

Catholic Community Services

Catholic Community Services Foundation

2018 FUTURES PLAN UPDATE

CCS/CCSF Vision

Children, adults, and families with the knowledge, ability, and desire to live responsibly with others in a just society.

CCS/CCSF Mission

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

CCS/CCSF Board 2020 Vision

Families and Communities transformed and empowered through CCS's revolutionary model of care, i.e., CCS strengthens safe, stable nurturing relationships among family members, friends and neighbors.

The homes and neighborhoods of the people we serve are rich in the Five key Strengthening Families Protective Factors Community Health Workers and Collective Impact are widely accepted as a model for integrating health, housing, and human services in a manner that supports and supplements, but never supplants, the voluntary care of family members, friends and neighbors.

CCS Ends Statements

1. Families that need support to protect and nurture their children:
 - enjoy safe, stable, nurturing relationships
 - enjoy good physical and mental health
 - possess the knowledge, skills, and virtues they need succeed at the things that are most important to them in life

- enjoy financial self-sufficiency
2. Foster Parents and the children placed in their care:
- enjoy safe, stable, nurturing relationships
 - enjoy good physical and mental health
 - possess the knowledge, skills, and virtues they need succeed at the things that are most important to them in life
 - enjoy financial self-sufficiency
3. People with Intellectual Disabilities:
- enjoy safe, stable, nurturing relationships
 - enjoy good physical and mental health
 - possess the knowledge, skills, and virtues they need succeed at the things that are most important to them in life
 - enjoy financial self-sufficiency

These ends shall be accomplished at a reasonable cost established by the board through the annual budgeting process.

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: Friends, family members, neighbors and community members provide:
 - emotional support
 - help solving problems
 - parenting advice

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: 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: 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: 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: 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 to customers 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.

2017 Key Strategic Issues

1. Community-Based Employment
2. Affordable Housing
3. Work Force Growth and Development
4. Community Guardianship
5. Saint Joseph Shelter
6. Brokerage Services
7. Transformation of Group Homes
8. Enhanced Support for Foster Parents
9. Cavazos Coalition for Latino Youth and Families
10. Catholic Identity
11. Neighborhood Mobilization
12. Equity and Justice

2018 Futures Plan Update Recommendations

Recommendations are based on input from CCS/CCSF board and committee members, staff, donors, community partners, and the people we serve.

Issue 1. Fostering Hope Initiative (FHI)

I.e. a neighborhood-based, collective impact initiative designed to promote the health and wellness of children and adults, strengthen families and build homes and neighborhoods rich in Strengthening Families Protective Factors.

Current Reality:

Research conducted by OHSU indicates that children born to a single parent who lives in poverty, dropped out of high school, and has a history of mental health or addictions problems is ten times more likely to experience maltreatment and end up in foster care. The same research indicates that children living in certain high poverty neighborhoods are ten times more likely to experience maltreatment.

Independent research conducted with funds from the federal Children's Bureau found that parental stress levels dropped significantly for high risk families living in FHI neighborhoods.

The FHI is recognized as one of the most promising strengthening family's building more vibrant neighborhoods initiatives in the United States by Harvard University, Oregon Health Sciences University, the federal Children's Bureau and others and yet does not have ongoing stable funding.

FHI has three basic components:

1. Neighbor Connectors/Certified Community Health Workers organize FHI neighborhood residents to promote Strengthening Families Protective Factors in their neighborhood.
2. Neighbor Connectors/Certified Community Health Workers conduct targeted outreach and care coordination for pregnant young women living in FHI neighborhoods and other beneficiaries of high cost, publically funded health, housing, and human services.
3. CCS acts as the "Collective Impact Backbone" organization responsible for bringing health, housing, and human service providers together in support of the FHI vision, i.e. every child, in every neighborhood grows up in a safe, stable, nurturing home, enjoys good health, succeeds at school, and grows up to become financially self-sufficient.

In spite of all its success in improving outcomes, reducing costs, and improving beneficiary experience with publically funded services, the FHI

does not receive sustainable funding. FHI is therefore not only difficult to sustain but almost impossible to scale up.

Preferred Future:

The FHI has a Health and Wellness Tracking System that supports “complex adaptive behavior” and continuous improvement in beneficiary outcomes, reduced costs and satisfaction with health, housing and human services.

FHI enjoys stable “Pay for Performance” contracts with health care, housing, and human service organizations that not only fund current service levels but allow FHI to scale up as needed.

CCS Objectives:

1. Design and test a FHI Health and Wellness Tracking System that supports continual learning and “Pay for Success” contracting.

CCSF Objectives:

1. Design and implement a legislative action plan to help fund FHI.
2. Raise the funds necessary to maintain FHI operations in seven neighborhoods.

Issue 2. Cavazos Coalition for Latino Youth and Families

Current Reality:

Latino youth living in Marion County are twice as likely to be incarcerated as white youth who have committed similar crimes. As a result Latino youth end up being diverted from a life course toward high school graduation, higher education or vocational training and financial self-sufficiency and placed on a life course toward more serious criminal behavior and prison.

With input from a wide range of stakeholders CCS has developed a Latino Youth Development and Family Strengthening model program. CCSF raised the funds necessary to test the model.

Preferred Future:

Latino youth grow up in safe, stable, nurturing homes and safe neighborhoods that are rich in Strengthening Families Protective Factors. Latino youth are diverted from the juvenile justice system, succeed at school, and go on to become financially self-sufficient.

CCS Objectives:

1. Implement the Cavazos Youth Development and Family Strengthening model program using a Complex Adaptive System/Continuous Quality Improvement approach.

CCSF Objectives:

1. Design and implement a legislative action plan to help fund the Cavazos program.
2. Raise the funds necessary to continue operation of the Cavazos model program.

Issue 3. Affordable Supported and Supportive Housing**Current Reality:**

Homelessness may be the issue CCS's "moral owners" talked more about than any other during the last year.

Family homelessness is on the rise. Youth aging out of foster care tend to experience much higher rates of homelessness than the general population. People with intellectual disabilities are less likely to experience homelessness but often report not being able to find housing that support their full human potential and inclusion in the community.

CCSF is a Community Housing Development Organization that owns approximately 250 units of affordable housing. Unfortunately, much of CCSF's current portfolio of affordable housing was in very poor condition when acquired and initial rehab cost projections were greatly underestimated.

Approximately 1,000 children and adults live in CCSF's affordable housing but unfortunately, progress toward the goal of integrating CCSF affordable housing with CCS health and human services has been slow.

Affordable Housing projects constructed after July 1, 2012 in Oregon are not exempt from property taxes. Catholic Community Services Foundation has constructed two new affordable housing complexes since 2012; one in

Marion County and one in Polk County, that are both being taxed. In addition, we have begun construction of a third affordable housing complex in Woodburn.

Preferred Future:

Quality Affordable Housing is available for all families facing adversity, youth emancipating from foster care, and people with intellectual disabilities who need it.

CCSF's affordable housing portfolio is safe, attractive, and well-maintained. The portfolio generates sufficient rental income to fund all necessary property management, asset management and tenant services functions.

Children and youth living in CCSF affordable housing flourish together. Residents know and support each other to reach personal and community aspirations. CCSF's affordable housing is a valuable asset in the neighborhood where it is located, and the neighborhoods are rich in Strengthening Families Protective Factors.

Affordable Housing projects built after July 1, 2012 are exempt from property taxes.

CCS Objectives:

1. In conjunction with CCSF, develop and implement a model resident services plan for Saint Monica Apartments, Villa Esperanza Apartments, Casa Adele Apartments, and Highland Station Apartments.
2. In conjunction with the owner and community partners, develop and implement a model resident services plan for Cornerstone Apartments.
3. In conjunction with CCSF, develop and implement a model Saint Joseph Family Shelter program.

CCSF Objectives:

1. CCSF affordable housing operates in full compliance with all government regulations.

2. Complete a Capital Needs Assessment, develop and fund an affordable housing asset management plan.
3. Complete construction of the Saint Monica Apartment Complex by April 30, 2018.
4. Complete construction of the Villa Esperanza Apartment Complex by December 31, 2018.
5. Develop a Saint Joseph Family Shelter, Mission Benedict, and Casa Adele property master plan.
6. Develop a master plan for the old St. Vincent de Paul property.
7. Determine the need for and feasibility of developing additional affordable housing.
8. Achieve property tax exemption for affordable housing constructed after July 1, 2012.

Issue 4. Work Force Growth and Development- We Flourish Together.

Current Reality:

There are numerous direct care professional (DCP) positions unfilled, and turnover rates are high. DCP staff retention is a significant issue at CCS as well as throughout the state, causing a lack of stability and threatening the quality of care for people served in CCS group homes.

The latest social science research calls for new approaches to our work. DCPs need to be skilled in providing a trauma-informed care that supports rather than supplants the voluntary care of family members, friends and neighbors. These changes will require a concerted effort that will change how we recruit, train, and support employees.

CCS has developed and tested the We Flourish Together curriculum with promising results. The curriculum is designed to equip DCP's to promote Strengthening Families Protective Factors not only in the group homes where they work but also in the surrounding neighborhoods.

Based on the theory that you can't give what you don't have the curriculum empowers DCP's to build protective factors in their own lives that lead to greater enjoyment of: 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; and 5) Peace and happiness.

The core of the curriculum includes mindfulness meditation, Honest Compassionate Communication, and Sanctuary Trauma Informed Care. The curriculum also offers Financial Literacy, Blue Zone Health and Wellness, and Mastering Time training.

Preferred Future:

All DCP positions are filled by highly qualified, long-term employees. All employees understand CCS's Theory of Change and use it to enrich their personal as well as professional lives. They are adept at helping people served reach their desired outcomes and connecting people with family members, friends and neighbors.

CCS's reputation as an excellent employer that invests heavily in work force development attracts more than enough employees and volunteers.

CCS Objectives:

1. 50% of DCP's participate in the We Flourish Together Curriculum and report that participation leads to greater job satisfaction.
2. DCP open positions are cut 50% from 2017 levels.

CCSF Objectives:

1. Develop and fund a DCP recruitment campaign aimed at informing potential DCP recruits of the We Flourish Together benefits of working at CCS.

Issue 5. Enhanced Support for Foster Parents

Current Reality:

Oregon's Child Welfare and Foster Care Systems continue to be in crisis because of its inability to recruit and retain enough qualified foster parents and substitute care providers.

CCS terminated our contracts with the state to provide Treatment Foster Care in 2017 due to philosophical and funding concerns.

CCS conducted numerous focus groups with foster parents and worked with Marion County Children & Families Commission to develop a new model for supporting foster parents and foster children called Enhanced Support for Foster Parents.

CCS actively supported Marion County Children and Families Commission's Family Preservation Action Team (FPAT) to develop a Marion County Foster Parent Recruitment and Retention Strategic Plan.

CCS Forever Homes have decreased in number from seven to three.

Preferred Future:

No child enters foster care whose parents are willing and able to protect and nurture them.

All foster children thrive while they are in care and quickly transition out of foster care to a safe, nurturing, permanent home.

No foster child ages out of foster care without a strong connection with a safe, nurturing adult who has made a long-term voluntary commitment to the relationship.

CCS Forever Homes are available for children that don't thrive in regular foster care.

CCS Objectives:

1. Implement the Enhanced Support for Foster Parents model program using a Complex Adaptive System/Continuous Quality Improvement approach.

2. Act as the Collective Impact backbone organization to implement the Marion County Foster Parent Recruitment and Retention Strategic Plan.
3. Re-design the Forever Home Program in a manner that is financially sustainable and can be scaled up.

CCSF Objectives:

1. Design and implement a legislative action plan aimed at public policy that supports Enhanced Support for Foster Parents and Forever Homes.
2. Raise the funds necessary to operate the Enhanced Support for Foster Parents Program.
3. Raise the funds necessary to act as the Marion County Foster Parent Recruitment and Retention Collective Impact Backbone organization.

Issue 6. Equity and Justice**Current Reality:**

CCS's long-standing practice of embracing Catholic social and moral teaching without imposing it on the people we serve has allowed us remain a vital force for good in a pluralistic society.

The current social environment calls for more intentional approaches to integrate equity and justice best practices into our policies and programs.

Preferred Future:

CCS continues to actively promote equity and justice while maintaining fidelity to Catholic social and moral teaching.

CCS/CCSF Objectives:

1. The CCS/CCSF Boards of Directors adopt policy that calls for:
 - An initial assessment of CCS/CCSF equity and justice policy and practice as it relates to race, culture, sexual orientation, and disabilities with a reassessment every two years.

- An up-to-date board approved Equity and Justice Improvement Plan being in place and annual progress reports to the boards of directors.

Issue 7. Community-Based Employment

Current Reality:

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 little to 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 few years, CCS has invested heavily in becoming proficient at providing community-based supported employment services for adults with intellectual and developmental disabilities.

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.

Youth aging out of foster care and parents struggling to protect and nurture their children also have employment needs and barriers to employment.

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.

More and more businesses look to CCS to meet their employee needs. People served are successfully employed in jobs that allow them to successfully utilize their unique set of skills and assets.

CCS OBJECTIVES:

1. Design model supported employment program for youth aging out of foster care and to parents struggling to protect and nurture their children.

CCSF Objectives:

1. Raise the funds necessary to implement a model supported employment program for youth aging out of foster care and parents struggling to protect and nurture their children.

Issue 8. 80th Anniversary**Current Reality:**

2018 marks CCS's 80th anniversary.

Preferred Future:

CCS's 80th anniversary year is a time when "moral owners," donors, and other stakeholders learned more about CCS/CCSF's good work, were heard, and inspired to support our work.

CCSF Objective:

1. In conjunction with CCS, design, fund, and implement an 80th anniversary celebration plan.

Issue 9. Financial Health**Current Reality:**

CCS/CCSF defines financial health in terms of:

- Net worth
- Revenue/Expenses
- Cash in/Cash out
- Accounts Payable
- Accounts Receivable
- Cash Reserves

Net worth is the ratio between assets and liabilities and should always be positive. Both CCS and CCSF enjoy positive net worth.

Revenue is the money we've earned but not necessarily collected. An expense is the money we owe but have not necessarily paid. Having closed programs of low strategic value that operated in the red, CCS is in a good position to go forward with revenue exceeding expenses each year. CCSF continues to have difficulty earning more money than it spends.

CCS brings in more cash than it spends. Once again, however, CCSF struggles to maintain positive cash flow.

Accounts payable (AP) are the outstanding bills. The inability to pay a bill on time is a strong indicator of poor financial health. Both CCS and CCSF are current on all their bills.

Accounts receivable (AR) are funds earned and believed to be collectable but not yet received. The longer AR ages the less likely it is that funds will ever be collected. Both CCS and CCSF do a good job of collecting receivables and writing off bad debt.

Cash Reserves are the funds set aside in a savings account, or liquid investments, that are not needed to manage ongoing cash flow. It is generally accepted practice for a non-profit corporation to set aside one to three months operational cost in reserve. CCS is close to having the minimum one month reserve. CCSF is not in a position to set aside cash reserves.

The CCS/CCSF Joint Finance Committee is aware of financial performance on all six financial health measures but the full board is not.

Preferred Future:

CCS and CCSF enjoy good financial health on all six measures. A simple to understand "Financial Health Dash Board Report" is reviewed by the full board at least quarterly.

CCS/CCSF Objectives:

1. Design and present to the full board a quarterly Financial Health Dash Board Report for all six financial health measures.
2. Make substantial, sustainable improvements in financial health as needed.

FINAL