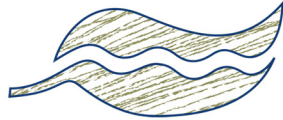


parrott Creek

CHILD & FAMILY SERVICES



STRATEGIC PLAN 2020-2023



Our Vision

We seek to become a regional center of excellence in service to children, youth and families.

Our Mission

Parrott Creek helps children and families identify strengths and develop skills that build stronger families and safer communities.

Based on a practice of unconditional positive regard, our programs and services span the continuum of care from early intervention and community support through to outpatient treatment and intensive residential programs. Our approach is to address the various social, economic and health factors that cause trauma to individuals and communities and that lead to reduced access to resources, supports and opportunities. We combine evidence based and trauma-informed treatment models with restorative justice and mindfulness to help individuals become aware of past and current behaviors, and develop tools to make concrete changes.

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PARROTT CREEK
CHILD AND FAMILY SERVICES
1001 Molalla Ave. Suite 209
Oregon City, OR 97045

VALUES AND CULTURE

Youth & families are doing the best they can with the skills/resources available to them. We recognize the capacity to change and conduct ourselves with an attitude of hope and good intention. We pursue policies and strategies that promote equity and inclusion in our work. We are committed to diversity through: cultural responsiveness, recruitment of a Board and staff which reflects the diversity of our community and those we serve, and seeking community partnerships where we can share, learn and provide support.

Unconditional Positive Regard

Respect, empathy, trust, dignity and non-judgmental behavior.

Accountability & Validation

We respond to needs with a spirit of collaboration, a commitment to integrity and equity.

Mindfulness & Being Intentional

We pursue restorative justice to allow people to make amends. We provide services that are trauma-informed to allow those who have been victims to heal and recognize themselves as survivors. We work with a desire to always do no harm.

Commitment

We recognize that some families may require assistance that is beyond our doors. If we can't help a family, we'll help them to find someone who can.

Hope

We are a place of great hope and care.

Anti-Racism

We are embedding an anti-racist ethos across the organization.

ONCE A FAMILY CALLS ON US,
THEY ARE NOT ALONE.

Defining the Parrott Creek Culture

- We operate with a mutual commitment of alignment to our values and motivation to serve.
- We know our roles and fulfill our responsibilities.
- We give from the heart.
- We champion the cause through advocacy & example.
- We break down barriers to excellence because “good enough” just doesn’t cut it!
- We inspire others and we inspire change.
- We recognize the support of all our generous donors.
- We seek accountability through the evidence of our impact.
- We believe that better is always possible.

Our Culture in Action

- It’s a gentle hand on a young person’s shoulder.
- It’s giving a child a hug.
- It’s a family standing on their doorstep.
- It’s our staff smiling and thriving.
- It’s being present with those we serve.
- It’s that spark of awareness & belief in one’s self.
- It’s a community to leave and return to as needed.
- It’s a feeling you walk into.
- It’s nature that heals.
- It’s the warmth in your heart.
- It’s believing in better.

EQUITY, INCLUSION & ANTI-RACISM

Parrott Creek is committed to pursuing policies, institutional strategies and program development that promote equity, inclusion and anti-racist practice in all our work. We are committed to identifying, challenging, and changing the values, structures and behaviors that perpetuate systemic racism in our society.

To Parrott Creek, anti-racism is an active way of seeing and being in the world so that we can do our part to transform the systems, organizations, policies and practices that govern our lives. We ground this approach in our daily work to look at:

- **How racism affects the lived experience of people of color and Indigenous people;**
- **How racism is systemic, is part of many foundational aspects of our society throughout history, and can be manifested in both individual attitudes and behaviours as well as formal (and “unspoken”) policies and practices within institutions;**
- **How white people participate, often unknowingly, in racism.**

Our ethos and work has always been founded on the principle that youth and their families should be fully involved in creating individualized goals for themselves, to best meet their needs, in equal partnership with staff when in our care. They are the experts in their own lives and lived experiences, not us. We also recognize that, while the aim of our work is to support individuals to develop skills and resiliency, much of this work is dominated by a white, middle-class professional sector. So, even as Parrott Creek works with an intentional focus on reducing bias and disproportionality, we can still fail to root elements of this work in a family or child’s own culture, language, faith, identity and/or belief systems. As hard as we try, we know that we will not always get it right and ask our participants and communities to let us know each and every time that we don’t.

While we feel that we have a good foundation of diversity to build from, we are firmly committed to meeting four overriding objectives:

- **Ensuring that our programs, services and “how we work” are culturally responsive and anti-racist**
- **Recruiting, retaining and promoting staff and board members who reflect the communities and backgrounds of those whom we serve**
- **Developing strong community partnerships where we enter the relationship asking, “What can we do for or with you to strengthen your community and combat racism and inequality in all its forms?”**
- **Embedding an anti-racist ethos across the organization**

PRINCIPAL STRATEGIES

Service Excellence

We will continue to provide services to youth in the juvenile justice and child welfare systems, while also developing early interventions. We will adopt best practices related to mitigating risk factors and promotion of resilience. We will promote the fundamental importance of family support.

Partnership

We will collaborate with government agencies, schools and community organizations in advocacy for service improvements, equity of access, appropriate levels of funding and innovation in response to needs.

WE NEVER QUIT ON A CHILD OR FAMILY
-WE'VE SEEN TOO MANY LIVES
TRANSFORMED, FUTURES SECURED
AND DREAMS ATTAINED.

GOALS AND OBJECTIVES

1. Provide a campus suitable to the services we provide

OBJECTIVES

- Secure clear title to land on which we will build.
- Conduct a \$5M capital campaign.
- Assure that our physical infrastructure will be welcoming, trauma-informed, intuitive to use and flexibly designed to both respond to current and emerging needs.
- Determine what services will be provided on campus and which shall be provided in the community.
- Construct buildings to support services for approximately 40 youth.
- Construct classrooms, individual and group service/treatment rooms on campus to provide day and outpatient services for approximately 60 youth and their families.
- Construct and renovate office space for clinical and organizational management staff.
- Provide appropriate off campus treatment and office space for community-based services.

2. Create a culture of service excellence with a well-trained, well-resourced, staff & Board

OBJECTIVES

- Equip, compensate and manage staff performance to exceed Parrott Creek's service delivery goals.
- Hardwire program evaluation and quality improvement methodology into all of Parrott Creek's services to ensure clinical success and exceed accreditation standards.
- Provide services with a commitment to cultural responsiveness.

GOALS AND OBJECTIVES

3. Provide diversified and comprehensive clinical and early intervention services to meet our community's evolving needs.

OBJECTIVES

- Increase outpatient services by 100%.
- Continue focus of residential treatment for boys.
- Broaden community-based outpatient and day treatment to increase focus on girls and young women.
- Connect all clients needing behavioral health and substance misuse treatment to quality services.
- Increase our capacity to provide youth exhibiting sexually inappropriate behaviors with outpatient services.
- Increase services to meet the needs of non-binary youth.
- Develop transitional living services for young adults aging out of systems of care.

4. Ensure partnerships of trust within the juvenile justice, child welfare and children's services sectors as well as with communities of color.

OBJECTIVES

- Develop contracts for services with OYA, Clackamas and Multnomah Counties, DHS, and CCOs.
- Build mutually supportive and trusting relationships with communities of color and culturally responsive organizations.
- Advocate and participate in the policy making and legislative process to improve both the regulatory environment and funding for services.

ORGANIZATIONAL DEVELOPMENT

In order to respond effectively to the community needs that Parrott Creek is seeking to address, internal infrastructure will need to be augmented, programs and services reinforced, and partnerships strengthened. Management of a capital campaign will require efforts to increase the size and depth of the organization's constituency. Physical plant development and maintenance will require a higher level of task management. Financial oversight of operational, capital campaign and construction budgets will require a higher level of volunteer engagement. Furthermore, the Board and Executive will need to focus on program development in order to assure that some services generate surpluses in an effort to sustain organizational efforts and build reserves.

Growth will be needed at both the board and management levels.

Key next steps:

- A revised Board job description will be developed
- Conduct a skills and representation audit of current Board and identify gaps/needs to deliver on this plan
- The Board will be expanded to 15 members
- Board permanent committees will include Finance & HR, Program Oversight and Quality Assurance, Nominating, and Development.
- Board By-laws will be developed to clarify the charters of these committees.
- Shorter-term/ad-hoc committees will include: a Construction Oversight and Capital Campaign & PR

Our efforts to improve diversity, equity and inclusion and the delivery of a successful capital campaign will require investment in training, consultation and support.

PRIORITIES AND DESIRED TIMELINE

Short-term within 2 years	Mid-term within 3 years	Long-term within 5 years
<ol style="list-style-type: none"> 1. Assurance of site control 2. JCAHO accreditation 3. Acquisition of Medicaid vendor status. 4. Board materials developed and refined 5. Board Development 6. Create capital campaign committee 7. Ongoing delivery of DEI plan 8. Development of campus schematics and construction budget 9. Development of capital campaign strategy, budget & materials 10. Begin capital development 11. Staff capacity building to assure fundraising and capital campaign management 12. Program expansion planning 13. Initiation of capital campaign: <ul style="list-style-type: none"> - Feasibility study - Grant writing - Creation of communications materials - Major lead donor solicitations 	<ol style="list-style-type: none"> 1. Maturing Capital Campaign <ul style="list-style-type: none"> - Development of campaign events and individual solicitation strategies - Development and implementation of a donor recognition plan - Naming opportunities - Public/Recognition events - Development of bridge financing contracts 2. Completion of capital fundraising efforts 3. Initiation of program expansion efforts: <ul style="list-style-type: none"> - On campus program conceptualization, budgeting and contracts - Community based program conceptualization, budgeting and contracts - Due diligence regarding acquisitions, mergers, etc. - Implementation of selected efforts 	<ol style="list-style-type: none"> 1. Implementation of Bridge Financing 2. Construction and service ramp-up are completed 3. Program expansion is maturing 4. Ongoing fundraising, program oversight, and fiscal oversight functions have matured 5. Parrott Creek brand and quality continues to attract skilled and dedicated staff, board, volunteers and donors

Acronym Glossary

OYA - Oregon Youth Authority –juvenile justice
 DHS - Oregon Department of Human Services –child welfare
 CCO - Coordinated Care Organization (HealthShare for Portland Metropolitan Area)

OHA - Health care coordination management under contract with the Oregon Health Authority
 DEI - Diversity, Equity and Inclusion
 JCAHO - the Joint Commission for the Accreditation of Healthcare Organizations

OUR STRATEGY IN ACTION

Collaborative Partnerships:

Recognizing that we will never be able to deliver our strategic plan on our own, nor do we have all the answers to the multitude of complex needs facing our participants, Parrott Creek firmly embraces an ethos of collaboration. Over the past 12 months we developed three strategic partnerships to help put key elements of our plan immediately into action and to accelerate our combined impact and success.



Parrott Creek and True Housing (formerly The Inn Home) have entered into a strategic partnership to align services along a robust continuum of care. This collaboration will allow us to jointly provide housing for formerly homeless mothers with children, foster youth and independent living programs for young adults. True Housing, like Parrott Creek, has a 50+ year history of providing services here in the Metro area. This agreement is a step towards the eventual incorporation of their programs under Parrott Creek.

- **Women and Mothers Programs:** We developed our Women and Mother's Collaboration based on the needs identified in our community based program supporting young women whose substance use impacts their ability to safely parent their children. Together we engage parents in treatment services, help them access preventative health care support, access stable housing and (re)unify with their children and families.
- **Residential and Independent Living Programs:** Combined, Parrott Creek and True Housing now offer a 12-bed residential site in SE Portland, our 19-bed residential program for youth in the juvenile system and our six-bed intensive residential program for foster youth on our 80 acres of land, and a 5-bed Independent Living Program in Oregon City. These services all support youth who have not succeeded in traditional foster homes and/or other institutional settings.
- **Youth Homeless Demonstration Program:** In August 2019, Clackamas County was one of 23 communities across the country to be awarded funds through the Department of Housing and Urban Development's Youth Homeless Demonstration Project (YHDP) with the purpose of preventing and ending homelessness for unaccompanied youth and young adults. Parrott Creek and True Housing participated in a year-long cross-system collaboration to design a county-wide plan and will now be providing Case Management, Behavioral Health support and Rapid Rehousing to young homeless adults aged 18-24.

OUR STRATEGY IN ACTION

Safe Kids Clackamas



Using a collective impact model, Safe Kids Clackamas is a coalition of community organizations that have come together to ensure the critical services that deliver the safety, permanency and well-being of children in our community are available and accessible whenever they need. These prevention and response services include trauma-informed intervention in cases of child abuse and family and intimate partner violence. Together, we aim to:

- Strengthen and sustain treatment and support services designed to mitigate the emotional, physical and mental health impacts of trauma and Adverse Childhood Experiences.
- Prevent future incidents of child abuse and neglect, family and intimate partner violence, sexual violence and exploitation.
- Improve long-term support strategies to address the multiple challenges that vulnerable families experience.

The founding members of Safe Kids Clackamas are: Clackamas Women's Services, Northwest Family Services, The Children's Center, CASA of Clackamas County and Parrott Creek.

OUR STRATEGY IN ACTION

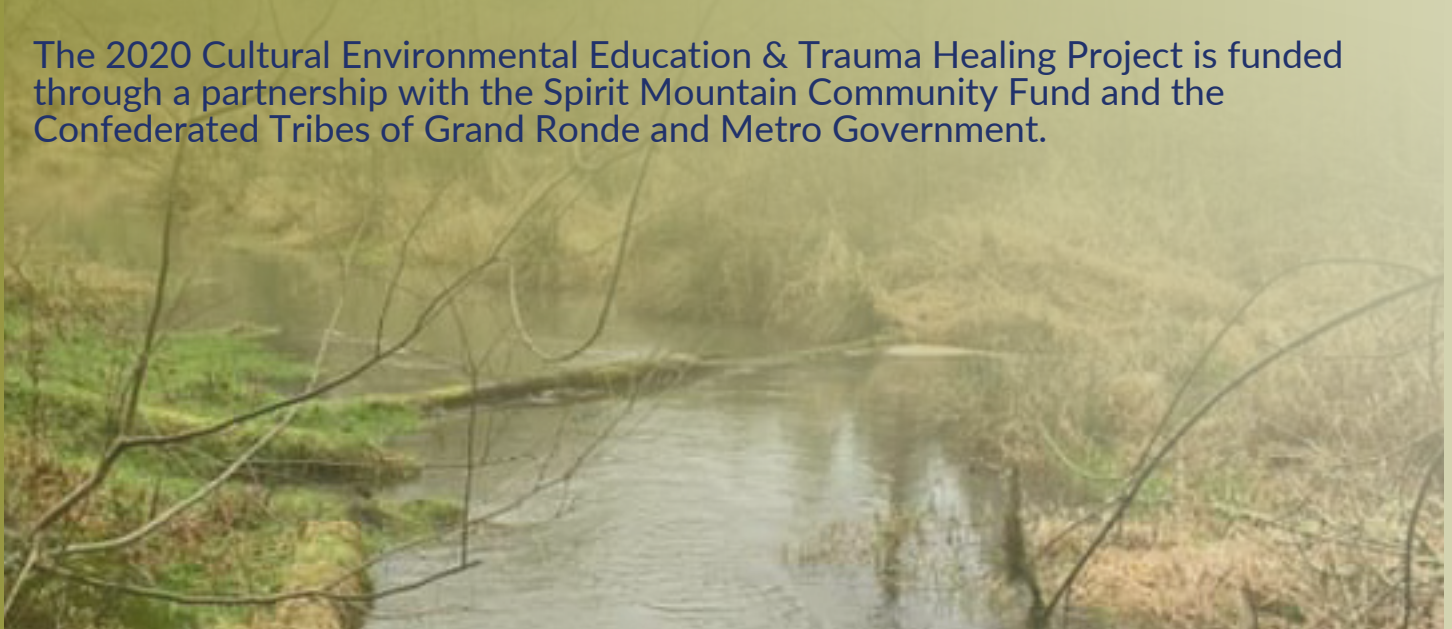


Parrott Creek is collaborating with Friends of Tryon Creek (FOTC) on our new Cultural Environmental Education & Trauma Healing Project. The program will launch in late 2020 and combines environmental education that honors the culture of native land stewardship with the healing power of the natural world through indigenous practices. We recognize that our 80 acres of forest, wetland and creek are ancestral lands of the Clackamas people, and we want to honor this legacy through a place-based approach that applies their ancient knowledge and traditions to the healing work we, and our partners, do with highly traumatized children and families, and with communities of color in particular.

This project aligns with our overall organizational goal of providing culturally-responsive services by ensuring that this work be guided, led and owned by the people and communities who are experts and not us. For this project, those experts are our Native American partners and organizations that represent people of color. FOTC is a regional leader in efforts to decolonize environmental education and reclaiming natural areas for Black, Indigenous, and Peoples of Color (BIPOC) communities.

Together we wish to re-establish the area as an ecologically functioning site which can accommodate whole families for gathering, learning, and healing. This plan will be built with the goal of establishing an intact natural area for community use by our social service collective and the BIPOC communities, with a particular focus on the Indigenous community of the Portland Metro area.

The 2020 Cultural Environmental Education & Trauma Healing Project is funded through a partnership with the Spirit Mountain Community Fund and the Confederated Tribes of Grand Ronde and Metro Government.



Appendix I - Brand and Communications

While Parrott Creek is known and respected by governmental entities and sister agencies, its profile with the greater community is in need of improvement. The organization will augment its public visibility with a focused public relations campaign in the context of the developing capital project. The vision, fundraising case, and diversification will be focused on the benefits to those being served and to the state and community as a whole.

Parrott Creek will increase its visibility with elected officials and government administrators in order to develop a stronger relationship regarding program development and to enlist these colleagues in helping to communicate the importance of the organization's work to the community. Public Relations resources will be an aspect of the capital campaign budget.

Parrott Creek's Value Proposition:

We provide excellent, evidence based and innovative services to at-risk children, youth and families to help them to develop skills and live with hope within our community.

The heart of the Parrott Creek fundraising case:

Our belief in all children and families is unwavering and is reflective of our commitment to community well-being. We believe in everyone's potential. We turn hope in to reality.

Elements of our brand:

1. Our service to those at risk creates hope and builds skills;
2. We are a source of healing that makes youth and families more resilient and contributing to the community;
3. We help keep kids off of the path to prison and enhance community safety;
4. We are committed to embodiment of service excellence;
5. We are holders of a "trust bank account" (public trust);
6. Children are our community's future - they are the foundation upon which we build a brighter future for all.

Possible market segments and targeted communications tools:

1. Government policy makers and administrators at both the state and county levels

Communication Tools: Site visits focused on campus development and responsiveness to emerging needs, targeted letters, impact reports, participation in advocacy and regulatory meetings.

2. Faith communities

Communication Tools: Visits with clergy and community members to identify service needs and potential partnerships, targeted letters, impact reports, invitations to campus events, "Dusty shoe" tours during construction process.

3. Major donors and other contributors

Communication Tools: Development of campaign materials stating case, goals, budget & naming opportunities, individual cultivation meetings, friend-raiser events on campus and at the homes of select individuals, individualized letters, email blasts with links to ads, articles and reports. Print ads.

4. Educators

Communication Tools: Visits with administrators to discuss service needs and program development, individualized letters, impact reports, invitations to campus events, "Dusty shoe" tours during construction.

5. Foundations

Communication Tools: Visits with officers to discuss community needs and foundation priorities. Development of a formal letter of inquiry to determine reasonableness of asks, grant submission, impact reports, invitations to campus events, "Dusty shoe" tours during construction process.

6. Healthcare industry

Communication Tools: Visits with staff to discuss community needs and system priorities. Development of service marketing materials regarding relevant clinical populations, direct communication with system referral professionals (visits and emails), impact reports, invitation to campus and program events.

7. Communities of color

Communication Tools: Outreach meetings with community organizations (e.g. Latino Network, NAYA, IRCO) to discuss DEI goals, community service needs and partnerships, invitation to campus programs and events, impact reports.

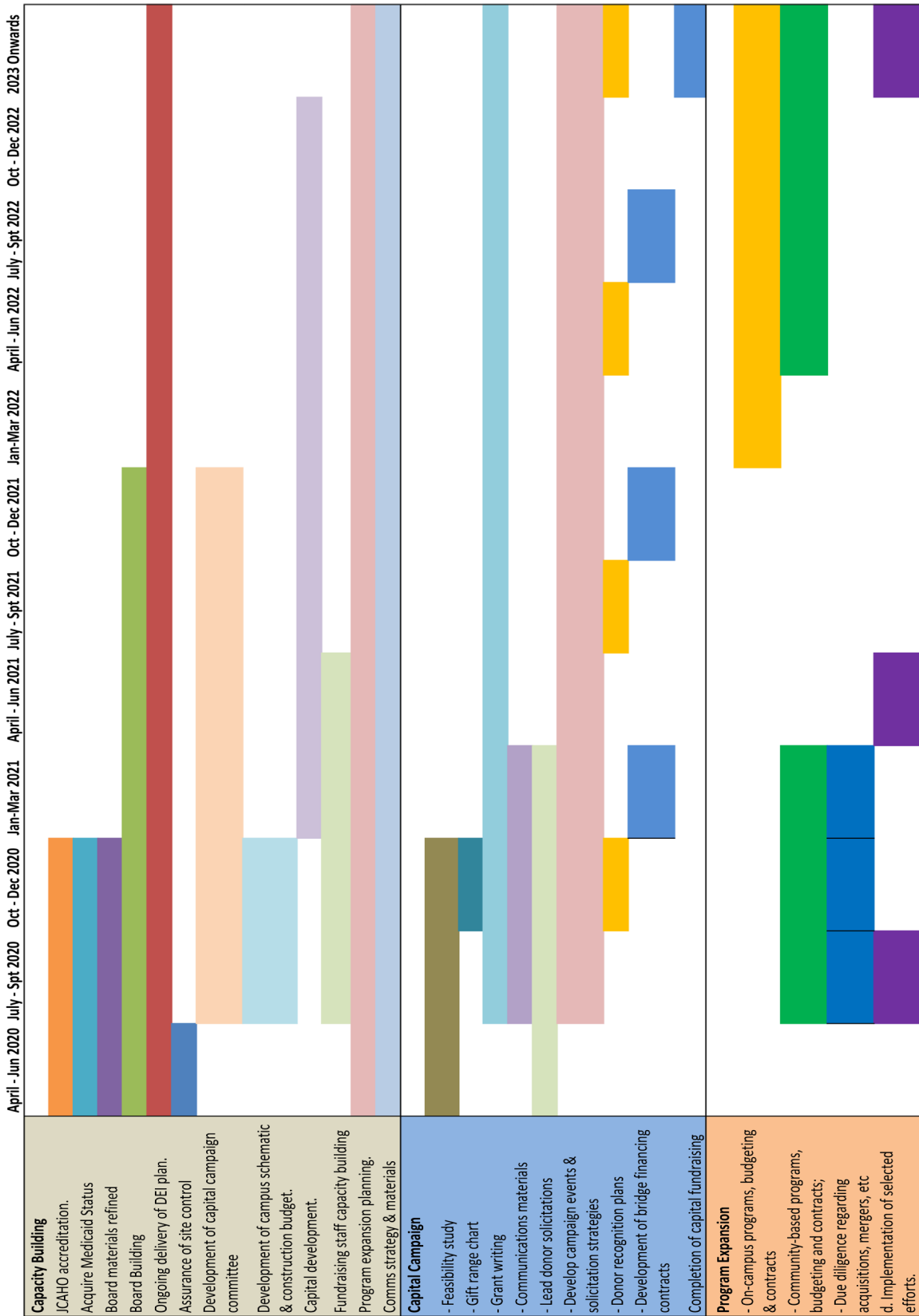
8. Business community

Communication Tools: Meeting with administrative leaders of business alliances and chambers of commerce, speaking at service clubs (Rotary etc.), impact reports, recruitment of business volunteers, assistance at community events.

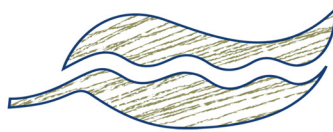
9. General public

Communication Tools: Social media and website presence, generation of free news articles (highlighting campus development, program development, celebrating fundraising and program successes etc.) Placement of ads in community newspapers, arts programs etc., sponsorship of positive youth development activities (e.g. sports teams), Public Service Announcements in print and broadcast media, cultivation of relationships with news broadcast sources reflecting Parrott Creek expertise and its relevance to social issues in the news, impact statements.

Appendix II - Timeline Chart



parrott
Creek
CHILD & FAMILY SERVICES



PARROTT CREEK CHILD AND FAMILY SERVICES

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