

November 2018



# Churchill County Social Services

2018-2023 Strategic Plan

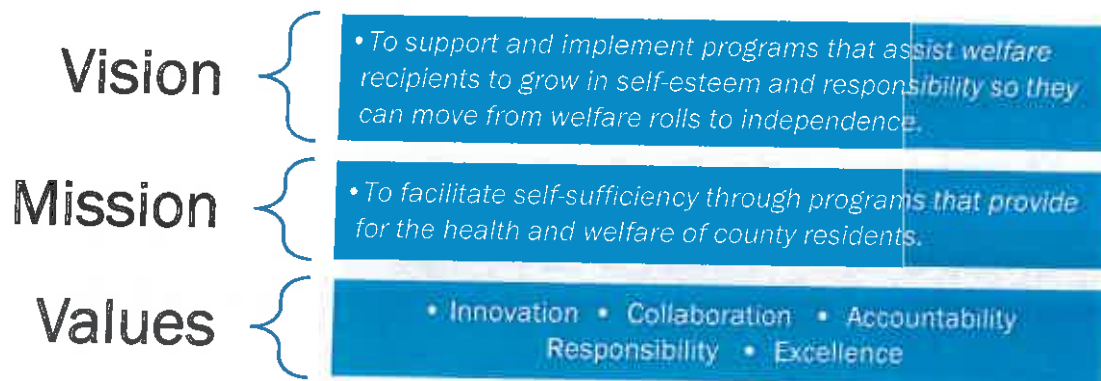
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# Executive Summary

Churchill County Social Services (CCSS) is a Community Action Agency and Family Resource Center that works to facilitate the self-sufficiency of residents throughout Churchill County's communities, ensuring that individuals and families have the opportunity to grow and prosper. The organization is part of Churchill County government, and partners with several federal, state, and local organizations to implement effective social service programs for residents in Churchill County.

In March of 2018, CCSS embarked upon a strategic planning process to effectively guide agency efforts between 2018-2023. As an initial step in the process, the agency confirmed the Vision and Mission associated with its work. It also revisited the five core values that all CCSS staff members strive to use when making decisions, interacting with others and conducting their day to day work:



Following the affirmation of these foundational pillars of the agency, CCSS embarked upon a scan of the environment in which services are being provided. The results of this situational analysis led to the identification of three areas of focus:



Goals and objectives were developed within each of these focus areas and are meant to direct organizational efforts over the next 5 years.

## Behavioral Health

### **Goal 1: Increase the availability of behavioral health services and supports.**

- 1.1. Provide consistent training for law enforcement and emergency services regarding behavioral health issues.
- 1.2. Develop comprehensive programs to increase access to housing, insurance, and income and disability benefits for people with behavioral health issues.
- 1.3. Provide assessment, intervention, and ongoing support to individuals with behavioral health issues
- 1.4. Ensure behavioral health resources are available to justice involved individuals upon reentry to the community.

### **Goal 2: Enhance youth, parent, and teacher understanding of behavioral health issues.**

- 2.1. Educate youth and their parents about mental health and substance abuse, as well as services and resources.
- 2.2. Develop a youth support group.
- 2.3. Educate parents and teachers to recognize and identify youth who have undergone traumatic experiences

## Community Health

### **Goal 3: Reduce the number of unplanned pregnancies and STDs.**

- 3.1 Provide increased education and treatment for STDs and other communicable diseases.
- 3.2 Provide family planning education to youth and the community.
- 3.3 Increase the number of family planning services and activities available in communities.
- 3.4 Engage inmates at Churchill County Detention Centers in family planning and STD testing both during detention and upon community re-entry.

### **Goals 4: Increase community participation in activities that support health and wellness.**

- 4.1 Provide increased education about healthy habits.
- 4.2 Collaborate with organizations that support positive health activities.

## Self-Sufficiency

### **Goal #5:**

- 5.1 Provide support services to obtain and maintain Self-Sufficiency
- 5.2 Increase community awareness on agency and partner programming
- 5.3 Further community partners to provide ongoing assistance for residents
- 5.4 Increase partnerships to obtain funding to support sustainability of success programming

## Introduction

Through a variety of programs and in collaboration with other community partners, Churchill County Social Services supports residents as they secure and retain employment, maintain adequate housing, receive medical and behavioral health services, obtain energy subsidy and weatherization assistance, and other personal and family development opportunities to build and achieve individual and family self-sufficiency.

## Purpose of the Plan

CCSS has established this Strategic Plan to effectively guide its efforts to facilitate the self-sufficiency of all Churchill County residents. This document outlines the issues currently facing County residents as well as the plan to address those issues. It is not a business or financial plan, but rather a framework for making policy decisions, setting priorities, and most effectively allocating resources. It is meant to serve as a meaningful management tool to increase the positive impact that CCSS can have on communities throughout Churchill County.

## Organization of the Plan

This plan is comprised of four sections in addition to the executive summary and this introduction.

### Organizational Overview

- In this section, information is presented to provide a general understanding of CCSS, to include the vision and mission of the organization, current services, and recent organizational accomplishments.

### Situational Analysis

- In this section, the current reality for the residents of Churchill County is described as well as the focus areas that have been prioritized for action.

### Strategic Plan Goals and Objectives

- This section describes the goals and objectives the organization will embark upon between 2018 and 2023.

### Evaluating and Updating the Plan

- This section describes how the organization will measure and report on its success and lessons learned.

This document also includes an appendix containing a one-year action plan that will be updated annually.

# Organizational Overview

Churchill County Social Services (CCSS) is a Community Action Agency and Family Resource Center that works to facilitate the self-sufficiency of residents throughout Churchill County's communities, ensuring that individuals and families have the opportunity to grow and prosper. The organization is part of Churchill County government, and partners with several federal, state, and local organizations to implement anti-poverty efforts for residents in Churchill County.

## Strategic Framework

Together the vision, mission and values form the framework in which Churchill County Social Services operates

### Vision

*To support and implement programs that assist welfare recipients to grow in self-esteem and responsibility so they can move from welfare rolls to independence.*

### Mission

*To facilitate the self-sufficiency of program recipients.*

*These programs provide for the health and welfare of county residents who are eligible indigents to receive emergency temporary assistance.*

### Values

*Innovation  
Collaboration  
Accountability  
Responsibility  
Excellence*

## Services Provided

CCSS coordinates various funding streams to provide services that support the needs of low-income and vulnerable individuals and families in Churchill County. Efforts include:

General Assistance	Public Guardianship	Community Partnerships
<ul style="list-style-type: none"> <li>◦ Rent and Utility Supports</li> <li>◦ Homeless Services</li> <li>◦ Adult Employment Supports</li> <li>◦ Indigent Medical, prescription, cremation and long term care</li> <li>◦ Victims of Crime Assisatnce</li> <li>◦ Referrals for Food, clothing, medical and utility subsidies</li> </ul>	<ul style="list-style-type: none"> <li>◦ Legal guardianship for individuals unable to care for themselves</li> </ul>	<ul style="list-style-type: none"> <li>◦ Mobile Case Management</li> <li>◦ Reduction of Jail Reciticism</li> <li>◦ Community Health Nursing</li> <li>◦ Child and Elder Abuse awreness adn reduction</li> <li>◦ Fallon Community Day</li> <li>◦ Wishing Tree Holiday Support</li> </ul>

In addition to direct services, CCSS also serves as an advocate for the most vulnerable residents in the county and a community convener to address systemic issues. This is evident in its work with the local Behavioral Health Task Force, and its involvement in the rural Nevada Continuum of Care for Homelessness.

## Recent Accomplishments

CCSS has undergone considerable change over the last decade, experiencing challenges, growth and an increased need for its services and supports. It has consistently worked to assess gaps and duplication of services within the community and has worked towards building collaboration with local government and community partners to increase access to services.

Recent accomplishments for the agency include:

- Member of the Northern Nevada Regional Behavioral Health Taskforce to increase coordinated action for mentally ill
- Development of mobile case management to provide wrap around service coordination to those at high risk of crisis
-



## Situational Analysis

The following situational analysis was completed to assist the organization in understanding the current reality for the residents of Churchill County as well as what issues are facing CCSS as an organization.

### Community Characteristics

Churchill County is a rural area consisting of approximately 4,900 square miles, with an estimated population of 24,230 as of 2017. The county seat of Fallon is the primary population center, with other small communities including Hazen, Middlegate, and Cold Springs. The County is widely known as a rural agricultural community, however, it is also home to the Naval Air Station (NAS) Fallon with over 3,000 active duty personnel, civil employees, and contractors.<sup>1</sup> Agriculture and military related activities are essential components of Churchill County's economy.

### Demographic Information

The following table represents the demographics of Churchill County (U.S. Census Bureau, 2016 and 2017 Projections). As identified in the table, half (50.8%) of the population in Churchill County are male and 49.2% are female. The largest age group in Washoe County consists of adults over age 60 (25%), followed by adults ages 35-54 (23%), and young adults ages of 20-34 (20%). The majority of Washoe County residents are White (74.5%), with the second largest group being Hispanic/Latino (12.9%).

#### Gender

<sup>1</sup> Commander Navy Installation Command. Accessed online on July 24, 2018 at [https://www.cnic.navy.mil/regions/cnrsw/installations/nas\\_fallon.html](https://www.cnic.navy.mil/regions/cnrsw/installations/nas_fallon.html).



Male				Female							
Number (#) of Population		Percent (%) of Population		Number (#) of Population		Percent (%) of Population					
12,306		50.8%		11,924		49.2%					
Age											
0-14		15-19		20-34		35-54		55-59		60+	
#	%	#	%	#	%	#	%	#	%	#	%
4,629	19%	1,486	6%	4,728	20%	5,491	23%	1,738	7%	6,158	25%
Race/Ethnicity											
White		Black		American Indian		Asiary/Pacific Islander		Two or More Races		Hispanic / Latino	
#	%	#	%	#	%	#	%	#	%	#	%
17,991	74.5%	555	2.3%	1,045	4.3%	652	2.7%	779	3.2%	3,126	12.9%

## Economic Conditions

The median household income in Churchill County is \$46,195 as of 2014, with 16.86% of residents living below the poverty line. As of January 2016, Churchill County had an unemployment rate of 7%, which is higher than state and federal unemployment rates. Employment within the area is primarily supported through education, health care and social services, local government, the Naval Air Station, retail and other smaller industries such as transportation, warehousing, and construction.

## County Health Rankings

The *County Health Rankings* measures the health of nearly all counties in the nation. The data is compiled using county-level measures from a variety of national and state data sources. The data represented in the chart below are taken from the most recent data available (2010-2016). These measures are standardized and combined using scientifically-informed weights<sup>2</sup>.

The table below provides a snapshot of how Churchill County characteristics compare to the state of Nevada as well as their placement in relationship to nationally established benchmarks. The information provided lends to an understanding that a number of co-existing factors are affecting Churchill County residents.

Community Characteristics		Churchill County	Nevada	Top U.S. Performers
Mortality & Morbidity	<b>Poor or Fair Health</b> (percent of adults reporting fair or poor health)	17%	21%	12%
	<b>Poor Physical Health Days</b> (average number in past 30 days)	4.2	4.3	3.0

<sup>2</sup> Retrieved on August 13, 2018 from:

<http://www.countyhealthrankings.org/app/nevada/2018/rankings/churchill/county/outcomes/overall/snapshot>

Community Characteristics		Churchill County	Nevada	Top U.S. Performers
	<b>Poor Mental Health Days</b> (average number in past 30 days)	4.4	4.5	3.1
	<b>Low Birth Weight</b> (percent of live births with weight <2500 grams)	7%	8%	6%
Health Behaviors	<b>Adult Smoking</b> (percent of adults that smoke)	18%	16%	14%
	<b>Adult Obesity</b> (percent of adults that report a BMI >= 30)	25%	27%	26%
	<b>Physical Inactivity</b> (percent of adults age 20 and over that report no leisure time physical activity)	25%	22%	20%
	<b>Excessive Drinking</b> (percent of adults who report heavy or binge drinking)	17%	18%	13%
	<b>Sexually Transmitted Infections</b> (number of newly diagnosed chlamydia cases per 100,00 population)	225.1	455.3	145.1
	<b>Teen Birth Rate</b> (per 1,000 females ages 15-19)	36	31	15
	<b>Drug Overdose Deaths</b> (number of drug poisoning deaths per 100,000 population)	28	21	10
Clinical Care	<b>Uninsured</b> (percent of population < age 65 without health insurance)	14%	14%	6%
	<b>Primary Care Physicians</b> (ratio of population to primary care physicians)	2,200:1	1,760:1	1,030:1
	<b>Dentists</b> (ratio of population to dentists)	1,420:1	1,630:1	1,280:1
	<b>Mental Health Providers</b> (ratio of population to mental health providers)	600:1	540:1	330:1
Social & Economic Factors	<b>High School Graduation</b> (percent of ninth grade cohort that graduates in 4 years)	67%	73%	95%
	<b>Some College</b> (percent of adults aged 25-44 years with some post-secondary education)	55%	57%	72%
	<b>Median Household Income</b> (median household income)	\$50,300	\$55,200	\$65,200
	<b>Unemployment</b> (percent of population age 16+ unemployed)	5.4%	5.7%	3.2%
	<b>Children in Poverty</b> (percent of children under age 18 in poverty)	21%	20%	12%
	<b>Food Insecurity</b> (percent of population who lack adequate access to food)	15%	14%	10%

Community Characteristics		Churchill County	Nevada	Top U.S. Performers
	<b>Social Associations</b> <i>(number of membership associations per 100,00 population)</i>	10.7	4.2	22.1
	<b>Children in Single-Parent Households</b> <i>(percent of children that live in single-parent household)</i>	33%	37%	20%
	<b>Violent Crime Rate</b> <i>(violent crime rate per 100,000 population)</i>	187	616	62
Physical Environment	<b>Housing</b> <i>(percent of households with at least 1 of 4 housing problems: overcrowding, high housing costs, or lack of kitchen or plumbing facilities)</i>	15%	21%	9%
	<b>Limited Access to Healthy Foods</b> <i>(percent of population who are low-income and do not live close to a grocery store)</i>	9%	5%	2%

## Needs Assessment

The most recent Churchill County Community Needs Assessment was completed in February 2017. As a recipient of Community Service Block Grant (CSBG) funding, Churchill County Social Services conducts a community needs assessment at least once every three years to better understand the conditions in the community that create barriers for low-income families. The Community Needs Assessment identified the following five areas as the most important issues impacting low-income families in Churchill County.

### Energy Assistance

- The cost of utilities is a significant challenge for many low-income families. Energy inefficient homes pose an even greater challenge to meeting monthly costs.

### Employment

- Churchill has limited diverse job opportunities that provide a living wage. Insufficient training, education, and skills of potential applicants further creates challenges, as do transportation barriers.

### Health Insurance for Adults

- The high cost of health insurance impacts accessibility to proper health care. Not all employers are able to offer insurance, and those that do may require high premiums. Plans available through Nevada Health Link, Nevada's health insurance exchange, are also not always affordable.

### Behavioral Health Care

- Access to appropriate counseling and treatment services for individuals with substance abuse or mental health concerns is extremely challenging due to a lack of providers and high costs for care.

### Medical Health Care

- Low income households struggle with the cost of housing due to a lack of affordable housing options. Issues with poor credit history, past evictions and criminal history also create barriers.

## Areas of Focus

CCSS used the data established through the situational analysis to determine three focus areas for action, which include:

1. Access and awareness of behavioral health issues and resources.
2. Community health improvement.
3. Services and supports that enhance self-sufficiency.

# Strategic Plan Goals and Strategies

Churchill County Social Services worked with other community agencies, coalitions, and human service boards to identify goals and strategies that would address the focus areas identified for action. The following goals and strategies shall serve as a roadmap to focus the agencies efforts over the next five years. The plan guides limited staff resources at a strategic level and establishes a framework to assist the agency in measuring progress toward meeting its goals and holding it accountable in the work that it does

## Behavioral Health



**Goal:** Increase the availability of behavioral health services and supports.


Strategy #1	Provide consistent training for law enforcement and emergency services regarding behavioral health issues.
Strategy #2	Develop comprehensive programs to increase access to housing, insurance, and income and disability benefits for people with behavioral health issues.
Strategy #3	Provide assessment, intervention, and ongoing support to individuals with behavioral health issues.
Strategy #4	Ensure behavioral health resources are available to justice involved individuals upon reentry to the community.




**Goal:** Enhance youth, parent, and teacher understanding of behavioral health issues.

Strategy #1	Educate youth and their parents about mental health and substance abuse, as well as services and resources.
Strategy #2	Develop a youth support group.
Strategy #3	Educate parents and teachers to recognize and identify youth who have undergone traumatic experiences.

## Community Health

 <p><b>Goal:</b> Reduce the number of unplanned pregnancies and STDs.</p>	
Strategy #1	Provide increased education and treatment for STDs and other communicable diseases.
Strategy #2	Provide family planning education to youth and the community.
Strategy #3	Increase the number of family planning services and activities available in communities.
Strategy #4	Engage inmates at Churchill County Detention centers in family planning and STD testing both during detention and upon reentry.

 <p><b>Goal:</b> Increase community participation in activities that support health and wellness.</p>	
Strategy #1	Provide increased education about healthy habits.
Strategy #2	Collaborate with organizations that support health activities.

## Self-Sufficiency

 <p><b>Goal:</b> Increase access to crisis prevention services to reduce poverty</p>	
Strategy #1	Increase outreach efforts to at risk community members to increase prevention participation
Strategy #2	Increase community partnership communication to reduce program barriers and duplication for community members to access

**CHURCHILL COUNTY, NEVADA**  
Demographic and Economic Statistics  
Last Ten Fiscal Years

<u>Fiscal Year Ended June 30,</u>	<u>Population (4)</u>	<u>Personal Income(1)</u>	<u>Per Capita Personal Income (1)</u>	<u>School Enrollment (2)</u>	<u>Unemployment rate (3)</u>
2008	26,981	1,012,739,000	40,430	4,409	5.7%
2009	26,859	951,195,000	37,946	4,352	8.7%
2010	26,360	997,661,000	40,222	4,206	11.4%
2011	25,136	981,023,000	42,281	4,169	10.9%
2012	25,238	1,008,146,000	41,458	4,048	9.5%
2013	25,322	1,015,417,000	42,230	3,740	8.2%
2014	25,103	1,066,076,000	44,440	3,675	6.4%
2015	24,200	892,404,000	36,876	3,488	7.1%
2016	23,684	Unavailable	Unavailable	3,273	6.7%
2017	Unavailable	Unavailable	Unavailable	3,196	4.2%

(1) Source: U.S. Dept. of Commerce, Bureau of Economic Analysis

(2) Source: Nevada Department of Education

(3) Source: Nevada State Employment Training and Rehabilitation

(4) Source: Estimates from NV Department of Taxation and NV State Demographer, University of NV, Reno

**CHURCHILL COUNTY, NEVADA**

Miscellaneous Statistical Data

June 30, 2017

**DATE COUNTY CREATED:** 1861

**FORM OF GOVERNMENT:**

Type: County Commission  
Commission composed of three elected members

**TERMS OF OFFICE:**

Commissioners - 4 year terms

**AREA:** 4,929 square miles

**CLIMATE:**

Elevation: 3,965 ft.  
Avg. Temp: 51.3 F  
Jan Avg. Temp: 31.7 F  
Jul Avg. Temp: 72.8 F  
Annual Precip: 4.88"  
Avg. Growing Season: 120 days



**ECONOMY:**

Farming: Alfalfa, Corn & "Hearts of Gold" cantaloupes  
Ranching: Cattle, sheep, hogs, horses & dairy cows  
Over 180 million pounds of milk produced each year  
Military: Fallon Naval Air Station employs approximately 3,000 residents  
Home of "Top Gun" fighter pilot training  
Geothermal: Over 300 megawatts of geothermal power produced annually by seven power plants

**EDUCATION:**

Elementary Schools	4
Middle School (grades 6-8)	1
High School (grades 9-12)	1
Parochial/Christian	2
Academy/Charter School	1
Western Nevada Community College	
Embry-Riddle Aeronautical University	
Sierra Nevada College	

**MEDICAL AND HEALTH SERVICES:**

Banner Churchill Community Hospital - This 40-bed facility provides emergency rooms, designated trauma center, surgery, maternity and intensive care services, as well as full service out patient diagnostics. The hospital also offers regular clinics in cardiology, gastroenterology, neurology, orthopedics, oncology, ophthalmology and urology.