD CONTRACT
TRUSTEE RESPONSIBILITIES

I, _____ understand that as a member of the Board of Directors of Compass House, Inc., I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

- 1. I will interpret the organization’s work and values to the community, represent the organization, and act as a spokesperson.
2. In turn, I will interpret our constituencies’ needs and values to the organization, speak out for their interests, and on their behalf, hold the organization accountable.
3. I will attend at least 75 percent of board meetings, committee meetings and special events.
4. I will serve on a minimum of two committees.
5. I will actively participate in one or more fundraising activities annually.
6. I will coordinate with either the Executive Director or the Board President to arrange to spend a minimum of 24 hours over three years to participate in member engagement and work order-day.
7. I will act in the best interests of the organization, and excuse myself from discussions and votes where I have a conflict of interest.
8. Each year, but no later than Thanksgiving of each year and without having to be asked, I will make a personal financial contribution at a level that is meaningful to me.
9. I will stay informed about what’s going on in the organization. I will ask questions and request information. I will participate and take responsibility for making decisions on issues, policies, and other matters. I will not stay silent if I have questions or concerns.
10. I will work in good faith with Compass House and other board members as partners towards achievement of our goals.
11. I will not take action upon a Compass House member’s interests or advocate for a Compass House member until that member’s concern and my potential actions have been discussed with the Executive Director. Further, I will not offer myself as a representative of Compass House in any matter regarding a Compass House member until said matter has been reviewed with Executive Director.

If I don’t fulfill these commitments to the organization, I will expect the Board President to call me and discuss my responsibilities with me.

COMPASS HOUSE RESPONSIBILITIES

As a trustee, I understand that the organization will be responsible to me in the following ways:

- 1. I will be sent, without request, a minimum of quarterly financial reports and an update of organizational activities that allow me to meet the “prudent person” standards of the law. Further, I expect that I will have information about programs and policies, goals and objectives as appropriate.
2. Opportunities will be provided for me to discuss with the Executive Director and the Board President the organization’s programs, goals, activities and status.
3. It is expected that board members and the Executive Director will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to the organization.
4. Board members and the Executive Director will work in good faith with me towards achievement of our goals.
5. The organization will carry directors and officers’ liability insurance.

If the organization does not fulfill its commitments to me, I may call upon the Board President and Executive Director to discuss the organization’s responsibilities to me.

Print Name – Board of Directors Trustee

Signature – Board of Directors Trustee

Date

Print Name – Board of Directors President

Signature – Board of Directors President

Date

STORIES FROM COMPASS HOUSE

I hugged the refrigerator and did a hula dance in the bathroom....

In January 2016 the place that I was living began to lock me out of the house. I didn't know what to do so I started going from shelter to shelter. In March 2016 Compass House began the housing program. On March 11, I moved in to one of the 2 bedroom apartments. I hugged the refrigerator and did a hula dance in the bathroom. I was ecstatic! I was so emotional that I wanted to cry but I couldn't because I was too happy. I no longer had to worry about who was going to steal my stuff. I felt safe!

On May 2, 2016 I began working a transitional job at the Family Nurturing Center. I would not have been able to find a job if I hadn't moved into housing. Having a stable place to live with an address has given me an opportunity to find my center and start working towards my goals. I am not only employed but I am also working on getting my GED. Moving into the Compass House transitional housing has given me a sense of belonging. I am now able to work on myself and to find out who I can be.

Thank You,
Anita

When I was a young pup I was different from others....

I heard voices and saw shadows. I started off with alcohol then marijuana, meth, cocaine, and then heroin and this started my journey at a young age. I became homeless at the age of 18. I would get so high and pass out that I did not care for myself. This carried on until I was 27 years of age. I got into trouble with the law and this was a blessing in disguise. If it were not for the law and me getting in to trouble, I would be dead by now.

I was diagnosed with schizophrenia, depression, PTSD and very strong mood changes. I finally got the help that I needed to become a better person. I found Compass House and it gave me a place to shine and give back that which I took away from the community. I can come to Compass House, be myself and not be judged. I have less stress and more opportunities for growth to become a more positive and productive person. Thank you Compass House for the opportunity and being here when I need something solid so I can work on myself, and make my future bright.

John

I almost died....

I am a survivor of 60 plus suicide attempts by the means of cutting. Since becoming a member of Compass House, I feel like I have a purpose to live. The members and staff have been amazing and a great support system. Since becoming a member, I have had the opportunity to take trainings for Mental Health Peer Support and Applied Suicide Intervention Skills Training. I now have the skills to help those who are struggling with thoughts of suicide.

I am very thankful for Compass House helping me gain experience and figuring out what I am truly capable of. Compass House has given me purpose, direction and gives me a reason to get out of bed every day. I can't thank the community at Compass House enough for saving my life.

Linda





SOCOMPASSHOUSE.ORG

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332 West 6th Street, Medford, OR 97501

37 North Ivy Street, Medford, OR 97501 tentatively opening July 2019