



FUTURES PLAN 2017-2020

*Our Vision:*

Children, families and adults have the knowledge, ability and desire to take control of their own lives and live responsibly with others in a just society.

*Our Mission:*

We champion the positive development of children and adults, strengthen families, and build community.

*Our Key Outcomes:*

CCS services and supports are designed to:

* Improve relationships among family, friends, and neighbors.
* Improve physical and mental health.
* Increase knowledge, skills, and virtues.
* Improve financial self-sufficiency.

CCSF Supports CCS by:

* Managing Property
* Managing Communications
* Managing Public Affairs
* Fund Raising
* (Note: CCS will assume responsibility for managing the fleet of vehicles it uses. CCSF will manage the vehicles it uses.)

*Our Values:* Love, Justice, Truth and Freedom

*Our Tradition:*

Weoperate with fidelity to the Catholic Charities USA Code of Ethics and the principles of Catholic Social Teaching without imposing those ethics or principles on the people we serve.

*We Serve:*

Our services are offered without regard for anything other than people’s needs, dreams, and willingness to do everything they can for themselves:

* People with intellectual and/or developmental disabilities.
* Children, youth, and families facing adversity.

*Our Service Commitments*

* **Nonviolence** – helping to build safety skills and a commitment to a higher purpose
* **Emotional Intelligence** – helping to teach emotional management skills
* **Social Learning** – helping to build cognitive skills and create a community of social justice for all
* **Open Communication** – helping to overcome barriers to healthy communication, learn conflict management, reduce acting-out, enhance self-protective and self-correcting skills, teach healthy boundaries
* **Democracy** – helping to create civic skills of self-control, self-discipline, and administration of healthy authority
* **Social Responsibility** – helping to rebuild social connection skills, establish healthy attachment relationships, establish sense of fair play and justice
* **Growth and Change** – helping to work through loss and prepare for the future
* **Self**-**Determination** – helping to exercise control over life decisions and the services wanted to meet needs

**Theory of Change**

Catholic Community Services has created a theory of change that is grounded in credible science and designed to effectively and efficiently support the people we serve to thrive, create joy in their lives and achieve one or more key outcomes.

**Assumption 1: Children, families, and adults need safe, stable, nurturing relationships to thrive, i.e. enjoy good health, develop the knowledge, skills, and virtues they need to succeed, and become financially self-sufficient.**

* Home is the most important part of a person’s environment. A good home is safe, stable, and nurturing.
* Safety refers to the extent to which a person is free from fear and secure from physical or psychological harm within his or her social and physical environment.
* Stability refers to the degree of predictability and consistency in a person’s environment. Disrupted placements and frequently changing caregivers harm people; therefore every effort should be made to support stability in a safe, nurturing home.
* Nurture refers to the extent to which a caregiver is available and able to sensitively respond to and meet the needs of the person.
* We believe healthy, stable personal relationships foster self-confidence, which in turn paves the way for success in education and employment.
* The profound relationship between life-long positive relationships and human health and well-being is well documented.

**Assumption 2: Children, families, and adults do better when they live in a safe, caring neighborhood or community.**

* “Healthy children are raised by people and communities, not by government and professional services…” Center on the Developing Child at Harvard University (2010).
* Community health can be enhanced by many of the same resources, activities and facilities that support individual health: indoor and outdoor recreation space, opportunities for meaningful work and volunteerism, neighborhood gatherings and celebrations, and supportive faith communities.

**Assumption 3: Toxic stress disrupts safe, stable, nurturing relationships and triggers fight- flight- freeze reactions.**

* Some stress is necessary and helpful, higher levels of stress can be tolerable; however at some point stress becomes toxic and debilitating.
* Adverse childhood experiences and other types of trauma can lead to hypersensitivity to stress. Trauma-informed care and treatment is, therefore, essential to our work.

**Assumption 4: Homes, neighborhoods, and communities rich in five key Strengthening Families Protective Factors help mitigate the source of toxic stress and help people to become more resilient when facing stressful situations.**

* [Social Connections](http://www.cssp.org/reform/strengthening-families/2013/SF_Social-Connections.pdf): Friends, family members, neighbors and community members provide:
  + emotional support
  + help solving problems
  + parenting advice
  + concrete assistance to parents.

Networks of support are essential to parents and also offer opportunities for people to “give back”, an important part of self- esteem as well as a benefit for the community. Isolated families may need extra help in reaching out to build positive relationships.

* [Concrete Support in Times of Need](http://www.cssp.org/reform/strengthening-families/2013/SF_Concrete-Support-in-Times-of-Need.pdf): Meeting basic economic needs like food, shelter, clothing and health care is essential for families to thrive. Likewise, when families encounter a crisis such as domestic violence, mental illness or substance abuse, adequate services and supports need to be in place to provide stability, treatment and help for family members to get through the crisis.
* [Knowledge of Parenting and Child Development](http://www.cssp.org/reform/strengthening-families/2013/SF_Knowledge-of-Parenting-and-Child-Development.pdf): Accurate information about child development and appropriate expectations for children’s behavior at every age help parents see their children and youth positively and promote their healthy development. Information can come from many sources, including family members as well as parent education classes and the internet. Studies show information is most effective when it comes at the precise time parents need it to understand their own children. Parents who experienced harsh discipline or other negative childhood experiences may need extra help to change the parenting patterns they learned as children.
* [Parental Resilience](http://www.cssp.org/reform/strengthening-families/2013/SF_Parental-Resilience.pdf): No one can eliminate stress from parenting, and at the same time a parent’s capacity for resilience can affect how a parent deals with stress. Resilience is the ability to manage and bounce back from all types of challenges that emerge in every family’s life. It means finding ways to solve problems, building and sustaining trusting relationships including relationships with your own child, and knowing how to seek help when necessary.
* [Social and Emotional Competence of Children](http://www.cssp.org/reform/strengthening-families/2013/SF_Social-Emotional-Competence-of-Children.pdf): A child or youth’s ability to interact positively with others, self-regulate their behavior and effec­tively communicate their feelings has a positive impact on their relationships with their family, other adults, and peers. Challenging behaviors or delayed development can create extra stress for families, so early identification and assistance for both parents and children can diminish nega­tive results and keep development on track.

**Assumption 5: Intentional pursuit of quality**

* Our work is accomplished through our employees, foster parents, contractors, and volunteers. Workers must be well trained and supported to provide excellent services in a manner that is congruent with our values, service principles, and theory of change.
* Workers need the skills and data necessary to evaluate and continually improve the quality of our services.

**Assumption 6: Collective impact and collaboration, where organizations work together to realize shared goals and objectives, is vital for solving complex social problems.**

* Common Agenda: All participants **share a vision for change** that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
* Shared Measurement*:* All participating organizations **agree on the ways success will be measured and reported,** with a short list of common indicators identified and used for learning and improvement.
* Mutually Reinforcing Activities: A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a **mutually reinforcing plan of action.**
* Continuous Communication: All parties engage in **frequent and structured open communication** to build trust, assure mutual objectives, and create common motivation.
* Backbone Support: An **independent, funded staff dedicated to the initiative** provides ongoing support by guiding the initiative’s vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

**Assumption 7: Spirituality refers to the need for meaning, relationship and hope in our lives as well as the expression of faith in a higher power.**

* Catholic Community Services cares for the whole person—body, mind and spirit.
* Many people find healing and strength through spiritual belief and growth.
* Adults must be free to develop their own understanding of God. Children will be encouraged in their early spiritual formation in a way that respects the faith of their parents, family, and culture.

# KEY STRATEGIC ISSUES, GOALS, & 2017 OBJECTIVES

**ORGANIZATION-WIDE KEY ISSUES**

# Organization-Wide KEY ISSUE: COMMUNITY BASED EMPLOYMENT

**GOAL:** All individuals served are successful in a job that matches their interests and talents

**CURRENT REALITY**

The CCS Board of Directors has identified four key benefits they want people served to enjoy. These include 1) Safe, stable, nurturing relationships with family members, friends and neighbors, 2) Improved physical & mental health, 3) Possessing the knowledge skills and virtues needed to succeed in life, and 4) Financial self-sufficiency.

People with intellectual/developmental disabilities (IDD) have historically been unemployed or underemployed. Their work choices have been limited to sheltered workshops where there are few work options, few hours, little pay, and no integration into community life. This creates a life of poverty and isolation. It stunts people’s quality of life and the contributions they are able to make to society.

During the last two years CCS has invested heavily in becoming proficient at providing community based supported employment services for adults with intellectual and developmental disabilities. Twenty two individuals with IDD are now served through Employment Services.

The Supported Employment Program offers adults with IDD the opportunity to pursue employment in the community with the support of employment specialists and job coaches. Employment specialists assist with identifying employment opportunities in the community and making connections with potential employers. Job coaches help individuals with disabilities learn new tasks and gain confidence on the job. They also help the individual and coworkers understand how they can support each other. Job coaches stay on the job with people served only as long as needed to ensure that they can perform their work independently. Varying degrees of ongoing support are available to ensure success in community-integrated employment settings.

For individuals who are not yet ready to pursue employment in community-based settings, CCS’s Vocational Alternatives Program provides customized service and enrichment opportunities that match each person’s skill set, interests and life goals. Vocational alternatives include education, volunteer opportunities, community engagement and other activities that foster life skills and independence.

Youth aging out of foster care and parents struggling to protect and nurture their children have employment needs and many barriers to employment. This same model of Community Based Supported Employment could be expanded to support youth aging out of foster care & families that struggle to protect and nurture their own children.

**PREFERRED FUTURE**

CCS’s community based supported employment program expands to provide services to youth aging out of foster care and parents struggling to protect and nurture their children. They have support in discovering their strengths and aptitudes, developing resumes, interviewing skills, and seeking employment. Business relationships expand and they look to CCS to meet their employee needs. People served are successfully employed in jobs that allow them to utilize their unique set of skills and assets.

Individuals with IDD are employed in community-based jobs and have careers of their choice. Everyone makes at least minimum wage and receives benefits. Natural supports are provided in the workplace to help assure ongoing success.

CCS employees are competent to support people seeking employment in creating person-centered vocational plans; in seeking, obtaining and maintaining employment; and in professional development. This includes working with people served to enhance their social, financial literacy and communication skills. Employees are competent to promote the skills and job interests of the people we serve to the business community.

CCS advocates for changes in state and federal policies to allow for full control and participation in community life and employment so that people do not lose their health or social security benefits.

People served in the Vocational Alternative Program continue to be valued and lead rich lives filled with services that meet their evolving needs.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Develop resources and plan for providing employment services to youth aging out of foster care and to parents struggling to protect and nurture their children**
2. **Implement plan for providing employment services to the two expanded populations, including an evaluation plan**
3. **Place at least 15 additional people with IDD in community based jobs**

**CCSF’s 2017 Key Objectives/Activities**

1. **Host at least six “I Work We Succeed” employer events.**

# Organization-Wide KEY ISSUE: EQUITY AND JUSTICE

**GOAL:** CCS has a strong system for ensuring equity and justice throughout the organization

**CURRENT REALITY**

CCS has a long history of providing quality services for children, youth and families from diverse cultures. The current environment calls for more intentional approaches to integrate equity and justice best practices into our policies and programs. At CCS, we believe that every child, adult and family deserves to be treated with utmost respect regardless of race, ethnicity, gender, sexual orientation or spiritual beliefs.

Many of the CCS policies and practices are out-of-date in relation to equity and justice. CCS no longer collects employee and board race and ethnicity composition to ensure fairness. Employees need training on equity and justice issues. Meyer Memorial Trust recently gave CCS $25,000 to start an Equity and Justice Board committee to complete an organizational assessment and develop a plan to address any additional issues.

**PREFERRED FUTURE**CCS is recognized as a model organization with respect to equity and justice. It provides resources to implement policies and practices, which ensure that boards and staff at every level reflect, welcome, celebrate, and benefit from diversity. CCS equity and justice resources and programs result in the development of innovative and inclusive exhibits, programs, and materials that reflect and engage diverse audiences. Participation in and adoption of programs and products are recognized as indicators of the highest level of institutional commitment to equitable and inclusive practice. CCS ensures that all equity and justice activities support Catholic Social Teaching.

The CCS/CCSF Boards of Directors co-sponsor a standing Diversity and Justice committee responsible for:

* Developing an annual action plan and setting priorities based on the six pillars of the Equity and Justice initiative: leadership support, assessment, professional development, communication, program and exhibit development, and workforce development
* Assisting the CCS and CCSF Boards and other Board committees in incorporating equity and justice into the organization’s strategic goals and objectives
* Monitoring the progress and process of equity and justice work
* Maintaining a view of diversity that is grounded in Catholic Social Teaching.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Cosponsor the Joint CCS/CCSF Board Equity and Justice Committee**
2. **Complete an internal assessment and develop the annual action plan**
3. **Begin implementation of the plan based on the priorities outlined in the plan**

**CCSF’s 2017 Key Objectives/Activities**

1. **Cosponsor the Joint CCS/CCSF Board Equity and Justice Committee**
2. **Complete an internal assessment and develop the annual action plan**
3. **Begin implementation of the plan based on the priorities outlined in the plan**

# Organization-Wide KEY ISSUE: Affordable Supported HOUSING

**GOALS:**

* Families facing adversity that want to protect and nurture their children but need community support to be successful have access to crisis shelter care, supported housing and long term affordable housing.
* Youth aging out of foster care have access to affordable supported housing.
* People with IDD have accessible, quality, and affordable supported housing

**CURRENT REALITY**

Many families facing extreme adversity that want to protect and nurture their own children don’t have access to safe, affordable housing. CCS started a supported housing project at Woodmansee Park Apartments that is successfully helping families stay together and overcome adversity. Many services are provided on-site including childcare, mental health counseling, and addictions counseling. People living there support each other to remain clean and sober. Currently there are 16 parents and 26 children living at Woodmansee.

Youth aging out of foster care often end up homeless. Statistics show that almost 40% of previous foster youth reported being homeless at least once by 26 years of age. Youth who are a minority, have symptoms of a mental health disorder, have a history of being physically abused, are a parent, or had more than one foster care placement have a much higher likelihood of becoming homeless. Center Court Commons operated to provide housing to youth aging out of foster care. The facility was originally built as a nursing home. The rooms do not have kitchens or private baths. The youth had a dormitory life experience but did not get the support they needed to be on their own. Center Court Commons is now being used to provide housing for homeless families. Youth aging out of foster care are still in need of supported housing.

Meyer Memorial Trust has invested nearly $750,000 during the last two years to help CCSF develop the ability to manage affordable housing and expand CCSF’s affordable housing stock.

CCS serves adults with intellectual/developmental disabilities who live in small three to five bed group homes. Catholic Community Services Foundation owns four of the sixteen homes. The rest are owned by other entities. Many of the homes are old, poorly maintained, and designed like mini-institutions. They are not in neighborhoods where people can safely congregate, socialize, and support each other. They are built for five people so there are few choices for individuals who want fewer roommates.

There is insufficient quality affordable housing for people with Intellectual Disabilities in community supported living. People’s housing may be substandard and/or not easily accessible to laundry facilities, grocery stores, and public transportation. Homes may not be positioned in environments that create a sense of community and support people to be successful.

CCSF has been able to pass legislation that protects our older affordable housing properties from property taxes but all newer affordable housing projects in Marion and Polk Counties are subject to property tax. This makes it more difficult to build and sustain new affordable housing projects.

CCSF recently took over management responsibility of its affordable housing portfolio from Cascade Property Management. Cascade appeared to be over-extended in the Salem/Keizer area. Taking over Affordable Housing Management holds the promise for future benefits but involves added expense and a steep learning curve at this time.

The 2015-2016 CCS-CCSF-ISN combined audit identified six areas related to Affordable Housing that are out of compliance with Generally Accepted Accounting Principles

**PREFERRED FUTURE**

Home is the most important part of a person’s environment. A good home is safe, stable, and nurturing. The building is well cared for, attractive, and landscaped. It is located in the type of environment the person prefers, whether a quiet country setting or a neighborhood where people can congregate, socialize, and support one another. It is close to transportation and shopping.

Additional supported housing units are available for families facing adversity that want to protect and nurture their children but need community support to be successful. Services are provided on-site that allow families to be successful, including childcare, mental health counseling, and addictions counseling. Child maltreatment decreases, parents leaving poverty increases, and children are ready for school by age 5 due to the housing and services provided.

Youth aging out of foster care have affordable, high quality, supported housing available. Each youth has a job and a community advocate to support them in their success.

Group homes for adults with IDD are owned by Catholic Community Services Foundation and built with the tenants’ needs and interests in mind. The homes are located in the type of neighborhood the tenants prefer and where the people can be successful. Various size homes are available so individuals can choose how many roommates they want.

Quality affordable housing units are available for people with intellectual disabilities, especially in Marion and Polk counties. The units are in environments that support the tenants so they are more likely to be successful in their homes.

City and school taxing districts in Marion and Polk Counties support affordable housing by waiving property taxes.

CCSF’s Affordable Housing Portfolio is managed well. All State and Federal audit requirements are met or exceeded. Replacement reserve accounts and operation reserve accounts are fully funded.

Affordable Housing is managed in a manner that integrates social services provided by CCS and meets the needs of children, adults and families served by CCS.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Organize Collective Impact support services at Saint Monica Apartment complex.**
2. **Organize Collective Impact support services at Mountain West affordable housing complex.**
3. **Provide affordable, high quality, supported housing to ten youth aging out of foster care**
4. **Complete assessment of CCS group homes to determine the number of new homes required, location, and other requirements to meet the tenants’ needs**

**CCSF’s 2017 Key Objectives/Activities**

1. **Construct Saint Monica Apartments**
2. **Design Woodburn Supported Housing Apartment Complex and launch fund development effort.**
3. **In conjunction with CCS, complete assessment of CCS group homes to determine the number of new homes required, location, and other requirements to meet the tenants’ needs.**
4. **Identify ten apartments for Youth Aging Out of Foster Care non-discriminatory preference.**
5. **The City of Salem and Salem Keizer School District waive their right to property taxes from CCSF affordable housing projects that are currently being taxed and for new projects in the future.**
6. **Complete the Meyer Memorial Trust funded Affordable Housing Sustainability Assessment, develop and begin implementing a Sustainability plan that addresses the highest priority problems.**
7. **Identify and correct at least $150,000 in Affordable Housing deferred maintenance problems thereby reducing the unfunded replacement reserve by that same amount.**
8. **Improve Affordable Housing Cash Flow so that cash in exceeds cash out by at least 2%.**
9. **Correct all identified FY 2015-2016 audit deficiencies related to affordable housing.**

# Organization Wide KEY ISSUE: NEIGHBORHOOD MOBILIZATION

**GOAL: Children, youth, adults and f**amilies in high poverty neighborhoods actively participate in their community to build Strengthening Families protective factors.

**CURRENT REALITY**

Our partnership with Oregon Health Sciences University has confirmed with data what our experience has taught us. Children living in certain neighborhoods are ten times more likely to be maltreated and end up in foster care than children living in other neighborhoods that may be a short bicycle ride away. We also know children in these same neighborhoods are much less likely to succeed in school and to enjoy good health. Mobilizing neighborhood residents to build Strengthening Families Protective Factors in their neighborhoods holds great promise for improving the life prospects of neighborhood children. The protective factors include enhancing parental resilience, providing an array of social connections, providing parents concrete support in time of need, facilitating knowledge of parenting and child development, and supporting healthy social and emotional development in children.

CCS recently received a $500,000 grant from Department of Human Services. It targets working with 50 families in seven high poverty neighborhoods in Marion County who are receiving or at risk of needing temporary assistance for needy families (TANF) from DHS and have children from prenatal to six years of age. It also targets involving 2,000 children and adults in neighborhood events, classes and community activities to strengthen families and build healthy communities.

Adults in CCS group homes and the ISN Brokerage also benefit from living in neighborhoods rich in the Strengthening Families Protective Factors. Many of them currently live in unsafe neighborhoods or areas that are not conducive to building community. They need many of the same resources as families, i.e. social connections, tangible support in times of need, social and emotional intelligence, resiliency when faced with challenges and trauma, and knowledge/skills.

**PREFERRED FUTURE**Families in high poverty neighborhoods actively participate in their community and build the Strengthening Families Protective Factors. They know their neighbors and are supportive of each other. Child maltreatment decreases. More parents leave poverty. Children are ready for school by age 5. The number of children moving into foster care declines.

Adults with IDD know their neighbors and participate in community events that help build the Strengthening Families Protective Factors.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Develop and test a new iteration of the Fostering Hope Initiative that involves at least 50 families in high poverty neighborhoods in Marion County who are receiving or at risk of needing temporary assistance for needy families (TANF) with children from prenatal to six years of age to build strengthening families protective factors in their homes and neighborhoods.**
2. **Pilot the utilization of neighborhood mobilization strategies with two of the IDD group homes**

**CCSF’s Key Objectives/Activities**

1. **Provide Grant Writing and Fund Raising Support for Neighbor Connectors.**
2. **Advocate for sustainable funding for Neighborhood Mobilization.**

# Organization-Wide KEY ISSUE: WORK FORCE GROWTH AND DEVELOPMENT

**GOAL:** All positions are filled with highly qualified, competent employees who receive exceptional training and are compensated well.

**CURRENT REALITY**

There are numerous direct care professional (DCP) positions unfilled and turnover rates are high. People with IDD do not have a choice in the employees that support them and provide their most intimate care. Staff retention is a significant issue at CCS as well as throughout the state, causing a lack of stability and consistent care for people served. In fact, the Oregon Resource Association has declared a state of emergency stating there are over 1400 open positions for Direct Support Professionals throughout the state creating a health and safety emergency for those served. Finding culturally and linguistically competent leaders, staff, and volunteers has been an ongoing challenge.

The latest social science research calls for new approaches to our work. Employees need to change from being only therapists, teachers, care coordinators and caregivers to also being life coaches and role models. They need to be skilled in providing support in trauma-informed approaches, helping customers reach their desired outcomes, problem solve utilizing quality principles, and in working with neighborhoods as well as families. These changes will require a concerted effort that will change how we recruit, train, and support employees.

We are well on way in the process of training staff in Continuous Quality Improvement as well as Sanctuary, a trauma-informed approach. In addition, CCS has developed and tested the Advanced Course for Direct Care Professionals (DCP) with promising results. The Advanced Course is designed to equip DCP’s to fulfill the role of Life Coaches as well as Direct Care Providers. Life Coaching is based on being able to model and coach the ability to enjoy the four key positive outcomes CCS promises to deliver, i.e. the people we serve will be able to enjoy 1. Safe, stable, nurturing relationships, 2. Good physical and mental health, 3. Possessing the knowledge, skills and virtues they need to succeed in life at the things most important to them, 4. Financial self-sufficiency.

Specific areas where more training and work force development are needed include:

* Positive Behavior Supports
* Neighborhood Mobilization
* Trauma Informed Care
* Honest Compassionate Communication
* Mindfulness
* Financial Literacy
* Time Management
* Equity and Justice
* Collective Impact
* Quality improvement principles and tools

Improvements must also be made in employee compensation. Many employees do not currently make a living wage.

**PREFERRED FUTURE**

Highly qualified and competent employees fill all positions. There are culturally and linguistically competent leaders. All employees are skilled in their specific job duties and the underlying core principles of positive behavior supports, creating a trauma informed culture, and problem-solving utilizing quality principles. They understand the Theory of Change and utilize it in providing services. They are adept at helping people served reach their desired outcomes and connecting people to their neighborhoods and communities.

Employees are credentialed, well paid**,** consistent and stable. They have great benefits including family health insurance. They remain committed to supporting the individuals served for years at a time.

Financial incentives for additional skill development and credentialing is researched and implemented as appropriate.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Continue to develop and test the Advanced Course for Direct Care Professionals and Foster Parents.**
2. **Develop and implement a comprehensive training plan/credentialing for Direct Care Providers.**
3. **Research and implement a financial incentive plan for additional skill development and/or credentialing**
4. **Complete a market analysis of direct care professionals wages and develop/implement a plan for increasing wages**
5. **Research and implement an employee recognition an d appreciation strategy.**

**CCSF 2017 Key Objectives/Activities**

1. **Raise $25,000 to continue testing the $1,000 Emergency Fund as incentive for staff to participate in additional skill development/credentialing.**
2. **Develop and implement Advanced Course communications/marketing Plan and course materials.**

# Organization-Wide Key Issue: Catholic Identity

**Current Reality**

Catholic Community Services (CCS) was founded in Salem, OR in 1938, as a parish social ministry of St. Vincent de Paul Catholic Church, in response to the needs of families left destitute in the wake of the Great Depression.

During the 1950s, CCS was offered a Catholic Charities charter. The offer was accepted, and CCS began operating under governance authority of the Archdiocese of Portland. It was at this point that CCS began offering professional social services designed to help vulnerable children and adults, who were languishing in Oregon's large congregate care institutions, to live responsibly in the community.

During the late 1970s or early 1980s, Archbishop Power informed CCS that its ministry of providing residential treatment for delinquent and emotionally disturbed children was too risky for the Archdiocese to insure. He gave CCS the option of dropping the ministry or dropping its Catholic Charities charter and remaining a Catholic Charities affiliate. CCS decided to drop the Catholic Charities charter and become an independent, 501 C-3, not-for-profit organization while staying on as an affiliate of Catholic Charities of Oregon.

In the late 1980s or early 1990s, Archbishop William Levada invited Catholic Community Services to come back under the governance authority of the Archdiocese as a Catholic Charities member organization. At that time, the CCS Board declined.

Archbishop Levada accepted the Board’s decision but made it clear CCS would have to agree to certain conditions laid out in a Memorandum of Agreement (MOA) if it wanted to remain affiliated with Catholic Charities. An agreed-upon MOA was eventually worked out and signed by the Archbishop as well as the CCS Board chair. CCS has operated faithfully in conformance with the MOA for more than 20 years, always deferring to the Archbishop of Portland on matters of morals and ethics. Archbishop Levada moved to the Archdiocese of San Francisco in 1995. Francis George served as Archbishop of Portland 1996-1997, John Vlazny served as Archbishop 1997-2013, and Alexander Sample currently serves as our Archbishop.

**Preferred Future:**

Archbishop Sample convened the **Catholic Charities Network Retreat** at the Benedictine Sisters’ Shalom Prayer Center in Mt. Angel on January 21 and January 22, 2016. The theme of the retreat was “Creating Unity - Imagining our Future”.

In a follow up report Archbishop Sample said, “As we move forward, I envision a vibrant network of services and activity, reaching across the Archdiocese, dedicated to serving and protecting the most vulnerable among us. I see the Catholic Charities Network as an engine that organizes Caritas in partnership with our parish communities and in the name of the Church. It is my hope that as we move forward we will share ideas, create new solutions and find more comfort and support from each other.”

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. Develop a governance structure that mutually acceptable to Archbishop Sample and the CCS board of directors.
2. Develop and implement a Catholic Charities collaboration plan.
3. Develop and implement a Parish Relations Plan.

# ADULT SERVICES KEY ISSUES

# Adult Services KEY ISSUE: BROKERAGE SERVICES

**GOAL:** People receive impartial choice counseling for choosing their service type and provider when entering services.

**CURRENT REALITY**  
Previously Brokerages throughout the state performed different services than county case management services. This recently changed so county case management and brokerages now provide the same services. However, the point of entry into services is through the county. In other words, the state designed a system in which the initial “choice counseling” of where to receive services is conducted solely by the county, who refers people internally to their own case management resources, or to outside case management entities, the Brokerages. As case management is a funded service, this structural design contains a fundamental conflict of interest, whereby the referring entity stands to gain monetarily by the choice of an individual. In addition, services to the individual may be reduced if they are served by the county as county case managers have higher caseloads than the Brokerages due to funding streams.

The ISN Brokerage approach to services is for the individuals to do all they can for themselves, to have families and neighbors support them, and to then purchase needed services beyond what their circle of support can provide. The counties believe the services are more of an entitlement and provide services to the individual without consideration for their circle of support. This costs more money while reducing the individuals’ independence and family support.

Across all Brokerages, there has been a profound change in the numbers and types of customer referrals coming from county programs since the IDD structure was changed in 2013. There has been a universal reduction in the number of referrals and enrollment is down at many locations. If this trend continues, it could eliminate the ISN Brokerage from providing services.

**PREFERRED FUTURE**Choice advising, the process by which individuals are educated about their service type and service provider options includes clear and consistent practice and materials describing a person’s options for case management services. Initial choice advising is conducted by entities and individuals who are impartial to the chosen outcome, and is never completed by someone already serving as an individual’s case manager.

Choice Advising processes are efficient, understandable, timely, and designed to minimize stress on the individual and family. There is clear guidance for ongoing choice advising in service options in plain language, utilizes promotional materials from the referred organizations, and includes the possibility of a third party consult upon request.

Individuals do not feel compelled toward one choice or another, but instead experience neutral support in understanding their service options.

**Individuals receive all the services they need in the most cost efficient manner that also supports their independence and family supports.**

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Develop and implement a communications plan outlining the benefits of being served by the ISN Brokerage.**
2. **Advocate for a choice, on all levels of service, and practice an advising process that is fair.**

**CCSF 2017 Key Objectives/Activities**

1. **In conjunction with CCS develop and implement a communications plan outlining the benefits of being served by the ISN Brokerage.**
2. **In conjunction with CCS advocate for a choice advising process that is fair.**

# Adult Services KEY ISSUE: TRANSFORAMTION OF GROUP HOMES & FAMILY ENGAGEMENT

**GOAL:** People live where they want, with chosen roommates and employees. Families are engaged in their lives.

**CURRENT REALITY**  
Our 5-bed group home model was the cutting edge, innovative approach to serving people with intellectual disabilities twenty years ago. However, they are now outdated. They are sometimes viewed as “mini institutions” and sited in locations where it is difficult to be a part of the neighborhood. Some homes are poorly maintained and have an institutional floor plan. People are placed in a home based on their type of disability: there are homes for people who are IDD and medically fragile and homes for people who are IDD with behavioral issues. This creates homes that have five wheelchairs and a preponderance of medical equipment or homes that can be volatile with five people living together. People living in the home do not have a choice in who their roommates are or how many roommates they have.

People served do not have a choice in the employees that supports them and provides their most intimate care. Staff retention is a significant issue at CCS as well as throughout the state, causing a lack of stability and consistent care for people served. In fact, the Oregon Resource Association has declared a state of emergency stating there are over 1400 open positions for Direct Support Professionals throughout the state creating a health and safety emergency for those served.

When the initial group homes opened in 1988, people moving into them were from Fairview Training Center, the institution for people with developmental disabilities. Unfortunately, few of them had active family members involved in their lives. Some had family members that lived in other parts of the state and could not visit frequently. Some family members did not know they had a loved one in Fairview or lost touch with the person in the years the person was institutionalized. Therefore, many employees served as caregiver as well as surrogate family member. Systems were not developed to actively include families and keep them updated in their loved one’s life.

Since then, many people moving into the homes are younger and lived at home with their families through their childhood. Families now live closer and are more actively involved. Families and other loved ones are welcome to visit people in the group homes. Some house managers make an effort to connect with family members. Family members can have access to Therap, the database used to track the individual’s status and updates. However, there is no organized systemic approach to regular communication with family members.

There is a reduction in the number of referrals for people needing placement in medical homes. This creates openings that are vacant for long periods. There are many referrals for people with significant behavioral issues.

**PREFERRED FUTURE**

People have a choice in where they live, how many roommates they have, who their roommates are, and who the people are that support them. They direct their supports and receive enhanced outcomes from being in a more individualized, flexible, supported living model.

Homes are less institutional, well maintained and in neighborhoods where social relationships can be supported.

Direct Care Professionals are credentialed, well paid, consistent and stable. They are skilled in utilizing positive behavior supports and creating trauma informed cultures. They remain committed to supporting the individuals served for years at a time.

A systematic approach is utilized to communicate regularly with family members that include regular updates on staff changes. A closed Facebook page or other approach is developed that informs family members of new staff coming into the home that includes a bio and picture. Employees are informed of family members and welcome them into the home. When a house manager leaves, family members are notified with information on who to contact in the interim and plans for rehiring. Family members are invited to participate in the hiring process.

Information from satisfaction surveys, licensing, outcomes reporting, CCS and house activities, house maintenance plans, and fundraising activities are shared with family members. Family members have a variety of ways to participate in the organization if they choose. Therap access is enhanced so family members can access information on medication administration.

People referred will have individualized services to meet their needs regardless of their presenting issues. Their individual interests are identified and supported.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Develop a system for communicating with families on a regular basis, involving them in the process and training staff on the goals and plan.**
2. **Identify people in two group homes to determine their choice of living situations and number of desired roommates. Develop and implement the plans for addressing their wishes.**
3. **Determine and implement strategies for including people served and family members in the hiring of direct care professionals.**
4. **Develop and implement a plan for improving staff retention.**

**CCSF’S 2017 KEY OBJECTIVES/ACTTIVITIES**

* **Develop and help CCS implement a family communications plan.**

# CHILDREN YOUTH and Family SERVICES KEY ISSUES

# Children Youth and Family KEY ISSUE: ENHANCED SUPPORT TO FOSTER PARENTS

**GOAL:** There are sufficient well-trained, competent foster parents available. They receive all the support they need to successfully support the youth in their homes.

**CURRENT REALITY**The Oregon Department of Human Services acknowledges that its child welfare and foster care systems are in crisis. They simply cannot recruit and retain enough qualified foster parents. This is also true at CCS. CCS has not been able to recruit and retain enough qualified foster parents. CCS has conducted numerous focus groups with foster parents and worked with Marion County Children & Families Commission to develop a model of enhanced support for Foster Parents program.

In addition, CCS is actively supporting Marion County Children and Families Commission’s Family Preservation Action Team as they take the lead in developing a countywide foster parent recruitment and retention plan.

Related to this issue is the Behavioral Rehabilitation Services (BRS) program. It is a program that pays for treatment foster care and residential treatment for children and youth that do not thrive in the regular foster care system. The BRS system has never worked well for children and youth who do not have a viable permanency option with a nurturing family. That is because BRS is designed as an alternative to regular foster care and requires children that are not thriving in regular foster care to move to a BRS program and then, once the children are doing better, to move again back into regular foster care. It results in children who grow up in foster care experiencing multiple disrupted placements. In recent years, this problem was exacerbated by the continual increase in the cost of delivering BRS care, unhelpful regulations, and grossly inadequate rate increases. These dynamics have led to a near collapse of the BRS system. CCS has already turned back its BRS contract with Oregon Youth Authority. The current BRS contract with Oregon Department of Human Services (DHS) loses $5,000- $10,000 per month and serves eight youth.

**PREFERRED FUTURE**CCS no longer provides foster care services to youth in DHS’s BRS program. Instead, CCS is actively involved in working with the Marion County Children and Families Commission implementing the countywide foster parent recruitment and retention plan to ensure all children have a place to live and thrive.

All children and youth in need of foster care, including the CCS Forever Homes, have highly qualified, highly skilled, loving foster parents who remain with them for years. Foster parents receive the support they need to successfully parent the youth in their homes. Supports for foster parents include planned respite care, crisis respite care, 24/7 on-call support, on-the-spot training and consultation as needed, and family-focused social activities that build a community of social support among the foster families. Foster parents are skilled in implementing positive behavior support plans and the Sanctuary model, an evidence-supported, trauma-informed approach to working with people who have experienced childhood trauma. The community actively affirms and supports foster parents in all areas of the Strengthening Families Protective Factors: enhancing parental resilience, providing an array of social connections, providing parents concrete support in time of need, facilitating knowledge of parenting and child development, and supporting healthy social and emotional development in children.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Close CCS’s DHS BRS foster care program in a manner consistent with CCS values of love, justice, truth, and freedom.**
2. **Fund and Implement the Enhanced Support for Foster Parents (ESFP) model.**
3. **In conjunction with CCSF and the Marion County Children and Families Commission help develop and implement a Foster Parent Recruitment and Retention Plan.**

**CCSF’s 2017 Key Objectives/Activities**

1. **Raise at least $150,000 to implement the Enhanced Support for Foster Parents model.**
2. **In conjunction with CCS and the Marion County Children and Families Commission help develop and implement a Foster Parent Recruitment and Retention Plan.**

# Child Youth and Family Services KEY ISSUE: COMMUNITY GUARDIANSHIP

**GOAL:** All youth in Marion, Polk and Yamhill counties aging out of foster care have a Community Advocate by their side

**CURRENT REALITY**The Adoption and Safe Families Act and Oregon Administrative Rules (OAR 413-070-0500 to 413-070-0517) require the Department of Human Services (DHS) to develop, document, and implement a permanency plan for every child placed in the department’s legal custody for substitute care placement. There are five permanency designations: Reunification, Adoption, Guardianship, Permanent Placement with a fit and willing relative, and Another Planned Permanent Living Arrangement (APPLA), which usually means long-term foster care.

APPLA is rarely the best permanency plan for foster children. It is frequently asserted that APPLA denies foster children real stability in a nurturing home. Yet, it remains the permanency plan for fifteen percent of Oregon foster children. While in long-term foster care, many children experience multiple disrupted placements, lose contact with caring relatives, move far away from the neighborhoods and schools where people knew and cared about them, and often develop severe behavioral and emotional problems.

Community Guardianship is designed to provide these children and youth with what they need most: safe, stable, nurturing relationships with caring adults. Community Guardianship can be formal or informal. Formal Community Guardianship occurs when a judge officially grants custody of a youth to a child caring agency. Informal Community Guardianship occurs when the child caring agency and the youth agree that the agency will act as though they were the youth’s guardian without a court order. In either case, Community Guardianship is voluntary on the part of both the child caring agency and the youth.

Community Guardianship, whether formal or informal, is assumed by a licensed and accredited non-profit child-caring agency. The agency, then, is responsible to vet, and support a “fit and willing” individual or couple to be the youth’s volunteer Community Advocate. The volunteer Community Advocate would establish a long-term, safe, and nurturing relationship with the youth that lasts until the youth has successfully emancipated as a financially self-sufficient adult. The Community Advocate would advocate on behalf of the youth’s best interest for as long as the youth is a minor, and ensure the community and agency honor their commitment to provide the youth with all the support any young person emancipating from a loving home would receive.

Community Guardianship is aligned with the principle of subsidiarity, which asserts that social matters ought to be handled by the smallest, lowest, or least centralized competent authority. The common sense version of subsidiarity asserts that we should not do things for individuals, families, or communities that they can and should do for themselves. When we do so, it not only breeds dependency, but it also wastes precious resources. If a youth’s family is unwilling or unable to reclaim the youth from foster care and there is no one stepping forward to adopt the youth or be the youth’s guardian, then the community, rather than the State, should become the next line of defense.

During the last couple of years, CCS has developed the Community Guardianship Program and made it available to youth living in CCS Forever Homes. Currently there are five youth with a Community Advocate. However, there are still 40-50 youth in Marion, Polk, and Yamhill Counties that age out of foster care every year that need and deserve a Community Advocate.

**PREFERRED FUTURE**Every youth aging out of foster care in Marion, Polk or Yamhill counties is matched with a Community Advocate until they are 26 years old. Along with a Community Advocate, all youth in the Community Guardianship program have a job and a place to live. They are pursuing their goals. The Community Advocate supports the individual in making life decisions and to be successful.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **At least two youth will participate in a court sanctioned Community Guardianship arrangement.**
2. **Match Community Advocates with five additional youth aging out of foster care in Marion County**

**CCSF 2017 Key Objectives/Activities**

1. **Develop and help implement Community Advocate recruitment and retention plan.**

# Child Youth and Family Services KEY ISSUE: CAVAZOS COALITION FOR LATINO YOUTH AND FAMILIES

**GOAL:** Latino youth and families experience optimum youth development and strong families with fewer youth being adjudicated and placed into Oregon Youth Authority custody

**CURRENT REALITY**

Hispanic/Latino youth are disproportionately represented in the Marion County Juvenile Justice system, particularly at the point of detention. Latino youth are twice as likely to be lodged in detention as other Marion County youth who have committed similar offences. Although Marion County's population includes 25.3% Hispanic/Latinos, 43% of youth placed in detention in Marion County are Hispanic/Latino and 46% of commitments to Oregon Youth Authority (OYA) are for Hispanic/Latino youth. These data suggest it is much more likely for Hispanic/Latino youth to be held in detention and referred to OYA than Caucasian youth. The limited community-based resources that are available to support these youth and their families result in a greater percentage of Hispanic/Latino youth being adjudicated and placed in custody of OYA.

Some of the youths’ parents may not be U.S. citizens or speak English. If the caseworker calls the parents in English and there is a translation barrier, parents may not understand the process or be involved with it.

**PREFERRED FUTURE**

The Cavazos Positive Youth Development and Strengthening Families program is operational and successfully serving 30 families each year. It promotes optimum youth development, strengthens the families, builds community, reduces the number of Hispanic/Latino youth engaging in criminal behavior, and reduces the number lodged in juvenile detention and referred to OYA.

Shelter care provides an alternative to detention for non-violent Latino youth offenders. Short-term respite and stabilization services provide support to Latino families. Intensive home visiting/strengthening families support and services aimed at promoting positive behavior supports, strengthening families’ protective factors and providing sufficient supervision to manage public safety risks are successfully occurring. Hispanic/Latino youth have a long-term adult mentor. Data **are collected** and demonstrate the ongoing success of the project.

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Implement the Cavazos Youth Development and Strengthening Families program.**
2. **Design and implement a Cavazos Program evaluation plan.**

**CCSF 2017 Key Objectives/Activities**

1. **Develop and implement a Cavazos legislative action strategy.**
2. **Develop and implement a strategy aimed at raising start-up funding for the Cavazos Youth Development and Strengthening Families model program.**
3. **Develop and implement a strategy aimed at securing sustainable funding for the Cavazos Youth Development and Strengthening Families model program.**

# Child Youth and Family Services KEY ISSUE: ST. JOSEPH SHELTER FOR HOMELESS FAMILIES

**GOAL:**  Homeless families have access to safe, temporary shelter and support to secure stable housing.

**CURRENT REALITY**

Homelessness and housing instability has been identified by the Marion Polk Early Learning Hub as one of the most pressing problems facing families with young children in our community.

The Oregon Department of Human Services says there are forty or more families at any given time that at are at high risk of losing their children to foster care because they don’t have a safe, alcohol and drug free place to live and care for their children.

The Benedictine sisters at Mt. Angel have established a goal of "aging in place" in Mt. Angel and focusing on their spiritual work. They are in the process of divesting themselves of most of their outside ministries including St. Joseph Shelter for homeless families, Casa Adele farm worker housing, and Mission Benedict, a food pantry that also provides diapers and other forms of tangible support. Saint Joseph Family Shelter provides housing for up to 15 homeless families. When the shelter is fully utilized, there are often 27 parents and 36 or more children living at the shelter.

The Benedictine Sisters are currently contracting with CCS to manage these three programs and have invited us to take ownership of them. Significant improvements have been made since CCS took over management of the programs.

**PREFERRED FUTURE**

A completed **third party** feasibility study determines financial viability of Saint Joseph Family Shelter, Casa Adele, and Mission Benedict. A Mt. Angel community group is formed and has meaningful involvement the decision making process about the future of the programs. The CCS board reviews the information and makes an informed decision about whether to take governance and management responsibility for the programs. ,

**CCS 2017 KEY OBJECTIVES/ACTIVITIES**

1. **Convene a Mt. Angel community group to help engage the Mount Angel community in the decision making process about the fate of Saint Joseph Family Shelter, Mission Benedict, and Casa Adele.**
2. **Decide whether or not to take Governance responsibility for Saint Joseph Family Shelter and Mission Benedict.**

**CCSF’s 2017 Key Objectives/Activities**

1. **Complete a third party sustainable funding feasibility study for Saint Joseph Family Shelter, Mission Benedict, and Casa Adele.**
2. **Complete an assessment of the land and buildings associated with Saint Joseph Shelter, Mission Benedict, and Casa Adele to determine fit and suitability with CCS’s long term affordable housing, program facility, and professional office space needs.**

# CCSF KEY ISSUE: PROFESSIONAL OFFICE SPACE

**GOAL**

All Professional Office Space is safe, attractive and well maintained.

**CURRENT REALITY**

The roof and siding on the Bishop Steiner Building (BSB) needs to be replaced and the signage needs to be improved.

The property purchased from Saint Vincent de Paul Society (SVDPS), including the old Thrift Store and warehouse, is not being maintained properly and put to its best use in fulfilling CCS’s mission.

**PREFERRED FUTURE**

The BSB and the property purchased from Saint Vincent de Paul Society is safe, attractive, well maintained and put to its best use in fulfilling CCS’s mission.

**CCSF 2017 KEY OBJECTIVES/ACITIVITIES**

1. **Replace the roof and siding at the Bishop Steiner Building.**
2. **Determine the best use of the property purchased from St. Vincent de Paul Society, develop and begin implementing a best use plan.**

# CCSF KEY ISSUE: CCSF CASH FLOW

**GOAL**

CCSF maintains adequate cash reserves to cover the cost of operations for one to three months.

**CURRENT REALITY**

CCSF reserves are essentially non-existent.

**PREFERRED FUTURE**

CCSF has enough cash set aside in reserve to operate one to three months.

**2107 KEY OBJECTIVES/ACITIVITIES**

1. CCSF will develop and begin implementing board approved Cash Flow Improvement Plan by March 31, 2017.