“We will continue to be a catalyst and activist agency for change in the communities we serve. To this end we will continue to develop new and creative programming as well as models of advocacy and education which will enhance our voice in the community on behalf of those we serve.” – Insight VIII
My Dear Friends,

As we look to the future, I am humbled by the dedicated service of CCS and AHA staff. Communities throughout Western Washington are enriched because CCS and AHA bring to life the principles of Catholic Social Teaching and animate the Gospel values we proclaim. Thank you.

The needs of our poor and vulnerable brothers and sisters call the people of God to respond. Your service makes that response possible. You are the hands and feet of Catholic compassion in the Archdiocese of Seattle, reaching out to the vulnerable and walking with them in solidarity.

The staff and leadership of CCS and AHA are agents of hope. In our Catholic tradition hope is not simply a wish, and it does not confine its gaze to our own lives and circumstances. Our hope is grounded in the faith that we have a future, and we look forward to that future in a positive way with joy and anticipation. Our hope also looks beyond our own interests. We hope not only for ourselves but for our families, our friends, our community, nation and world. Our hope knows no boundaries.

I thank each of you who give expression to our hope by confronting the challenges of poverty, hunger, homelessness, addiction, loneliness and despair. Thank you for sheltering women in crisis, for finding homes for foster children and giving support and comfort to victims of storms and floods. You are agents of hope in a world that often forgets that it has a future and that we may look forward to the future with hope. Our entire faith community is sincerely grateful.

With warmest regards and wishes, I remain

Your servant in Christ,

Most Rev. Alex J. Brunett
Archbishop of Seattle
Our Mission

Vision Statement
Catholic Community Services of Western Washington and the Archdiocesan Housing Authority are prophetic voices for justice, recognizing the sacredness and dignity of every human person. Rooted in the Gospel message of hope, we will continue to be leaders, advocates, providers and partners serving poor and vulnerable people.

Mission Statement
Rooted in Catholic Social Teaching and the Gospel imperative, Catholic Community Services and the Archdiocesan Housing Authority are outreaches of the Catholic Church in Western Washington, under the leadership of the Archbishop of Seattle and the Boards of Trustees. CCS and AHA answer the Gospel call to loving and compassionate service with particular concern for the sanctity of human life from conception to natural death and the dignity of the human person. Our employees and volunteers come from many faith traditions to serve and support poor and vulnerable people through the provision of quality, integrated services and housing. Our focus is on those individuals, children, families, and communities struggling with poverty and the effects of intolerance and racism. We actively join with others to work for justice.

Core Values
Compassion – Providing care, understanding and concern for those we serve in order to honor the God-given life and sacredness of each person at every stage and condition of life.

Diversity – Welcoming the differences of race, culture, faith, and thought with a strong commitment to naming and combating institutional racism and discrimination.

Excellence – Providing high quality, professionally competent services with integrity, using best practices.

Justice – Defending and advocating for the rights of poor and vulnerable people while working toward the common good.

Stewardship – Prudently developing and using the gifts and talents of employees and volunteers and the financial resources needed to live out our mission.
During the past decade, CCS and AHA have been guided by the first Futures document, which helped to give direction and incentive to staff dedicated to our mission. During this past year, the two organizations have invested a great deal of time and energy to work with board members, staff and volunteers to develop a new document, entitled Futures II.

Like its predecessor, this new document is rooted in Catholic Social Teaching, which provides a compelling challenge for responsible living. The key themes of this centuries-old teaching are found in Scripture and have evolved over time in response to the challenges of the day. Catholic Social Teaching is the foundation of our agency’s mission and values.

Under the leadership of the Archbishop of Seattle, and guided by Catholic Social Teaching, CCS and AHA have maintained their commitment during the past 90 years to serve the most vulnerable members of our vast community.

As we take up the invitation and the challenge of Futures II, we are aware of persistent societal problems, such as endemic poverty, homelessness, racism and discrimination, as well as new issues, such as the need for long-term care. An increasing number of people are without any kind of health care coverage, and more and more older people are unable to obtain the kind of coverage that they need.

We are also aware of an increasingly diverse ethnic population. In recent years, the Catholic Church in Western Washington, which includes CCS and AHA, developed a plan to serve the needs of the Latino community in Western Washington, and is devoting more resources to address a variety of issues, including affordable housing.

It is important that we look to the future and plan wisely and prudently, in order that we might continue to serve people in need. We must also challenge ourselves, and the people around us, not to overlook the many needs that exist. All of us serve as prophets, reminding people of the duty that we have to share our resources to help others, and the joy that comes from doing so. Together we will have a future full of hope.

Very Rev. Kenneth Haydock
Episcopal Vicar for Catholic Charities
WE BELIEVE…

...in every child growing up in a safe, loving and nurturing environment.

...in elders living in security and dignity.

...in healthy family life being affirmed and supported in our communities.

...in every person having the right to a safe, affordable place to call home.

...in compassion, love and respect for all people, especially those who are poor and vulnerable.

...in joining with others to change the systems which oppress, discriminate or otherwise cause human suffering.

...in employees and volunteers working in an environment which offers respect, teamwork and excellence.

...in all these things for all people, whatever their color, whatever language they speak or however they worship.
Dear Friend of CCS and AHA:

Over much of the past year, Catholic Community Services of Western Washington and the Archdiocesan Housing Authority have been engaged in Futures II, a dynamic, broad-based process of reflection, dialogue and planning that will help chart our organization-wide pathway into the future.

Futures II builds upon the success of our initial Futures process undertaken more than a decade ago. Through Futures II we have sought out and explored important insights, identified and named system-wide implications, and begun the critical task of charting specific action steps – our strategic pathways to the future. It will be a future where endemic poverty, disproportionality and discrimination threaten to make the individuals, families and communities we serve even more marginalized and vulnerable.

The many questions and issues we considered and explored during Futures II ranged from our response to the pressing needs of an increasing immigrant population, especially those who are undocumented, to the critical issue of making affordable permanent housing accessible, and distributed more equitably, to persons and communities of color.

Throughout Futures II, we have had the full and active support of Archbishop Alex J. Brunett and the CCS and AHA Boards of Trustees. They joined with us in this extensive, in-depth look at our organizations’ core values, philosophy, mission and vision. In addition, many people, including our leaders, staff, volunteers and others, contributed dozens of insights, comments and observations that will impact significantly the future direction of our agencies. The “Insights and Implications for the Future” presented in this report capture, and we believe honestly reflect, the exciting, hope-filled discussions that took place during our Futures II explorations.

We anticipate that far-reaching organizational change will come out of this visioning process. For example, we know we must welcome and embrace a more culturally diverse multilingual identity and staff. We know also that if we are to address poverty effectively today and tomorrow, we must engage directly with chronically affected communities, deliberately investing in their capacity to care for their own and recognizing their desire and ability to be more self-sufficient.

Throughout our 90-year history, Catholic Charities agencies of the Archdiocese of Seattle have been committed servants of the poor and powerful advocates for justice in local communities. As part of our shared calling to embrace the “Preferential Option for the Poor,” we celebrate and build upon this agency-wide legacy of dynamic activism. By becoming intimately and actively involved in issues and concerns touching the lives of those we serve, we more fully answer the prophetic call, “To See, To Judge and To Act,” as loving and hope-filled members of the human family. We can do no less in the face of so much human suffering and intractable injustice.

On behalf of Archbishop Alex J. Brunett, the CCS and AHA Boards of Trustees, the Catholic Church in Western Washington and all those who share in our commitment to the common good, I invite and encourage each of you to travel with us on the next leg of this important journey.

Finally, allow me to thank you for your hopeful, loving outreach to all our brothers and sisters, especially those who are poor and vulnerable.

Michael L. Reichert
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CCS and AHA Locations ................................................................ Back Cover
Forming leaders in the tradition of Catholic Social Teaching and the Gospel call to service and justice is essential to the future of our organization.
Implications
Mission leaders who are capable and effective managers are essential to our organization’s ability to continue to successfully carry out our vision, mission and objectives. Several of our key leaders have been with the organization in high-level positions for many years. We anticipate the probable loss of a number of these individuals within the next five to 15 years. These leaders hold the institutional mission, vision and knowledge that must be collected and passed on to our future leaders. We must develop new leadership over the next several years to ensure a smooth transition between current and future leadership.

Key Action Steps
We will design and implement a Leadership Continuity Plan that will focus on the recruitment, formation, development and retention of leaders whose vision, style, talent and skills are consistent with that of our organization. For example, this plan will recognize the importance of developing women and people of color to assume leadership positions.

We will develop a leadership mentoring program.

CCS University will offer mandatory educational and skill-building sessions consistent with our need to develop leaders for the future.

We will develop a program for those approaching retirement that offers them opportunities to contribute to the work of the agencies and support the capacity development of the next generation of leaders.
Programmatically responsive and financially secure multi-service agencies are essential to the quality of life in our communities.
Implications

Each of our Family Centers has developed unique niches and core competencies in its region and communities. Together Family Centers provide many essential services in numerous locations throughout Western Washington. The current model of Family Centers is challenged by many complex and conflicting factors, including non-integrated service funding, the difficult reality of supervising and maintaining many small programs over vast distances, and the challenge of obtaining sufficient funding to sustain those services and adequately support necessary agency infrastructure.

Key Action Steps

We will examine our current Family Center model to ensure and enhance its programmatic and financial sustainability.

We will explore ways to maximize the integration of all our CCS/AHA services.

We will improve organization-wide awareness of, and support for, these essential services.
Everyone is welcome.
Implications

We must expand our role in providing a place of sanctuary for all who might be considered the stranger or outsider among us. The presence of an increasing immigrant population in Western Washington, including more than 150,000 undocumented people, calls us as an agency to expand our outreach, service delivery and advocacy on behalf of immigrants. In a time when a just immigration policy has been replaced by immigrant bashing, numerous raids at targeted businesses, and the separation of parents from their children, we must speak louder and act more boldly on behalf of those affected.

Key Action Steps

We will extend our commitment to immigrants and their communities by reorienting our agency to provide culturally and linguistically appropriate services to immigrants in our family centers, housing facilities and service systems. This includes making our core services available to undocumented and non-English speaking persons.

We will work in solidarity with immigrants to develop and support comprehensive solutions to immigration reform – reform that is both consistent with Catholic Social Teaching and our history as an immigrant church – and put the undocumented and their families on the path toward lawful residence, citizenship and self-sufficiency.

We will collaborate with and support the Archdiocese, parishes, immigrant-led organizations and other partners that are seeking to improve conditions, legal status and quality of life for immigrants.
We will move beyond racism.
Implications

As an agency, we adopted this insight during the first Futures process. In reviewing our activities over the last 10 years, we acknowledge that we have not made the progress we envisioned would occur within our own organization. We are deliberately recommitting ourselves to making our services, our agencies and our communities free of the divisive and dehumanizing ravages of racism. Other insights in the Futures II process consistently call us to expand our connection with, and to enhance our service delivery to, communities of color. Our effectiveness with those initiatives relies on our ability to acknowledge and leverage the rich diversity within our workplace and communities and to better understand and address issues of discrimination and racism within our agencies and society.

Key Action Steps

We will implement a specific process to evaluate our current position vis-à-vis this insight and determine the key action steps, approach and language that will be needed to implement this insight. The process will include participation by our Boards of Trustees as well as specific training for our boards and leadership on eradicating racism.
We will focus our many agency capacities to further expand a more comprehensive response to meet the needs of our vulnerable elders.
Implications
We are at the beginning of a 25-year period during which we will see the number of elders 85 years of age and older double. More than 80% of elders over the age of 85 need assistance with activities of daily living; this means we will see a dramatic increase in the number who need assistance. A variety of programs assist elders in remaining independent and connected to the community. These programs are always evolving, and we must be ready for both the dramatic increase in the number of elders and necessary changes in our services to meet the desires of the population and funders.

Key Action Steps
We will develop continuums of services clustered together in different areas to meet the needs of the aging community. These will include Adult Day Care, Nutrition Programs, Volunteer Chore, Foster Grandparents, Senior Centers, Independent Living, Housing, Home Care and Assisted Living. Included in our efforts will be a focus on specific communities of color to ensure that these populations have access to necessary services, despite the historic racism and poverty that many have experienced. These efforts will include expansion of our successful outreach program to the African-American communities especially in King and Pierce counties and the development of an outreach program to the Latino community throughout Western Washington, especially in the Northwest and Southwest areas.

We will develop specific strategies to increase and develop our workforce, which will need to expand considerably to meet the future need. Strategies will include an expanded professional development program and the formation of a “Care for the Caregivers” program.

We will continue to enhance our advocacy efforts in this area, advocating for public policy and funding which will meet the needs of our elders both now and in the future.
Affordable permanent housing should be available to everyone.
Implications

We are a leading private human service agency confronting the causes and effects of poverty in Western Washington. Housing is a critical issue that must be addressed to end poverty, and access to housing must be distributed more equitably to persons and communities of color. As a major provider of affordable housing in Western Washington, we have a unique role in (1) developing and managing housing that meets the needs of poor and vulnerable persons; (2) advocating for policies and resources to ensure the continued availability of community resources to meet housing needs; and (3) convening and organizing other faith-based groups, non-profits, government agencies and the business community to enlist their help in making housing for all a priority.

Key Action Steps

We will expand our impact on affordable housing needs by growing our own housing portfolio and partnering with underserved communities to build their own housing capacity. We will work to improve our capacity to develop and manage housing for our portfolio and for our community partners.

We will advocate for policies and resources that promote a financially sustainable model to build housing for poor and vulnerable people in a way that creates sustainable assets for all affected poor communities, especially communities of color. We will reach out to faith-based and other non-profit organizations, affected communities, government agencies and the business community to educate them and enlist their help in making housing a priority for economic development that meets housing needs in a just and proportionate way.

We will work to better integrate services needed by poor and vulnerable people. Our services for accessing housing, resident support and special needs, employment and asset building will be provided in a more integrated, efficient and community appropriate manner.

We will design strategies to ensure that housing is accessible to all affected persons and communities, and that our practices honor the cultural diversity of our residents, employees and partners.
Mutually beneficial collaborative relationships and partnerships extend our capacity to serve, reduce competition and improve quality for the common good.
Implications
Collaborative relationships and partnerships with Catholic parishes, private grantors, community organizations, other service providers, governments, and programs within our own family of agencies create and support an environment of positive change and creativity. Strong, flexible and creative relationships and partnerships are constitutive elements of exceptional service delivery and contribute significantly to effective advocacy and community change.

Key Action Steps
We will build on our history of effective partnerships. We will increase efforts to develop and enhance high quality partnerships in all areas of agency activity, with particular focus on our relationships with the communities we serve and the agencies and programs within our family of services.

We will expand and diversify the level of external partnerships. We acknowledge that many other non-profits have expertise greater than ours in many areas. Our goal is to support these partners and play a subordinate role in our collaborations with them.

Our vision for local non-profit, community-based agencies will be increased effectiveness, flexibility and diversity. We will sharpen our focus on providing more shared training and technical assistance, where appropriate, and on providing financial support where feasible. Strategically coordinated legislative advocacy will become a priority activity in our partnerships with the community.
Providing creative and flexible programming for populations with significant needs will continue to be a hallmark of our agency.
Implications

We have a history of successfully developing and implementing creative and flexible services to meet the needs of individuals and communities in the areas in which we serve. We have played a major role in forming creative services and developing resources for expanded service delivery for families and children, elders, and homeless individuals and their families. As the needs of disenfranchised and poor communities and individuals evolve, we will continue to search out ways to (1) develop and provide creative and flexible service; (2) advocate for resources to meet the need; and (3) engage Church, community and other partners in collaborative relationships to respond to changing needs and dynamics.

We are an agency that is recognized as having a great deal of capacity in many different areas. We will continue to share our gifts of expertise and experience with other agencies located not only in this community but throughout the country, understanding that this allows us to more fully live out our Gospel call to service and justice.

Key Action Steps

We will continue to be a catalyst and activist agency for change in the communities we serve. To this end we will continue to develop new and creative programming, focusing some of our efforts on veterans and those recently released from prison and their families. We will continue to develop models of advocacy and education which will enhance our voice in the community on behalf of those we serve.

We will develop a streamlined process whereby staff can contribute ideas about other communities and populations we might serve.
WHATCOM
SKAGIT
SNOHOMISH
KING
PIERCE
SKAMANIA
LEWIS
KITSAP
MASON
THURSTON
GRAY'S HARBOR
JEFFERSON
CLALLAM
WAHKIAKUM
COWLITZ
CLARK
LEWIS
SKAMANIA

 CCS AND AHA LOCATIONS

Long Term Care Services are available in every county.