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


Reconciling

Rhetoric

Written Plans and Policy (expectation)

with

Office Activity, Work Routines, Resources, and Supportive Infrastructure

Reality

Measurable Outcomes and Desired Consequences

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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 → then → E; If E → then → C
Logic Model For Developing the Catholic Social Services Organization to fit Guam's Future (March 4, 1997)

**Event 1**
Complete the Logic Model and make recommendations (March 1997 Working Seminar)

**Event 2a**
Continue to assess infrastructure needs and advise building plans for construction

**Event 2b**
Identify persons to be responsible for events and make a "timeline chart"

**Event 3a**
Computerization of CSS Administration and Service delivery Programs

**Event 3b**
Develop a CSS Research & Evaluation Office for preparing grant applications, and to study how funding is changing. The need is to have an office doing Market Research so CSS can be a "customer driven service organization."

**Event 3c**
Tabulate case load demands for services (current cases plus requests for services) from program MIS records and make reports for funders/collaborators. Conduct program appraisals and needs assessments: Annually collect data information (surveys, etc.) and produce reports.

**Event 4**
Educate CSS Stakeholders & Funders (see Pg. 8 Matrix of Social Service Effects) and tell them what happens if we don't provide services: CSS can emphasize success stories. Mobilize families who are clients and those who want services to lobby for supportive funding.

**Event 5**
Reinvent CSS to be more than a non-profit organization, but an organization that can be self-supporting. Develop CSS programs and/or create a sister organization for accepting funds and generating cost recovery income.
Logic Model For Developing the Catholic Social Services Organization to fit for Guam's Future (March 4, 1997)

If Event 5
Develop CSS to be more than a non-profit organization, but an organization that can be self-supporting.

Develop CSS programs so they can accept cost recovery payments and/or create a sub-organization for generating cost recovery income.

Then

If Event 6a
Involve Service Consumer stakeholders in annual strategic planning by CSS
Prioritize the type and scope of services to be provided
Set goals for programs and implement performance standards: evaluation reports are created.

Then

If Event 6b
Prepare research reports for and conduct strategic planning conferences with People Network and Collaborator stakeholders to develop/establish resource sharing partnerships that can implement the plans and strategies developed in 6a.

Then

If Event 7
CSS becomes more SELF-SUFFICIENT
- Has its own transportation system and has money generating programs (e.g., grass cutting service)

Devolves collaboration with business employers to serve/support them as consumers (their employees' families are CSS clients too)

Development of Catholic Social Services Programs:
- Training program for disabled
- Emergency and transitional housing
- Adult day care
- Caregiver (intake & homemaker services)

Collaboration of public and private partnerships for training Guam's potential workforce

Catholic Social Services may develop its escort transportation resources (i.e., CSS workers escort clients to appointments)

Collaborations with other service providers and community resources must be explored

Then

If Event 8
Collaborators and Other Service Providers develop Knowledge, Attitudes, Skills, Aspirations and Behaviors
Law/Policy makers stakeholders develop KASAR (see the Matrix of Social Service Effects, Pages 9 & 12)

Then

If Event 9
Generation of funds for CSS
Proactive grantsmanship supports CSS.
Logic Model For Developing the Catholic Social Services Organization to fit Guam's Future (March 4, 1997)

**Objectives**
- 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 Marinas and Micronesia.

**Social Goal**
By achieving these objectives, Catholic Social Service will have helped develop a community that encourages spiritual, intellectual, economic and social development of individuals and families of the Island of Guam.

**Event 10**
CSS reviews and re-invents its personnel structure for each program:
- Position reclassification
- Job duty development to change and enhance required skills

**Event 11**
Annual in-service and staff training for employees and network co-workers

**Event 12**
Employee stakeholders develop necessary KASAB
The People Network of CSS develops KASAB (see the Matrix of Social Service Effects, Pages 10 & 13)

**Event 13**
External outreach, and information dissemination; Media production and openhouse activities
Public forum education programming

**Event 14**
Service Consumers and Clients develop KASAB (see Matrix of Social Service Effects)

**Indicators of Social Service Impacts**

**Indicators of Consequences**
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 and 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 and 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.
# Matrix of Social Service Effects

**Program/Project Title:** Guam Catholic Social Service

<table>
<thead>
<tr>
<th>Stakeholder Audience 1:</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge to be gained</strong></td>
<td>Knowledge of the quality &amp; cost effectiveness of services being provided by CSS</td>
</tr>
<tr>
<td></td>
<td>Knowledge of what CSS does and does not do (non duplication - promote complimentary services)</td>
</tr>
<tr>
<td><strong>Attitudes to be developed</strong></td>
<td>An understanding CSS as a non-profit humanitarian service business, that must continue as an organization in the 21st century</td>
</tr>
<tr>
<td></td>
<td>A belief in the need for prompt payment of services when accountability can be documented</td>
</tr>
<tr>
<td><strong>Skills, Behaviors/Practices to be taught</strong></td>
<td>Grant management</td>
</tr>
<tr>
<td></td>
<td>Fundraising</td>
</tr>
<tr>
<td></td>
<td>Budgeting</td>
</tr>
<tr>
<td></td>
<td>Communication between organizational structures (i.e., them-to-us and us-to-them)</td>
</tr>
<tr>
<td><strong>Aspirations to be encouraged</strong></td>
<td>A desire to promote resource sharing and networking between CSS and other service providers and collaborators</td>
</tr>
</tbody>
</table>
### MATRIX OF SOCIAL SERVICE EFFECTS

**PROGRAM/PROJECT TITLE:**  
Guam Catholic Social Service

<table>
<thead>
<tr>
<th>Stakeholder Audience 2: Service Providers</th>
<th>Collaborators/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KNOWLEDGE TO BE GAINED</strong></td>
<td></td>
</tr>
<tr>
<td>The capabilities and programs of the CSS organization</td>
<td></td>
</tr>
<tr>
<td>The plans and future directions of CSS</td>
<td></td>
</tr>
<tr>
<td>A training - CSS can provide</td>
<td></td>
</tr>
<tr>
<td><strong>ATTITUDES TO BE DEVELOPED</strong></td>
<td></td>
</tr>
<tr>
<td>Confidence in services rendered by CSS</td>
<td></td>
</tr>
<tr>
<td>Trust in the delivery of services by CSS</td>
<td></td>
</tr>
<tr>
<td>An understanding of Christian-interfaith community work</td>
<td></td>
</tr>
<tr>
<td>A belief in the Humanistic delivery of care services</td>
<td></td>
</tr>
<tr>
<td><strong>SKILLS, BEHAVIORS/PRACTICES TO BE TAUGHT</strong></td>
<td></td>
</tr>
<tr>
<td>Grantsmanship</td>
<td></td>
</tr>
<tr>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td></td>
</tr>
<tr>
<td>Confidentiality</td>
<td></td>
</tr>
<tr>
<td>Ethical/Moral practice</td>
<td></td>
</tr>
<tr>
<td>Writing of Cooperative Agreements</td>
<td></td>
</tr>
<tr>
<td>Fiscal/Program Responsibility</td>
<td></td>
</tr>
<tr>
<td><strong>ASPIRATIONS TO BE ENCOURAGED</strong></td>
<td></td>
</tr>
<tr>
<td>Ideals similar to the Mission goal/objectives of CSS</td>
<td></td>
</tr>
<tr>
<td>Values for program development/growth</td>
<td></td>
</tr>
</tbody>
</table>
**MATRIX OF SOCIAL SERVICE EFFECTS**

**PROGRAM/PROJECT TITLE:** Guam Catholic Social Service

<table>
<thead>
<tr>
<th>Stakeholder Audience 3: Employees/Staff</th>
</tr>
</thead>
</table>
| **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 |
# MATRIX OF SOCIAL SERVICE EFFECTS

**PROGRAM/PROJECT TITLE:** Guam Catholic Social Service

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

**PROGRAM/PROJECT TITLE:**  
Guam Catholic Social Service

<table>
<thead>
<tr>
<th>Stakeholder Audience 5: Law/Policy Makers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KNOWLEDGE TO BE GAINED</strong></td>
</tr>
<tr>
<td>Should know the list of Catholic Social Service Programs</td>
</tr>
<tr>
<td>Barriers to and limitations of services</td>
</tr>
<tr>
<td>the needs and rights of consumers</td>
</tr>
<tr>
<td>the changing conditions of Guam</td>
</tr>
<tr>
<td>demographic profiles of clients</td>
</tr>
<tr>
<td><strong>ATTITUDES TO BE DEVELOPED</strong></td>
</tr>
<tr>
<td>They need to feel that CSS is a viable organization which is a cost effective service provider that has real impact.</td>
</tr>
<tr>
<td>Feelings of compassion towards clients</td>
</tr>
<tr>
<td>A strong sensitivity to human needs</td>
</tr>
<tr>
<td><strong>SKILLS, BEHAVIORS/ PRACTICES TO BE TAUGHT</strong></td>
</tr>
<tr>
<td>Ability to prioritize Guam's service needs and agenda</td>
</tr>
<tr>
<td>Ability to translate needs into action (legislation and policy)</td>
</tr>
<tr>
<td>Ability to listen to constituents and CSS</td>
</tr>
<tr>
<td><strong>ASPIRATIONS TO BE ENCOURAGED</strong></td>
</tr>
<tr>
<td>To encourage a community-wide perception that Guam is part of a region rather than an independent unit.</td>
</tr>
<tr>
<td>To create laws and policies that are compatible with local cultures.</td>
</tr>
</tbody>
</table>
**Program/Project Title:** Guam Catholic Social Service

<table>
<thead>
<tr>
<th>Stakeholder Audience 6: Clients &amp; Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge to be Gained</strong></td>
</tr>
<tr>
<td>The clients should feel that they can solve their problems and that help is available.</td>
</tr>
<tr>
<td>Be aware of available services from CSS.</td>
</tr>
<tr>
<td>Knowledge of other service providers</td>
</tr>
<tr>
<td><strong>Attitudes to be Developed</strong></td>
</tr>
<tr>
<td>A value not to become completely dependent</td>
</tr>
<tr>
<td>Beliefs that programs are not entitlements</td>
</tr>
<tr>
<td>Long term care requirements</td>
</tr>
<tr>
<td>some people will never be self-sufficient</td>
</tr>
<tr>
<td><strong>Skills, Behaviors/Practices to be Taught</strong></td>
</tr>
<tr>
<td>Needs may not be available locally</td>
</tr>
<tr>
<td>Develop a stronger family support system</td>
</tr>
<tr>
<td><strong>Aspirations to be Encouraged</strong></td>
</tr>
<tr>
<td>Desire to be self-sufficient</td>
</tr>
<tr>
<td>willingness to be helped</td>
</tr>
<tr>
<td>Help</td>
</tr>
<tr>
<td>Trainings</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Financial management</td>
</tr>
<tr>
<td>Personal development</td>
</tr>
</tbody>
</table>
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 distributed 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.
Expanded Logic Model:
Developing Catholic Social Service for Guam's Future

**Event 1**
Complete the CSS Program Logic Model and make recommendations
(March 1997 Working Seminar)

**THEN**

**Event 2b**
Conduct sessions with program staff to present the CSS Logic Model, and initiate their participation in activities moving CSS toward the 21st century

**THEN**

**Event 2c**
Identify persons to be responsible for particular events and make a "timeline" chart designed from the CSS Logic Model.

**THEN**

**Event 2a**
Continue to assess infrastructure needs and advise building plans for construction
Expanded Logic Model: Developing Catholic Social Service for Guam's Future

IF

Event 2
a,b,c

THEN

IF

Continue developing a Management Information System (MIS) and the computerization of CSS Administration and all service delivery programs (see the technical overview in the appendix)

THEN

Resource Needs

- 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
**Expanded Logic Model:**

**Developing Catholic Social Service for Guam's Future**

IF

**Event 3a**

THEN

Develop a CSS Research & Evaluation Office for preparing grant applications and reports for funding sources and to study how funding is changing. The need is to have an office doing Market Research so CSS can be a "customer driven service organization."

IF

**Event 3b**

THEN

**Resource Needs**

- Research/evaluation staff person
- Communication TDD
- Staff training and hire support staff

**Infrastructure Needs**

- Office space and furniture
- Computer hardware and software
- TDD
- Network - WWW - Internet

IF

**Event 3c**

THEN

Tabulate case load demands for services (current cases plus requests for services) from program records to make reports for funders/collaborators

Conduct program appraisals and need assessments: Annually collect data information (surveys, etc.) and produce reports.

**Resource Needs**

- Consumer input and need assessments
- Staff trained to analyze data and calculate useful statistics (survey instruments)
- Access to all sources of research reports and current program information

**Infrastructure Needs**

- Use existing office work space
- TDD Phone
- Network - WWW - Internet - Home Page
Expanded Logic Model:
Developing Catholic Social Service for Guam’s Future

IF

Event 4

Educate CSS Stakeholder Funders (see Matrix of Social Service Effects, pg. 8)
Emphasize success stories, and inform them of the consequences if CSS does not provide services:

Mobilize service recipient families, individual clients, and those who want services to lobby for supportive funding

THEN

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
Expanded Logic Model:
Developing Catholic Social Service for Guam's Future

If

Event 5

Develop CSS to be more than a non-profit organization, but an organization that can be self-sustaining and able to maintain itself in the face of a reduced government welfare system

Then

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

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)
3. A Trust fund foundation via Living Wills or other legal mechanisms so CSS may receive such donations rather than having people lose 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 payments, unspecified fees, etc.)
Expanded Logic Model:
Developing Catholic Social Service for Guam’s Future

**Event 6a**

**Conduct an annual strategic planning assessment of CSS programs.** This should be composed of two parts: (1) a preliminary evaluation (see 6a) involving CSS clients to prepare data information for (2) a main planning event (see 6b) involving other CSS Service Collaborators, and the CSS People Networks.

a) Involve Service Consumer Stakeholders to collect their input helping CSS evaluate program services, and re-confirm or improve performance standards.

b) Prioritize the type and scope of services to be provided over the coming year, reconfirm or redirect goals for CSS, and prepare report documents for the strategic planning event 6b.

**Resource Needs**

1. Schedule a strategic planning conference or other mechanism for getting information from service recipients and consumers
2. Program descriptions and Statistic reportsts from the CSS MIS
3. Need assessment studies
4. Outside evaluator to analyze the performance standard data and reports.
4. Auditors as needed for program reviews.

**Infrastructure Needs**

*Existing facilities, and CSS Research & Evaluation Office (Event 3b)*
*Established MIS data collection and reporting system for each program*
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Developing Catholic Social Service for Guam's Future

**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.

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)

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**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)

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**Infrastructure Needs**

- Conference Meeting rooms
- Computer system support
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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)

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

THEN

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
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If Event 8
Collaborators and Other Service Providers develop Knowledge, Aspirations, Skills, Attitudes, and Behaviors: KASAB (see Matrix Chart on Page 9).

Law and Policy Makers develop KASAB (see Matrix Chart on Page 12).

• Invite these stakeholders to special "Informational Tours" of CSS services.
• Each Program director should develop an "orientation" and informational presentation for delivery at Legislative hearings, or any public forum event where they can advocate for their clients.

Resource Needs
Staff, supplies, and refreshments for conducting informational tours.
A developed "public awareness curriculum" consisting of stated learning objectives and fact sheet or brochure materials to educate stakeholders about CSS.

Infrastructure Needs
• Conference rooms equipped and structured for "training" (e.g., built in projection screens, and wall mounted white boards)

If Event 9
Partnerships begin to generate in-kind support from grant funds, donations, and other appropriations for CSS service programs.

Proactive grantsmanship produces funding applications and grant proposals which are submitted to funding sources.

Resource Needs
Grants person or staff assigned to identify and write grant proposals.
Subscriptions to the "Federal Register" and other grant source publications.
CSS Administration enlists help from our collaborator, people network and other stakeholders to join us as resource partners.

Infrastructure Needs
Office space, furniture, filing storage, computer hardware and software.
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IF
Event 10
CSS Administrators review and redefine the personnel structure for each program:
- Position reclassification
- Job duty development to upgrade and enhance required performance skills and standards
- Re-draw organizational charts for CSS and each program

THEN

Resource Needs
Administrators and program Directors to review position descriptions and job duties.
Evaluation and assessment reports from Event 6a.
Need assessments and input from potential service customers on how CSS can meet their "service" needs from events 6b and 7.

Infrastructure Needs
Office and work space in the new building

IF
Event 11
Annual in-service training workshops and staff development courses for CSS staff and our partner co-workers at selected collaborator programs or our CSS People Network Stakeholders

THEN

Resource Needs
Training for CSS administrators and directors in personnel management
Consultation from reputable human resource development and training organizations (or firms)

Infrastructure Needs
Office and work space in the new building
Expanded Logic Model:
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**Event 12**
Employee Stakeholders develop necessary KASAB (see Matrix of Social Service Effects, page 10)
People Network develops KASAB (see Matrix of Social Service Effects, page 11)

**Event 13**
External outreach, and information dissemination:
- Media production and openhouse activities
- Public Awareness and education programming

**Event 14**
Service Consumers and Clients develop KASAB (see Matrix of Social Service Effects, page 13)

**Resource Needs**
Accumulative impact of all the resource developments from Event 3a forward.

**Infrastructure Needs**
Accumulative impact of all the structural and equipment developments from Event 3a forward.
Expanded Logic Model:
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Objectives
- 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.

Social Goal
The CSS MISSION

By achieving these objectives,
Catholic Social Services will have helped develop a community that encourages spiritual, intellectual, economic and social development of individuals and families of the Island of Guam.

INDICATORS of SOCIAL SERVICE IMPACTS

INDICATORS of CONSEQUENCES
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 (derivative 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 administrative statistical abstract reports for personnel management, fiscal management, inventory/asset management, project management, and overall organizational management facilitated 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.