



**United Way of Lane County
2010/2011 Strategic/Preventive Proposal**

- A. **Name of Organization:** Catholic Community Services of Lane County
1. **Contact Person:** Mira Gattis
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Springfield, OR 97477
3. **Phone:** 541-345-3628 ext. 312 **Email:** mgattis@ccslc.org
- B. **Name of Proposed Services:** Young Parents' Program
- C. **Amount of Funding Requested for a 12 month period:** \$50,000

The undersigned confirm that the information provided in this application is true and accurate and that the application has received / will receive Board approval.

Edward J. Marks Ex. Dir.
Signature: Agency Director Date March 5, 2010

Debra C. Cooney
Signature: President, Board of Directors
March 5, 2010

SECTION I: Strategic/Preventive Action Area

Which Community Investment Strategic Action Area do the proposed services primarily address? (Please see **Appendix A UWLC 2010 Strategic/Preventive Goals and Funding Strategies for EDUCATION, INCOME and HEALTH.**)

1. **Action Area:** (select one)

Education: Preparing children to succeed in school and life.

Income: Moving families from poverty to financial stability.

Health: Ensuring people have basic access to healthcare.

2. **Strategies:** Based on your selection above, list the specific strategy or strategies the proposed services are designed to address. (*Note: Strategy or strategies listed must come from Appendix A referred to above.*)

Income Strategies

- Improved Financial Literacy
- Building Assets (savings strategies)

Preventive Strategies

- Services and supports that increase high school graduation rates among high risk youth.
- Youth Pregnancy Prevention
- Programs to promote career and post secondary training and education for high risk youth

3. Provide a **brief** (no more than one paragraph) executive summary of how you will address the strategies you listed in Question 2, above. Details will be expanded in Section II, questions 1-3.

Catholic Community Services' Young Parents' Program works with young parents ages 14-28 to help set and reach goals that will increase their ability to support their young families financially and emotionally so that they are better equipped to move toward self sufficiency for themselves, and better able to be role models for their children's future success. The program works to alleviate stress factors caused by low income and homelessness that can keep them from being successful in school, in life, and as parents: breaking the chain of generational poverty. Case plans in the Young Parents Program are based on a family-centered, strength-needs based model which identifies the strengths and resources each young family has that can be mobilized to resolve the multiple needs of teen and young parents. To meet the identified needs, CCS' Young Parents Program affirms and practices collaboration with family and other service providers, and assists the parents in accessing community resources and other support systems to help stabilize the family. Case managers work with parents on how to manage a budget and work towards establishing savings accounts, balance family and school or work to increase their chances of completing their education, and explore education and career opportunities that will move them into family wage jobs. Parents are assisted with family stabilization through one on one home visits, parenting classes, and impulse control and support groups. The program also works with young fathers to identify barriers to their involvement with their children. The program then assists young fathers to engage or re-engage with their children to increase family access to economic and non-economic resources.

SECTION II: SERVICE IMPACT

1. Need, Target Population and Program Description

A. Need/Target Population

Identify the community problem/need the strategies described in Section I address, including the number of Lane County residents affected. Clearly link the need to the Community Investment Strategic Action Area goals and strategies selected in 1 and 2 above. *Also, include local trend information over the last five years as available/appropriate.* Describe how the proposed service(s) reach the intended target population for your Action Area (see Appendix A) and is appropriate to the need.

The Young Parents' Program (YPP) has two components: Teen Housing and the Young Fathers' Program. Both components work with young families who are highly at risk for a life time of poverty to offer opportunities to address barriers to self sufficiency, and offer the parents and their children the chance to break the cycle of poverty. 65-80% of participants were homeless at the time they entered the program, and many of these young parents are still completing high school, have few job or life skills, and lack positive family and social supports. While they work to complete their education, many teen parents live on a TANF grant which is not adequate to provide for even basic needs. Even those with a minimum wage job struggle to pay basic bills without assistance. Unless they have the opportunity to access the limited amount of local subsidized housing, the majority facing housing costs as high as 90% of their budget. Many of the young men in the program have not engaged financially or emotionally with their children, and are lacking the support, education, income, and skills needed to function as parents. Many have little or no job history, and may have other barriers to stable jobs such as criminal backgrounds, lack of impulse control, or lack of job retention skills.

When young parents do move into the workforce, most are still relying on a single low wage job, particularly if they have not had the support or opportunity to access post-secondary education. Up to 90% of the teens in the Young Parents Program come from families where higher education has not been part of the family culture. Frequently our teen parents are the first or one of the few in the family to complete a high school education. If they are in high school when they become pregnant, the program encourages them to remain in school. Research by the Alan Guttmacher Institute (1994) shows that dropping out, rather than having a baby, appears to be the key factor that sets adolescent mothers behind their peers. Adolescent mother who stay in school are almost as likely to graduate (73%) as a women who doe not become a mother (78%) if they stay in school. In addition, these teens need support and encouragement to access the vocational training or higher education that will increase their earning capacity and reduce the poverty that is one of the highest risk factors for stress in a family. As the 2009 Community Assessment states, studies have shown that parents under financial strain are less involved with their children leading to failure in school, aggressive behavior, and delinquency. Research by Becher (1981,1993) and Wilson (1987) shows that "poor families who are constantly in economic crises must concentrate on survival. They are shown to have little time, money, or energy to devote to developing children's human capital or their earnings potential, have little time for supervising children, and are less plugged into job finding networks". Many participants, particularly teen mothers, have come from families with similar stress factors. Children in these families are at high risk of repeating these patterns if their parents are not given the opportunity to break the cycle. While the old model stated that it is the receiving of welfare that traps recipients and their children by adversely affecting their

attitudes, values, and behavior, Zimmerman and Levin (1993) found evidence that it is not a 'welfare' trap, but a 'poverty' trap. Both generations behave similarly because both face the same lack of resources and opportunities, and therefore similar stress factors. It is imperative

that these families be given the services needed to reduce stress factors, be introduced to a model for future stability, and access the tools required to reach that stability. It is the hope that the children of successful YPP parents have an increased opportunity to be raised in a household that values education and learning, and are less likely to repeat the patterns of poverty.

In the past few years, Lane County has seen the impact of programs such as the Young Parents Program that offer support and education to these families. The number of child abuse victims has declined, the teen pregnancy rate in Lane County has decreased, and the high school drop out rate has declined and is below the statewide average. In addition, the number of children entering kindergarten who are ready to learn has consistently increased over the last four years. YPP has addressed all of these issues by encouraging young parents to return to or stay in school, offering parent education and life skills, providing modeling of nurturing behaviors, connecting teens and their children to resources that relieve parent stress, helping teen parents understand the impact that having more children while still young has on their and their child's future, and encouraging parents to read to their children and access early assessments for any disabilities. The continuation of support for programs that offer the support of the Young Parents Program are essential to assuring that these statistics do not reverse.

B. Service Description

Describe the proposed services for which you are requesting funds. Be very specific. The description should be a clear and logical response to needs outlined in Section 2, question 1A. Describe how your proposed services are designed to effectively meet the Community Investment Strategic Action Area goals and strategies selected in Section 1. Describe the research or evidence based methods which justify the proposed approach.

Case Managers utilize a wrap-around service model to assist young families in setting goals and accessing the resources they need to be successful in moving out of poverty and to become stronger role models for their children. Service plans are client centered and strengths-based as the program works to identify each individuals' potential barriers to success as well as the strengths the client has that can be called on as they move to self sufficiency. Initially, case managers work to address stress factors in the family that can include lack of access to basic needs such as homelessness, housing instability, food security issues, and basic income. Plans also incorporate needs related to emotional health, parent education, child development, impulse control, relationships, family size, or addiction issues. Because the majority of the participants have come from homelessness, are receiving TANF, or have minimum wage jobs, many of the participants receive a monthly housing subsidy which can be short or long term, as part of the YPP program services. Families are also encouraged and assisted in applying for subsidized housing wait lists to increase their chances for long term housing stability after the CCS housing subsidy ends. Families frequently access other Catholic Community Services' programs that provide food boxes, help with utility bills, transportation assistance, and help with ID so that they can access employment. Addressing these stress factors removes barriers that can work against the family as they move forward. As research has shown (Becher, 1981, 1003), moving a family out of basic survival mode increases their chances of being able to focus on the next steps such as education and employment.

As families stabilize they are better prepared to focus on the needs of their children and practice the positive discipline and other parenting skills learned in parenting groups and through one-on-one modeling during home visits. With the assistance of a FirstBooks! Grant, families are encouraged to read to their children nightly as a way to assist them with being ready to learn when they start school, and enrollment in Head Start is strongly encouraged for age appropriate children. Many families are working on their education or employment while

still addressing basic needs, and the support they receive from the program to learn how to balance these things with family time and self care is invaluable.

Along with working to meet the immediate needs for family stability, case managers also work to create future stability. 70% of participants in Teen Housing component of the program and 30% in the Young Fathers Program are working on their GED or High School Diploma. Many of these young people are one of the first in their family to complete this step of their education, and 60%-75% have not had a parent who attended college. YPP case managers work with participants to see the value of continued education and assist them in completing their FAFSA application. As date form the U. S. Census report, Educational Attainment (2007), shows, median earnings for full time year round employment increase by \$8,000 annually if a person is a high school graduate, and an additional \$8,000 with some college or an associate's degree. Participants who are not college ready are encouraged to seek job training that will increase their chances for obtaining immediate employment in a higher than minimum wage job, and to learn the job retention skills that will help move towards a family wage job in the future. The Prosperity Planner tool used for a family of two (one adult and one child) shows that an annual income of \$36,851 is the self sufficiency standard in Lane County. Without the support to learn tools for planning for the future, this can seem unattainable to a single mother on TANF, particularly if their own family has not modeled success. YPP offers the tools to move out of survival mode and see the future in a different light.

The Young Fathers' Program component of YPP adds an additional focus of assisting young men to engage or re-engage with their families. Research has shown that being raised in a non-intact family doubles the risk that a child will drop out of high school, doubles the risk for teenage birth, and raises, by about 40%, children's risk of being neither employed nor in school in their young adult years (McLanahan & Sandefur, 1994). Case managers work with these young men to assist them in recognizing the important role they play in the family for emotional as well as financial well being. This component offers a parenting group as well as a weekly support group that present topics specific to this population that include: the role of the father, father / child bonding, parenting and child development, keeping your child healthy and safe, and anger and stress management. Fathers are also referred to and encouraged to use mediation with the co-parent of their child or children to increase the opportunities for their children to have ongoing, healthy contact with both parents. Through learning what an important role they play in their children's lives, many have taken appropriate, proactive steps to establish themselves as a permanent part of their child's life. Fathers are encourage to engage financially with their family as well, whether that be through direct involvement or child support payments. In the past two years, YPP has seen a strong increase in the number of single parent dads, many who have little or no prior parenting experience and welcome the connection to other young dads who face similar struggles.

YPP case managers in both components of the program work closely with community partners so that participants can access the full array of services that the community offers. While case managers offer Parenting Class, an Options to Anger impulse control group, and one-on-one assistance with budgeting, future financial planning, and job search and retention skills, participants are frequently referred to other agencies for additional services. Participants with poor rental histories may be referred to St. Vincent de Paul's Renter's Rehabilitation class, and those with needs for credit repair or more extensive help with budgeting are referred to OUR's Lifeline program or AARP's Money Coach services, and free tax services. Goodwill Industries

and the WorkForce Network are valuable partners for job search and retention skills and employment training. Case managers also work closely with other agencies who may be involved with the family such as DHS, WomenSpace, counseling services, additional parenting support such as Birth to Three or Relief Nursery, domestic violence intervention, drug/alcohol treatment, the legal system, Looking Glass for homeless youth, McKinney Vento homeless liaisons, and school based Teen Parent programs. This model of providing a full array of wrap-around services has been shown to increase a family's overall success.

2. 2010/2011 Service Objectives and Outcomes

A. Service Objectives (# people to be served and/or services provided):

You may choose the 12-month reporting period that best matches your data collection system as long as the period begins in calendar year 2010.

12-Month Service Objectives: 7/1/ 2010 through 6/30/2011
 (Month/Day/Year) (Month/Day/Year)

Proposed Service Objectives:

- 65 young parent households access YPP case management services for family stabilization
- 40 young parent households move from homelessness to stable housing
- 50 households access assistance with basic needs such as housing assistance, food boxes, or energy assistance
- 30 young families have the opportunity to build a positive rental history which can have a positive impact on their credit history
- 50 young parent households access tools for increased financial literacy
- 30 young parents receive support to increase their education level or vocational training
- 25 young parents receive assistance with jobs search skills (resumes, interview techniques, applications, etc.)
- 25 young parents receive assistance with job retention skills
- 50 children receive services that help them be ready to learn when entering school
- 35 young parent households receive tools for positive parenting
- 20 young men receive supportive services to engage or re-engage with their children

B. Proposed Services Outcomes (measurable statement of intended effect on target population.)

Dates should match the service objective dates you specified in question 2 A.

12-Month Outcomes: 7/1/ 2010 through 6/30/2011
 (Month/Day/Year) (Month/Day/Year)

Proposed Outcomes and Performance Measures for each proposed service (provide in table format, correlating measures to proposed outcomes):

Note: Table can be expanded as needed to include all information.

Outcomes	Measures
95% of program participants develop a plan to move to stabilization & Self-Sufficiency	● 58 families have case plans with succinct short and long term goals with activities to meet these goals

<i>40 young parent households receive assistance to move to stable housing</i>	<ul style="list-style-type: none"> ● Rent subsidy checks coded on OPUS for families who enter the program coded as homeless
<i>15 participants maintain permanent housing without a CCS Subsidy</i>	<ul style="list-style-type: none"> ● 15 families coded on OPUS as previously receiving subsidy are coded as no subsidy
<i>25 families maintain a positive rental history</i>	<ul style="list-style-type: none"> ● 80% of families leave the program with a positive rental history (no eviction)
<i>50 households assisted with living expenses through receipt of energy assistance</i>	<ul style="list-style-type: none"> ● Family entry on OPUS shows receipt of energy assistance
<i>60% of families receiving information on keeping a budget show increased skills</i>	<ul style="list-style-type: none"> ● 30 families complete a monthly budget documented in case file ● 15 families show use of budget for 6 months/ documented in case file
<i>15 families receive additional assistance for financial literacy through referrals to community agencies</i>	<ul style="list-style-type: none"> ● 15 participants have documented attendance with the Lifeline Financial Literacy program or with a Money Coach volunteer
<i>25 families understand the importance of developing strategies for financial security</i>	<ul style="list-style-type: none"> ● 15 families document open savings accounts at a bank or credit union ● 10 families document deposits in savings account for 4 of 6 months with an increasing balance by the end of 6 months ● 75% of working families state that they have utilized EITC
<i>30 participants are actively engaged in activities to increase their education level or job skills</i>	<ul style="list-style-type: none"> ● 18 participants show documentation from schools that they are consistently working on their GED or HS Diploma ● 7 participants show documentation from schools that they are enrolled in a college ● 5 participants document they are engaged in a vocational training program
<i>30 participants receive assistance with job search skills</i>	<ul style="list-style-type: none"> ● 20 participants develop resumes ● 15 participants are documented as being actively involved with community partners for additional assistance
<i>20 participants show progress towards increasing income</i>	<ul style="list-style-type: none"> ● 15 participants who were unemployed or receiving TANF document finding employment through pay stubs ● 8 participants document employment at higher than minimum wage through pay stubs ● 5 participants document through pay stubs that they have received an increase in wages ● 10 families coded on OPUS as previously receiving a housing subsidy are coded as no longer receiving the subsidy due to increased income
<i>15 participants utilize job retention skills</i>	<ul style="list-style-type: none"> ● 10 participants document through pay stubs that they have maintained employment for 6 months or longer ● 15 participants complete the impulse control group "Options to Anger" ● 5 participants are documented as being actively involved with community partners for additional assistance
<i>35 children ages 0-6 have opportunities to increase their chance of entering school being 'ready to learn'</i>	<ul style="list-style-type: none"> ● 20 families are documented as receiving age appropriate books from the First Books grant and are reading to children weekly ● 90% of age appropriate children are referred to Head Start ● 85% of children are administered ASQ's and show referrals to EC CARES as needed

<p>100% of participants receive education on positive parenting, child development, and managing work, school and family life</p>	<ul style="list-style-type: none"> ● Case files document one-on-one parent education, enrollment in CCS parenting group, or referrals to community partners for additional parenting ● 60% of participants who complete a Post test for parenting skills show improvement from Pre test
<p>20 young men receive supportive services to assist in becoming involved in their children's lives</p>	<ul style="list-style-type: none"> ● 15 young men attend 9 of 10 support groups ● 20 young men graduate from parenting group for Young Fathers

Note: Please include a copy of your Logic Model if one was developed. It is excluded from the 15 page limit.

3. **Tracking Systems**

What systems will be used to track the impacts and outcomes of the services provided and support continuous improvement? (e.g., telephone logs, client files, client satisfaction survey, pre-test/post-test, software systems, etc.) Please note if a tracking system is already in use, or if it will be developed to support the program.

For all case managed services provided through the Community Service Centers the state-wide Homeless Management Information System (HMIS/ OPUS) is used. This data base allows reports to be generated that demonstrate the demographics of the clients being served. Additionally, a caseworker can see if a client is enrolled in another program offered by Catholic Community Services and who their caseworker is, allowing for better coordination of services. The HMIS system allows case workers to track case management contacts, funds allocated to client needs and attendance in groups or activities. This system also allows us to track a client's progress towards goals such as length of a housing subsidy, increased income or obtaining affordable permanent housing. Custodial parents in our Young Parents Program also complete an Ages and Stages Questionnaire regarding their child's development. This allows a case worker to assess if the child may need additional services to address developmental delays, learning problems or possible health issues.

All case managers keep comprehensive client files for case managed clients. Included in these files are the following documents: Client Intake, Client Assessment, Emergency Contact Information, Releases of Information, Consent for Services, Client Rights and Responsibilities, Client Right the Grievance, Client Confidentiality Agreement, Client Service Plan, Case Notes, Case Closing Form and when applicable, client identification, rental agreement, any correspondences and proof of and ongoing changes with household income. Service Plans are updated at least every 3 months and progress and new barriers are noted. Case managers track enrollment for groups and classes, ASQ's given, parenting pre and post tests, and documentation from schools for attendance. Referrals made to other community partners are also filed. These files are regularly reviewed by the program coordinator to not only ensure that all forms are present, completed and signed but that clients' goals and objectives are appropriate and achievable, and that an appropriate case management contact are being made. Recently, when developing a new program, the Lane County Human Services Commission used our case files as a model for the county wide program because they are so comprehensive.

To ensure we are looking towards continuous improvement CCS also has a Quality Assurance (QA) Committee. This committee randomly reviews all case managed files to ensure our case management is in compliance with agency policies and procedures. The QA committee reports to the Continuous Quality Improvement Committee who can then make recommendations to management if any findings warrant policy revisions or need management review. The QA committee also oversees an annual client satisfaction survey to assess our services from the clients' perspective.

SECTION III: SERVICE MANAGEMENT

1. Client Involvement

Describe your client involvement systems and how they lead to more efficient and effective services. For example: How are clients involved in service planning, offering feedback or making suggestions about your services? How do you measure client satisfaction? How do your feedback systems lead to more effective services? Please provide examples.

CCSLC is committed to meeting the needs of our clients and we are always trying to find new ways of adapting our programs to the needs and convenience of clients.

The Young Parents' Program has evolved over the years due to direct feedback from applicants and clients. Initially, our agreement with our funders limited applicants to parents who were eligible for the Department of Human Service's Temporary Assistance to Needy Families (TANF). Unfortunately, this limited the applicant pool drastically and many young parents who could really benefit from this program were ineligible. Parents were really frustrated when circumstances beyond their control, such as not being far enough along in their pregnancy, made them ineligible for help. We heard their frustration and began conversations with our funding partners and accommodations were made to open up space in the program for families that were not working with the TANF program. This has allowed us to work with families who may have employment, start working with mothers earlier in their pregnancy and work with some of the more disenfranchised street youth.

We receive feedback from direct conversations with clients as well as through our participant satisfaction surveys. Our last survey was conducted in the spring of 2009. The overall satisfaction of the services offered at the Catholic Community Services was very high.

Many of our volunteers are or have been participants in one or more of our programs. In the course of their volunteer work for us, volunteers offer valuable insights and suggestions for efficiencies which we frequently adopt. On any given day there are approximately 12 volunteers in the Springfield Community Service Center and 6 in the Eugene Community Service Center. They provide a valuable resource for evaluating and improving our programs through their insight from a consumer's perspective.

Our formal systems for communication with our clients consist of participant questionnaires in all programs. We also have suggestion boxes in both Eugene and Springfield. We log any complaints received, although there have been few. Our Continuous Quality Improvement team reviews all complaints and incident reports with an eye towards service improvement.

2. Coordination/Collaboration

Describe specifically how you work with others in the community to maximize service to the people you serve. List any formal relationships, the nature of the partnership and the type of agreement (i.e. Memorandum of Understanding, Service Agreement, Contract or other documentation.)

Catholic Community Services of Lane County works with numerous other agencies, government entities, churches, advisory boards and individuals to provide the essentials for life to those who are vulnerable in our community. Our employees network with other service providers on a daily basis to meet the needs of our clients yet our links to the elaborate social service system are much more complex than that.

The Young Parents Program from its origins has been a collaboration between the Department of Human Services (DHS), the Lane County Human Services Commission (HSC) and Catholic Community Services. We directly contract for Housing and Urban Development and DHS funding through the HSC. The DHS provides us with the majority of our referrals for this program.

Over the years as these funds have stayed static we have entered into contract agreements with other entities to support the Young Parents Program including the Oregon Commission on Children and Families, the United Way's Success by Six program and the Oregon Children's Trust Fund, to name a few of our more consistent funders.

The services offered within the Young Parent's Program are usually coordinated with many other entities, depending on the youth's situation. For youth attending traditional high school we work extensively with the Teen Parent Program offered at most campuses or with the Homeless Liaison for their school district. For Parents who have DHS involvement we work closely with their case worker. Sometime case workers are coordinating services with the courts, probation officers or drug or alcohol treatment facilities. It is a priority to Catholic

Community Services that we have proper releases of information for working with other agencies while still maintaining open communication with other entities supporting a family.

Aspects of our Young Parents Program curriculum were actually developed by employees of the Department of Youth Services, John Aarons and John Crumbley. They saw a need for parenting youth to have access to parenting and impulse control training to have more successful futures. As a result we get many referrals from the Department of Youth services and Juvenile Court Judges.

In general, employees of Catholic Community Services attend many community meetings, sit on advisory boards and participate in community action groups. These groups allow us to network with other service providers, stay abreast of needs and services in our community, and advocate on behalf of our clients. A sampling of the groups we are involved with include: the Federal Emergency Management Administration (FEMA) advisory board, the Community Resource Network, The United Way Agency Directors Organization (UWADO), the Human Services Advisory Board at Lane Community College, the Human Services Network, the Community Action Advisory Committee, Self Sufficiency Planning (SSP) through HACSA, the JOBS Planning Committee, the Department of Human Service's Service Delivery Area 5 Planning Committee and the Service Providers Advocacy Network (SPAN).

Specifically, our Young Parents' Program clients benefit from these collaborations by having case managers who are fully informed of other community programs and are able to make meaningful referrals to help people get additional services that may help them.

3. Diversity / Accessibility

"United Way of Lane County believes that respect for and understanding of all cultures, peoples, and lifestyles are central to our mission of helping people care for one another. To that end, United Way will demonstrate that it values diversity in its funding of programs in Lane County. We will attempt to promote and recognize programs and organizations which provide culturally appropriate services, ensure access for people needing those services, and show a valuing of diversity in volunteer, staff, and service systems." --United Way of Lane County's Diversity Statement

Describe how diverse segments of the community have access to the proposed services. Describe your efforts to continuously improve services to underserved populations. Diversity

can include but is not limited to: race, gender, ethnicity, physical ability, sexual orientation, age, familial status, economic status, rural/urban location.

Consistent with our Mission Statement, Catholic Community Services of Lane County always strives to offer services in a way that reinforces the client's self-worth and respects the dignity of every human being. Our services are offered without regard to race, gender identity, religion, age, sexual orientation, physical ability or any other discriminating factor.

CCS employs a Spanish-English bi-lingual case manager who will case manage mono-lingual Spanish speaking households in the Young Parents Program. Our entire staff undergoes mandatory trainings in cultural awareness and sensitivity to those who may be marginalized in our society. We understand that these individuals experience obstacles to services and we try to accommodate all those seeking services in any reasonable way possible. We accommodate those with disabilities in our facilities by being ADA compliant.

We have a Diversity Committee that regularly assesses our Cultural Competency Plan and sets goals for the year. The Cultural Competency Plan reinforces the need to have all literature from program brochures to intake forms available in a Spanish format and to more carefully track the

impact of our Cultural Competency Plan through client feedback mechanisms. The Plan also addresses the agency goal of hiring bilingual employees in our programs, aiming to have the percentage of bilingual staff equal to the percentage of non-native English speakers in our service population. We also strive to recruit volunteers from all backgrounds to aid us in our mission.

Additionally, we have staff and dedicated volunteers who are bilingual in Russian and American Sign Language. We have researched translation services such as Language Line and could access these services should the need arise to accommodate speakers of other languages.

Many of our volunteers come from marginalized populations. We have several people with physical disabilities who volunteer in our food rooms because they find it fulfilling. The Experience Works program puts seniors to work and we have four participants from this program working in our Community Service Centers. The volunteers who come to us through the JOBS program are all very low-income.

Parenting Youth themselves are a minority population. They experience many incidences of people attempting to stereotype their situation. We are acutely aware that each household finds themselves needing assistance through a unique set of circumstances and no two families have the same needs nor will the same case management strategies work with all households.

4. Use of Volunteer and Partnership Resources

Describe how you use volunteers. Include type of positions they hold, number of volunteers, and total volunteer hours per year. Describe your capacity to mobilize additional community partners and/or in-kind resources in conjunction with the proposed services.

Hiring a Volunteer Coordinator a few years ago allowed the Catholic Community Services to expand our volunteer program to provide a more meaningful experience for volunteers, increased resources for the agency and better tracking of volunteer hours. In the 2008/2009 fiscal year, Catholic Community Services received 16,254 hours of volunteer labor performed by 109 volunteers

In the Young Parents Program volunteers are only used in an ancillary manner. The case management, education and group facilitation are performed by skilled and experienced staff, as is appropriate for working with this high-risk population. Volunteers may be used to collect

in-kind donations such as baby clothes, organize donations, and data entry.

As a whole, Catholic Community Services is well connected with volunteer resources in the community. We benefit from partnerships with Lane Community College, the Department of Human Services JOBS program, the Experience Works program and community corrections. Through these programs we work with a wide variety of volunteers, expanding their horizons while augmenting our services to the public. Our Board of Directors are dedicated community volunteers who generously give their time to provide fiscal and policy oversight to our agency. They meet monthly with various Board sub-committees who meet regularly, in addition to the monthly meetings. We also recruit volunteers from the general public, communities of faith, school groups, and many service clubs.

5. Budget

A. Complete the budget form (Appendix B) included separately.

B. Describe the return on the UWLC investment. Include such factors as demonstrated cost effectiveness and efficiency of service delivery, how you will leverage other financial investments to support the work and the sources of other financial investment for this work. Describe how the work improves the effectiveness of the human services network in Lane County.

Catholic Community Services (CCS) works to be fiscally prudent, highly efficient and operate with the highest ethics. Agency wide, our administrative overhead is only 11.3% (after factoring in the \$2,119,191 in food distributed per our form 990 in last completed audit). Many funding sources beyond the United Way are dedicated to this project including Federal Housing and Urban Development funds, State Department of Human Services funding, and Lane County Human Services Commission funds. Despite having these steady funding streams in place we continually seek additional funds to keep this program comprehensive and able to meet the demand. In the past this program has been the recipient of Rotary Duck Race funding, the Oregon Employment Department's Combined Federal Campaign, a Wal-Mart Grant, a Weyerhaeuser Grant and a Carl's Jr. Grant. CCS also has a robust development department that actively seeks additional funding from foundations, organizations and concerned community members. These efforts often grow into long-term relationships with organizations that realize other benefits. For example we are regularly involved with the active 20/30 Club's Tree of Joy, area churches do coat drives, local schools do drives for hygiene items, and the Newman Center provides our families with holiday food boxes. This program also benefits from agency wide fundraising efforts such as direct mailings, our Annual Awards Dinner and general donations from generous community members.

Services for teen parents are scarce and the Young Parents Program almost independently fills that void. Without this program there would be a gap in the Human Services safety net. YPP case managers work closely with Looking Glass, cross referring among programs directed to serve youth, however they are not prepared to specifically help parenting youth. We also work closely with the Teen Parent programs that are operated by many high schools, however, their services do not cover housing or many of the material supports we are able to provide.

C. If you are requesting funding for Capital investment, including funding for physical space or renovation, you must include the full cost of the capital project and how you will fund the balance outside the UWLC amount.

6. **Follow-Up**

If you received a United Way Allocation in 2009, the United Way volunteer-led review panel will receive copies of your most recent panel summary report. Were there any concerns or conditions for continued funding identified by the United Way review panel during the last review?

Yes No

If yes, how have these been addressed by your agency?

7. **Governance, Management & Organizational Capacity**

Briefly describe how this program fits into your organizational structure, how it will be managed, and how oversight will be provided. ***Complete Appendix C, Required Compliance Documentation, Exhibit A – Best Organizational Practices and Management.***

Describe the ability of the organization to carry out the proposed services successfully and efficiently based on current resources, i.e. expertise of staff, diversity of funding sources, board composition and involvement, fiscal and governance systems and facilities.

The Young Parents Program, consisting of CCSLC's Teen Housing and Young Fathers programs, are supervised by the Social Services Manager, as are a variety of homeless prevention/supportive living programs, as well as the Murnane Mutual Home, a residential program for young parents who are exiting in-patient substance abuse recovery programs and their children. The Social Services Manager also oversees the Family Support and Connections program under contract with the Oregon Department of Human Services.

Case Managers in the Young Parents' program report directly to the Social Services Manager, currently Mira Gattis, who has over 20 years of experience in social services. She consults weekly if not daily with each Case Manager. File review of YPP files is conducted either monthly or bi-monthly (depending on risk factors) by another highly experienced individual in the agency, Jackie Gilbert, who has been with CCS for over 9 years. All files are also reviewed on an annual basis by the Quality Assurance (QA) committee, which is currently chaired by Barbara Lee, who has Masters degrees in both Social Work and Counseling.

Case Managers are regularly provided training, at both regular Unit meetings and monthly All-staff meetings, regarding client confidentiality, record-keeping, ethics, appropriate boundaries, community resources and other relevant topics designed to keep them fully informed about all aspects of their position.

The YPP operates out of our Springfield Community Service Center, which is a thoroughly appropriate facility with adequate parking, waiting room, desk space, telephone, computer and internet connections, rest rooms and infrastructure. Case management staff from other CCS programs (Latino Housing, Housing Scholarship, Homeless Prevention and Rapid Rehousing and Family Support and Connections) provide a fertile environment for a healthy, broadening exchange of ideas, information and insight. The wide array of other programs CCS offers (food, energy, clothing, transportation, ID, prescription assistance, etc.) makes for convenient referrals for clients with multiple needs/issues.

Catholic Community Services (CCS) has been a part of the social service community in Lane County since 1952 and is well respected as having high standards, using best practices and employing professional, qualified staff. These achievements are reflected in the fact that we

are one of only three local agencies to be accredited by the Council on Accreditation. The detailed accreditation process included review of all aspects of our agency from financial management to delivery of services. Our practices are inline with the highest standards of accountability and professionalism in the social service field. Additionally, the majority of our funders, including federal funding sources, review service delivery, file contents and fiscal practices to ensure compliance with local and federal regulations. We have been continually funded by many local government entities including the cities of Eugene and Springfield, the Lane County Human Services Commission, the Oregon State Department of Human Services, the local FEMA Board and the Commission on Children and Families. Historically, these have been very steady revenue sources for CCS and we have little reason to believe this will change. Additional steady funding has come from Catholic Charities and the Oregon Children's Trust Fund.

In the 2008/09 Fiscal Year CCS had 1.6 million dollars in revenue and we are anticipating a 15% increase for the fiscal year ending 06/30/10. CCS has an independent audit conducted on an annual basis and has not had any significant findings by the auditors. CCS has on our staff a full-time staff accountant, a half time accounting assistant and a controller who has over 15 years experience with accounting at CCS. This deep accounting department allows us the flexibility of having all our accounting in-house while still maintaining a high level of oversight.

Overall oversight of our policies, procedures and fiscal operations is by our Board of Directors, consisting of a maximum of 18 people. This governance body is comprised of independent men and women from our community who volunteer their time to provide oversight and guidance to CCS. They are very active in fund raising, community outreach and policy and fiscal oversight. Six (6) current members of the Board have served for 10 years or longer. Current Board members include representatives from the accounting, banking, legal, financial planning and social service professions. They meet on a monthly basis, but many of them are involved with Board Committees that also meet regularly.

The Executive Director is ultimately responsible for carrying out Board policy and for all personnel. CCS takes great pride in its staff of forty. Each person is experienced in their field and has passed a criminal background check. Many of our employees have been with the agency more than 5 years and there are some who surpass 10 years of employment with CCS. Our staff receives on going trainings regarding professional modalities and community resources. They are involved in numerous professional organizations and are given access to trainings and professional conferences throughout the state. CCS staff is also trained on the OPUS data base. This state wide data collection tool allows us access to very high quality reports of persons served and outcomes. The two Community Service Centers are large facilities centrally located in their respective cities. They are both bright, clean and welcoming, they have adequate parking and they are located near bus lines. They are both handicapped accessible. Our infrastructures in these facilities include DSL access for all employees and an onsite server for secure data storage.

8. Policy Adherence

UWLC requires all service partner organizations to follow and adhere to the following UWLC Policies and Certification Documents:

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

LOGIC MODEL / United Way of Lane County RFP / Income Strategy

Catholic Community Services of Lane County Young Parents' Program

Condition:

- 1) Young parents who lack education, knowledge of financial literacy tools, and support to address stress factors in their family are less likely to move out of poverty and more likely to raise children into generational poverty.
- 2) Children of teen parents are more likely to be raised in poverty and to struggle emotionally, educationally, and have less opportunity to be financially successful in their own futures
- 3) Children in non-intact families are at higher risk for dropping out of high school, at risk for teen pregnancy, and have a 40% higher risk of being unemployed and undereducated in their young adult years.

Indicator:

- 1) "Poor families who are constantly in economic crises must concentrate on survival. They are shown to have little time, money, or energy to devote to developing children's' human capital or earnings potential, have little time for supervising children, and are less plugged into job finding networks" (Becher 1981,1993, Wilson 1987
- 2) Daughters raised in welfare homes are more likely to have teen out of wedlock births and to go on welfare. (An et al 1993, Zimmerman and Levine, 1993). While the old model stated that 'welfare traps recipients and their children by perversely affecting their attitudes, values, and behavior, Zimmerman and Levin (1993) found evidence that it is not a 'welfare' trap, but a 'poverty' trap and that both generations behave similarly because both face the same lack of resources and opportunities, and therefore similar stress factors.
- 3) Children in non-intact families have fewer economic resources such as income, fewer non-economic resources such as parent time, supervision, help with school work, and parental aspirations, and less access to community resources. Children in these families double the risk of dropping out of high school, double the risk of teen age birth, and see a 40% increase in the children's risk of being neither employed nor in school in their young adult years (McLanahan and Sandefur, 1994). However, controlling for the parental income factor alone reduces the negative effects of family structure on these risks by one half, slightly more than one half, and 45% respectively.

Strategy: Provide a wide range of supportive services to young parents living in poverty to decrease stress factors related to lack of housing, limited access to resources, low income, and lack of parenting skills. Provide opportunities to move out of poverty through supporting continued education and job training, job search and retention skills, financial literacy tools, and increasing the involvement of young dads in the family.

Input: Existing: 1.75 FTE case managers
.15 group co-facilitator
.20 Supervisory Staff
\$61,331 Participant Support (Rental Assistance / Application Fees, etc.)

Needed: 2.25 FTE case managers
.30 group co-facilitator
.20 Supervisory Staff
\$61,331 Participant Support (Rental Assistance / Application Fees, etc.)

Activities:

Ongoing case management for up to two years
 Client centered, strengths based case plan are developed to address barriers to self sufficiency
 Housing subsidies, access to Energy Assistance programs, food boxes, assistance with ID,
 and other supports provided as needed through YPP or other CCS programs
 12 week Parenting Class offered through CCS 3x-s per year
 10 week Options to Anger impulse control group offered 3x's per year
 Financial Literacy tools provided through one-on-one with case manager or through referrals to community partners
 Ongoing support group and one-on-one case management offered to young men to assist
 them in engaging or re-engaging with their children
 Referrals made to community partners as appropriate

Output:

65 unduplicated families have access to services and tools to assist them in moving out of poverty, and to model values for their children that will increase their children's chance of breaking a cycle of generational poverty.

Metric:

% of participants who develop case plans to identify stress factors and set attainable goals
 for self sufficiency (Target 100%)
 % of participants who access resources and tools to reduce stress factors in their life to better focus on education and employment (Target variable depending on tools)
 % of participants engaged in increasing their education level (Target 35%)
 % of participants who increase their income through gaining or retaining employment (Target 33%)
 % of participants accessing Financial Literacy tools such as budgeting, banking, and savings plans (Target 75%)
 # of children of participants who access services to assist them in entering school ready to learn (Target 35%)

Evaluation:

Client data entered into OPUS at entry into program. Status assessments from OPUS database will be used to reflect progress throughout the program.

Milestone

Each families' milestones will be different based on their individual service plan. Because of the ongoing contact with case managers, milestones are documented in case files, on databases, and through documentation submitted by the participants.

Outcome: 65 households and their children receive services to increase current family stability and move toward self sufficiency

Impact:

Young families have greater opportunities for self sufficiency and for passing values for higher education and stability on to their children.

Strategic/Preventive Investment Application

Proposed Services BUDGET

(fill in the yellow cells)



Agency Name:

Catholic Community Services of Lane County

Proposed Services:

Young Parents' Program Supportive Services

	Prior 12 Months	Future 12 Months
--	-----------------	------------------

REVENUE/SUPPORT

	Prior 12 Months	Future 12 Months
United Way Funding/Request (do NOT include Donor Designations)	\$19,078.00	\$50,000.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$32,950.00	\$18,300.00
Government Funding	\$119,397.00	\$119,397.00
Foundation/Corporation/Other Grants or Major Gifts	\$11,500.00	\$11,500.00
Program Service Fees or Membership Dues	\$1,000.00	\$3,500.00
Other Revenue		
Total Revenue	\$183,925.00	\$202,697.00

	Actual	Estimated
EXPENSES		
Personnel Related	\$79,613.00	\$102,083.00
Client Assistance	\$61,332.00	\$61,332.00
Other Direct Program Expenses	\$17,224.00	\$17,394.00
Administrative Overhead	\$25,756.00	\$21,888.00
Total Expenses	\$183,925.00	\$202,697.00

NET (should be zero)	\$0.00	\$0.00
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What percent of your agency budget do these proposed services represent?		11%
What percent of your agency revenue is the United Way request?		3%
Number of employee FTE's (full-time equivalents) in proposed services?		2.75
Percentage United Way request to overall proposed services revenue	10%	25%
Administrative overhead percentage applied to proposed services	16%	12%

Completed by:

Mira Gattis

Attachment A

2010 BASIC 104

United Way of Lane County Best Organizational Practices and Management

Agency Name: Catholic Community Services of Lane County, Inc.

The following questions represent generally accepted best practices for the management and governance of non-profit organizations. Please respond with **Yes** or **No**. If **No**, provide a brief explanation. (Note: These are not required and some policies and activities may not be appropriate for your agency.)

ORGANIZATIONAL MISSION AND DIVERSITY	Yes	No	Other/Explain
A. Mission			
1. Our agency has a written mission statement that reflects our purposes and values.	X		
2. The board regularly reviews our agency's mission statement.	X		Approximately every five (5) years
3. Our agency engages in annual planning that helps define organizational and divisional goals.	X		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	X		
2. Our agency strives to reflect the diversity of the community we serve.	X		
3. Our agency has a written policy and practice of non-discrimination in the following areas:			"Volunteers" were not mentioned in the written policy, but their selection is subject to same criteria as staff
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	X		
b. Board and committee participation	X		
c. Volunteer selection			
d. Service delivery	X		
FINANCIAL MANAGEMENT	Yes	No	Other/Explain
A. Audit			
1. Our agency has an annual audit or review done by an independent certified public accounting firm.	X		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	X		
B. Financial Transactions and Controls			
1. Our board has approved a policy specifying that dual signatures are required on checks over a certain amount.	X		
2. Our board has approved a delegation of authority to specified levels of management that shows types and limits of spending or approval authority.		X	

2010 BASIC 104			
C. Money & Investments	Yes	No	Other/Explain
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	X		
2. The board has adopted an investment policy that is regularly reviewed.	X		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	X		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.		X	Executive Director does.
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	X		In connection with depreciation schedule.
E. Accounts Payable	Yes	No	Other/Explain
1. The board has approved a written purchasing policy.	X		
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	X		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.		X	Purchases are not made for or on behalf of employees.
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	X		
5. Credit card usage by employees is limited to use specified by board policy and is periodically reviewed by supervisors or, in the case of the executive director, the budget or finance committee.	X		
F. Employees Expense/Reimbursement	Yes	No	Other/Explain
1. We have a board-approved policy governing if and when salary advances (draw), travel advances, and per diems are provided to staff.	X		
2. There is a travel and employee expense reimbursement policy approved by our board.	X		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		X	Reports are to be "submitted on a regular basis".
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.	X		Through a 2 check-signer process.
G. Budgeting and periodic financial reports	Yes	No	Other/Explain
1. Our agency forecasts financial requirements for proposed program activity and optimum use of funds.	X		
2. The executive director prepares an annual comprehensive operating budget and capital budget, presents the budget to the board for approval, and establishes controls to assure that budgetary objectives are achieved.	X		Managers and accounting - submit to Executive Director, who submits to the Board for approval.
3. Substantial changes in the budget are presented to the board for approval.	X		
4. Our board, or the financial committee:			
a. Reviews the financial statements (statement of activities, statement of position) on a quarterly basis	X		Actually a monthly basis

b. Receives explanations of major variances.	X		
c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.	X		
d. Reviews source and amounts of funding by function.	X		
GOVERNANCE	Yes	No	Other/Explain
A. Board of Directors			
1. Our agency has a governing board of citizen leaders.	X		
2. Our board is a volunteer group serving without compensation.	X		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	X		Board orientation.
4. Our board ensures the creation of and approves agency policies and procedures.	X		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	X		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	X		
7. Our board meets at least quarterly. Indicate how often: <u>monthly</u>	X		
8. Our agency creates and maintains permanent board minutes.	X		
9. Our agency ensures continuity by having overlapping board member terms.	X		
10. Our board's nominating process ensures that the board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, disabilities, and skills and/or expertise.	X		
11. Our board has a process for handling urgent matters between meetings.	X		
12. Each board member has contact information for the entire board.	X		
13. Our board evaluates the executive director on an annual basis.	X		
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage <u>83.33%</u>			
B. Bylaws and Policies			
1. Our agency has written bylaws.	X		
2. Our agency provides each board member a copy of the bylaws.	X		
3. Our bylaws state the requirements for a board quorum.	X		
4. Our board regularly reviews the bylaws.	X		
5. Our agency has written operational policies and procedures.	X		

6. Our board has approved a code of ethics for both staff and volunteers, which includes provisions for ethical management, client confidentiality, publicity and fundraising practices.	X		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	X		
8. Our board ensures that the agency has personnel policies and written job descriptions.	X		
C. Board Committees	Yes	No	Other/Explain
1. Our agency has standing and special committees that have been established to achieve efficiency of operations and share responsibility for decision-making.	X		
2. Our agency's board members serve on at least one board committee.		X	Most do. Not all.
3. Our agency committees meet on a regular basis (monthly or quarterly).	X		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.	X		Frequently reported – not for action.
D. Compliance with legal requirements	Yes	No	Other/Explain
1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	X		
2. We have been the subject of a governmental investigation in the last 24 months.		X	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	X		
2. We have general liability coverage.	X		

Agency Name: Catholic Community Services of Lane County, Inc.

Prepared By (Name): Edward T. Monks

Title: Executive Director

Date: January 14, 2010

Attachment B

**United Way of Lane County
UWLC Policies and Certification Documents**

"I hereby certify that

Catholic Community Services of Lane County, Inc.

(print agency name)

agrees to follow and adhere to the following UWLC Policies and Certification Documents:"

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Signature, Agency Director: Edward T. Monks

Print name: Edward T. Monks

Date: 1/15/10