



**Community Services**

# **Strategic Plan**

**2023-2028**



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# MESSAGE FROM THE DIRECTOR

Dear Community Members, Partners, and Stakeholders, I have the honor of presenting to you the new strategic plan for Clark County Community Services. This plan sets out our vision, goals, and strategies for the next five years as we continue our mission to enhance the quality of life for all residents of Clark County.

We are committed to serving our community with compassion, integrity, and innovation. This strategic plan reflects our dedication to addressing the evolving needs of our community members, especially those who most need our support - the vulnerable and marginalized. Our plan is the result of collective effort, collaboration, and targeted engagement to receive input from community members, service recipient's, youth, staff, and a broad group of stakeholders.

As we move forward, we are guided by our core values of equity, inclusion, and respect. We aim to create a community where everyone has equitable access to affordable housing, behavioral health support, education, and employment opportunities. We will continue to work tirelessly to eliminate disparities and create a more just and equitable Clark County for all. As we look ahead, Community Services will prioritize the following key areas:

1. **Outcome-focused Programs:** We will enhance our programs to be more outcome-focused, ensuring that our efforts result in tangible and meaningful impacts on the lives of those we serve.
2. **Data-Driven Decision Making:** We will leverage data to drive decision-making processes, allowing us


to better understand community needs and allocate resources effectively.

3. **Equity and Inclusion:** We will address racial disparities, leading with equity lens to identify and address barriers that prevent some communities from accessing our services and fully participating in our programs.
4. **Strategic Partnerships:** We will develop strategic partnerships with community leaders, providers, funders, and other systems to improve coordination, enhance service delivery, and maximize our impact.
5. **Provider Coordination and Integration:** We will support providers in becoming more coordinated and integrated, ensuring that services are delivered seamlessly and efficiently.

I want to express my gratitude to everyone who contributed to the development of this strategic plan. Your insights, ideas, and feedback have been invaluable. I also want to thank our dedicated staff for their hard work and commitment to serving our community.

I invite you to join us on this journey as we work together to build a brighter future for Clark County. Together, we can make a difference.

Sincerely,



Vanessa Gaston  
Director, Clark County Community Services



## EXECUTIVE SUMMARY

Clark County Community Services embarks on a new strategic plan, a blueprint designed to navigate the complexities of social service provision over the next five years. This plan presents our vision for a community where people have access to the resources and services they need to thrive, acknowledging the dynamic landscape that requires adaptive and proactive strategies. Our key objectives revolve around inclusivity, effectiveness, and sustainability in service provision, with a renewed and unwavering commitment to racial equity, social justice, and outcomes-focused, evidence-based approach.

Through a comprehensive analysis of community needs, stakeholder input, and data collection — including

surveys, community leader interviews, youth, and service recipient engagement — we have identified strategic priorities that will direct our efforts and resources. These priorities include addressing the affordable housing crisis and homelessness, enhancing behavioral health services, and ensuring that we are engaging all members of the community. Each priority will apply a racial equity approach to address disparities in our community. It will also be underpinned by specific goals and is paired with actionable strategies that outline the roles of various stakeholders, timelines, and performance indicators for success.

The plan not only outlines the what and the how of our path forward but also the who — defining clear roles for leadership, staff, partners, and the community at large. We have carefully considered resource allocation with a lens of responsible stewardship, efficiency, and impact, ensuring that every dollar spent is an investment toward measurable improvement in the lives of our most vulnerable Clark County community members.

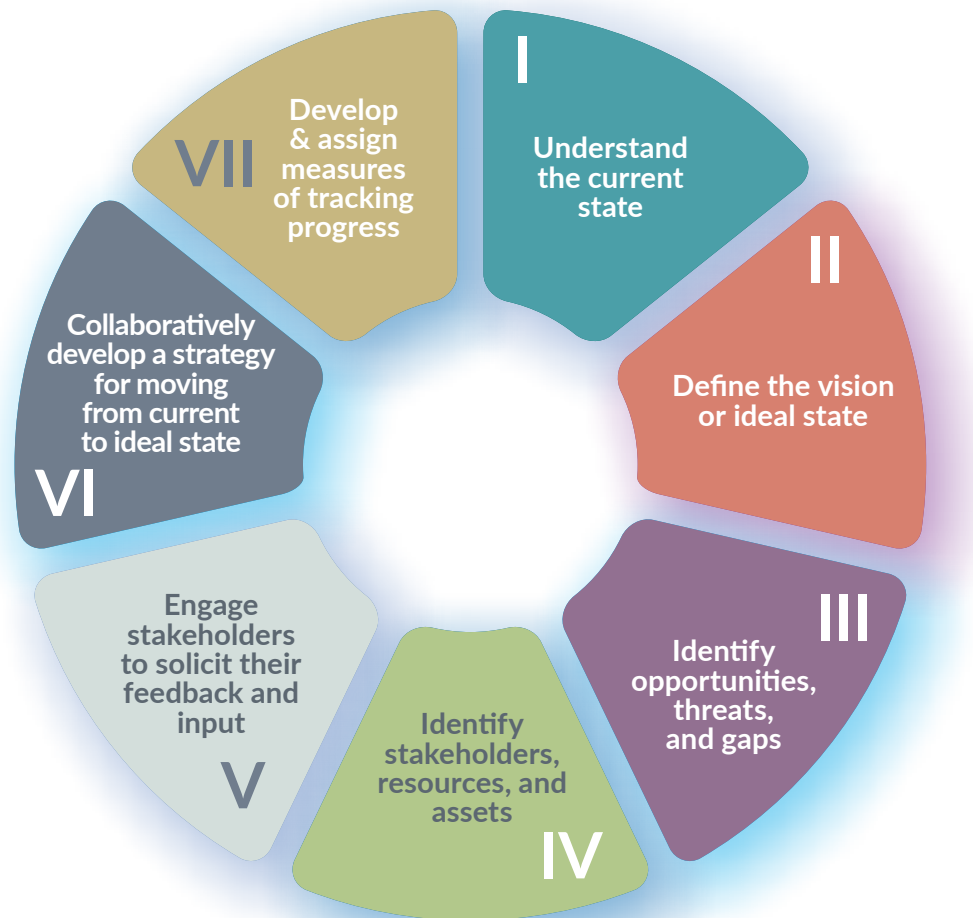
# OVERVIEW OF THE STRATEGIC PLANNING PROCESS

## What is a strategic plan?

A strategic plan is the process an organization undertakes to define the direction it is going in, the strategy for getting to its destination and the resources that it will allocate to accomplish its goals. Strategic planning should be an inclusive, iterative, and comprehensive process that considers all the necessary considerations to formulate a feasible plan for the organization.

## The Key Phases

The strategic planning process for Community Services featured an iterative, comprehensive, and community-centered approach designed to steer the organization toward achieving its long-term goals and objectives. This process encompassed several key phases, each of which played a crucial role in ensuring the plan's success.



- 1. Understanding the Current State:** The first phase involved a thorough analysis of the current state of the department (Community Services) and the community it serves. This included reviewing existing data, conducting staff interviews, and gathering insights from provider surveys and community leader engagement. Understanding the current state helped identify the strengths, weaknesses, and areas that required improvement.
- 2. Defining the Vision or Ideal State:** In this phase, the department articulated its vision or ideal state. This vision served as a guiding light for the strategic planning process, outlining what the department aimed to achieve in the long term. It was essential that this vision was clear, achievable, and aligned with the overall goals of the community.
- 3. Identifying Opportunities, Threats, and Gaps:** A critical component of the strategic planning process was the identification of opportunities, threats, and gaps. This involved analyzing the external environment to pinpoint potential opportunities that the department could leverage and threats that it needed to mitigate. Additionally, it required identifying gaps in services or resources that needed to be addressed to move closer to the ideal state.
- 4. Identifying Stakeholders, Resources, and Assets:** Understanding who the stakeholders were, as well as the resources and assets available, was crucial for the success of the strategic plan. Stakeholders included anyone who had an interest in or was affected by the department's activities, such as community members, staff, service recipients, and funding agencies. The Steering Committee assisted with stakeholder mapping to identify external stakeholders. The process also included an analysis of the department's interactions with various community groups, funders, providers, service recipients and governmental organizations. The process was further informed by input from those engaged in the strategic planning process, including community leaders and service recipients, who provided recommendations for stakeholders to be engaged.
- 5. Engaging Stakeholders to Solicit Their Feedback and Input:** Stakeholder engagement was a continuous process that involved soliciting feedback and input from all relevant parties. This was achieved through various means such as focus groups, community forums, and surveys. Engaging stakeholders not only provided valuable insights but also fostered a sense of ownership and commitment to the strategic plan.
- 6. Designing a Strategy for Getting from Current to Ideal State:** With a clear understanding of the current state, vision, opportunities, threats, and stakeholder input, the next step was to design a strategy that outlined how the department would move from its current state to its ideal state. This strategy was actionable, with specific goals, objectives, and initiatives that were aligned with the overall vision.
- 7. Developing and Assigning Measures of Tracking Progress:** Finally, it was essential to develop and assign measures for tracking the progress of the strategic plan. This involved setting up key performance indicators (KPIs) and metrics that would be used to monitor the implementation of the plan and measure its success over time. Regularly reviewing these measures ensured that the department stayed on track and made necessary adjustments to achieve its strategic goals.

### Phases Activities

The strategic planning process occurred over 7 distinct, connected phases that built toward the eventual plan. Each phase contained several activities:

● **Phase I: Foundational Research**

The initial phase set the groundwork for the strategic planning process. It was characterized by strategic planning, a comprehensive review of documents and data to understand the current landscape, a review of new and emerging trends in strategic planning to inform the current process, in-depth desk research to gather additional context, and a summary of findings that laid the foundation for subsequent phases.

● **Phase II: Preliminary Engagement and Research**

During this phase, Survey I was conducted with organizational staff, providing an initial layer of qualitative and quantitative insights. This was complemented by extensive desk research that helped to contextualize the survey’s findings. The steering committee played a crucial role during this phase, ensuring the strategic direction was in line with the broader organizational goals. Their engagement was instrumental in guiding the focus and ensuring the relevancy of the strategic plan to the county’s needs.

As part of this phase, the committee has emphasized the critical importance of Diversity, Equity, Inclusion (DEI), within the strategic framework. This aligns with trends seen in counties like Thurston County, Washington, and Marion County, Oregon. Both jurisdictions have initiated comprehensive plans to tackle these pervasive issues, with commitments to integrating DEI principles into all aspects of governmental operations. Thurston County, for example, has actively worked towards declaring racism a public health crisis, a move that aligns closely with our goals in Clark County to create a roadmap for collective action and sustainable change.

The activities in Phase II were guided by an interview protocol that sought to understand staff’s perspectives on

past strategic planning processes, their current work, and their aspirations for the county’s DEI efforts. This protocol was designed to capture the baseline state of DEI at Clark County Community Services and in staff interactions with the community. It included discussions around staff’s roles, their team or department dynamics, previous strategic planning experiences, the impact of racial equity in their work, and expectations for the ongoing process. Through these activities, Community Services aimed to build a strategic plan that was not only comprehensive and forward-looking but also deeply integrated with DEI principles.

● **Phase III: In-Depth Survey Design and Community Interaction**

In Phase III, the survey design was fine-tuned to ensure pertinent questions were poised to capture detailed information. This phase also included further desk research and targeted community outreach, ensuring a wide range of voices were heard and the needs of diverse community segments were considered.

● **Phase IV: Thematic Synthesis**

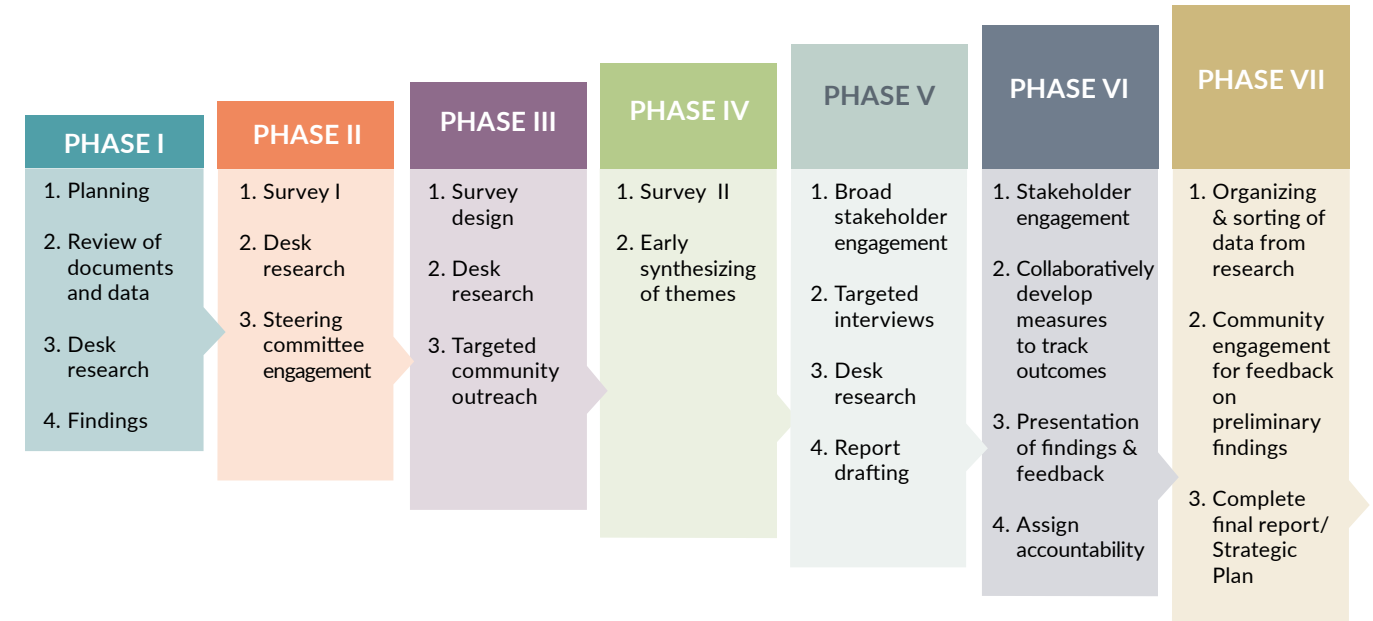
Phase IV involved conducting Survey II, which built upon the initial survey, followed by an early synthesis of themes. This early analysis was crucial for identifying the main threads that would weave through the strategic plan, ensuring that the emerging strategy was responsive to identified themes.

● **Phase V: Comprehensive Stakeholder Engagement**

Broad stakeholder engagement was the hallmark of Phase V, which sought to bring diverse perspectives into the planning process. Targeted interviews delved deeper into key issues identified in earlier phases, and additional desk research supported the draft of the report, ensuring a data-driven approach to the strategic plan.

Phase VI: Collaborative Development and Accountability Stakeholder engagement continued into Phase VI with a focus on collaboratively developing measures to track outcomes. This phase saw the presentation of findings and solicitation of feedback, creating a feedback loop that reinforced accountability and responsiveness.

Strategic Planning Process Key Phases



● **Phase VII: Finalization and Feedback Integration**

The final phase was characterized by organizing and sorting data from research, which informed the community engagement sessions focused on gathering feedback on preliminary findings. This culminated in the completion of the final report and the strategic plan, which synthesized all the data, feedback, and research conducted throughout the process.

### Strategic Planning Committee

The strategic planning committee was composed of Community Services staff members from various units. This committee served in the capacity of strategists, thought partners, and subject matter experts. The committee, being members of the organization, will be responsible for ensuring that the plan, after implementation, is successful in supporting the organization in accomplishing the goals. This includes providing context and history about the plan and tracking success. During the strategic planning process, the committee worked closely with the consultant, providing important direction, guidance, thought and strategy partnership to help design and implement the approach.

# INTRODUCTION

## Community Profile

Clark County, Washington, with a population of over 516,000 residents as of 2023, is an increasingly diverse and multicultural region characterized by a strong sense of community and a commitment to the welfare of its citizens. The county has seen a 2.7% population growth since the 2020 Census, underlining a trend of continuous development and expansion. The demographic makeup of the county, though still predominantly White, continues to diversify.

The economic landscape of Clark County is underpinned by sectors such as Health Care & Social Assistance, Manufacturing, and Retail Trade, providing a wide array of employment opportunities to its residents. The median household income stands at \$116,900 and the labor force participation rate is 63.8%.

Educationally, 93% of the county's residents over the age of 25 have at least a high school diploma, and 32.2% hold a bachelor's degree or higher.

The county's commitment to the well-being of its members is evident in the access to health insurance. Despite the challenges, a majority of the population under 65 years has health coverage, with only 7.8% being uninsured. As of the most recent data from 2022, 8.8% of community residents under the age of 65 reported living with a disability. For the youth population, the data indicates that individuals under 18 years of age constitute 22.3% of Clark County's population. This significant portion of the community underscores the importance of engaging with and addressing the needs and perspectives of the youth in the strategic planning process.

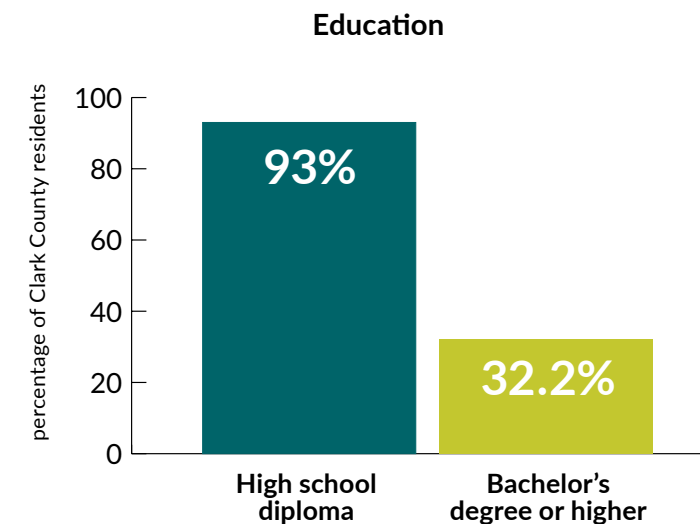
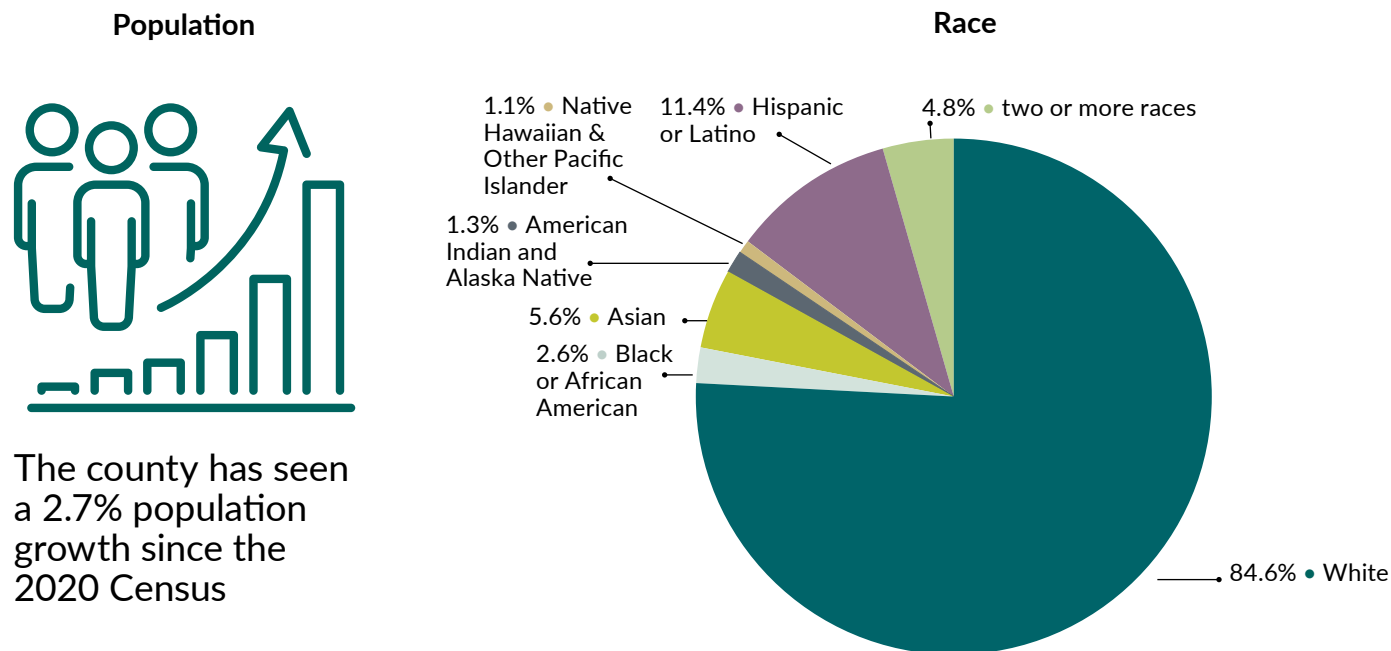
Transportation is crucial in shaping the daily lives of Clark County residents, where the average commute time is approximately 25.8 minutes. This infrastructure not only supports the county's economic vitality but also connects its diverse communities. However, public transportation services vary significantly across the region, with notable limitations in small and rural areas. Cities like Amboy and La Center have minimal to no bus service, Ridgefield features routes that run only every two hours, and Yacolt's service operates with buses every six hours. While Battle Ground, Camas, and Washougal offer more frequent services along their main corridors, challenges remain for residents outside these core areas. Recognizing the necessity for inclusive mobility, Clark County is committed to enhancing ADA accessible transportation. C-Tran's Paratransit Service is a vital component of this commitment, offering door-to-door service for eligible riders who cannot use regular fixed-route buses due to their disability. This service aligns with the goals of the Human Services Transportation Plan, which aims to improve mobility for seniors, individuals with disabilities, and low-income families, ensuring

that transportation barriers do not hinder their access to essential services and activities.

## Background and Context

The goal of becoming a more equitable and responsive community is at the heart of the strategic planning process. In crafting the 2024 Strategic Plan, we built upon the foundation of the previous Strategic Plan (2017 to 2022), 2020 Community Needs Assessment (CNA) and the 2024 CNA. The assessment's evolution is a reflection of our community's growth, with the latest iteration drawing from voices across Clark County. Central to this process has been the dedication of the Community Action Advisory Board (CAAB) and the CNA Task Force, whose diverse perspectives have ensured that this plan is deeply rooted in the community's fabric.

The strategic planning process has been designed to encapsulate the community's complex and changing landscape. We recognize the pandemic's profound impact, the shifting economic tides, and the evolving demographic makeup that characterizes our county. These dynamic elements demand a strategic approach that is both adaptive and proactive, one that can navigate the present while charting a course for the future.



Data Collection



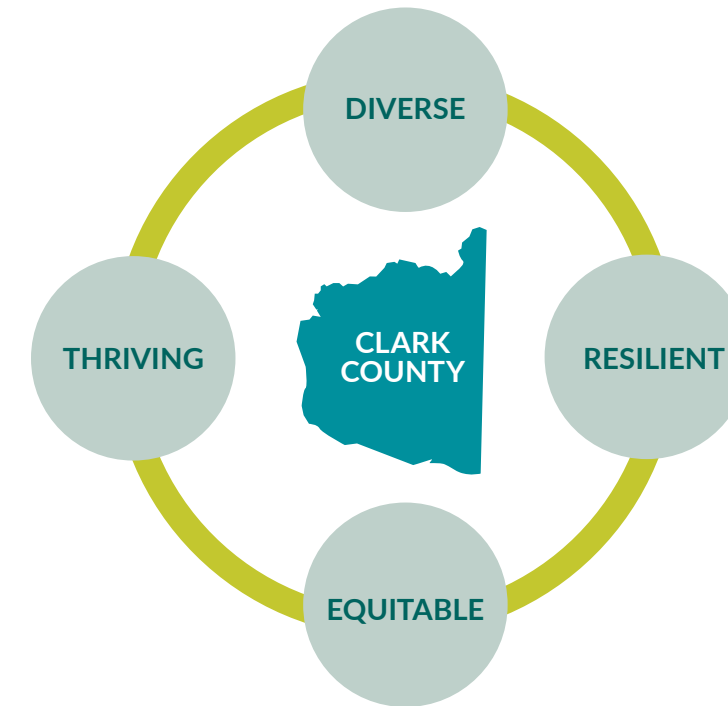
**Importance of the Strategic Plan**

The strategic plan is a blueprint for action, a roadmap for Community Services as it strives to meet the needs of its community members, particularly those who are most vulnerable. It is a commitment to addressing the systemic barriers that perpetuate disparities, and identifying solutions that are responsive to the multifaceted nature of identities in Clark County whether they are due to race, ethnicity, socioeconomic status, ability, gender, sexual orientation, age or any other part of a person or group’s identity.

In acknowledging the expanding diversity of our community, we underscore the imperative for services and programs that resonate with all segments of the population. The insights gleaned from the recent CNA, coupled with Clark County’s demographic data and economic trends, underscore the urgency for targeted, strategic interventions.

The plan is not merely a document; it is a testament to the community’s collective resolve. It will serve to amplify the marginalized voices, guide resource allocation, and spur innovations that will navigate us towards a more equitable and thriving Clark County. Through the strategic plan, we embrace the opportunity to not only respond to challenges but to transform them into stepping stones for collective success and well-being.

The strategic plan is more than a roadmap for Community Services; it is a declaration of our collective values and vision. It marks a pivotal step towards a future where opportunity is not dictated by circumstance but is accessible to all. In this spirit, we embark on this strategic journey, fortified by the knowledge and perspectives of our diverse community, and driven by a commitment to play our part in creating a Clark County that thrives in equity, resilience, and unity.



**VISION AND MISSION**

**Vision Statement for the Future of Clark County**  
*A Thriving Clark County: Diverse, Equitable, and Resilient*

Our vision for Clark County is a vibrant community where every individual and family flourishes in an environment of inclusivity and equitable opportunity. We envision a future where diversity is celebrated as a strength, where the barriers that divide us are dismantled, where all community members are celebrated for their gifts and contributions, and where the bonds of community are fortified by mutual respect and understanding.

We envision a Clark County where economic growth benefits all, not just a few, and where the makeup of our neighborhoods reflects the diversity of its people in leadership,

culture, health, economic and social outcomes. Our vision embraces a community where every person has equitable access to opportunities to thrive, every resident enjoys good health and well-being, and every person lives with dignity and has equitable access to the support they need.

In this future, social justice is the cornerstone of our policies, equity the foundation of our practices, and inclusion the fabric of our community life. We envisage a Clark County where systemic inequities are addressed not just in words but in action, where every voice is heard, and where the collective power of our community is harnessed to uplift the lives of all its members.

If we successfully accomplish our vision, our community will be a place where:

- Every neighborhood is rich with the vitality of cultural diversity and communal harmony.

- Economic opportunities are abundant and accessible, contributing to the elimination of poverty.
- The K-12 education system equips young people with the tools necessary for success.
- All community members have access to the care they need to address and resolve any behavioral health challenges.
- Housing is safe, affordable, and a foundation for stability and growth in every family's life.
- Social services are relevant, accessible and compassionate, meeting the needs of those in our community before they reach the point of distress.
- Civic engagement is the norm, with empowered citizens actively shaping their destiny.
- Every person feels valued, understood, able to fully participate and connected to the larger whole.

**Mission and Vision Statement Defining the Purpose and Primary Objectives**  
*Empowerment Through Service: Building a Just and Prosperous Community for All*

**Mission Statement:**

The mission of Clark County Community Services is to empower and uplift our community by providing essential support, resources, and opportunities aimed at overcoming barriers to ensure a stable, healthy, and engaged community for all.

**Vision:**

We are dedicated to fostering a culture of empathy, service, and accountability, where the dignity of every individual is upheld, and the interconnectedness of our well-being is recognized. Through strategic partnerships, we commit to enhancing economic security and well-being, addressing the root causes of poverty, and building a foundation for a prosperous future.

Our primary objectives are:

- 1. To Advocate for Equity, Inclusion and Social Justice:**  
 We lead with race and champion policies and initiatives that address the root causes of inequity. We aim to break

down barriers to opportunity and create a just community where everyone can reach their potential.

- 2. To Address Housing Insecurity and Combat Poverty:**  
 Prioritize housing and anti-poverty programs as strategic initiatives to support the most vulnerable in our community. Increase the capacity of the local Homeless Crisis Response System through targeted investments in outreach services, shelters, motel vouchers, and rapid rehousing efforts. Utilize funding sources to enhance access to housing, essential needs, and services that empower individuals and families to achieve stability and self-sufficiency. Collaborate with local service providers and community organizations to ensure comprehensive and coordinated assistance for those in need.
- 3. To Improve Behavioral Health and Well-being:**  
 Facilitate comprehensive and accessible prevention and recovery services with a focus on the underprivileged and marginalized. Provide access to essential health services including dental care and food assistance for our community members who are in need.
- 4. To Cultivate Inclusive Community Engagement:**  
 Encourage active participation and civic engagement from all sectors of the community, ensuring that diverse voices are integral in shaping the decisions that affect their lives.
- 5. To Strengthen Support Systems:** Deliver high-quality, responsive services that meet the evolving needs of Clark County's community members, especially the most vulnerable among us. These services include supported employment for people with intellectual and developmental disabilities, support for infants and toddlers, anti-poverty and housing programs.

By aligning our actions with these objectives, we aim to create a resilient community that is prepared to meet the challenges of today and tomorrow. We believe that through collaborative effort and collective will, we can transform our vision into reality, making Clark County a beacon of hope, opportunity, and unity for generations to come.

**GUIDING PRINCIPLES**  
**The Pillars of Our Purpose: Integrity Compassion, and Progress**

Our work in Clark County is grounded in a set of core principles that guide our decisions and actions. These principles reflect our deepest beliefs about service and community, driving us to create a society that is just, equitable, and progressive.

These guiding principles are not merely aspirational; they are actionable commitments that we embed in our daily work. They inspire our strategies, inform our actions, and help us measure our progress as we strive to realize the vision of a thriving Clark County for all.



**INTEGRITY:** We commit to transparency, honesty, and ethical behavior in all our interactions. We hold ourselves accountable to the highest standards of public trust and stewardship.



**INNOVATION:** We embrace creativity and are committed to finding new and effective ways to meet the challenges of our community. We encourage experimentation and learning, understanding that progress often requires a departure from the conventional.



**COMPASSION:** Our services are delivered with empathy and a deep understanding of the human experience. We approach each individual's situation with sensitivity, seeking to empower rather than patronize.



**COLLABORATION:** We believe in the power of partnerships and collective action. By working together with individuals, private funders, elected officials, organizations, and sectors, we can achieve outcomes that are greater than the sum of our parts.



**INCLUSIVITY:** We recognize the strength that comes from diversity and strive to create spaces where every individual can contribute and belong. We work to ensure that all voices are heard and valued in the fabric of our community.



**RESILIENCE:** We aim to foster a community that is adaptable and robust, capable of withstanding challenges and bouncing back stronger. We invest in the social and economic foundations that support long-term sustainability.



**EQUITY:** We pledge to confront inequities head-on and dismantle the systemic barriers that hinder access to opportunity. We advocate for equity and justice in the distribution of resources and opportunities.



**SERVICE:** At our core, we are public servants. We exist to serve the community of Clark County, to improve lives, and to contribute to the public good. Our dedication to service is unwavering and defines our path forward.





## SWOT ANALYSIS

The SWOT analysis is an important part of our strategic planning process, providing an overview of internal and external factors that influence our capacity to achieve the objectives outlined in our strategic plan. Here, we highlight our strengths, acknowledge our weaknesses and challenges, seize opportunities, and anticipate potential threats.

### STRENGTHS

- **Committed Leadership:** Leadership that has demonstrated dedication to our mission, guiding our actions with a clear vision and strategy.
- **Community Collaboration:** Strong partnerships with local organizations and stakeholders, built on mutual goals and shared successes.
- **Data-Driven Decision Making:** Utilization of comprehensive data analysis to inform strategies, ensuring that our actions are evidence-based and impactful.
- **Core Values of Equity and Inclusion:** A commitment to diversity, equity and inclusion drives our services, aiming to dismantle barriers and foster an inclusive community for all.
- **Strategic Priorities:** A clear set of priorities that directly address the core needs of our community, ensuring targeted and effective service delivery.

### WEAKNESSES

- **Resource Constraints:** Limitations in funding and human resources can challenge the scope and scale of our services.
- **Systemic Barriers:** Recognizing that deeper institutional challenges can hinder our efforts in achieving equitable outcomes.
- **Navigating Complexity:** The diverse and complex needs of our population require nuanced and adaptable approaches that we must continually refine.
- **Silos in The System:** Organizations operating in silos, in part due to a competitive funding landscape and because

of distinct funding and billing requirements across different sectors which create a differentiation in funding streams that necessitates integration efforts to ensure that services are delivered effectively and cohesively.

### OPPORTUNITIES

- **Community Growth:** The expanding diversity and growth of Clark County provide an opportunity for innovative community development.
- **Demographic Shifts:** Changes in the population dynamics that may introduce new challenges and alter the needs of the community.
- **Technological Advancements:** Leverage new technologies to improve service delivery and engage with the community more effectively.
- **Strategic Partnerships:** Potential to form new collaborations to expand resources and expertise.

### THREATS

- **Economic Uncertainty:** Fluctuating economic conditions that can impact funding availability and the economic stability of our service recipients.
- **Policy and Regulatory Changes:** Potential legislative changes that could affect the operational landscape of community services.
- **Workforce Challenges:** Lack of provider capacity, burnout and turnover.

The SWOT analysis encapsulates the key factors we must consider as we move forward with our strategic plan. It serves as a foundational tool to navigate through our strategic journey, allowing us to build upon our strengths, address our weaknesses, capitalize on opportunities, and mitigate potential threats. Through this comprehensive analysis, we reaffirm our commitment to fostering a resilient, equitable, and prosperous Clark County.

# STRATEGIC PRIORITIES AND GOALS

## Priority Areas Identified for Strategic Focus:

- 1. Equity and Inclusion:** Promote racial equity, diversity, and inclusion in all aspects of community life, ensuring that all community members have equitable access to opportunities and resources. Address disparities and ensure equitable access to services for individuals with intellectual and developmental disabilities, promoting their inclusion in all aspects of community life. Advocate for policies and initiatives that address the root causes of inequity and create a just community where everyone can reach their full potential.
- 2. K-12 Education and Workforce Development:** Partner with the K-12 education system to support children and families, and provide supported employment services to promote economic self-sufficiency for people with intellectual and developmental disabilities. Strengthen support systems that deliver high-quality, responsive services to meet the evolving needs of Clark County's community members, especially the most vulnerable among us.
- 3. Housing Affordability and Stability:** Leverage resources and partnerships to address housing affordability and develop services to address homelessness and housing insecurity. Prioritize housing and anti-poverty programs as strategic initiatives to support the most vulnerable in our community. Increase the capacity of the local Homeless Crisis Response System through targeted investments in outreach services, shelters, motel vouchers, rapid rehousing, and permanent supportive housing.

- 4. Health and Well-being:** Provide access to dental services for those in need and provide supports so people can be successful in behavioral treatment and prevention programs. Facilitate comprehensive and accessible prevention and recovery services with a focus on the underprivileged and marginalized. Provide access to essential health services, including food assistance, for our community members who are in need.
- 5. Community Engagement and Collaboration:** Foster strong partnerships between government agencies, non-profit organizations, businesses, private and philanthropic funders, and community members to address complex social issues collaboratively. Encourage active participation and civic engagement from all sectors of the community, ensuring that diverse voices are integral in shaping the decisions that affect their lives.

## Specific Goals and Objectives for Each Priority Area:

- 1. Equity and Inclusion**
  - Develop and implement policies and practices that promote racial equity, diversity, and inclusion across all Community Services Programs.
  - Create policies and programs that address the root causes of poverty, working to eliminate the inequities that create barriers to economic mobility for the most marginalized.
  - Address disparities and ensure equitable access to services and opportunities.
  - Increase representation and participation of diverse communities in decision-making processes.
  - Implement targeted interventions to address



disparities in education, healthcare, employment, and housing.

**2. K-12 Education and Workforce Development**

- Collaborate with the K-12 education system to support children and families, enhancing educational outcomes for all students.
- Provide supported employment services to promote economic self-sufficiency for people with intellectual and developmental disabilities.
- Develop partnerships with educational institutions, employment agencies, and advocacy groups to support the employment of individuals with intellectual and developmental disabilities.
- Increase access to programs that align with local industry needs.

**3. Housing Affordability and Stability**

- Leverage resources and partnerships to develop and expand affordable housing initiatives.
- Address homelessness and housing insecurity through strengthened eviction prevention, rapid re-housing programs, and supportive housing models.
- Expand housing options that are inclusive and accessible for individuals with intellectual and developmental disabilities.

**4. Health and Well-being**

- Increase access to dental services and healthy food options for underserved populations, addressing both immediate needs and long-term health outcomes.
- Provide comprehensive support to ensure success in behavioral treatment and prevention programs, with a focus on integrating services for behavioral health
- Enhance mental health and substance abuse treatment programs, including recovery support.
- Incorporate nutritional education and access to healthy food as a core component of holistic care.

**5. Community Engagement and Collaboration**

- Foster strong partnerships between government agencies, non-profit organizations, businesses, private and philanthropic funders, and community members.
- Develop and resource partnerships with By-and-For organizations.
- Encourage community-led initiatives and empower community members including people with lived expertise, to take an active role in shaping their neighborhoods.
- Leverage technology and data to enhance transparency, accountability, and community involvement in governance.
- Foster community inclusion by providing individualized supports and promoting opportunities for natural interactions and participation in community activities.

These strategic priorities and goals reflect a commitment to creating a more equitable, prosperous, and resilient Clark County, where all community members have the opportunity to thrive.



# YOUTH EMPOWERMENT & DEVELOPMENT



**Objective:** To provide a supportive environment for the youth of Clark County that promotes their holistic development, well-being, and active participation in the community.

**Strategy:** Utilize a youth-driven, collective decision-making process that applies a racial equity lens to plan and take action under one or more action area(s).

**Focus Area:** Youth Mental Health & Wellness Actions:

- Youth Knowledge and Skill-Building
- Youth Civic Engagement and Leadership
- Safe and Inclusive Spaces for Youth
- Support for Marginalized and Vulnerable Youth



## RESOURCE ALLOCATION

### Overview of Financial and Human Resources Required

To achieve the strategic priorities and goals outlined in this plan, Clark County Community Services will need to allocate financial and human resources effectively. This will involve:

1. **Budget Planning:** Develop a comprehensive budget that aligns with the strategic priorities, ensuring that funds are allocated to areas of highest impact.
2. **Funding Sources:** Identify and secure diverse revenue, including federal, state and local funds.
3. **Human Resources:** Assess staffing needs and allocate personnel to support the implementation of strategies and programs. This may include hiring new staff, providing professional development opportunities, and leveraging volunteers and community partners.

#### Funding Sources and Budget Considerations:

1. **Grant Funding:** Pursue grant opportunities from federal and state agencies, to support specific initiatives and programs.
2. **Local Government Support:** Collaborate with Clark County and municipal governments to secure funding and support for community services and projects.
3. **Public-Private Partnerships:** Explore partnerships with private entities to leverage resources and expertise for mutually beneficial projects.

#### Budget Considerations:

1. **Prioritization:** Ensure budget allocations reflect the strategic priorities and address the most pressing community needs.
2. **Sustainability:** Plan for long-term sustainability by building reserve funds, operating efficiently, diversifying funding sources, and implementing cost-effective strategies.
3. **Transparency and Accountability:** Maintain transparency in budgeting and spending, with regular reporting to stakeholders and the community.
4. **Flexibility:** Allow for flexibility in the budget to respond to emerging needs and opportunities.

By strategically allocating resources, Clark County Community Services can effectively implement its strategic plan, address the community's needs, and work towards a more equitable and thriving Clark County.

# PERFORMANCE, MEASUREMENT, AND EVALUATION

The Performance Measurement and Evaluation section of the Clark County Community Services Strategic Plan integrates the principles of Results Oriented Management and Accountability (ROMA) to assess the effectiveness of the plan’s implementation and its impact on the community. ROMA provides a framework for continuous improvement through a cycle of assessment, planning, implementation, achievement of results, and evaluation.

## Metrics and Indicators to Track Progress:

**Key Performance Indicators (KPIs):** Develop KPIs for each strategic priority and goal to quantify progress and outcomes, ensuring they are SMART (specific, measurable, achievable, relevant, and time-bound).

**Baseline Data:** Establish baseline data for each KPI to enable comparisons and measure changes over time.



**Targets:** Set targets for each KPI to provide clear benchmarks for success and to motivate progress toward the strategic goals.

## Process for Reviewing and Updating the Strategic Plan:

**Annual Reviews:** Conduct annual reviews of the strategic plan to assess progress, review KPIs, and make necessary adjustments to strategies and goals, in alignment with ROMA principles.

**Stakeholder Feedback:** Incorporate feedback from stakeholders, including community members, service providers, and partners, to inform the review process.

**Data-Driven Decision Making:** Use data from performance measurements and evaluations to make informed decisions about the strategic plan’s direction and priorities.

**Adaptation:** Be prepared to adapt the strategic plan in response to changing community needs, emerging challenges, or new opportunities.

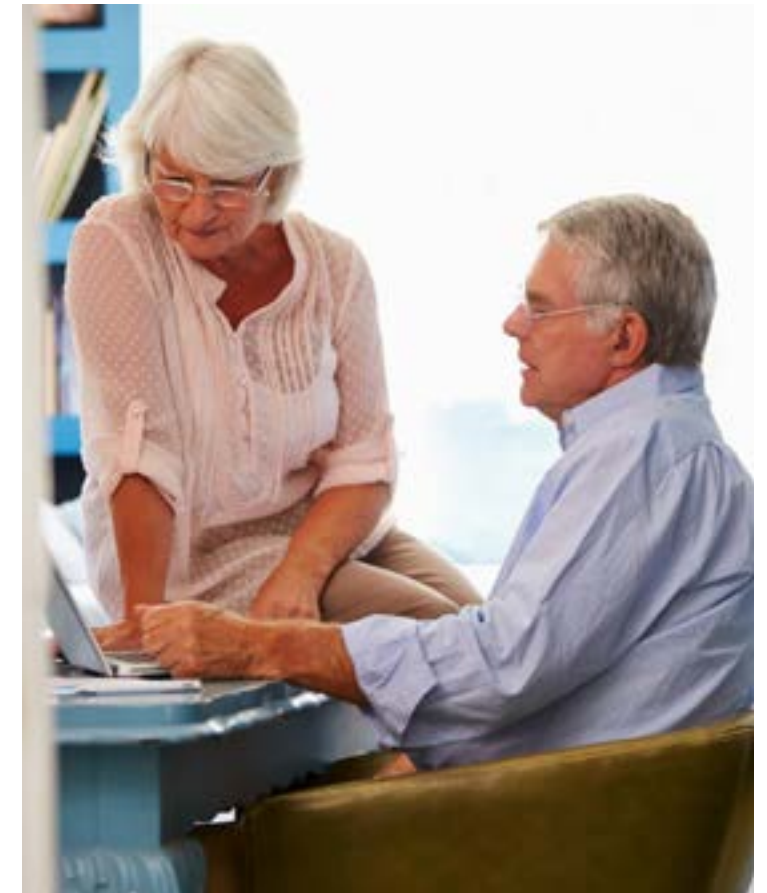
**Continuous Improvement:** Emphasize a culture of continuous improvement, using the ROMA cycle to identify areas for enhancement and to drive ongoing progress.

## Evaluation Methods:

**Quantitative Analysis:** Use quantitative methods to analyze data related to KPIs, such as statistical analysis, trend analysis, and comparative analysis.

**Qualitative Assessment:** Employ qualitative methods, such as focus groups, interviews, and case studies, to gather insights into the experiences and perceptions of stakeholders and to complement quantitative data.

**Program Evaluation:** Conduct evaluations of specific programs and initiatives to assess their effectiveness, impact, and alignment with strategic goals, following ROMA guidelines.



**External Evaluation:** Consider engaging external evaluators or consultants to provide an objective assessment of the strategic plan’s implementation and outcomes.

**Reporting:** Develop a standardized reporting format to communicate evaluation findings to stakeholders, including progress reports, dashboards, and annual evaluation reports, ensuring transparency and accountability in line with ROMA principles.

By integrating ROMA into our Performance Measurement and Evaluation processes, we commit to a results-oriented approach that emphasizes accountability, continuous learning, and data-driven decision-making to enhance the effectiveness of our programs and services.



## GLOSSARY OF TERMS

**Affordable Housing:** Housing options that are affordable to individuals and families with low to moderate incomes, typically defined as costing no more than 30% of a household's income.

**Behavioral Health:** A broad term that encompasses mental health and substance use services, including prevention, intervention, treatment, and recovery support.

**Community Engagement:** The process of involving community members in decision-making, planning, and implementation of programs and initiatives to address community needs.

**Demographic Distribution:** The statistical distribution of the population based on characteristics such as age, race, ethnicity, gender, and income.

**Economic Conditions:** The state of the economy in a specific area, including factors such as employment rates, income levels, and poverty rates.

**Equity:** The principle of equity and justice in the distribution of resources, opportunities, and treatment, with a focus on addressing disparities and promoting inclusivity.

**Food Insecurity:** A condition in which individuals or households lack consistent access to adequate and

nutritious food due to financial or other constraints.

**Housing Affordability:** The extent to which housing options are affordable to individuals and families, based on their income and the cost of available housing.

**Implementation Plan:** A detailed plan outlining the steps, responsibilities, and timelines for executing a strategic plan or initiative.

**Income Inequality:** The unequal distribution of income within a population, often leading to disparities in access to resources and opportunities.

**Median Household Income:** The middle value of household incomes in a specific area, with half of the households earning more and half earning less.

**Mental Health Services:** Services and support provided to individuals experiencing mental health challenges, including counseling, therapy, and psychiatric care.

**Performance Measurement:** The process of evaluating and assessing the effectiveness and outcomes of programs, initiatives, or strategies.

**Poverty Rate:** The percentage of the population living below the poverty

line, which is defined by the federal government based on income and family size.

**Resource Allocation:** The process of distributing resources, such as funding, staff, and materials, to support the implementation of programs and initiatives.

**Social Determinants of Health:** The economic, social, and environmental factors that influence individual and community health outcomes, such as education, housing, and access to healthcare.

**Strategic Priorities:** The key areas of focus identified in a strategic plan to address specific goals and objectives.

**Substance Use Treatment:** Services and support provided to individuals with substance use disorders, including detoxification, rehabilitation, and counseling.

**Unemployment Rate:** The percentage of the labor force that is unemployed and actively seeking employment.

**Vulnerable Populations:** Groups of individuals who may be at a higher risk of experiencing health disparities, social exclusion, or economic hardship due to factors such as income, race, or disability.

## DATA INSIGHTS

*Overall, the data insights suggest a need for a comprehensive and collaborative approach to address the multifaceted challenges faced by the community, with a focus on equity, accessibility, and innovation in service delivery.*

### YOUTH DATA INSIGHTS

1. **Mental Health:** A significant number of youth are struggling with mental health issues, with many expressing a need for more accessible youth-focused integrated services (mental health-social services-community engagement), support, reducing parental stigma, and increased knowledge of existing resources for both youth and parents.
2. **Social Connection:** The data indicates a sense of social isolation among youth, highlighting the need for more community engagement opportunities, youth-friendly spaces throughout the county (privately and publicly owned) and social support networks.
3. **Youth Substance Use:** Underage substance use specifically vaping and alcohol
4. **Educational Challenges:** Many youth are facing educational challenges, including a lack of access to quality education and resources for learning.

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*Sometimes it feels like nobody really understands what we're going through. We need more than just lectures; we need someone to listen.*

*I wish there were more places where I could just be myself without feeling judged or out of place.*

*The pressure to succeed is overwhelming. It's like you're constantly trying to meet expectations that keep getting higher.*

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### PROVIDER SURVEY INSIGHTS

- 1. **Top Needs:** The top needs identified by service providers include food assistance, dental services, and housing assistance, indicating a significant demand for basic needs support in the community.
- 2. **COVID-19 Impact:** The pandemic has exacerbated existing needs and challenges, with a notable increase in the demand for mental health support, housing assistance, and food assistance.
- 3. **Barriers to Service:** Providers identified barriers to service delivery, including limited funding, staffing challenges, and a lack of awareness among community members about available services.

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*The demand for our services has skyrocketed, but our resources haven't kept pace. It's a constant struggle to meet the needs.*

*We're not just providing a service; we're building relationships. Trust is the foundation of our work.*

*Every day, we see the resilience and strength of those we serve. It's a reminder of why we do what we do.*

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### SERVICE RECIPIENT INSIGHTS

- 1. **Housing Crisis Experiences:** Many service recipients report that they are sleeping in places less than ideal for human habitation .
- 2. **Stable Housing Desire:** Many service recipients express a strong desire to be stably housed but find themselves unable to do so due to housing affordability issues.
- 3. **Accessibility of Services:** A notable number of people in need of services are unaware of where to go for assistance, indicating a gap in information dissemination and outreach.
- 4. **Perceptions of Services:** There is a perception among some service recipients that the services provided are out of touch with their actual needs. This highlights the importance of continuously engaging with and listening to the community to ensure that services are responsive and relevant.

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*Sometimes you feel like just giving up, but that's not every day.*

*Some people think that we want to live like this, trust me it's not a choice.*

*What I want people to know is that some of us work hard and still need help.*

*One thing I can say about the providers is that they care.*

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*Collaboration is not just a buzzword; it's the key to unlocking the full potential of our community's resources.*

*We need to shift from a reactive to a proactive approach. It's about preventing problems before they escalate.*

*Diversity and inclusion should be at the heart of everything we do. It's about giving everyone a seat at the table.*

”

### LEADER INTERVIEWS INSIGHTS

- 1. **Collaboration:** Leaders emphasized the importance of collaboration between organizations and sectors to address community needs effectively.
- 2. **Equity:** There is a strong focus on equity, with leaders highlighting the need to address disparities and ensure that services are accessible to all community members, particularly marginalized groups.
- 3. **Innovation:** Leaders expressed a desire for innovative approaches to service delivery and community engagement, including leveraging technology and developing new partnerships.

### 2024 NEEDS ASSESSMENT INSIGHTS

The following were the key recommendations that arose from the 2024 Community Assessment of Needs:

- 1. Expand access to food assistance programs and initiatives that promote food stability and food security, including community gardens and food banks.
- 2. Increase access to affordable dental care options and financial assistance to ensure access to quality dental care.
- 3. Advocate for policies that support affordable housing options and rental assistance programs to ensure stable housing for all residents.
- 4. Increase availability of support services such as medical and behavioral health care, legal representation, and early care and education programs to meet the needs of the community.

- 5. Provide support services and financial assistance for transportation, including public transit subsidies and assistance with vehicle costs, to improve mobility for low-income individuals.

“  
*This program gave me a sense of purpose when I felt lost. It's more than just help; it's hope.*

*Finding a community that accepts and supports me has been life-changing. I no longer feel like I'm facing my struggles alone.*

*The skills I've learned here are not just for a job; they're for life. I feel more prepared for whatever comes my way.*

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