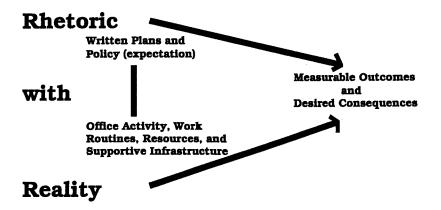


Catholic Social Services in the 21st Century? Developing CSS for Guam's Future

A Report of Outcome Products and Proceedings for the Working Seminar held February 24 and March 4, 1997

Reconciling



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CATHOLIC SOCIAL SERVICE

MISSION STATEMENT

Modeled after the example and message of Jesus, the people of Catholic Social Service are dedicated to the belief that each human being is of infinite value and dignity and to:

- Enable individuals to develop his/her potential.
- Develop a comprehensive range of human services.
- Promote social justice and work to effect change.
- Assist the poor, disadvantaged and marginalized.
- Affirm cultural diversity and collaborative efforts to promote relationships in keeping with Christian ideals.
- To advocate for environmental protection of all the Islands of the Marianas and Micronesia.

This shared vision reflects our aim to encourage spiritual, intellectual, economic and social development of individuals and families of the Island of Guam.

DEDICATED TO THE DIGNITY OF THE HUMAN PERSON

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Executive Summary

- I. Describing the changing island community that will confront Catholic Social Services (CSS) in the future, **Professor Gerhard Schwab of the University of Guam made several key points:**
- Guam is becoming more ethnically diverse (especially in its Micronesian and Asian sectors). Guam's population is aging and will be composed more of elderly and less dominated by a large proportion of youth.
- A rising conservative placement of responsibility for family well-being on the shoulders of individuals over ideals of the collective community, is causing the U.S. Congress to **reduce publicly funded social welfare.**

Reactions to these first two key points were considered in later discussions, yet it was his third and fourth points that dominated participant ideas as they modeled and designed a course for re-inventing Catholic Social Services to fit Guam of the 21st century:

- research "has demonstrated that organizations depend on their environment;" and that "it is the degree to which human service organizations are institutionalized in their environments which will determine their survival rate."
- Finally, he concluded, as a result of these first three points, the demands of the environment surrounding service organizations like CSS, "are forcing agencies to commercialize, to sell their services in order to survive. This means that the entire organizational form needs to be adjusted; in terms of fiscal management, marketing and public relations, service technologies, internal monitoring, and in terms of client relations."
- II. A Matrix of Social Service Effects was constructed by participants which:
 - (a) identified the stakeholder audiences composing the social environment of Catholic Social Services on Guam (see page 2); and
 - (b) listed the nature of relationships that must be developed with these persons if CSS is to become institutionalized in its environment of the 21st century (see pages 7 to 13).

The Stakeholder Audiences Composing the Social Environment of Catholic Social Services on Guam (Some fall in 2 categories)

1. Funding Sources

- Federal Government
- Guam Public Agencies;
- a. Dept. of Mental Health & Substance Abuse
- b. Dept. of Public Health & Social Services
- c. Dept. of Vocational Rehabilitation

2. Collaborators and Other service providers (Competitors)

- Armed Forces family service agencies
- Salvation Army
- Government Services;
- a. Dept. of Vocational Rehabilitation
- b. Dept. of Public Health & Social Services
- c. Dept. of Mental Health & Substance Abuse
- Employers Businesses (Human Resource Development Programs)

3. Employees/Staff of CSS

• Catholic Church Organization and Archdiocese

4. People Networks - Schools

- Community Organizations;
- a. Guam Women's Club
- b. Non-Profit Associations

- Counselors
- Policemen, Firemen, Public Safety
- Educational Institutions (UOG, GCC, DOE)
- Courts/Attorneys/Judges
- Municipal Planning Councils (Mayors/Vice-Mayors)
- Clergy Parish Priests and Ministerial Networks of other churches

5. Law/Policy Makers

- Lawmakers
- a. Legislature
- b. Governor (Executive Branch)
- c. Courts/Attorneys/Judges

6. Clients & Community

- Service Consumers
- Visitors
- The Community Population;
- a. Other Micronesian/Ethnic Communities
- b. Families
- Employers The business community

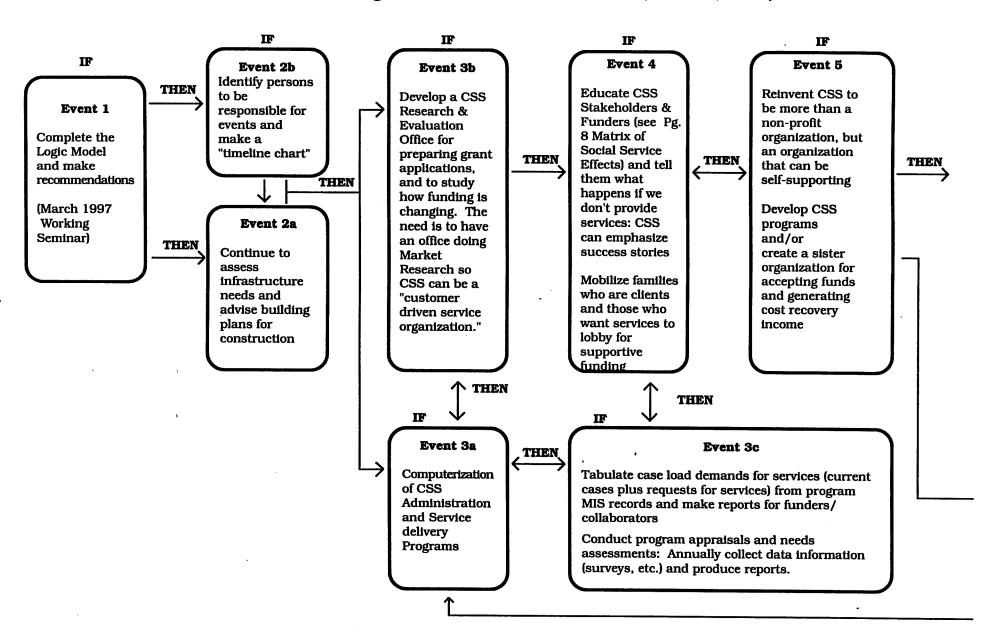
III. The required events and design of a logic model were developed (See the graphic flow chart on the following pages 4 to 6):

Creating a logic model is an essential step for making organizational development a real possibility -- not just an exercise in hypothetical planning. This logic model displays and arranges key elements of how the organizational development designed by CSS will be carried out. It illustrates the general sequencing, of events, and shows relationships to other event elements.

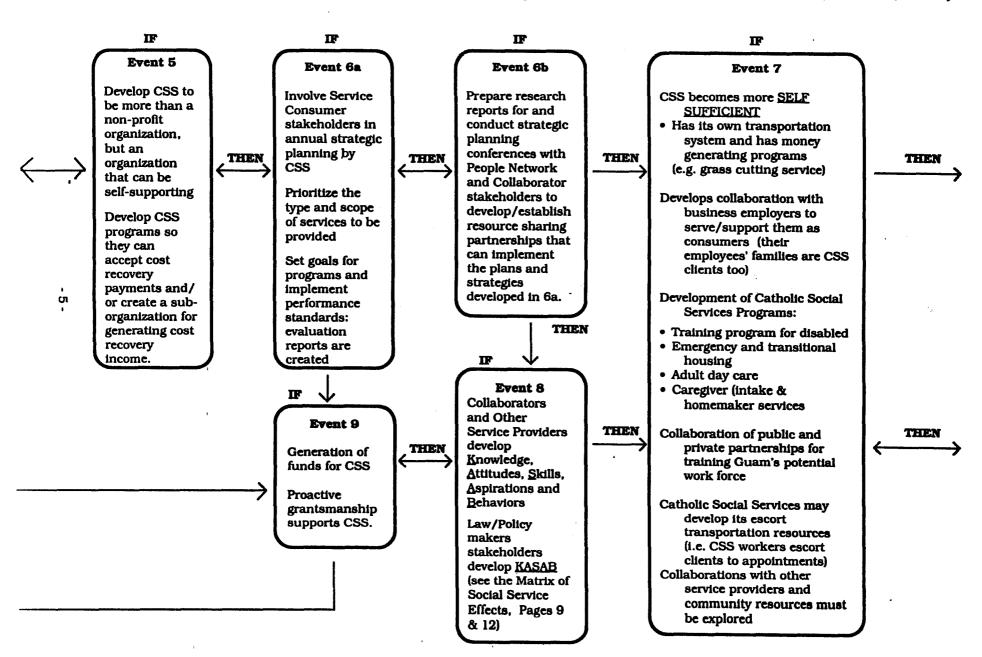
Here's how to "read" the logic model. The sequencing conforms to an "if - then" relationship between events such that for any event (E) to occur, those antecedent events (A) coming before it must have occurred, and those that follow are logical consequences (C) or new events that have been made possible as a result. That is, when you focus on a key event (E), the logic model depicts the surrounding events that must logically precede or take place simultaneously with it (antecedents A) to ensure that E occurs, and those that must follow and become possible (consequences C) as:

If $A \rightarrow then \rightarrow E$; If $E \rightarrow then \rightarrow C$

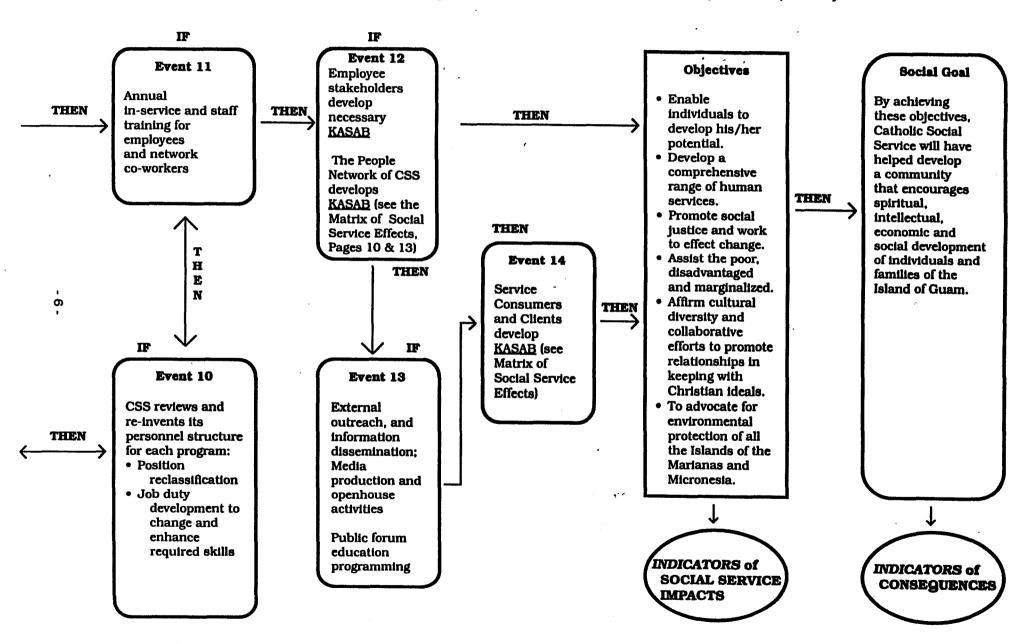
Logic Model For Developing the Catholic Social Services Organization to fit Guam's Future (March 4, 1997)



Logic Model For Developing the Catholic Social Services Organization to fit for Guam's Future (March 4, 1997)



Logic Model For Developing the Catholic Social Services Organization to fit Guam's Future (March 4, 1997)



IV. The Matrix of Social Service Effects

CSS identified its major stakeholders -- the people and groups who have special interest in or influence over what CSS accomplishes <u>and</u> who make up "the environment" or spheres of concern/influence surrounding CSS (refer back to page 2).

Any organizational development desired by CSS must fit <u>and</u> involve interdependent changes with this social environment.

The CSS working group identified the critical interdependent changes, or service effects, that need to evolve between CSS and its stakeholder groups. These consist of developments in people's Knowledge, Attitudes, Skills, Aspirations, and/or Behaviors (KASAB). In essence, these developments are the effects of social service programming by CSS in its environment. The effects of social service delivery by CSS are changes in the KASAB of its stakeholders who participate and interact with CSS.

The specific KASAB developments needed in CSS relations with each of its stakeholder groups have been listed on the following pages.

PROGRAM/PROJECT TITLE: Guam Catholic Social Service

	Stakeholder Audience 1:Funding Sources
KNOWLEDGE TO BE GAINED	Knowledge of the quality & cost effectiveness of services being provided by CSS
	Knowledge of what CSS does and does not do (non duplication - promote complimentary services)
ATTITUDES TO BE DEVELOPED	An understanding CSS as a non-profit humnaitarian service business, that must continue as an organization in the 21st century
	A belief in the need for prompt payment of services when accountability can be documented
SKILLS, BEHAVIORS/ PRACTICES TO BE TAUGHT	Grant management
	Fundraising
	Budgeting
	Communication between organizational structures (i.e., them-to-us and us-to-them)
ASPIRATIONS TO BE ENCOURAGED	A desire to promote resource sharing and networking between CSS and other service providers and collaborators

Guam Catholic Social Service PROGRAM/PROJECT TITLE: ____ Collaborators/Other **Service Providers** Stakeholder Audience 2: ___ The capabilities and programs of the CSS organization **KNOWLEDGE** The plans and future directions of CSS TO BE GAINED A training - CSS can provide Confidence in services rendered by CSS **ATTITUDES** Trust in the delivery of services by CSS TO BE DEVELOPED An understanding of Christian-interfaith community work A belief in the Humanistic delivery of care services Grantsmanship **Project Management** SKILLS. **BEHAVIORS/** Accountability **PRACTICES** TO BE TAUGHT Confidentiality Ethical/Moral practice Writing of Cooperative Agreements Fiscal/Program Responsibility Ideals similar to the Mission goal/objectives of CSS **ASPIRATIONS** TO BE ENCOURAGED Values for program development/growth

PROGRAM/PROJECT TITLE: Guam Catholic Social Service

	Stakeholder Audience 3:Employees/Staff
KNOWLEDGE TO BE GAINED	Educational Training; specific education for specific programs Current changes in Guam's social environment. An understanding of our clients' life styles The capacities and limits of the different programs The mission of the CSS organization
ATTITUDES TO BE DEVELOPED	Openmindedness Willingness to change, improve, and learn An understanding of Humanitarism
SKILLS, BEHAVIORS/ PRACTICES TO BE TAUGHT	Compassionate behavior strategies Listening skills Effective communication skills Continuing to upgrade Ability to motivate (recharge) Personnel management Networking with others Flexibility
ASPIRATIONS TO BE ENCOURAGED	To want to work collaboratively with other organizations both local and nation wide To be focused on the programs

Guam Catholic Social Service PROGRAM/PROJECT TITLE: People Networks-Stakeholder Audience 4: ____ Schools An awareness of the community's informal/formal support systems KNOWLEDGE TO BE GAINED The program limitations and program models of CSS Knowledge of the demographic profiles of CSS clientele High value for being an accomplished service provider Values for volunteering **ATTITUDES** TO BE DEVELOPED A dedication and commitment to humanitarian values How to conduct Outreach programs and be dynamic speakers Ability to contact and communicate with other programs SKILLS, Interpersonal skills for motivating volunteers **BEHAVIORS/ PRACTICES** Media communication and campaign skills for better use of TO BE TAUGHT mass media outlets Skills to help organize islandwide information conferences Skills to develop formal agreements/scope of work Collaboration Skills Skills for conducting surveys A value for network collaboration to arrive at a wholistic social services delivery plan (comprehensive) **ASPIRATIONS** TO BE ENCOURAGED A value for social policies that are sensitive to the cultures, ethnic backgrounds, religions, values, and beliefs of Guam's population

PROGRAM/PROJECT TITLE: Guam Catholic Social Service

	Stakeholder Audience 5:	Law/Policy Makers
	Should know the list of Catholic Soci	ial Service Programs
KNOWLEDGE TO BE GAINED	Barriers to and limitations of service	s
	the needs and rights of consumers	
	the changing conditions of Guam	
	demographic profiles of clients	
ATTITUDES TO BE DEVELOPED	They need to feel that CSS is a viable cost effective service provider that l Feelings of compassion towards clien	has real impact.
	A strong sensitivity to human needs	
SKILLS, BEHAVIORS/ PRACTICES TO BE TAUGHT	Ability to prioritize Guam's service not ability to translate needs into action Ability to listen to constituients and	(legislation and policy)
ASPIRATIONS TO BE ENCOURAGED	To encourage a community-wide percareage a region rather than an independent of create laws and policies that are contures.	nt unit.

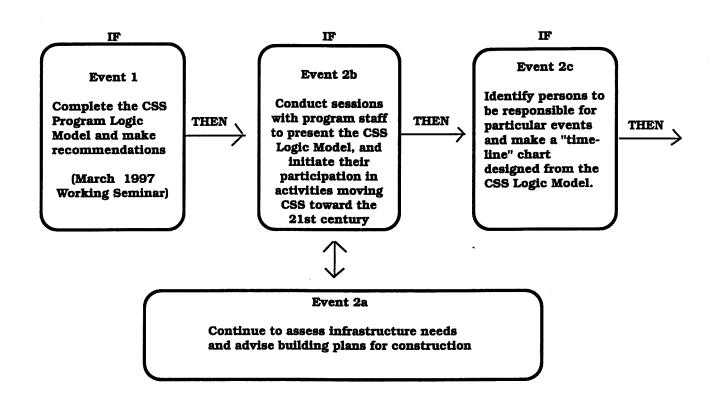
PROGRAM/PROJECT TITLE: Guam Catholic Social Service

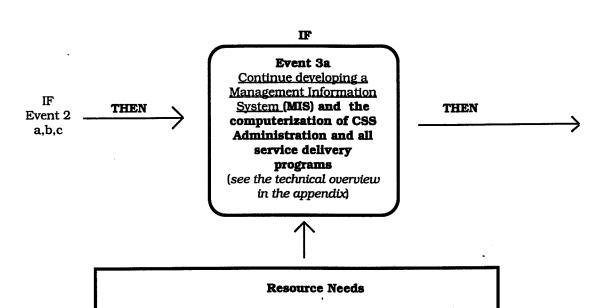
	Stakeholder Audience 6: Clients & Community
KNOWLEDGE TO BE GAINED	The clients should feel that they can solve their problems and that help is available. Be aware of available services from CSS. Knowledge of other service providers
ATTITUDES TO BE DEVELOPED	A value not to become completely dependent
	Beliefs that programs are not entitlements
	Long term care requirements some people will never be self-sufficient
SKILLS, BEHAVIORS/ PRACTICES TO BE TAUGHT	Needs may not be available locally Develop a stronger family support system
ASPIRATIONS TO BE ENCOURAGED	Desire to be self-sufficient willingness to be helped Help Trainings Education Financial management Personal developement

The Expanded Logic Model

After the main events of the logic model were identified, the CSS working group proceeded to list and clarify supporting activities, resources, and infrastructure that would very likely increase the probability of accomplishing each of the main events. These supportive inputs are very important considerations, because they may determine whether or not a particular main event occurs, and if it does, to what extent it is successful or has sufficient impact required for the desired consequences to result. In other words this section lays out the functional and logistical details needed to carry out main events. If essential resources, sufficient personnel - who have the needed skills, and appropriate infrastructure and equipment are lacking or in short supply, the desired event may not happen. Thus there would be a break in the logic model, and it "if-thens" sequencing would be disrupted.

We wanted to be sure the CSS working group had the necessary time and perspective to carefully identify these critical inputs. A draft report prepared after the working seminar was distrubuted to members of the CSS Board of Directors and Project Directors. Over a two-three week period they wrote out editing comments and suggested additions or changes to this expanded model. The combination and integration of this detailed input has been put together and is presented in the following pages.





- Establish database systems for statistical reports used in record keeping, client monitoring, and evaluation of programs
- Accounting programs for reports required by funding agencies
- Personnel record keeping and staff management software
- Information search capability to access internet and library information tools (e.g., researching employment trends)

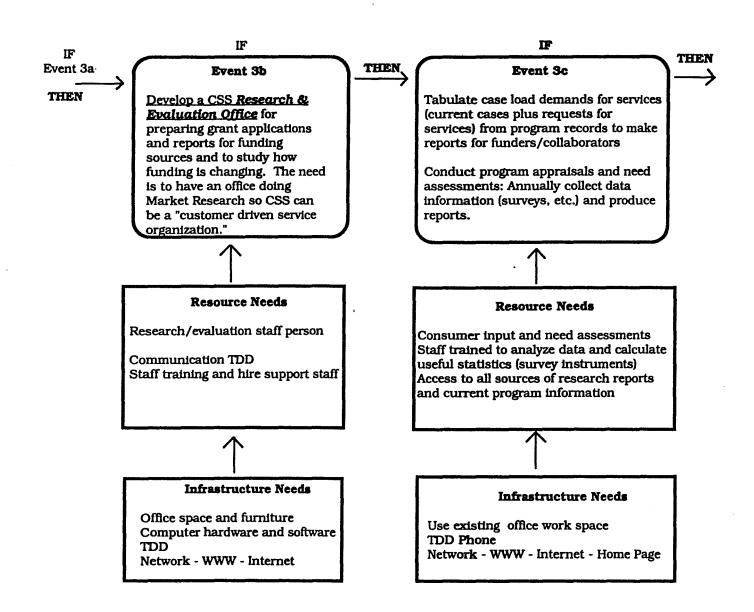
Infrastructure Needs

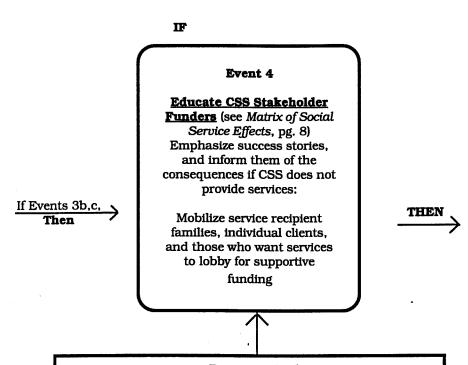
Software, and staff training on its application use in programs Computer network hardware, and modems for Internet access Computer programmer/system maintenance (staff positions) A centralized networking system that connects between offices (see the technical overview for computerization in the appendix)



Desired computer capabilities

- Internet and World Wide Web access
- · Client record keeping and case management software systems
- Computerized referrals and email communications
- · Network interconnections maintained by a systems analyst
- Computer access for consumer service recipients





Resource Needs

Form a Working Group composed of:

- Current consumers (service recipients)
- Prospective service consumers
- Staff from the various CSS programs
- Other advocacy groups from similar service programs

Get report products from the CSS MIS (see Event 3a,b,c)

- 1. Results of needs assessments/surveys
- 2. List of programs currently available and client numbers that can be accommodated
- 3. Number of clients on waiting lists by program
- 4. Cost projections for expanding current programs
- 5. New programs needed
 Numbers of consumers affected
 Cost per new program
- 6. If funding is not possible for all programs; get a data report on priority criteria for ranking programs

Public Relations Staff Functions (write and distribute public service announcements and other material to increase public awareness)

Infrastructure Needs Desk top publishing:

hardware/software Report binding equipment Conference meeting room

IF

Event 5

Develop CSS to be more than a nonprofit organization, but an organization that can be selfsupporting and able to maintain itself in the face of a reduced government welfare system

If Event 4, Then

Develop CSS programs so they can accept cost recovery payments and/or create a sister organization for generating cost recovery income THEN

Resource Needs

Existing CSS programs that are presently generating income:

- 1. Thrift shop
- 2. Finger printing
- 3. Support employment services

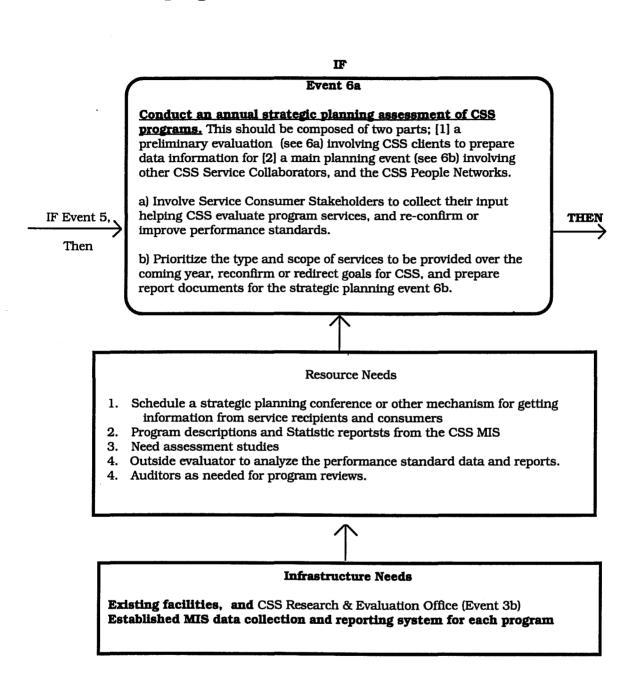
To meet the need to generate funds, and initiate "cost-recovery" mechanisms that begin to match the expenses of service delivery - CSS may establish:

- 1. CSS supported independent housing units (like home for the Aged)
- 2. Adult Day Care (expand existing program)
- A Trust fund foundation via Living Wills or other legal mechanisms so CSS may receive such donations rather than having people loose it to the government
- 4. CSS supported Independent living for the disabled to include child care center
- 5. Establish an arm (CSS sister agency for ways and means)
- 6. Develop Respite Care Services to include 24 Hour care for emergencies (e.g. caretakers leaving for off-island due to medical and/or to help caretakers unable to provide care due to illness, etc.)

Legal consultant(s) to provide tax advise and assistance in the formal establishment of any fee payment system, "sister-organization" for generating funds

Infrastructure Needs

Accounting equipment (Computer MIS) and furniture for receiving and handling money (Direct customer payments, third party paymeints, unspecified fees, etc.)



IF

Event 6b

Conduct an annual strategic planning assessment of CSS programs. This should be composed of two parts; first a preliminary

evaluation (see 6a) involving CSS clients to prepare data information for, second, a main planning event (see 6b) involving other CSS Service Collaborators, and the CSS People Networks.

a) Involve other CSS Service Collaborators, and the CSS People Networks to develop/establish resource sharing partnerships that can implement the program strategies that emerge in 6a and 6b.

If Event 6a,

THEN

b) Reaffirm or prepare new *Memoranda of Understanding* (MOUs) with partnership agencies and programs (e.g., DVR, Guma Mami, Goodwill, DD Council, DOE Special Ed., and so forth)

THEN

Resource Needs

A Research/Evaluation Coordinator and working group of Program Directors

Evaluation and assessment reports from Event 6a. Seminar equipment (e.g., Computer high resolution image projector) Funding support for the conference (e.g., local business donations)



Infrastructure Needs

Confernce Meeting rooms Computer system support

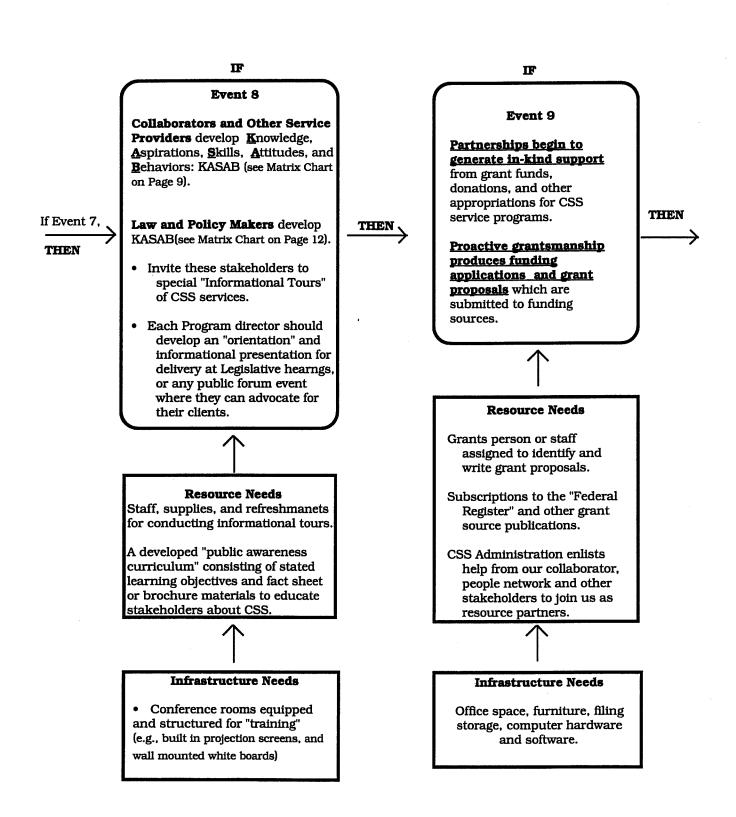
Expanded Logic Model:

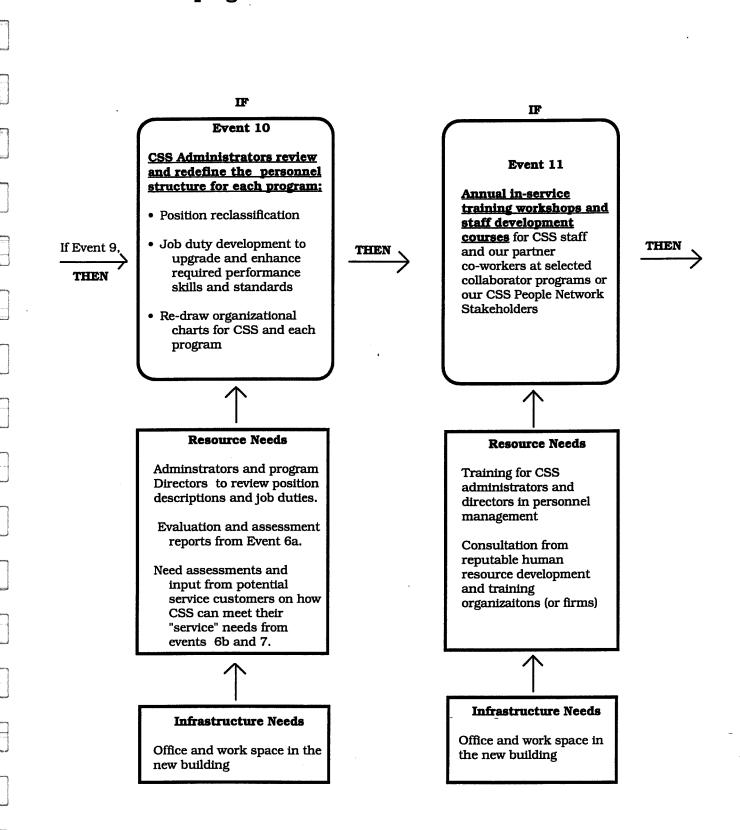
Developing Catholic Social Service for Guam's Future IF Event 7 CSS will become more self-sufficient and adaptive to the changing community Implement and operate CSS programs developed in Event 5 and which are able to accept cost recovery payments and/or generate cost recovery income CSS works to develop programs with private business employers to serve their employees as service consumers and recipients (working families become paying CSS clients) THEN If Event 6a/b Continue the development of Catholic Social Services Programs: Work/vocational programs for persons with disabilities · Emergency and transitional housing programs Adult day-care and affordable child day-care • Caregiver & homemaker service program expansion Develop public and private partnerships to train Guam's potential work force • CSS may develop its escort transportation resources (i.e. CSS workers escort clients to appointments) · Training as a service to other service providers and community resources must be explored Resource Needs · Need assessments and input from potential service customers on how CSS can meet their "service" needs Staff development skill training

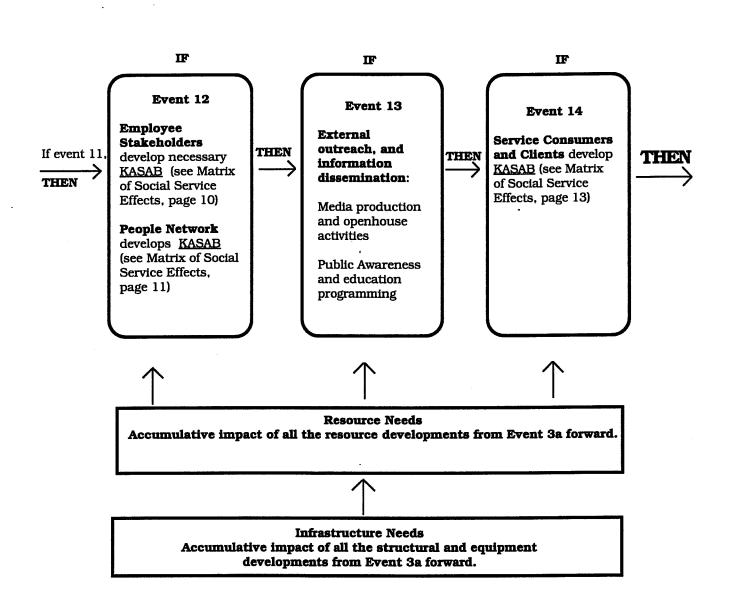
THEN

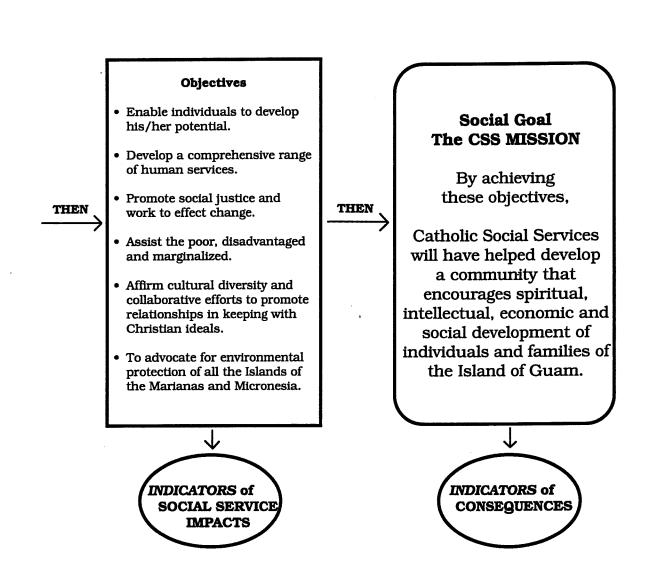
Infrastructure Needs

- Conference rooms equipped and structured as "training rooms" (e.g., built in projection screens, and wall mounted white boards)
- Modernized kitchen facilities and appliances









Appendix: Presentation for Catholic Social Services, Social Service Needs And Client Demands in the 21st Century

by Professor Gerhard Schwab University of Guam

When I accepted Dr. Workman's invitation to share some thoughts about Guam's Social Service Needs and Client Demands in the 21st Century, I first perceived this as a healthy challenge. When he later told me that 15 minutes is all I can get I realized that I just put myself into an impossible situation - oh, well, it is not the first time I said yes too quickly. However, as a good Catholic who celebrates Mass every Sunday, I know the best homilies are no longer than 15 minutes and have no more than 3 main points. Hence, I shall try my best and live up to my promise to Randy to talk no longer than 15 minutes and to make no more than 3 major points.

The points I am going to talk about are:

- the population of Guam is changing
- the socio-political environment in Guam is changing
- organizational forms of service providers are changing

I wish that these points with brief elaborations will be a useful contribution to your efforts to decide on the future direction of CSS. I chose these three points because I think they reflect trends that are already happening nationally and globally - and that they most likely will continue into the 21st century.

POPULATION CHANGE:

There are two important changes taking place in Guam's population. The first population change I want to mention is the current aging of the population, and the second population change I want to comment on is ethnic diversification.

Guam's increasing ethnic diversity is also associated with religious and class diversity. Only a couple of years ago there was hardly any non-Catholic church in Guam. Today, we not only have many Christian churches, we also have an increasing number of non-Christian religions. In addition, ethnic diversity in Guam is closely related to economic stratification. For example, the average Chuukese household earns about one third of what Chamorros earn.

In summary, Guam's population most likely will be older and even more diverse in a couple of years than it is now.

CHANGING SOCIO-POLITICAL ENVIRONMENT

The decline of the welfare state is the most significant current dynamic. Nationally, and locally it appears that individualism is pushing collective responsibilities further and further down the priority list of public policy makers. The fact that Rush Limbaugh is paid to surf the air waves in Guam for several hours a day is a strong indicator of the triumph of individualism over social responsibilities. This is not only a mainland phenomenon, but also a Guam reality.

Tightly coupled with this decline of the legitimacy of the welfare state is a significant rise of inequalities within the US, and Guam's society. Simply put, the rich get richer, the poor get poorer, a few of the middle class make the jump up the socio-economic ladder, but more and more of the middle class are sliding closer to poverty. A number of social scientists read current trends in a way that predict a bi-modal distribution of wealth in the near future.

And what does this mean for an organization like Catholic Social Services? Guam's organizational environment of funding sources, resource suppliers, client customers, service technologies, and political legitimization will be much more dynamic in the future than what we have experienced over the past several decades. If social weather forecasters are right, we better get ready for typhoon conditions.

CHANGING ORGANIZATIONAL FORMS

The third point I want to make pertains to organizational form. Study after study has demonstrated that organizations depend on their social environment. Organizations that don't adapt their organizational form to environmental changes in the community simply die. Organizations that are able to respond and change according to changes in socio-political environments manage to survive. However, the interesting thing is that it is not technical or even actual competence that best assures survival of an organization. Instead, it is the degree to which human service organizations are institutionalized in their environments which determines their survival rate. In other words, dominant moral systems influence and play a central role in justifying human service organizations.

Take the case of CSS. As we look at the history of CSS we recognize that Guam has been offering a very Catholic environment for this organization. The name "Catholic" has provided tremendous legitimization to this organization. For example; when your social workers go into homes, clients have trust because it is a Catholic organization. When your administrators compete for GovGuam money, financial decision makers agree with the social norms and values that the word "Catholic" stands for in the CSS title. And on a more self-critical note, this also means that we Catholics, as well institutionalized as we are in Guam's social environment, often get away with things that we could not get away with in not-so-Catholic environments.

To illustrate this point, I ask you to imagine what would happen if you would change your name from CSS to Christian Social Services, or to Guam Social Services. How would this change your interaction with your different environments, your clients, your funders, your organizational partners and competitors?

From my point of view, this is the most crucial challenge you have to face in the near future. You need to clarify what the Catholic means in CSS. And you need to do that in an environment that rapidly becomes more dynamic and more non-Catholic. From the way I read national, regional, and local trends, I expect that over the next 15 years, CSS become very different from what it has been over the past 15 years.

All the above mentioned broad trends; such as new population structures, significant reductions in public resources, and increased demands of new types of clients, are forcing agencies to commercialize, to sell their services in order to survive. This means that the entire organizational form needs to be adjusted; in terms of fiscal management, marketing and public relations, service technologies, internal monitoring and in terms of client relations.

CONCLUSION:

These current trends clearly indicate that we are moving toward a stratified human service system. Very good and very effective human services for those who can afford it or have some other means of accessing these services. At the same time, increased competition among human service organizations also will lead to more organizations that have to face larger and more complex client groups with less resources, with less and under trained staff, and with insufficient moral support from their environments.

In Closing, I thank you for giving me the opportunity to work with you as you set the goals and directions to address these challenges ahead of us.

E.) By prioritizing automation needs of the different CSS areas through:1. the development of a centralized client base (inclusive of all programs and including all adults and minors serviced).
 2. creation of data dictionary encompassing the: A. structure of the data element (characteristics). B. source and flow of data (flow of original data throughout the organization). C. function of the data element (deritive and statistical potential, etc.). D. descriptive definition of data elements and derived information.
3. production of reports for caseload and service management.
4. the production of administritive statistical abstract reports for personnel management, fiscal management, inventory/asset management, project management, and overall organizational management faciliated by customized and/or off-the-shelf software:
 A. installment of an automated personnel system to handle reporting issues or schedules of probationary B. installment of a payroll system linked to an accounting or financial management system handling reporting issues or schedules of automated time sheet processing, check writing, W2-Form
processing, leave management, etc. C. installment of a time-clock linked to a payroll and a security system. D. installment of an inventory/asset management system linked to an accounting or financial management system for depreciation figures.
5. the re-evaluation and assessment of demand/exception reports, daily, weekly, monthly, bi-monthly, quarterly, annual and bi-annual reports, etc. (Internal & External) for their automation potential and applicability.
6. the implementation of E-mail accounts and internet access for CSS and it's programs and employees, in order to facilitate alternative communication methods with the public at large and for better information research.
7. the development and maintenance of CSS services and needs as well as other activities.