

# Catholic Community Services

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

April 8, 2019

RE: Continuous Quality Improvement, Innovation, and Financial Sustainability

Dear CCS, ISN and CCSF Employees,

In keeping with our commitment to open communication, I am writing to relay important information about organizational changes to you, our valued employees. The changes outlined below reflect our commitments to Continuous Quality Improvement, innovation, and financial sustainability.

We at Catholic Community Services have always maintained an attitude of healthy dissatisfaction with our own programs and the larger, publically funded health, human services and housing systems. Our values call us to innovate in ways that improve the lives of those we serve while also working to create greater financial sustainability across all of our programs and services.

Supported Employment, We Flourish Together, Enhanced Support for Foster Parents, the Fostering Hope Initiative, and construction of Saint Monica Apartments are just a few examples of the innovative work happening at CCS. Up until now, we have been able to finance these projects and satisfy a board policy that requires CCS to set aside at least \$5,000 per month into a “rainy day” fund that would cover 30-90 days of operating expenses. A few months ago; however, we began dipping into rather than building cash reserves.

As a result, we have developed several strategies to cut costs and increase efficiency, while still maintaining our commitment to Continuous Quality Improvement and innovation.

The identified strategies include the following:

- Restructuring the leadership and organization of the Adult Services programs and the Child Youth and Family Services programs.
- Reduction or elimination of initiative and demonstration projects if sustainable funding is not secured.
- Elimination of a small number of staff positions.
- Closure of the Community-Based Employment Program

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We will also continue to identify other cost cutting measures that create efficiency and have no adverse effect on the people we serve.

I am confident that as a result of these measures our organization will continue to be strong, innovative and provide the very best services for children, adults and families facing adversity. Thank you for your continued dedication to the mission of the organization, the people we serve, and our community.

You will receive additional updates through team meetings with supervisors. If you have any questions, please don't hesitate to discuss this with your supervisor or work with them to route any questions to myself or Jim Seymour, Executive Director.

Respectfully,



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