



# **Lyon County**

## **Human Services Department**

# Strategic Plan

FY 2015-2019

## Acknowledgements

This strategic plan was developed through the contributions and effort of many people. Dozens of individuals helped to shape this plan by completing surveys, participating in key informant interviews and attending focus group and steering committee meetings.

Thank you for your commitment of time and ideas.

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Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, provided support in the development of this plan.

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## EXECUTIVE SUMMARY

Lyon County, like many other places, has suffered from the economic downturn of the last 7 years. The combined effect of the prolonged recession and lack of employment opportunities within the community has resulted in an increased need for services to low-income community members.

Lyon County Human Services (LCHS), the agency responsible for the provision of human services, and recognized as a systems convener to address related needs, has been tasked with responding to the increased need, despite diminishing resources. Staffing has been reduced, and those left to provide services through the department are faced with addressing family situations more complex than what they are accustomed to.

As a result of this new reality, LCHS embarked upon a strategic planning process in the fall of 2013. To guide the strategic planning efforts, LCHS developed a Strategic Planning Steering Committee made up of staff and leadership from LCHS as well as external stakeholders that had a significant interest in, or working relationship with, the population of residents that access LCHS services.

As an initial step in the strategic planning process, the Steering Committee with staff input, revised the vision and mission of LCHS and established a set of guiding principles on behalf of the organization. This provided the context for understanding the role of the agency in addressing issues affecting the community.

The Steering Committee recognized the need to gather input from a variety of stakeholders, including staff, service providers, consumers, and community members to create a thoughtful, strategic and actionable plan. Input was gathered by conducting key informant interviews with community partners, distributing surveys with LCHS staff, and facilitating focus group discussions with consumers and community members. This information was combined with research about the Lyon County community and current service system framework to identify and prioritize areas to address. During this process, four critical issues were identified as requiring action.



## CRITICAL ISSUES

The following four critical issues emerged based on a thoughtful analysis and lively discussion by the LCHS Strategic Planning Steering Committee.

### Internal Systems Need Strengthening



In an effort to be responsive to community needs, the organization has become involved in a variety of community endeavors. As a result, the organization has stretched beyond its resource capacity and the internal system has suffered. The organization's internal systems need to be strengthened and an intentional effort towards communication and staff development need to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.

### External Communication Efforts are Inadequate



Key Stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of LCHS services or the opportunities to be engaged as collaborative partners. As a result, people who are eligible may not be receiving services and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.

### Insufficient Organizational Resources to Meet Increasing Need



Human Services are dependent upon public and private funding, which is becoming more constrained, while the demand for services continue to increase. There are insufficient discretionary resources that would allow LCHS to be more adaptable in their response to emergent needs.

### Insufficient Community Based Resources



Many Lyon County residents suffer from limited access, availability and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.

Following the identification of critical issues, goals and objectives were developed to guide organizational efforts over the next 5 years.

## STRATEGIC PLAN GOALS AND OBJECTIVES

**Goal #1: LCHS will invest in staff and provide opportunities for professional development.**

- 1.1. By January 2015 – Establish and implement a cross-training program for LCHS staff.
- 1.2. By January 2016 – Develop a component to the annual review process that collaboratively identifies professional development goals for LCHS staff.

**Goal #2: LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.**

- 2.1. By July 2015 – Establish a framework for responding to emerging needs with a focus on issues most relevant to LCHS service populations.
- 2.2. By July 2018 – Ensure that policies and procedures clearly articulate the mission, vision and goals of the organization.

**Goal #3: Information will be shared throughout the organization in a manner that values staff input.**

- 3.1. By March 2015 – Engage staff in developing an internal communications protocol that directs how information will be shared across all service sectors and locations.

**Goal #4: There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.**

- 4.1. By July 2016 – Establish a communications plan that directs how LCHS will proactively communicate with the public, partners, and key stakeholders in the community.
- 4.2. By January 2017 – Develop an annual calendar of community outreach events.

**Goal #5: LCHS will have the resources necessary to be responsive to community needs.**

- 5.1. By July 2016 – Ensure that existing resources are used with maximum efficiency without jeopardizing program quality.
- 5.2. By January 2017 – Establish a comprehensive fund development plan that will support the organization in meeting existing need, emerging need, and prevention based services.

**Goal #6: LCHS will structure its service strategies in a manner that is driven by community needs.**

- 6.1. By January 2018 – Identify and implement strategies that are responsive to community needs and increase consumer access to services throughout the county.

**Goal #7: LCHS will be a community convener, and partner for solutions that have the greatest effect on the LCHS service population.**

- 7.1. By July 2018 – Partner in the development of a prevention framework to guide services throughout Lyon County.
- 7.2. By January 2019 – Identify shared outcomes between LCHS and partner organizations and implement efforts to collaboratively address them.

This plan will be used as a management tool with progress reviewed monthly and updates established annually, as needed.

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## INTRODUCTION

Lyon County, like many other places, has suffered from the economic downturn of the last 7 years. The combined effect of the prolonged recession and lack of employment opportunities within the community has resulted in an increased need for services to low-income community members.

Lyon County Human Services (LCHS), the agency responsible for the provision of human services, and recognized as a systems convener to address related needs, has been tasked with responding to the increased need, despite diminishing resources. Staffing has been reduced, and those left to provide services through the department are faced with addressing family situations more complex than what they are accustomed to. In this new reality, historic assumptions of where services are needed and which ones are working well may no longer apply.

As a result of this new reality, LCHS embarked upon a strategic planning process to identify the critical issues facing the department and its service constituents with the goal of establishing a 5-year plan to provide better, more efficient services and improved service collaborations. In addition, the plan will be used in the following ways:

- As a **communications tool**, to recruit new staff, as well as orienting leadership, staff and key stakeholders to the vision, core values and goals of the organization.
- As an **accountability tool**, to maintain organizational focus and measure agency progress in meeting strategic goals and objectives.

## ORGANIZATION OF THE REPORT

The report is comprised of seven sections in addition to the executive summary and this introduction.

**Organizational Overview:** In this section, information is presented to provide a general understanding of LCHS, to include the organizational structure that it operates under, current services, and operational budget history.

**Organizational Framework:** This section presents the vision, mission and core values held by LCHS. This framework is what is used as the “looking glass” through which all decisions related to the department are made.

**Methods & Approach:** This section outlines the methods and the approach to the strategic planning process through each phase of development.

**Situational Analysis:** In this section, the current reality for the residents of Lyon County is described, as well as what issues are facing LCHS as an organization, including internal strengths and areas to improve, external opportunities and threats.

**Critical Issues:** Critical Issues as identified through the situational analysis are prioritized and presented for action in this section of the report.

**Strategic Plan Goals & Objectives:** This section describes the long-term goals that the organization will embark upon throughout the term of this plan.

**Evaluating & Updating the Plan:** This section describes how the organization will measure and report on its success and lessons learned.

## ORGANIZATIONAL OVERVIEW

### LYON COUNTY HUMAN SERVICES DEPARTMENT DESCRIPTION

Lyon County Human Services (LCHS) operates under policy direction of the Lyon County Board of Commissioners, with offices located in the communities of Dayton, Fernley, Silver Springs, and Yerington, Nevada, which serve all Lyon County communities. Its primary responsibility is to provide for the human service needs of Lyon County’s residents, especially those most at risk. In fiscal year 2012-2013, LCHS served approximately 8,500 county residents. Programs are operated through three divisions within the department as described below.

#### SENIOR SERVICES

Senior Services is committed to promoting independence and preserving the dignity of seniors throughout the region. This mission is brought to life through nutrition, transportation, and health and wellness activities.

Congregate Nutrition Services: Provides nutritionally balanced meals and related nutrition services to older individuals in a group setting. These services also reduce the risk of isolation through socialization, and help older adults to remain independent and in their home communities.

Home Delivered Meals: Provides nutritionally balanced meals and related nutrition services to older individuals who are unable to independently leave their homes due to physical or medical limitations. This program is a primary access point for other home and community-based services.

Transportation Services: Transportation services are offered to and from the senior centers for participation in activities, meals, personal errands, and shopping. Medical transportation services are offered to ensure access to essential medical services.

Health and Wellness Activities: The senior centers offer recreational, educational, and wellness activities for adults over the age of 60. The centers provide a place to gather to meet friends, to volunteer, and to attend presentations. There are also opportunities to participate in fitness classes, games, and interest clubs such as writing, arts and crafts, and support groups.



*An older couple was dependent on their only child as their caregiver. When the son died suddenly, they were very isolated and mistrusting of new people. However, when the husband could not provide all the care necessary for his ailing wife; he soon accepted the delivery of meals through the senior center and gradually allowed staff to assist them in sorting out their affairs. After the death of his wife, the gentleman began attending the senior center, celebrating his 90th birthday surrounded by new friends.*

## SUPPORTIVE SERVICES

Supportive Services provide people of all ages with the tools and resources needed to work toward more stable and productive lives. Through support and encouragement, Human Services staff work collaboratively with individuals and other agencies to provide services to improve quality of life.

Independent Living Program: Provides case management services for individuals who are unable to independently leave their homes. A care plan is developed based on an assessment of need. Once resources are identified the care plan is implemented and monitored by a case worker in order to assist individuals to remain living independently in their homes. An example of service implementation includes home care service in which a client receives assistance with activities such as; housekeeping, grocery shopping, assistance with paying bills and correspondence.

Extended Care: Provides advocacy and assistance to older adults who are unable to continue living independently. This program supports individuals with eligibility determination and payment for alternative living environments.

Aging & Disability Resource Center (ADRC): Provides information, assistance, and access to long-term support systems for older individuals, people with disabilities, caregivers, and those planning for future long-term support needs.

Family Resource Center: Provides case management, information, and referrals for individuals and families in need of assistance in accessing services and programs that will strengthen and support the family. The FRC's collaborate with other agencies, schools, faith-based organizations, and government agencies to assist families in obtaining needed services.

Differential Response: Differential Response is an early intervention and prevention program; it is a partnership between the Nevada Child Protective Services (CPS) and Family Resource Centers (FRC). Advocates work in partnership with families to identify the family's needs and to provide services and resources. Through a series of home and school visits, advocates become acquainted with families and their unique situations. The family continues to meet with the advocate until the household's basic needs are met, and the family's environment is stable.

Healthy Families America Home Visiting Program: LCHS will be launching a Healthy Families America Home Visiting program in FY 2014-2015. The program offers voluntary home visiting services to parents facing multiple challenges (e.g. elements that would add stressors to any home: single parent status, low income, substance abuse problems, victim of abuse or domestic violence, etc.) so that they have the support they need to provide the best care for their children.



*A family of four, including two children, was living with another family in an unhealthy environment. The parents were struggling to stay sober. LCHS assisted the family in relocating, in developing a relapse prevention plan, and in securing employment for the father. The family now has a stable income and the parents remain sober.*

## ESSENTIAL SERVICES

Programs through Essential Services seek to alleviate hardship and strengthen and preserve families, while also encouraging personal responsibility and independence.

Employment Partnership: Assists with removing barriers to employment by identifying each individual's strengths and offering support and referrals in areas of career enhancement and personal development. The program helps job-seekers navigate the ever-changing world of employment, including resume development, online job searching and applications, interviewing skills, work ethics, organization, and work/life balance.

Housing Support Services: Provides short-term case management to assist individuals and families who are homeless, facing eviction and at risk for becoming homeless. Financial assistance such as short-term rental and utility assistance may be offered.

Emergency Services: Provides emergency assistance to stabilize individuals and families and help them avoid future crises by supporting access to basic needs and referrals to other community and department resources.

Health Care Assistance Program: Provides assistance to individuals seeking Medicaid coverage or enrolling in a subsidized Qualified Health Plan. This program also provides burial or cremation services to deceased Lyon County residents who are identified as indigent.

Women, Infants, and Children (WIC): Provides breastfeeding support, supplemental nutritious foods, and nutrition education to pregnant and postpartum women, infants, and children up to age five. WIC encourages breastfeeding by providing counseling and support to moms, education materials, breast pumps, peer support classes, and regular phone contact.

*A young mother of two small children had recently moved into her own place and was determined to be self-sufficient. Through her participation in the Employment Partnership program and the program's relationship with local employers, she was successful in securing a full time job. The employer was so pleased with her performance that her recent evaluation stated "she will have a job as long as she wants".*



## LYON COUNTY HUMAN SERVICES MATRIX

The matrix on the following page provides a snapshot of the scope and responsibilities maintained by LCHS in their efforts to strengthen individuals, communities, and systems throughout Lyon County. The matrix identifies the depth and breadth of services on a spectrum, representing the type and intensity of service provision (prevention, intervention and protection) as well as services provided throughout the lifespan.

1	Birth/Childhood/Adolescents	Working-Age Adult	Senior/Elderly
<p><b>Prevention Services:</b> help prevent, limit, or minimize the need for human services. Prevention services have proven to be cost efficient and effective.</p>	<ul style="list-style-type: none"> <li>• Breastfeeding support (WIC)</li> <li>• Nutrition programs (WIC)</li> <li>• Parent education (FRC)</li> <li>• Salvation Army Summer Camp Support</li> <li>• Community Health Nursing*</li> </ul>	<ul style="list-style-type: none"> <li>• Income Tax Assistance</li> <li>• Community Health Nursing*</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Center Health &amp; Wellness Activities</li> <li>• Senior Center Transportation</li> <li>• Income Tax Assistance</li> <li>• Community Health Nursing*</li> </ul>
<p><b>Intervention Services:</b> provide a “social safety net” to help families and individuals during a crisis for a limited period of time. The need for time limited intervention may result from a number of crisis situations, including the need for temporary financial assistance, shelter, and other basic needs.</p>	<ul style="list-style-type: none"> <li>• Food Benefits (WIC)</li> <li>• Advocacy &amp; Assistance with Benefits Access (FRC/ADRC)</li> <li>• Assessment &amp; Advocacy (DR)</li> <li>• Community Health Nursing*</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy &amp; Assistance with Benefits Access (FRC/ADRC)</li> <li>• Housing (HSS)</li> <li>• Rent/Utility Assistance (ES)</li> <li>• Employment Services (EP)</li> <li>• Life Skills Development (EP/DR/HSS)</li> <li>• Community Health Nursing*</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy &amp; Assistance with Benefits Access (FRC/ADRC)</li> <li>• Congregate and Home Delivered Meals</li> <li>• Medical Transportation</li> <li>• Care Coordination (ILP)</li> </ul>
<p><b>Protection Services:</b> protect individuals, children, and families from real or perceived threats. Examples include child protection, child and adult abuse and neglect services, and domestic violence shelters.</p>	<ul style="list-style-type: none"> <li>• Child Protective Services*</li> </ul>		
<p><b>Supportive Services:</b> may aid recipients for the rest of their lives because of their circumstances (chronic physical and mental illness, long-term disability).</p>	<ul style="list-style-type: none"> <li>• Developmental Services for Children*</li> <li>• Financial Assistance with Burial/Cremation</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Assistance with Burial/Cremation</li> </ul>	<ul style="list-style-type: none"> <li>• Congregate and Home Delivered Meals</li> <li>• Independent Living Supports</li> <li>• Representative Payee</li> <li>• Long-term care*</li> <li>• Financial Assistance with Burial/Cremation</li> </ul>
<p><b>Empowering Strategies</b></p>	<p>Provide information and referral, use information systems to drive service techniques, and implement innovative programs.</p>		
<p><b>Systems Change Work</b></p>	<p>LCHS will often act as a community convener even when the need is outside of their mandated role. This is due to overwhelming needs of Lyon County residents and the lack of sufficient resources to meet those needs (ex: Convening conversations around Jail Diversion system change strategies).</p>		

\* LCHS does not provide these directly but is financially responsible for services through Nevada Revised Statute mandates (pass-through funding.)

ADRC= Aging and Disability Resource Center  
 FRC = Family Resource Center

DR = Differential Response  
 HSS = Housing Support Services

ES = Emergency Services  
 ILP = Independent Living Program

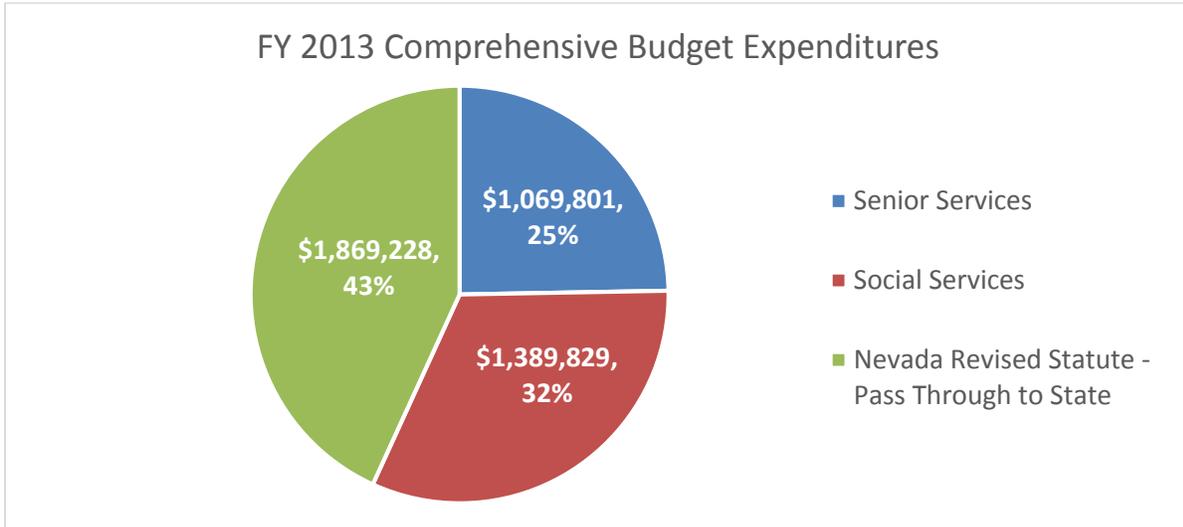
EP = Employment Partnership  
 WIC = Women, Infants and Children

<sup>1</sup> Framework taken from: CHSP Needs Assessment and Process Evaluation Final Report March 4, 2010  
<http://www.leoncountyfl.gov/admin/pio/pdf/CHSPNeedsAssessment.pdf> Retrieved on October 18, 2013

## BUDGET

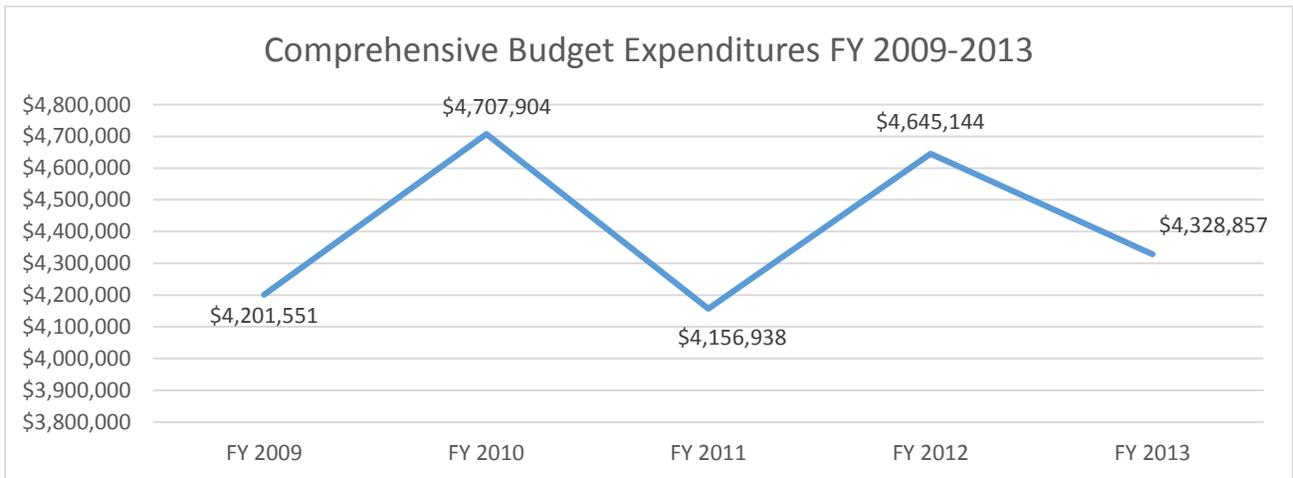
LCHS operates on a budget of combined resources to include County tax revenue, grants, and donations and fees. The budget for FY 2013 totaled \$4,328,857, representing costs associated with direct services provided by LCHS, as well as funds that are a pass through to the State.<sup>2</sup>

The following figure depicts the cost and percentage breakdown for expenditures in FY 2013:



**FIGURE 1: FY 2013 BUDGET EXPENDITURES**

The following graph provides a historical perspective of LCHS’s comprehensive budget since FY 2009.

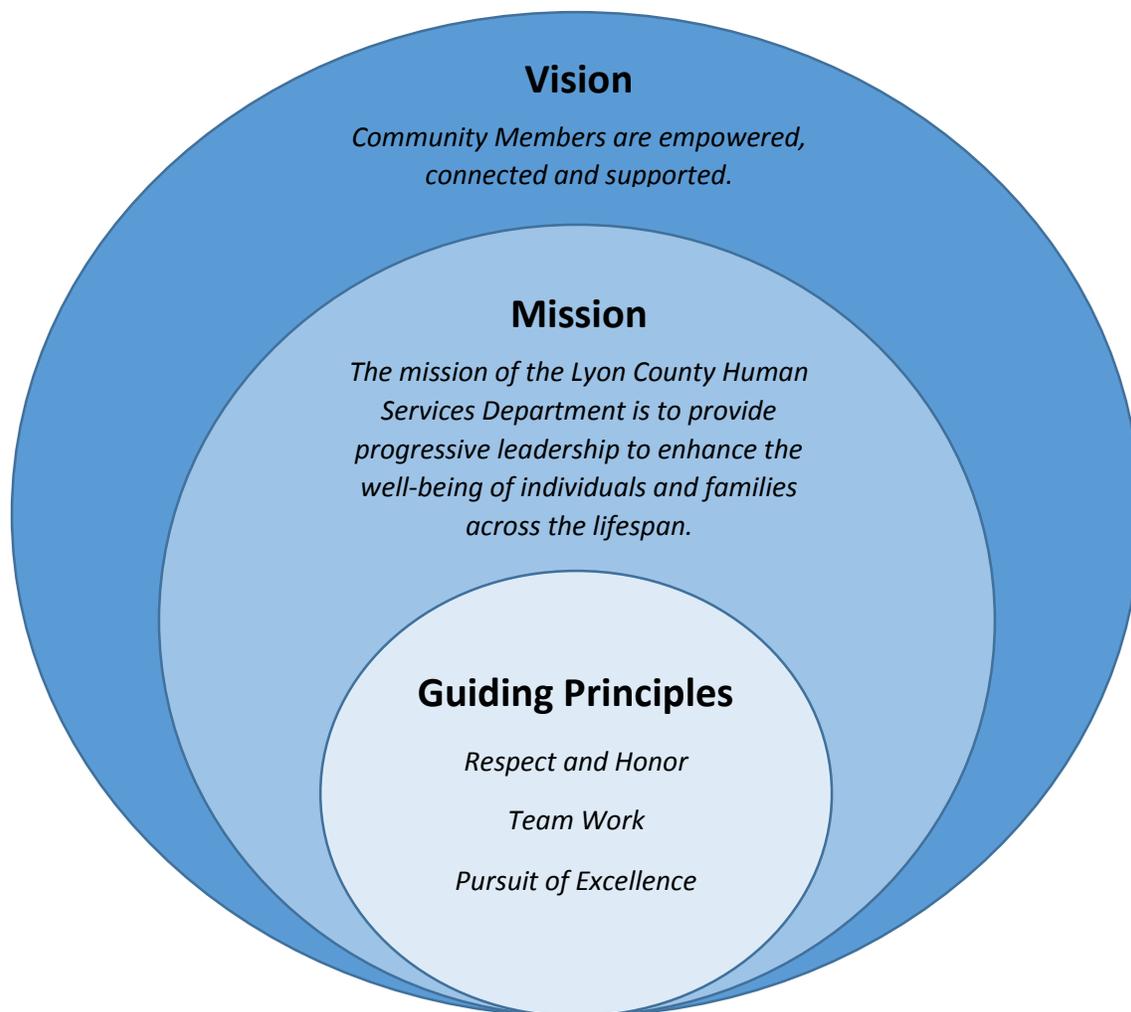


**FIGURE 2: COMPREHENSIVE BUDGET FY 09-13**

<sup>2</sup> For the sake of clarity, the LCHS budget which includes all funds, including pass-through allocations, will be referred to as the “comprehensive budget”. The LCHS budget which includes only those funds that LCHS has direct control over, and which are used to support direct services provided through LCHS will be referred to as the “operational budget”.

## ORGANIZATIONAL FRAMEWORK

The Lyon County Human Services Department functions within the framework of the following vision, mission and guiding principles.



LCHS has established a set of guiding principles that shape and influence the way in which we fulfill our mission. These principles guide the way we make our decisions and carry out our actions every day.

**Respect and Honor.** We respect and honor the diversity of client choices, staff skills and partnership processes. We honor and uphold our commitments to people, practices and partnerships.

**Teamwork.** We enhance and support teamwork and team building in our diverse organization. We strive for a professional and cooperative working relationship with residents, community based organizations and public and private entities.

**Pursuit of Excellence.** We commit ourselves to quality and excellence. Innovation and calculated risk-taking are essential. We commit ourselves to best practices and professional standards and to continuous improvement and creativity. We look ahead and do not default to the status quo.

## METHODS AND APPROACH

To develop this strategic plan, a three-phased approach was used to include: Phase 1 – Assessment and Analysis; Phase 2 – Identification and validation of critical issues; and Phase 3 – Establishing the strategic plan and action priorities. The three phases took place between December 2013 and June 2014.

### PHASE I – ASSESSMENT AND ANALYSIS

The initial phase of the project involved development of the Strategic Planning Steering Committee which would serve to support and oversee the strategic planning process. The group included key members of LCHS staff as well as community representatives that had significant knowledge of the organization. The Steering Committee was responsible for clarifying planning questions, identifying critical issues, and developing strategic goals and objectives.



At the project initiation meeting with the Steering Committee, a research plan was approved that established the framework for initial data collection. Background information was compiled specific to LCHS operations. Existing federal, state, and local data sources were researched to obtain current demographic data and population forecasts to construct a profile of the population served by LCHS. Concurrent to those efforts, work was completed with the Steering Committee to develop preliminary vision, mission and values designations.

The last step in phase I involved the distribution and analysis of a staff survey designed to identify the strengths, weaknesses, opportunities and threats (SWOT analysis) facing the agency.

### PHASE 2 – IDENTIFICATION AND VALIDATION OF CRITICAL ISSUES

The Steering Committee convened to review and refine the environmental scan (or SWOT analysis), using it to articulate and explore draft critical issues. In an effort to validate those critical issues, key informant interviews and focus groups were conducted, and staff surveys were issues and analyzed.

#### KEY INFORMANT INTERVIEWS

Between February 27th and March 7th, 2014, 11 interviews were conducted with individuals identified by the LCHS Strategic Planning Steering Committee as having specialized knowledge about the Lyon County community and public service systems. Key informant interviews were conducted as a mechanism to assist the LCHS Strategic Planning Steering Committee to understand 1) the most critical issues facing Lyon county residents 2) the role that LCHS should play in responding to those issues, and 3) the recommended action to be taken to effectively serve LCHS consumers.



## SITUATIONAL ANALYSIS

The following situational analysis was completed under the direction of the Steering Committee. Local, state and national statistics were collected in an effort to identify the environmental factors affecting residents that LCHS serves. This information was combined with key informant interviews, focus group discussions, and staff surveys as a mechanism to identify the strengths, challenges and issues that Lyon County Human Services should consider for strategic plan action. The results of this analysis were used by the Steering Committee to prioritize critical issues and to guide the development of corresponding strategic plan goals and objectives.

A complete

Lyon County Community Conditions environmental scan can be found in the appendix of this report. A summary is provided here.

## LYON COUNTY

Lyon County is located in western Nevada, with its county seat being Yerington. As of 2010, the population of Lyon County totaled 51,980 people, representing approximately 50% growth since 2000. According to the U.S. Census Bureau, Lyon County has 2,001 square miles of land area and 23 square miles of water area. The county is adjacent to Storey and Washoe counties on the north, Mineral and Mono (California) counties on the south, Churchill and Mineral counties on the east, and Douglas County and Carson City on the west.



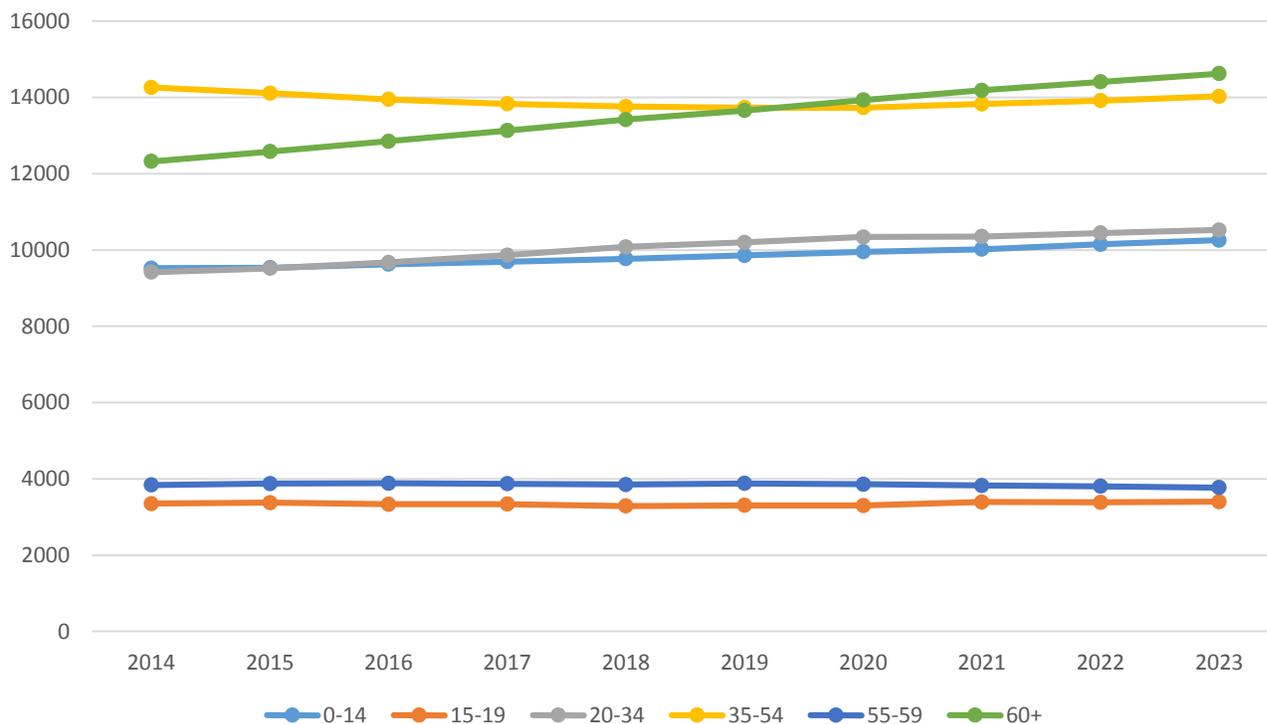
## DEMOGRAPHIC INFORMATION

The following table represents the demographics of Lyon County (2010 U.S. Census Bureau). As identified in the table, half (50.4 percent) of the population in Lyon County are male and 49.6 percent are female. The largest age group in Lyon County consists of adults between the ages of 35-54 (27.3 percent), followed by older adults ages 60+ (22.8 percent), and children between the ages of 0-14 (20.3 percent). The majority of Lyon County residents are White (88.4 percent), with the second largest group being Hispanic/Latino (14.8 percent).

Gender											
Male				Female							
Number (#) of Population		Percent (%) of Population		Number (#) of Population		Percent (%) of Population					
26,178		50.4		25,802		49.6					
Age											
0-14		15-19		20-34		35-54		55-59		60+	
#	%	#	%	#	#	#	%	#	%	#	%
10,567	20.3	3,532	6.8	8,089	15.6	15,599	27.3	3,768	7.2	11,831	22.8
Race/Ethnicity											
White		Black		American Indian		Asian/Pacific Islander		Hispanic / Latino			
#	%	#	%	#	%	#	%	#	%		
45,955	88.4	750	1.4	2,122	4.1	1,445	2.8	7,674	14.8		

### POPULATION PROJECTIONS

The chart below shows population projections anticipated over the next 10 years.<sup>3</sup> The two largest portions of the population will continue to be the 35-54 year olds and those over the age of 60. Between these two subpopulations, the 35-54 year old age range makes up the current majority of Lyon County citizens, but by 2023, that shifts to individuals over the age of 60. This shift may have implications for the kind of services that LCHS will need to be positioned to deliver.



<sup>3</sup> The Nevada State Demographer’s Office. October 2013. Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2000 to 2032. <http://nvdemography.org/wp-content/uploads/2013/10/Nevada-Summary-Workbook-ASRHO-Estimates-and-Projections-2000-to-2032.pdf>

## COUNTY SNAPSHOT

The *County Health Rankings* measure 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 (2004-2011). These measures are standardized and combined using scientifically-informed weights<sup>4</sup>.



The table below provides a snapshot of how Lyon 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 Lyon County residents. Families are struggling with financial insecurity as they suffer from high unemployment rates, low educational attainment and inadequate social supports. The number of people reporting poor physical and mental health as well as unhealthy behaviors (obesity and alcohol consumption) exceeds that of statewide averages, and falls far from meeting national benchmarks. Additionally, a quarter of county residents are uninsured and are limited in their access to primary care or healthy food options. The implementation of the Affordable Care Act may impact some of these areas in the future.

Community Characteristics		Lyon County	Nevada	National Benchmark
Mortality & Morbidity	Poor or Fair Health (percent of adults reporting fair or poor health)	15%	17%	10%
	Poor Physical Health Days (average number in past 30 days)	4.2	3.7	2.6
	Poor Mental Health Days (average number in past 30 days)	4.3	3.6	2.3
	Low Birth Weight (percent of live births with weight <2500 grams)	7.6%	8.2%	6.0%
Health Behaviors	Adult Smoking (percent of adults that smoke)	27%	22%	13%
	Adult Obesity (percent of adults that report a BMI >= 30)	30%	26%	25%
	Physical Inactivity (percent of adults that report no leisure time physical activity)	27%	24%	21%
	Excessive Drinking (percent of adults who report heavy or binge drinking)	21%	19%	7%
	Teen Birth Rate (per 1,000 females ages 15-19)	43	48	21
Clinical Care	Uninsured (percent of population < age 65 without health insurance)	25%	25%	11%
	Primary Care Physicians (ratio of population to primary care physicians)	5,211:1	1,778:1	1,067:1

<sup>4</sup> Retrieved on February 7, 2014 from:  
<http://www.countyhealthrankings.org/app/nevada/2013/lyon/county/factors/overall/snapshot/by-rank>

Community Characteristics		Lyon County	Nevada	National Benchmark
	Dentists (ratio of population to dentists)	4,373:1	1,953:1	1,516:1
Social & Economic Factors	High School Graduation (percent of ninth grade cohort that graduates in 4 years)	73%	62%	-
	Some College (percent of adults aged 25-44 years with some post-secondary education)	53%	55%	70%
	Unemployment (percent of population age 16+ unemployed)	17.5%	13.5%	5.0%
	Children in Poverty (percent of children under age 18 in poverty)	19%	22%	14%
	Inadequate Social Support (percent of adults without social/emotional support)	24%	23%	14%
	Children in Single-Parent Households (percent of children that live in single-parent household)	27%	34%	20%
	Violent Crime Rate (violent crime rate per 100,000 population)	202	696	66
	Physical Environment	Drinking Water Safety (percent of population exposed to water exceeding a violation limit in the past year)	0%	1%
Access to Recreational Facilities (rate per 100,000 population)		15	7	16
Limited Access to Healthy Foods (percent of population who lives in poverty and more than 1 or 10 miles from a grocery store)		12%	4%	1%
Fast Food Restaurants (percent of all restaurants that are fast food)		55%	56%	27%

The combined effect of the prolonged recession and lack of employment opportunities within the community has resulted in an increased need for services by LCHS at a time when resources are diminishing. Staffing resources have been reduced, and those left to provide services through the department are faced with addressing family situations more complex than what they are accustomed to. To further understand the issues facing LCHS, a SWOT analysis was conducted by collecting information from LCHS staff, key stakeholders and community members.



## SWOT ANALYSIS

Key informant interviews, focus group discussions and staff surveys were used to identify the strengths, weaknesses, opportunities and threats facing LCHS.



LCHS, like all organizations, has a mix of strengths and weaknesses, affected by significant external pressures and internal factors. The SWOT analysis, as presented below, is the result of a highly participatory process, and thus contains contradictory views, or differences of opinion and perception about the Department’s current strengths, weaknesses, opportunities and threats. The information provided is essentially a snapshot in time that is most useful as a short term reflection of perceptions and opinions. Its intended use was to identify opportunities to leverage, issues to address, and circumstances to anticipate throughout the development of the strategic plan.

## STRENGTHS

Outreach conducted revealed a number of organizational strengths:

- **Trusted source of support:** LCHS is a trusted source of support within the community by both recipients of service as well as community partners. By offering a positive and welcoming environment and accessible service delivery approach, LCHS is often identified as the “go to” place to get help throughout the county.
- **Strong and committed workforce:** While the staff of LCHS are few in numbers, they are mighty in their approach to serve. Staff are recognized as knowledgeable, passionate, caring, and intrinsically motivated to serve others.
- **Provider of essential community services:** Services provided are essential to the needs of Lyon County residents across the lifespan.
- **Community Connector:** LCHS has developed a reputation for forging relationships with numerous community partners, often working to identify joint solutions to community problems. Key informants described not only the participation of LCHS within a number of collaborative endeavors, but also the way in which they partner. One key informant described them as “big picture people,” while another described them as a “solution oriented organization.”



## WEAKNESSES

Outreach conducted identified the following internal weaknesses:

- **Need for timely and consistent methods of sharing information:** There was a recognition that internal communication efforts are not consistently applied throughout the department resulting in gaps of knowledge and delays in receiving information.
- **Need for additional staffing supports:** Because of the economic down-turn, more people are accessing services and less people are available to respond. Staff perceive turn-over to be on the rise and attribute the lack of wage increases coupled with increasing responsibilities to be a major factor for staff burn-out. In addition, key informants identify that LCHS does not have the necessary staffing levels to respond to the needs of the community.
- **Need for streamlined service delivery:** Services are currently provided in silos, and each department maintains its own unique identity. There are enhanced benefits to the community when staff are cross-trained, and comprehensive policies and procedures are applied throughout the department.
- **Lack of community awareness:** There was widespread agreement that an insufficient awareness of LCHS and its role, responsibilities and reach in the community amongst policy makers, stakeholders, and the general public exists.

## OPPORTUNITIES

Outreach conducted identified the following opportunities:

- **Leverage existing partnerships to increase awareness of organizational services:** LCHS has a strong network of existing partnerships that can be leveraged to increase recognition of services available.
- **Opportunity to use technology to increase reach:** More and more people are using technology and social media to access information. LCHS has an opportunity to reach additional people with its message, extend an invitation to support its efforts, and to increase the general public’s recognition of its contribution to the community through the use of technology.
- **Focus efforts towards prevention:** A number of key informants identified the opportunity to focus on prevention efforts as a way to serve families earlier and more effectively.
- **Implementation of the Affordable Care Act:** The Affordable Care Act will ensure that more people are insured and able to access healthcare. This may relieve the current burden being placed on LCHS to financially respond to meet critical medical needs of LCHS residents and allow LCHS to divert those funds to support alternative service delivery options.



## THREATS

Outreach conducted identified the following threats facing LCHS:

- **Growing population of seniors:** Population statistics indicate a growth in the population of seniors within Lyon County. With this bubble, there will be an increased need for support for this population in the future. LCHS is not able to meet current needs, which will likely be compounded with this population surge.
- **Lack of sufficient resources:** LCHS does not have the necessary funding base to support the full scope needs of Lyon County’s low-income community members. There is a lack of staffing, lack of program funds, and a lack of supportive services to meet the current needs of county residents.
- **Economic Conditions:** The economic downturn has had a crippling effect on the Lyon County community, characterized by a loss of job opportunities, high unemployment, and housing foreclosures. As a result, social services are being tasked with serving a growing population of people who have never accessed public assistance before.

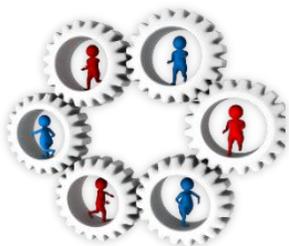
*There are a lot of people that are accessing services over the last 5 years that have never had to before in their life. Because of the economy, people are needing assistance. These people in particular need additional help in knowing what services exist and how to navigate the system.*

*Key Informant*

## CRITICAL ISSUES

Four critical issues emerged from a review of the environmental scan as well as the SWOT analysis. These issues were validated through community outreach involving key informant interviews and focus group facilitations.

### 1. INTERNAL SYSTEMS NEED STRENGTHENING



In an effort to be responsive to community needs, the organization has become involved in a variety of community endeavors. As a result, the organization has stretched beyond its resource capacity and the internal system has suffered. The organization's internal systems need to be strengthened and an intentional effort towards communication and staff development need to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.

### 2. EXTERNAL COMMUNICATION EFFORTS ARE INADEQUATE



Key Stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of LCHS services or the opportunities to be engaged as collaborative partners. As a result, people who are eligible may not be receiving services and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.

### 3. INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEED



Human Services are dependent upon public and private funding, which is becoming more constrained, while the demand for services continue to increase. There are insufficient discretionary resources that would allow LCHS to be more adaptable in their response to emergent needs.

### 4. INSUFFICIENT COMMUNITY BASED SERVICES



Many Lyon County residents suffer from limited access, availability and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.

## STRATEGIC PLAN GOALS AND OBJECTIVES

The following identification of critical issues and corresponding goals and objectives shall serve as a roadmap to focus LCHS’s efforts over the next 5 years towards achieving results that promote a community in which members are empowered, connected and supported. The plan guides LCHS’s limited staff resources at a strategic level and establishes a framework to assist the department in measuring progress towards meeting its goals and holding itself accountable in the work that it does.

### CRITICAL ISSUE #1: INTERNAL SYSTEMS NEEDS STRENGTHENING

**The Issue:** In an effort to be responsive to community needs, the organization has become involved in a variety of community endeavors. As a result, the organization has stretched beyond its resource capacity and internal systems have suffered.

#### Goal #1: LCHS will invest in staff and provide opportunities for professional development.

- |   |  |  |
|---|--|--|
| 1.1 By January 2015 – Establish and implement a cross-training program for LCHS staff.  |   | Establish guidelines for pairing staff to cross-training opportunities.  |
| 1.2 By January 2016 – Develop a component to the annual review process that collaboratively identifies professional development goals for LCHS staff. |  | Establish a framework to support the professional development process, and train supervisory staff on implementation techniques. |

#### Goal #2: LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.

- |  |   |  |
|--|---|--|
| 2.1. By July 2015 – Establish a framework for responding to emerging needs with a focus on issues most relevant to LCHS service populations. |  | Prioritize community needs having the largest impact on our service population, and partner with other agencies to address those issues. |
| 2.2 By July 2018 – Ensure that policies and procedures clearly articulate the mission, vision and goals of the organization.                 |  | Establish a subcommittee to review existing policies and procedures and identify revisions necessary.                                    |

#### Goal #3: Information will be shared throughout the organization in a manner that values staff input.

- |  |   |   |
|--|---|---|
| 3.1 By March 2015 – Engage staff in developing an internal communications protocol that directs how information will be shared across all service sectors and locations. |  | Develop a staff subcommittee to establish a communication protocol. |
|--|---|---|

## CRITICAL ISSUE #2: EXTERNAL COMMUNICATION EFFORTS ARE INADEQUATE

**The Issue:** Key Stakeholders, other community-based organizations and the general public do not have adequate information about the spectrum of LCHS services or the opportunities for engagement as collaborative partners.

**Goal #4: There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.**

- |  |   |   |
|--|---|---|
| <p>4.1 By July 2016 – Establish a communications plan that directs how LCHS will proactively communicate with the public, partners, and key stakeholders in the community.</p> |  | <p>Develop a comprehensive communication plan which includes key messages, proactive outreach, and implementation strategies for staff.</p> |
| <p>4.2 By January 2017 – Develop an annual calendar of community outreach events.</p>  |  | <p>Research local community outreach events and collaborate with staff to develop an annual outreach calendar.</p>                          |

## CRITICAL ISSUE #3: INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEEDS

**The Issue:** Human Services are dependent upon public and private funding, which is decreasing and/or becoming more constrained at the same time that needs continue to increase.

**Goal #5: LCHS will have the resources necessary to be responsive to community needs.**

- |   |   |   |
|---|---|---|
| <p>5.1 By July 2016 – Ensure that existing resources are used with maximum efficiency without jeopardizing program quality.</p>   |  | <p>Assess current use of resources and identify opportunities to create efficiencies.</p> |
| <p>5.2 By January 2017 – Establish a comprehensive fund development plan that will support the organization in meeting existing need, emerging need, and prevention based services.</p> |  | <p>Establish, implement and evaluate fund development plan and techniques.</p>            |

**CRITICAL ISSUE #4: INSUFFICIENT COMMUNITY BASED SERVICES**

**The Issue:** Many Lyon County residents suffer from limited access, availability and affordability in achieving a sufficient quality of life. Basic needs such as transportation, housing, mental health services, domestic violence supports and food are not readily available to all residents that need them.

**Goal #6: LCHS will structure its service strategies in a manner that is driven by community needs.**

6.1 By January 2018 – Identify and implement strategies that are responsive to community needs and increase consumer access to services throughout the county.  Research, identify, implement and evaluate innovative strategies to increase access and service reach.

**Goal #7: LCHS will be a community convener, and partner for solutions that have the greatest effect on the LCHS service population.**

7.1 By July 2018 – Partner in the development of a prevention framework to guide services throughout Lyon County.  Engage community partners in discussions and implementation of a county-wide prevention framework.

7.2 By January 2019 – Identify shared outcomes between LCHS and partner organizations and implement efforts to collaboratively address them.  LCHS will identify internal outcomes and explore the possibility of establishing shared outcomes with partner organizations.



## EVALUATING AND UPDATING THE PLAN

This plan will be used as a management tool with progress reviewed monthly and updates established annually, as needed.

### MONTHLY REVIEW

A review of each active strategic goal/objective will occur on a monthly basis during the departmental management meetings. Status updates will be provided during bi-monthly all-staff meetings, and ongoing conversations will occur at division meetings. This structure will ensure that staff at every level, and within each division of the organization, are informed of progress being made, and will offer an opportunity for those not directly associated with objective activities to provide assistance and input.

The monthly reviews will be documented to capture the accomplishments and lessons learned throughout the process.

Monthly reviews will begin in July 2014.

### ANNUAL UPDATE

The department will conduct a comprehensive annual review of the strategic plan.

- Goals and objectives will be updated as needed based on achievement, changing circumstances, and staff feedback.
- Revisions to the strategic plan will be posted on LCHS website and available to the public.
- The updated strategic plan will be presented to stakeholder groups and commissions.

Annual reviews will take place during the spring of every year covered by this plan.

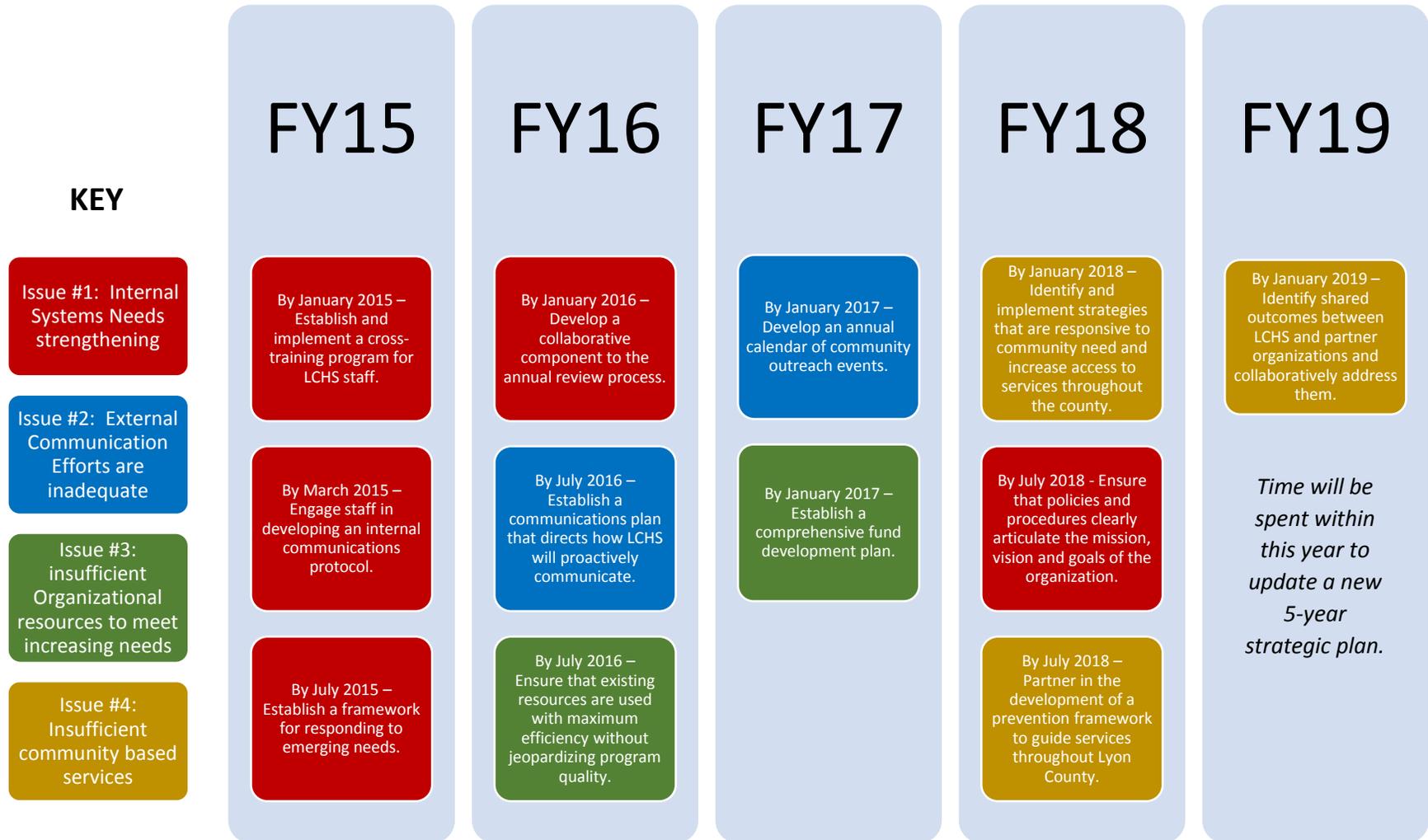
### ANNUAL IMPLEMENTATION PLAN

An annual implementation plan will be established by LCHS leadership to guide the activities associated with each year covered by this strategic plan document.

The implementation plan will be established following the annual update and will be completed by July 1<sup>st</sup> of each year covered by this plan.



Each issue as identified in the strategic plan was prioritized according to importance, with the most pressing issues requiring immediate action. The following chart represents when LCHS intends to achieve each strategic plan objective over the next 5 years. For each year that the plan covers, an annual implementation plan will be developed to support objective achievement. The implementation plan for FY 2015 is included in the appendix of this report, as is the framework for subsequent years.



## APPENDICIES

- APPENDIX A: FY 2015 IMPLEMENTATION PLAN
- APPENDIX B: FY 2016-2019 IMPLEMENTATION FRAMEWORK
- APPENDIX C: LYON COUNTY COMMUNITY CONDITIONS
- APPENDIX D: FULL BUDGET ANALYSIS
- APPENDIX E: KEY INFORMANT OUTREACH SUMMARY
- APPENDIX F: FOCUS GROUP SUMMARY
- APPENDIX G: STAFF SURVEY SUMMARY



# Lyon County Human Services

APPENDIX A: FY 2015 IMPLEMENTATION PLAN

2015 IMPLEMENTATION PLAN

FY 2015

Goal#1: LCHS will invest in staff and provide opportunities for professional development.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Establish and implement a cross-training program for LCHS staff.	Establish Guidelines that support an intentional system of pairing staff with cross-training opportunities to benefit each individual and the organization. Guidelines should include the intent of the program, cross-training process, knowledge transfer approach, and evaluation efforts.	<i>LCHS Division Manager of Senior Services</i>	November 2014	<ul style="list-style-type: none"> <li>By June 2015, 25% of staff has participated in the cross-training program.</li> <li>By September 2015, 50% of staff has participated in the cross-training program.</li> </ul> <p><i>The agency will continue to consider whether this benchmark will be tracked throughout 2016 and beyond.</i></p>
	Implement cross-training program, including knowledge transfer component of individual experiences.		January 2015	
	Review and evaluate the impact of cross-training program.		July 2015, and every 6 months thereafter	

# FY 2015

Goal #2: LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Establish a framework for responding to emerging needs with a focus on issues most relevant to LCHS service populations.	Identify and prioritize with staff the community needs/issues having the largest impact on LCHS service population.	<i>LCHS Division Manager of Supportive Services</i>	January 2015	<ul style="list-style-type: none"> <li>• By June 2015, a partnership framework has been established, staff have been trained and it is being utilized to engage in issues most relevant to LCHS service populations.</li> <li>• By December 2015, LCHS has outreached to key stakeholders about the newly established partnership framework.</li> </ul>
	Identify with staff and community partners opportunities to work together around priority issues. Document plan and orient staff to new partnership framework.		June 2015	
	Cooperate, coordinate and/or collaborate with community partners within the newly established partnership framework. (City and county departments, CBO's, faith-based organizations) to affect priority issues.		July 2015 - Ongoing	

FY 2015

Goal #3: Goal #3: Information will be shared throughout the organization in a manner that values staff input.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Engage staff in developing an internal communications protocol that directs how information will be shared across all service sectors and locations.	Establish a staff subcommittee, made up of a diverse representation, tasked with establishing an internal communications protocol.	<i>LCHS Division Manager of Essential Services</i>	August 2014	<ul style="list-style-type: none"> <li>• By April 2015, a Communications protocol has been established, staff have been trained and it is being utilized to encourage productive internal communications.</li> <li>• By July 2015, 75% of staff identify that the communications protocol is effective and information is being shared productively.</li> </ul>
	Develop a draft communications protocol which identifies multiple communication methods within the department, as well as the method for assessing the effectiveness of the protocol itself.		January 2015	
	Finalize and implement communications protocol.		March 2015	
	Quarterly review and annual evaluation of communications protocol.		July 2015, annually review to occur in June each year thereafter	



# Lyon County Human Services

APPENDIX B: FY 2016-2019 IMPLEMENTATION FRAMEWORK

2016 IMPLEMENTATION PLAN FRAMEWORK

FY 2016

Goal #1: LCHS will invest in staff and provide opportunities for professional development.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Develop a component to the annual review process that collaboratively identifies professional development goals for LCHS staff.	Conduct an assessment of our human resource (HR) needs and identify areas of strength and opportunities for professional growth needed within the department.			
	Establish a framework to support the professional development process, incorporating lessons learned regarding HR capacity and opportunities for staff directed goal development.			
	Train supervisory staff on implementation of framework and use of supportive tools.			
	Implement, review and evaluate the use of professional development goals.			

# FY 2016

Goal #4: There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Establish a communications plan that directs how LCHS will proactively communicate with the public, partners, and key stakeholders in the community.	Develop a subcommittee to establish a comprehensive communications plan.			
	Develop a draft communications plan which includes key messages to specific constituencies and proactive communication strategies to inform local partners.			
	Finalize plan, identifying key individuals responsible for implementation.			
	Train staff on how to use the communications plan in an effective and consistent method.			
	Implement, evaluate and modify plan.			

# FY 2016

Goal #5: LCHS will have the resources necessary to be responsive to community needs.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Ensure that existing resources are used with maximum efficiency without jeopardizing program quality.	Assess current use of resources and identify opportunities to create efficiencies (use existing funds to create maximum impact).			
	Evaluate opportunities to utilize volunteers/AmeriCorps to increase human resource base.			
	Identify opportunities to cost-share with partners (human resources/volunteers, infrastructure, and evaluation efforts).			

2017 IMPLEMENTATION PLAN FRAMEWORK

FY 2017

Goal #4: There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Develop an annual calendar of community outreach events.	Identify existing outreach efforts and determine the effectiveness of each.			
	Identify alternative outreach efforts that occur within the community.			
	Determine the outreach opportunities that are likely to reach individuals not currently aware of, but in need of LCHS services.			
	Establish an annual calendar of outreach events.			
	Participate in outreach events, keeping track of the effectiveness of each.			
	Review the effectiveness of each event in the establishment of new annual calendar.			

FY 2017

Goal #5: LCHS will have the resources necessary to be responsive to community needs.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Establish a comprehensive fund development plan that will support the organization in meeting existing need, emerging need, and prevention based services.	Develop a comprehensive fund development plan that addresses: <ul style="list-style-type: none"> <li>- Sustainable funding</li> <li>- New funding</li> <li>- Discretionary funding</li> <li>- Cost management techniques</li> </ul>			
	Implement plan, collect data about the type of fund development strategies that were initiated, and the results achieved.			
	Evaluate the effectiveness of the plan and modify as necessary.			

2018 IMPLEMENTATION PLAN FRAMEWORK

FY 2018

Goal #6: LCHS will structure its service strategies in a manner that is driven by community needs.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Identify and implement strategies that are responsive to community needs and increase consumer access to services throughout the county	Research innovative/best practice strategies for non-traditional service delivery approaches.			
	Identify how to sustain, enhance, or modify current service delivery approaches to increase access.			
	Implement and evaluate access strategies.			
Goal #2: LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Ensure that policies and procedures clearly articulate the mission, vision and goals of the organization.	Establish a subcommittee to review existing policies and procedures.			
	Subcommittee to identify revisions needed for existing policies and procedures, and areas where policies need to be established.			
	Policies and procedures manual is updated.			

# FY 2018

Goal #7: LCHS will be a community convener, and partner for solutions that have the greatest effect on the LCHS service population.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Partner in the development of a prevention framework to guide services throughout Lyon County.	Engage community partners in the establishment of a county-wide prevention framework.			
	Identify strategies within the organizations scope to implement prevention-based strategies.			
	Partner with other organizations who are working within a prevention framework.			

2019 IMPLEMENTATION PLAN FRAMEWORK

FY 2019

Goal #7: LCHS will be a community convener, and partner for solutions that have the greatest effect on the LCHS service population.				
Objectives	Strategies	Staff Lead	Timeframe for Completion	Benchmark for Success
Identify shared outcomes between LCHS and partner organizations and implement efforts to collaboratively address them.	Identify LCHS organizational outcomes.			
	Educate other county agencies and Community-Based Organizations about organizational outcomes and advocate for the opportunity to build alignment.			
	Develop shared outcomes across organizations.			
	Share data and evaluate efforts around shared outcomes.			

# Lyon County Human Services



## APPENDIX C: LYON COUNTY COMMUNITY CONDITIONS

## LYON COUNTY COMMUNITY CONDITIONS

Lyon County is located in western Nevada, with its county seat being Yerington. As of 2010, the population of Lyon County totaled 51,980 people, representing approximately 50% growth since 2000. According to the U.S. Census Bureau, Lyon County has 2,001 square miles of land area and 23 square miles of water area. The county is adjacent to Storey and Washoe counties on the north, Mineral and Mono (California) counties on the south, Churchill and Mineral counties on the east, and Douglas County and Carson City on the west.

### DEMOGRAPHIC INFORMATION

The following table represents the demographics of Lyon County, according to the 2010 U.S. Census Bureau. In 2010, the total population in Lyon County was 51,980. Half (50.4 percent) of the population in Lyon County were male and 49.6 percent were female. The largest age group in Lyon County consists of adults between the ages of 35-54 (27.3 percent), followed by older adults ages 60+ (22.8 percent), and children between the ages of 0-14 (20.3 percent). The majority of Lyon County residents are White (88.4 percent) with the second largest group being Hispanic/Latino (14.8 percent).

In terms of education attainment, the majority of Lyon County residents have a high school diploma (36.8 percent) and 28 percent attended some college.<sup>5</sup>

Gender											
Male				Female							
Number (#) of Population		Percent (%) of Population		Number (#) of Population		Percent (%) of Population					
26,178		50.4		25,802		49.6					
Age											
0-14		15-19		20-34		35-54		55-59		60+	
#	%	#	%	#	#	#	%	#	%	#	%
10,567	20.3	3,532	6.8	8,089	15.6	15,599	27.3	3,768	7.2	11,831	22.8
Race/Ethnicity											
White		Black		American Indian		Asian/Pacific Islander		Hispanic / Latino			
#	%	#	%	#	%	#	%	#	%		
45,955	88.4	750	1.4	2,122	4.1	1,445	2.8	7,674	14.8		
Educational Attainment											
Less than HS Diploma		High School Diploma		Some College		AA		BA		Professional / Graduate	
#	%	#	%	#	%	#	%	#	%	#	%
4,902	14.1	12,735	36.8	9,670	28.0	2,882	8.3	2,938	8.5	1,447	4.2

Population projections from the Nevada State Demographer predict that in five years, the population in Lyon County will increase to 54,626 and that by ten years, the population will have reached 57,104. The 35-54 age groups will remain the largest within the population in 2019 (24 percent) and 2024 (24

<sup>5</sup> 2010 U.S. Census Bureau.

percent), followed by the 60+ age group (24 percent in 2019 and 25 percent in 2024). The 0-14 age group will only make up 17 percent of the population in both 2019 and 2024.<sup>6</sup>

### ECONOMIC INDICATORS

According to the U.S. Census Bureau, 2007-2011 American Community Survey, the median income for families in Lyon County is \$54,564.

Lyon County is the third most economically stressed county in the United State according to the Nevada Legislative Fact Sheet (December, 2010). Poverty is rising within the county and the county unemployment rate is approximately 13%.

The table below demonstrates the percentage of families and people whose income (in the 12 months prior to the survey being taken) was below the poverty level.

Percentage of Families and people whose income in the past 12 months is below the poverty level.	
All families	9.0%
With related children under 18 years	13.6%
With related children under 5 years only	14.4%
Married couple families	6.0%
With related children under 18 years	7.1%
With related children under 5 years only	7.6%
Families with female householder, no husband present	25.7%
With related children under 18 years	35.2%
With related children under 5 years only	40.6%

In 2007, Lyon County was the top county in Nevada in terms of agricultural sales. Some of the agricultural workforce in Nevada is composed of migrant workers. In 2009, there were approximately 5,000 migrant workers in Nevada, the majority of which were employed in Yerington and Smith Valley.<sup>7</sup>

Some work and planning has begun to improve the economy in Lyon County. Working with the Northern Nevada Development Authority, Lyon County has developed local brand targets designed to support the development of their regional economy. For example, some brands that have been developed between Lyon and other counties include:

- Aerospace
- Defense contracting/manufacturing
- Advanced agriculture<sup>8</sup>

<sup>6</sup> The Nevada State Demographer’s Office. October 2013. Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2000 to 2032. <http://nvdemography.org/wp-content/uploads/2013/10/Nevada-Summary-Workbook-ASRHO-Estimates-and-Projections-2000-to-2032.pdf>

<sup>7</sup> Nevada State Health Division. October 2012. Nevada Migrant Worker Issues in Brief. <http://health.nv.gov/PDFs/Publications/MigrantIssuesBriefRev.pdf>

<sup>8</sup> Northern Nevada Development Authority. [http://www.nnda.org/index.php?option=com\\_content&view=article&id=56&Itemid=212](http://www.nnda.org/index.php?option=com_content&view=article&id=56&Itemid=212)

The Nevada Department of Employment, Training and Rehabilitation (DETR) expects employment to increase for almost all industries in the West Central Counties (which includes Lyon County) through 2020. The top five occupations they predict to be the largest occupations are:

1. Office and administrative support occupations
2. Food preparation and serving related occupations
3. Sales and related occupations
4. Transportation and material moving occupations
5. Building and grounds cleaning and maintenance occupations<sup>9</sup>

### FOOD SECURITY

In 2011, 17.8 percent of Lyon County residents were food insecure. Almost a third of Lyon County children (28.6 percent) were food insecure. Sixty-four percent of those individuals were below the SNAP and other food programs’ threshold of 200 percent poverty. Of those food insecure children, 65 percent were income-eligible for nutrition programs (incomes were at or below 185 percent of poverty). In order to meet the food needs of those who are food insecure in Lyon County, it would have cost \$3,815,250.<sup>10</sup>

### FREE AND REDUCED LUNCH PROGRAM

The student eligibility rate for the Free and Reduced Lunch (FRL) program available in the Lyon County District Schools is another poverty indicator collected by the Nevada Department of Education<sup>11</sup>. According to it, 50.89% of students in the Lyon Districts Schools (chart below) qualify for the FRL program. Higher rates are registered in Silver Springs ES (76.73%), Fernley (68.91%), Silver Stage HS (65.36%), and Yerington (64.98%), as shown on the following page.

District	District School Code	School Name	Grade Span	Total	Number of Free Eligible	Number of Reduced	Total Free and Reduced	% of Free and Reduced
Lyon	010-201	Dayton ES	PK-5	377	156	51	207	54.91%
	010-202	Yerington ES	K-4	514	287	47	334	64.98%
	010-203	Fernley ES	PK-5	460	270	47	317	68.91%
	010-205	Silver Springs ES	PK-8	636	429	59	488	76.73%
	010-206	East Valley ES	K-5	407	107	39	146	35.87%
	010-208	Dayton IS	6-8	582	214	62	276	47.42%
	010-209	Cottonwood ES	PK-5	538	192	62	254	47.21%
	010-210	Sutro ES	K-5	345	168	44	212	61.45%
	010-211	Riverview ES	K-5	328	90	39	129	39.33%
	010-302	Yerington IS	5-8	381	185	51	236	61.94%
	010-303	Fernley IS	6-8	537	220	49	269	50.09%
	010-305	Silverland MS	5-8	504	192	40	232	46.03%
	010-601	Fernley HS	9-12	953	310	79	389	40.82%
	010-602	Smith Valley Schools	K-12	217	47	11	58	26.73%
	010-603	Yerington HS	9-12	372	143	27	170	45.70%
	010-604	Dayton HS	9-12	741	200	55	255	34.41%
010-605	Silver Stage HS	9-12	306	164	36	200	65.36%	
Total Lyon		All Schools		8,198	3,374	798	4,172	50.89%

<sup>9</sup> Nevada Department of Employment, Training and Rehabilitation. Nevada and Metro Area Long-Term Occupational Projects.

<sup>10</sup> Feeding America. 2011. Map the Meal Gap.

<sup>11</sup> Nevada Department of Education. Free and Reduced Lunch Data.

[http://nutrition.nv.gov/Data\\_Reports/Free\\_and\\_Reduced\\_Lunch\\_Data/](http://nutrition.nv.gov/Data_Reports/Free_and_Reduced_Lunch_Data/)

## HOUSING

In 2012 the housing stock in Lyon County consisted of 22,443 units, 83 percent of which were occupied. Countywide home sales for November 2013 were down 19% compared with the previous month, and down 5% compared with a year ago. However, within the 5 metropolitan areas, 105 homes were sold last year, representing year over year growth except in Fernley where sales remained level. The percentage of vacant homes is 17.29%, and as of 2010, 24% of occupancy was rentals. The median sales price of a non-distressed home was \$127,550. The median sales price of a foreclosure home was \$100,000, or 22% lower than non-distressed home sales. In December 2013, the number of properties that received a foreclosure filing in Lyon County, NV was 78% higher than the previous month and 51% lower than the same time last year. Building appears to have some growth. Total value of building permits issued for January 2014 was up 61% over the same period in 2013. (\$3,993,517 as compared to \$2,479,018). Total value of building permits issued for 2013 was \$27,370,914.

## HEALTH INDICATORS

According to the Nevada Rural and Frontier Data Book -2013 Edition<sup>12</sup>:

- In 2013, a total of 467 of the Lyon County population are enrolled in the Nevada Check Up (State Child Health Insurance Program –SCHIP).
- In 2011, a total of 75.1% (32,723) of the Lyon County population under the age of 65 has health insurance coverage.
- In 2012, a total of 19.2% (10,264) of the Lyon County population is enrolled in Medicare.
- In 2012, a total of 13.8% (7,365) of the Lyon County population is enrolled in Medicaid.
- In 2011, a total of 3,129 of the Lyon County population are enrolled in Veterans Health Administration and 2,290 are users of it.
- In 2012, Lyon County had 17 licensed allopathic physicians (MDs), one licensed osteopathic physician (DOs), 8 licensed advanced practitioners of nursing (APNs), 5 licensed physician assistants (PAs), 276 licensed registered nurses (RNs), 50 licensed practical nurses (LPNs), and 212 licensed emergency medical technicians (EMTs).
- In 2013, Lyon County has one medical center called South Lyon Medical Center with 64 licensed beds and 171 employees (in Fiscal Year 2011).
- In 2012, Lyon County had 8 licensed dentists, and 12 licensed registered dental hygienists.
- In 2010, a total of 54.2% of women of the Rural and Frontier Counties in Nevada received prenatal care in the first trimester.
- In 2010, the teen birth rate for female population (per 1,000 female) in Lyon County is as follow:
  - o Aged between 15 and 17 is 12.6.
  - o Aged between 18 and 19 the rate is 66.7
  - o Aged between 15 and 19 is 33.6.
- In 2010, a total of 1,186 children have a type of disability (autism, deaf/blind, developmental delay, emotional disturbance, hearing impairment, learning disability, mental retardation,

<sup>12</sup> Nevada Rural and Frontier Data Book. 2013.

<http://www.medicine.nevada.edu/ohprp/Databook/2013%20UNR%20Data%20Book/FullReport.pdf>

orthopedic impaired, other health impaired, speech/language impairment, traumatic brain injury, visual impairment) in Lyon County.

- Approximately 11.1% of the adult population self-reported having a disability and using aid equipment in rural and frontier counties.
- In 2012, Lyon County had no licensed psychiatrists and 4 licensed psychologists.
- In 2010, a total of 10.2% of the Rural and Frontier Counties in Nevada self-reported dependence on or abuse of illicit drugs or alcohol in the past year.

In 2013, Lyon County was ranked the 7<sup>th</sup> healthiest county in Nevada based on various health outcomes<sup>13</sup>:

- Only 9% of the population suffer diabetes (slightly higher than Nevada’s 8%)
- The HIV prevalence rate was 70 compared to Nevada’s 311
- Premature age adjusted mortality rate was 388 compared to Nevada’s 370
- Infant mortality was 344, compared to 607 in Nevada
- Child mortality rate was 43 in Lyon, compared to 56 in Nevada

It is estimated that in Lyon County, if 5% more people attended some college and 3% more had an income higher than twice the federal poverty level, we could expect to save 20 lives, prevent 252 cases of diabetes and eliminate \$1.4 million in diabetes costs each year.<sup>14</sup>

#### MENTAL HEALTH CARE AND SUBSTANCE ABUSE TREATMENT

Lyon County has fewer mental health providers when compared to other Nevada counties. In 2013, the ratio of mental health providers was 10,422:1, whereas the overall ratio for Nevada was 5,231:1. There are three facilities in Lyon County that provide mental health services. These are Silver Springs Mental Health Center, Fernley Mental Health & Developmental Services and Yerington Mental Health Center. In addition, Rural Clinics also provides mental health services in Lyon County.

In 2010, 8.5% of the population living in rural and frontier counties (including Lyon County) self-reported having an alcohol dependence or abuse disorder. Three percent reported as having an illicit drug dependence or abuse disorder in the past year.<sup>15</sup> Substance abuse treatment is provided to Lyon County through several providers, including Lyon County on Alcohol and Other Drugs and New Frontier Alcohol and Drug Treatment (located in Churchill County).

#### MAINSTREAM RESOURCE ENROLLMENT

##### SNAP ENROLLMENT

According to the Nevada Rural and Frontier Data Book -2013 Edition<sup>16</sup>, a total of 5,700 of Lyon County population participated in the Supplemental Nutrition Assistance Program (SNAP) in 2011.

<sup>13</sup> Robert Wood Johnson Foundation. County Health Rankings & Roadmaps. 2013 Lyon County. <http://www.countyhealthrankings.org/app/nevada/2013/lyon/county/outcomes/overall/additional/by-rank>

<sup>14</sup> Virginia Commonwealth University Center on Human Needs. County Health Calculator.

<sup>15</sup> Nevada State Office of Rural Health. 2013. Nevada Rural and Frontier Health Data Book.

<sup>16</sup> <http://www.medicine.nevada.edu/ohprp/Databook/2013%20UNR%20Data%20Book/FullReport.pdf>

**SUPPLEMENTAL SECURITY INCOME (SSI)**

The following table displays the number of recipients in Nevada counties receiving Supplemental Security Income (SSI) in 2012. Lyon County had 829 individuals receiving SSI. Most of those recipients were adults between the ages of 18 to 64.<sup>17</sup>

**Nevada**

**Table 3.**  
**Number of recipients in state (by eligibility category, age, and receipt of OASDI benefits) and amount of payments, by county, December 2012**

County	ANSI Code	Total	Category		Age			SSI recipients also receiving OASDI	Amount of payments (thousands of dollars) <sup>a</sup>
			Aged	Blind and disabled	Under 18	18-64	65 or older		
Total, Nevada	32	46,318	11,114	35,204	8,868	25,567	11,883	14,426	25,580
<i>Counties</i>									
Churchill	32001	455	90	365	65	290	100	165	252
Clark	32003	35,064	8,869	26,195	7,185	18,395	9,484	10,376	19,363
Douglas	32005	396	76	320	49	267	80	146	214
Elko	32007	484	110	374	59	307	118	193	234
Esmeralda	32009	16	(X)	(X)	(X)	(X)	(X)	(X)	8
Eureka	32011	13	(X)	(X)	0	(X)	(X)	(X)	6
Humboldt	32013	212	41	171	23	145	44	82	118
Lander	32015	80	26	54	(X)	42	(X)	38	36
Lincoln	32017	69	21	48	(X)	42	(X)	34	28
Lyon	32019	829	106	723	134	580	115	265	457
Mineral	32021	139	24	115	(X)	106	(X)	46	76
Nye	32023	991	154	837	125	684	182	340	565
Pershing	32027	80	14	66	(X)	55	(X)	24	40
Storey	32029	48	(X)	(X)	(X)	34	(X)	19	28
Washoe	32031	6,421	1,381	5,040	1,068	3,905	1,448	2,320	3,610
White Pine	32033	142	26	116	16	97	29	51	72
<i>Independent city</i>									
Carson City	32510	879	160	719	113	598	168	312	471

SOURCES: Social Security Administration, Master Beneficiary Record and Supplemental Security Record, 100 percent data.

NOTES: ANSI = American National Standards Institute; (X) = suppressed to avoid disclosing information about particular individuals.

a. The state payment total does not equal the sum of the rounded county totals.

CONTACT: (410) 965-0090 or statistics@ssa.gov.

**JOB TRAINING/EMPLOYMENT**

Although the unemployment rate in Lyon County has been decreasing, several providers in the area provide job training and assistance with employment opportunities. JOIN Inc. is a nonprofit that provides services such as job search and retention workshops, problem identification sessions, job matching to select employment that is appropriate to skills and personal characteristics, access to job banks, resume preparation assistance, mock interview practice, and advice on appearance for interviews. Nevadaworks also provides job training and employment services to Lyon County.

**HOMELESSNESS AND HOMELESS PROVIDERS**

As with other rural counties, homelessness is not always apparent and children, youth and families double up, live in motels, or “couch surf” to put a roof over their heads. Lyon County participates in the annual homeless street count and shelter survey to determine the number of homeless that were on the street, in emergency shelter or transitional housing or being served by non-housing providers as part of

<sup>17</sup> [http://www.ssa.gov/policy/docs/statcomps/ssi\\_sc/2012/ssi\\_sc12.pdf](http://www.ssa.gov/policy/docs/statcomps/ssi_sc/2012/ssi_sc12.pdf)

on a particular day each January. According to the 2013 PIT count, conducted on January 24, 2013, there were six homeless individuals served by domestic violence housing providers, down slightly from previous years. Other (non-housing) community providers counted nineteen homeless individuals on the day of the PIT count. Of these, four were Veterans and four were seniors. In addition, 44 chronically homeless families were also served. The total number of homeless children was 1,033, ninety fewer than in 2012. These children live in a variety of settings, including hotel/motels (48), shelters, transitional housing, waiting for foster care (39); in inadequate housing, or living as unaccompanied youth (65); or, unsheltered (16).

## ADULT AND CHILD SAFETY

- Between July 2012 and April 2013, there were 630 children in foster care in the rural counties of Nevada.<sup>18</sup>
- In 2010, a total of 282 Child-Abuse and Neglect reports were registered in Lyon County according to the Center for Business and Economic Research of the University of Nevada, Las Vegas.<sup>19</sup>
- Between July 2012 and April 2013, there were 403 allegations reported in rural counties<sup>16</sup>. These included:
  - o Negligent treatment (238)
  - o Physical injury abuse and neglect (141)
  - o Sexual abuse and neglect (11)
  - o Substance exposure infant (5)
  - o Mental injury abuse and neglect (8)
- In 2012, there were two charges of elder abuse in Lyon County.<sup>20</sup>

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<sup>18</sup> State of Nevada Department of Health and Human Services: Division of Child and Family Services. 2013 Annual Progress Report.

<sup>19</sup> Annie E. Casey Foundation. Kids Count Data Center.

<sup>20</sup> Supreme Court of Nevada. Annual Report of the Nevada Judiciary. Fiscal year 2012 Appendix Tables.

# Lyon County Human Services



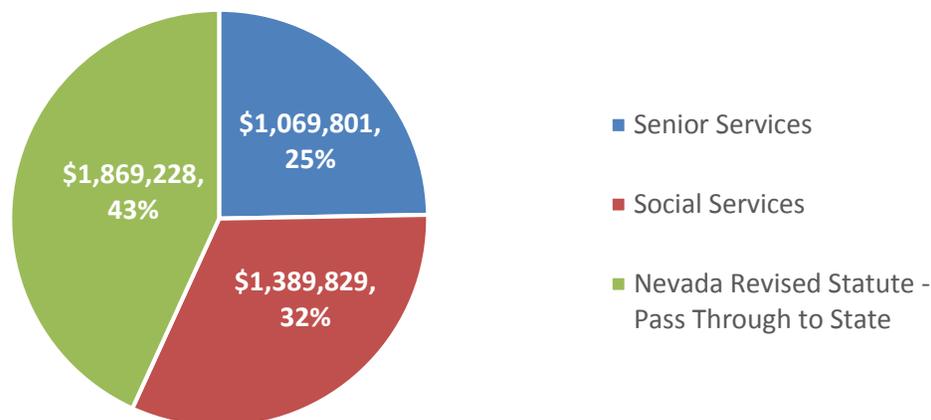
## APPENDIX D: FULL BUDGET ANALYSIS

## FULL BUDGET ANALYSIS

LCHS operates on a budget of combined resources to include County tax revenue, grants, and donations and fees. The budget for FY 2013 totaled \$4,328,857, representing costs associated with direct services provided by LCHS, as well as funds that are a pass through to the State.<sup>21</sup>

The following figure depicts the cost and percentage breakdown for expenditures in FY 2012-2013:

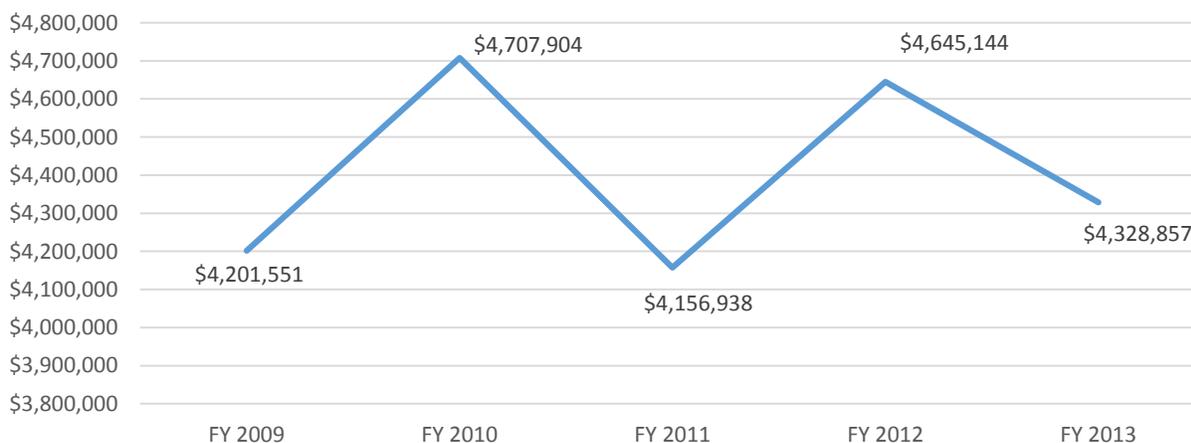
**FY 2013 Comprehensive Budget Expenditures**



**FIGURE 3: FY 2012-2013 BUDGET EXPENDITURES**

The following graph provides a historical perspective of LCHS’s comprehensive budget since FY 2009.

**Comprehensive Budget Expenditures FY 2009-2013**

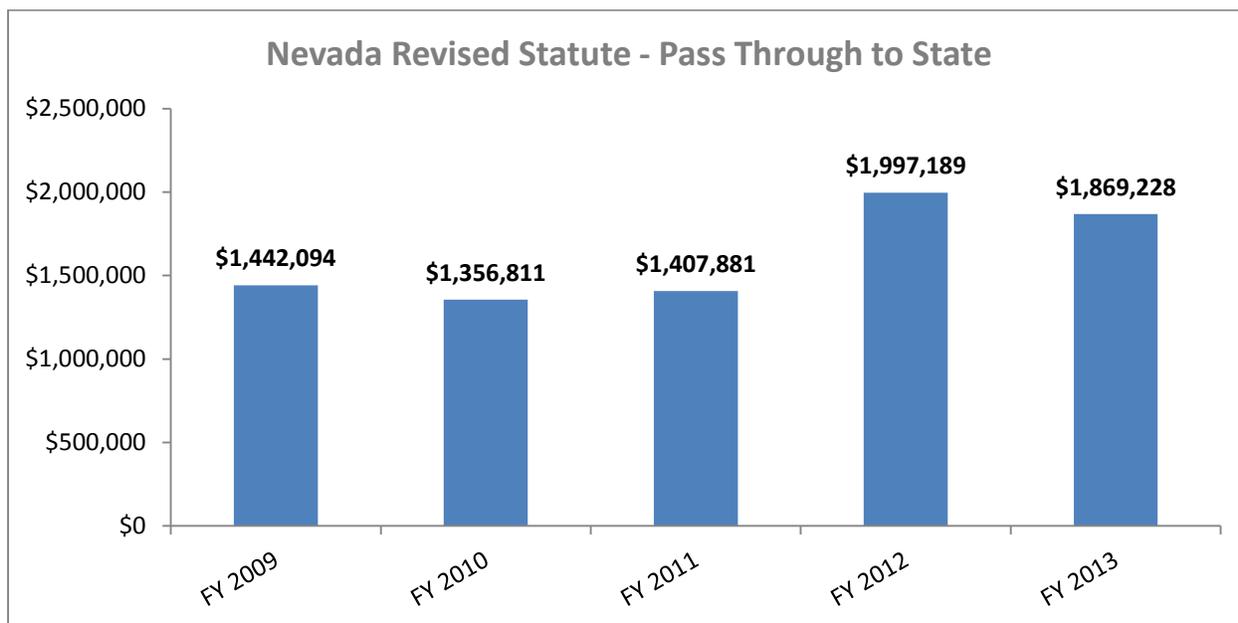


<sup>21</sup> For the sake of clarity, the LCHS budget which includes all funds, including pass-through allocations, will be referred to as the “comprehensive budget”. The LCHS budget which includes only those funds that LCHS has direct control over, and which are used to support direct services provided through LCHS will be referred to as the “operational budget”.

**PASS THROUGH FUNDS**

Lyon County Human Services is required by the state to provide a financial contribution to a number of health and human services that are legislatively mandated through the Nevada Revised Statutes (current codified laws of the State of Nevada). County taxes are used to support the mandates and are considered “pass through funds” as they are transferred from county coffers to the state treasury. Services that are supported with pass through funds include community health nursing, consumer health protection activities, rural child protective services, Medicaid match, and developmental services for children.

The following chart depicts the amount of funding that has been passed through to the state since FY 2009.



**FIGURE 4: HISTORICAL CONTRIBUTION TO PASS-THROUGH**

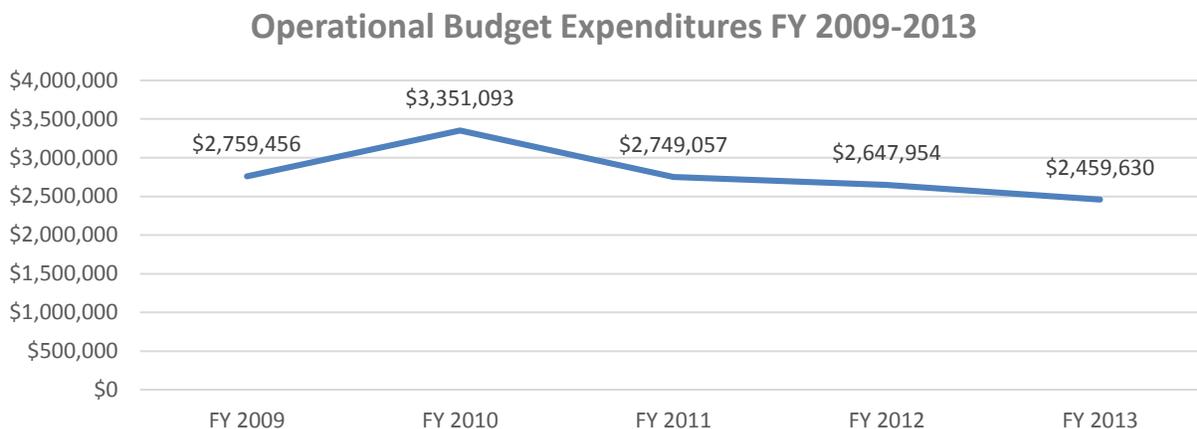
As the above figure shows, the amount of funding provided as a pass-through to the state drastically increased in FY 2012, representing an increase of 42% over the FY 2011 allocation. This was due to a number of “push downs” that occurred as a result of the 2011 Legislative session which either transferred specific Health and Human Services functions to the counties, assessed the counties a fee for specific services provided by the state, or in some cases, State funding was eliminated and the responsibility to provide or manage the services became a county responsibility.



Because LCCHS is mandated to provide pass-through funds to support state services to Lyon County residents, it is most useful to understand the operational budget for planning purposes. Below is a description of the financial trends of the operational budget by funding source and by service type.

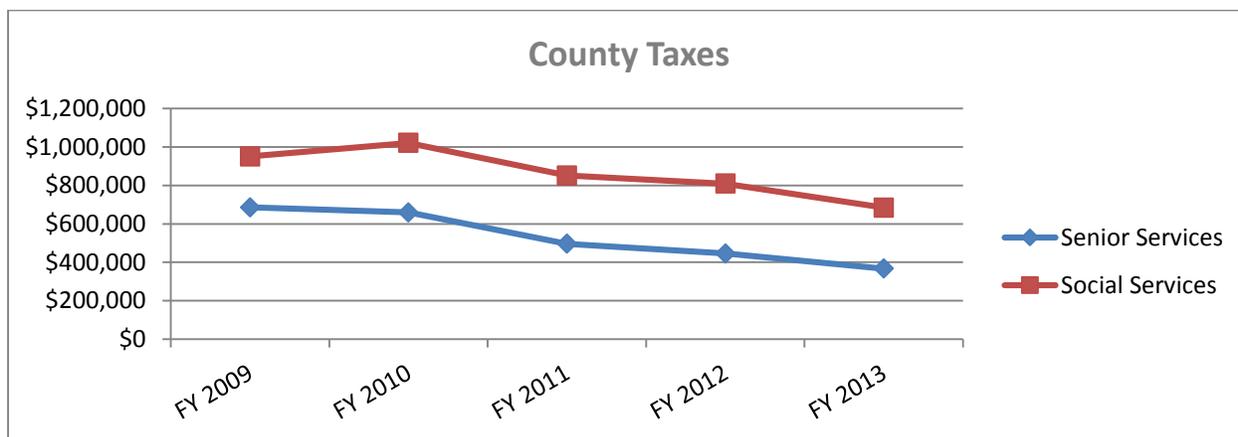
### OPERATIONAL BUDGET

The LCHS operational budget, which includes only those funds that LCHS has direct control over and are used to support direct service delivery are considered its operational budget. Prior to FY 2015-2016, direct services were grouped in two categories; senior services and social services (while current operations maintains three groups of service; senior services, supportive services, and essential services.) The following graph provides a historical perspective of LCHS’s operational budget since FY 2009. All other graphs provided subsequently in this report offer historical trends according to the previously designated categories of direct services provided.



### HISTORICAL TRENDS BY FUNDING SOURCE

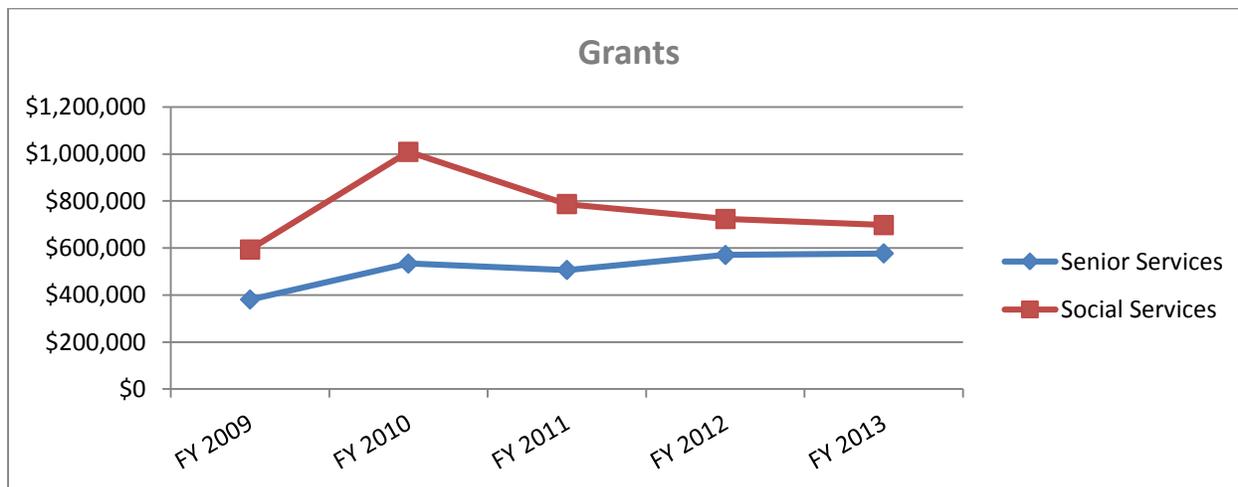
**Tax Revenue:** County tax revenue has ranged from 43-49% of the total funding used in the past three years to support senior and social services through LCHS. This is down from 59% in FY 2009. The following graph depicts the amount of tax revenues used by LCHS to support services dating back to FY 2009.



**FIGURE 5: HISTORICAL TRENDS OF COUNTY TAXES USED TO SUPPORT SENIOR AND SOCIAL SERVICES**

As the figure above shows, county taxes to support senior services and social services provided by LCHS have steadily declined over the past three years.

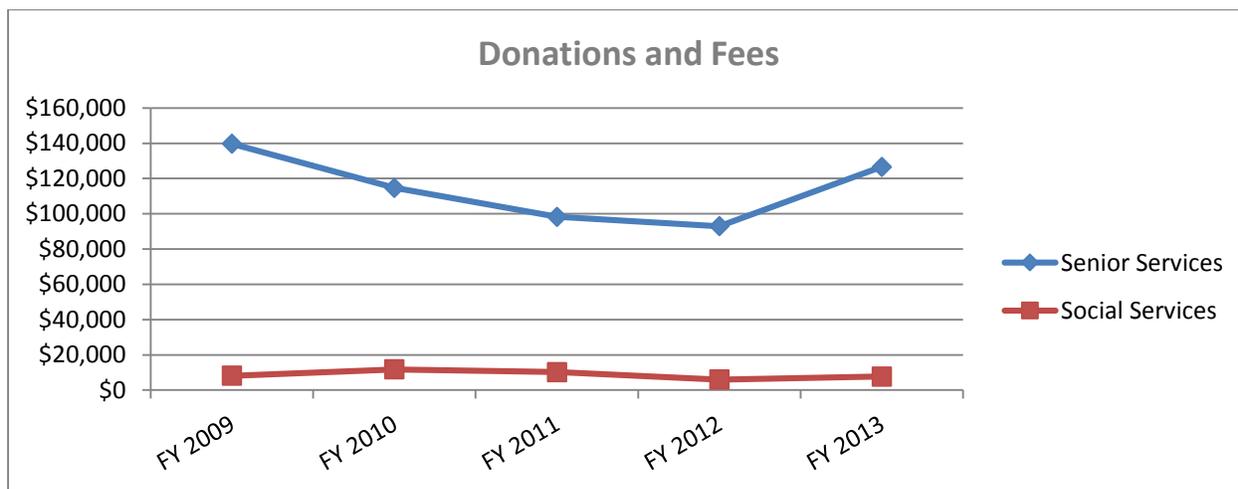
**Grants:** Grant revenue has ranged from 47-52% of the total funding used in the past three years to support senior and social services through LCHS. This is up from 35% in FY 2009. The following graph depicts the amount of grant revenues used by LCHS to support services dating back to FY 2009.



**FIGURE 6: HISTORICAL TRENDS OF GRANT FUNDS USED TO SUPPORT SENIOR AND SOCIAL SERVICES**

The figure above shows that while there was a peak in grant funding to support social services in FY 2010, that the funds available since then show a significant decline. Grant funds to support senior services have slightly increased over the specified period of time.

**Donations and Fees:** Donations and Fees have ranged from 4-5% of the total funding used in the past three years to support senior and social services through LCHS. The following graph depicts the amount of donations and fees used by LCHS to support services dating back to FY 2009.

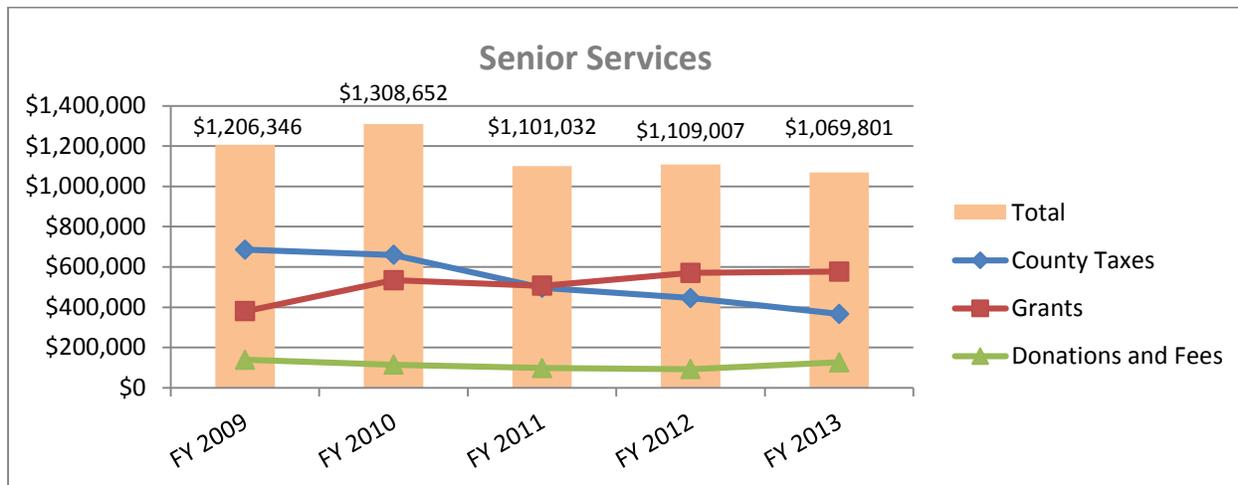


**FIGURE 7: HISTORICAL TRENDS OF DONATIONS AND FEES USED TO SUPPORT SENIOR AND SOCIAL SERVICES**

The figure above shows that donations to support social services has remained flat, while donations to support senior services has declined with the exception of a spike in the most current fiscal term (2013).

## HISTORICAL TRENDS BY SERVICE TYPE

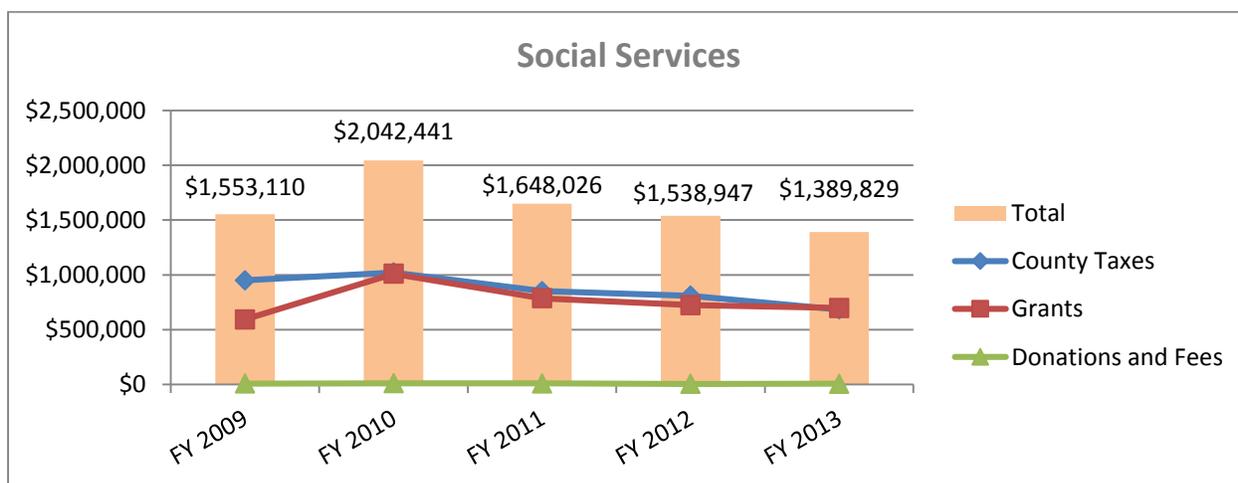
**Senior Services:** Senior Services has accounted for approximately 42% of the LCHS operational budget over the last three years. The following graph depicts the amount of funds expended by LCHS to support senior services dating back to FY 2009.



**FIGURE 8: HISTORICAL TRENDS OF FUNDS USED TO SUPPORT SENIOR SERVICES**

As the figure above shows, total funds to support services to seniors experienced a considerable decline in FY 2011 and have remained largely flat since then.

**Social Services:** Social Services has accounted for approximately 58% of the LCHS operational budget over the last three years. The following graph depicts the amount of funds expended by LCHS to support social services dating back to FY 2009.



**FIGURE 9: HISTORICAL TRENDS OF FUNDS USED TO SUPPORT SOCIAL SERVICES**

As the figure above shows, total funds to support social services experienced a considerable decline in FY 2011, and have continued to decrease over the subsequent two years.



# Lyon County Human Services

## APPENDIX E: KEY INFORMANT OUTREACH SUMMARY

## ACKNOWLEDGEMENTS

The Lyon County Human Services Strategic Planning Steering Committee would like to thank and acknowledge the key informants that provided their valuable time and perspective by participating in interviews. Their input was used to help shape the direction of the Lyon County Human Services organization into the future.

Key Informant	Organization
Cheryl Bowles	Fernley Counseling and Supportive Services
Wanda Brown	Nevada Aging & Disability Services Division
Frieda Carberry	Healthy Communities Coalition
Lise Coudriet	Lyon County School District
Marie Dufresne	Riverview Elementary School
Ray Fierro	Lyon County Commissioner
Christy McGill	Healthy Communities Coalition
Jeff Page	Lyon County Manager
Cheyenne Pasquale	Nevada Aging and Disability Services Division
Eric Smith	Lyon County Juvenile Probation
Albert Torres	Lyon County Under-Sherriff's



Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, conducted the key informant interviews and prepared this summary report.

## INTRODUCTION AND BACKGROUND

Lyon County Human Services embarked upon a strategic planning process to identify the critical issues facing the department and its service constituency. The goal was to establish a 5-year plan to provide better, more efficient services and improve service collaboration.

As part of this process, LCHS developed a Strategic Planning Steering Committee made up of staff and leadership from LCHS as well as external stakeholders that have a significant interest in, or working relationship with, the population of residents that access LCHS services.

This Steering Committee recognized the need to gather input from a variety of stakeholders including staff, service providers, consumers, and community members to create a thoughtful, strategic and actionable plan. Input was gathered by conducting key informant interviews with community partners, distributing surveys with LCHS staff, and facilitating focus group discussions with consumers and community members. This report is a summary of the key informant interviews that were conducted.

### PURPOSE

Key informant interviews were conducted as a mechanism to assist the LCHS Strategic Planning Steering Committee understand 1) what are the most critical issues facing Lyon county residents 2) the role that LCHS should play in responding to those issues, and 3) the recommended action to be taken to effectively serve LCHS consumers.

This report synthesizes key informants' impressions, experiences and opinions. It will be used by the LCHS Strategic Planning Steering Committee in association with a variety of different data sets (both quantitative and qualitative) to finalize the focus of LCHS efforts over the next 5 year period of time.

### METHODOLOGY

Between February 27<sup>th</sup> and March 7<sup>th</sup>, 2014, 11 interviews were conducted with individuals identified by the LCHS Strategic Planning Steering Committee as having specialized knowledge about the Lyon County community and public service systems.

An initial contact list totaling 15 perspective interviewees was provided to SEI, ranked by priority contact. SEI sent an email request to the top 10 individuals on the list requesting their participation. Subsequent email requests were sent to additional individuals on the list for a period of 5 days until a total of 12 interviews were scheduled. Once a date and time were finalized with the key informant, a confirmation email was sent with a copy of the questions in advance. The interview questions used were developed in consultation with SEI and approved by the LCHS Strategic Planning Steering Committee and can be found as an attachment to this report.

All interviews were completed by Lisa Watson, SEI consultant. Each interview lasted between 20 and 30 minutes. While notes were taken during each interview, all interview participants were assured that no response would be attributed to a specific key informant. The information extrapolated from the interviews has been aggregated and summarized for the purpose of this report. All statements found in text boxes or preceded by the symbol  in this report are quotes from key informants.

## FINDINGS

The following section of the report identifies the perception of critical issues facing Lyon County residents as well as the role that LCHS should play in responding to those needs according to the key informants. The insights shared by respondents is grouped by major themes.

### CRITICAL ISSUES FACING LYON COUNTY RESIDENTS

Key informants were asked what they felt were the most pressing issues facing Lyon County residents. The following 5 critical issues represent major themes that were identified by multiple interview participants.

**Economy:** The economic downturn has had a crippling effect on the Lyon County community, characterized by a loss of job opportunities, high unemployment, and housing foreclosures. As a result, human services is being tasked with serving a growing population of people who have never accessed public assistance before.

- ❖ There are a lot of people that are accessing services over the last 5 years that have never had to before in their life. Because of the economy, people are needing assistance. These people in particular need additional help in knowing what services exist and how to navigate the system.
- ❖ While we are seeing a light upswing, the last 5 years have been really tough on the economic atmosphere. We got too big too quick, and when the economy collapsed, people were losing their houses left and right.
- ❖ When the economy collapsed, businesses moved out.
- ❖ The economy has really taken a toll on the community.
- ❖ The number of our families experiencing homelessness have doubled over the last 3 years.
- ❖ Two areas of the county have particular difficulty because of the lack of workforce opportunities: Silver Springs/Stagecoach and East Mason Valley.

**Resources:** Lyon County does not have an appropriate network of services/providers to adequately respond to the growing needs of the community. Issues of particular importance include alcohol and other drug (AOD) abuse programs, behavioral healthcare and transportation.

- ❖ It is really difficult for LCHS to adequately respond to the needs of families because there is a lack of community resources available.
- AOD Programs*
- ❖ Lyon County has a huge drug problem. We have to focus our efforts on how to address this issue.
  - ❖ Substance abuse, and other issues leave individual ill equipped to be prepared to enter the workforce.

*Behavioral Healthcare*

- ❖ There is a lack of mental health resources in Lyon County. Services are not very accessible or available (timely). Intensive outpatient counseling is really needed. Services are not provided at the occurrence level necessary.
- ❖ The number of clients we are seeing with persistent and serious mental illness is skyrocketing. Fernley is a bedroom community. When the economy was good, people flocked to the community, but when the economy collapsed, people left. Now that the community is getting better, people are coming back but they tend to be more ill.
- ❖ Mental Health – this is a real issue for our county. If we can get someone connected to services early and quick, it might help them not escalate and be able to maintain their positive position in society.
- ❖ The Suicide rate is a concern, with teens, adults and seniors.

*Transportation*

- ❖ Rural status creates challenges. Transportation and in home services need to be looked at.
- ❖ County is so big, it is difficult for people to access services that are centralized. Needy people often lack the will power or means to get to services when they are required to travel. No transportation makes it even more difficult.
- ❖ Transportation is an issue in our rural community, especially for chronic disease management. People may live in remote areas because they want to be left alone, and live away from the big city life, but when they have a need, it becomes difficult to access services because they do not exist in their small community and they don't have transportation to get to a more urban setting where resources are available.
- ❖ Because of the expansive nature of the county itself, staff are stretched to provide services over a large area of land. The rural nature of the county also means that there are not very many community resources available. This dynamic places LCHS in a unique position of having to travel far distances and fill gaps that stretch their limited resources.

Additional service needs that were identified by key stakeholders included affordable housing, food, workforce development, healthcare, rental and utility assistance and support for grandparents raising grandchildren.



**Funding:** Funding to support human services is insufficient and unstable. Furthermore, as the needs of the community grow, the funding to support services are decreasing and/or becoming more constrained.

- ❖ What we do when and if the funding to support services dries up. November 2016 poses a risk to the social services network in the nation and in the state/county. We currently have a great deal of our funding by federal and state sources, and these funds are not flexible.
- ❖ Federal grants are more limited these days, so the focus needs to be on identifying other funding sources.
- ❖ Request for services has increased, but the funding has not increased.

*Flexibility*

- ❖ In a rural environment, we need flexible funding, to be responsive to our community needs. Some funding is so restricted or requires so much administration, that it makes it not worth it.
- ❖ Counties and Cities are subsidiaries of state government. If we use state money, we are bound by their restrictions. If we take complete ownership of them, we fund them ourselves.

*Staffing*

- ❖ LCHS does not have the amount of staffing necessary to respond to the needs of the community.
- ❖ LCHS is a good model for how to extend staff and resources, but they still don't have enough.
- ❖ I just think that they don't have enough staff to do all the work.

**Awareness:** There is not an adequate understanding about the services available through LCHS or the value it provides to community residents and service partners. As a result, consumers may not know about the services available, and key stakeholders may neglect opportunities to support efforts.

- ❖ People don't always know about the resources that are available.
- ❖ People have to be informed to be able to access services.
- ❖ Biggest issue they face is getting county officials to understand what they do.
- ❖ Most people don't understand Human Services. We need people to understand how critical what they do is.
- ❖ They should work to educate the public to connect the dots.



**Prevention:** Services continue to be crisis driven, with little emphasis placed on prevention activities or supports that help people become self-sufficient and healthy individuals.

- ❖ We need to shift to prevention activities, get further up the river.
- ❖ We need to provide prevention and intervention at an earlier age.
- ❖ We need to work with the families to stop the band aid kind of fixes. Moving from providing cash benefits to life skills to enable people to break the cycle of poverty.
- ❖ We need to create a system that allows people to bring out the best in each other. A system where we work alongside individuals, encouraging and supporting them instead of working for them.
- ❖ Response to youth needs is limited, but that is not their fault. I don't think this is their target population, but they are open to serving this population. They just have such limited resources.

## ROLE OF LYON COUNTY HUMAN SERVICES IN RESPONDING TO NEEDS

As important as understanding the critical issues facing the residents of Lyon County, the Strategic Planning Steering Committee also wanted to explore how people expected LCHS would or should respond to those needs. People were asked to describe the role, reach and responsibilities of LCHS as well as their work across systems.

Many key informants understood the basic role of LCHS describing the agency as a service provider to the senior population as well as individuals struggling with self-sufficiency. There was significant variance among key informants regarding their depth of knowledge about specific supports rendered.

- ❖ They have a wide spread job. Some people use them for senior services (being responsible for 3 senior centers), meals on wheels, WIC and entitlement program assistance.
- ❖ They serve individuals of all ages, through a variety of programs. They work as an aging and disability resource center. They help people explore their options and access resources.
- ❖ Majority of their services are geared towards the aging population.
- ❖ Good resource if you are not sure where to go to get what you need.
- ❖ They help people get jobs, and get social benefits.

All key informants specified the critical role that LCHS has played as a community connector. Key informants described not only the participation of LCHS within a number of collaborative endeavors, but also the way in which they partner. One key informant described them as "big picture people," while another described them as a "solution oriented organization."

*They reach out to partner with anybody and everybody they can. It is one of their strengths.*

- ❖ They have really great relationships with the community. They are good at bringing people together to try to solve community problems.
- ❖ LCHS has a really good handle on partnering with other community partners.
- ❖ They do a really good job at coordinating across systems. The next step would be developing some shared outcomes between themselves and their partners, like the school district.
- ❖ When it was identified that mental health was a real issue in the county, LCHS stepped up and reached out. If it wasn't for them, we wouldn't be having discussions about shared plans to address the mental health issue.
- ❖ They do a phenomenal job.
- ❖ They attend a lot of meetings, and are really good at being a part of the community. Their resource directory is really useful to help connect people to services.
- ❖ They are a connector. There are a lot of social groups and nonprofits in the community, but LCHS is one place where we can share our information and they distribute that information out to the community.
- ❖ They do such a great job of spearheading collaborative meetings.

Despite the recognition of their efforts, there was also an acknowledgement that the organization was overly extended based on existing resources. As one key informant stated: "They are stretched in being a direct service provider, and convener, and cultivator of activities." Key informants were asked to identify the areas that LCHS should focus their efforts on to increase impact. The areas cited most often by key informants were:

- Poverty
- Prevention
- Mental Health
- Addiction
- Senior Services



## RECOMMENDATIONS

The following recommendations were established based on the key informant interviews and are intended to support the efforts of the Steering Committee as it finalizes the focus of LCHS efforts over the next 5 years.

**Recommendation #1: Continue to invest in staff as the organizations most significant asset.**

- Provide staff the training needed to respond to the evolving needs of the community (Mental Health First Aid, Case Management, Systems Navigation)
- Continue to support staff in their need to be flexible in their approach to serve.

*There are many ways to heal, but our current system only supports one way. Whereas it meets the need for some, it does not meet the need of all. Flexibility in our service approach is critical to meeting the needs of people at the level of care they need.*

**Recommendation #2: Establish an Outreach and Education Campaign** designed to:

- Educate key stakeholders about the impact of LCHS services on the condition of the community.
- Inform consumers about available services and access points.
- Equip community partners with information about how to appropriately connect people to services.

**Recommendation #3: Develop a targeted approach to service delivery in the areas of the county that present the most significant needs** (Silver Spring/Stagecoach, Dayton, and Mason Valley). While this recommendation was offered by a number of key informants, specific strategies were not provided. The following are suggestions collected throughout the interview process that could serve to address a targeted approach to specific areas of the county, and thus are offered for consideration.

- Increase the availability of in-home services where transportation is not available.
- Provide incentives/supports to staff that travel to remote areas of the county to work, ensuring a consistent and sufficient workforce.
- Leverage transportation services currently offered to seniors to assist individuals with job search activities, medical appointments, and trips to a grocery store.
- Recruit and support volunteers to provide transportation assistance to clients.

**Recommendation #4: Sustain existing partnerships while exploring additional opportunities to influence service systems in the community.** Some activities to consider include:

- Become a repository for data to assist other community-based organizations applying for grant funding that supports LCHS’s service populations.
- Identify opportunities to partner with community-based organizations to provide critical services that LCHS is currently offering or influencing. The reasoning behind this

strategy is the belief that community based organizations (with a 501(c)3 designation), can apply for grants that are not available to local government entities.

- Develop/Expand relationships with the faith based community. The faith based community has historically been a critical partner in the provision of basic needs. LCHS should identify opportunities for these organizations to partner in a manner that is comfortable to the religious organization while supportive to the needs of the community.

**Recommendation #5: Focus resources on prevention efforts to improve community outcomes and as a long-term cost saving strategy**

- Continue to invest in approaches such as Bridges out of Poverty, to interrupt the generational cycle of poverty.
- Link supportive services as an after-care component to the provision of basic needs.
- Promote youth empowerment strategies as a mechanism to support future self-sufficiency.

The preceding 5 recommendations were developed based on a comprehensive analysis of the data collected through the key informant interviews. One over-arching theme that is not reflected within the recommendations, was the need to secure additional funding to both sustain existing services as well as enhance the breadth and depth of care through additional staffing allocations and service options. A number of key informants recognized the challenges in assigning the responsibility to secure additional funding to the Lyon County Human Services Agency, and rather designated the responsibility to the County as the overarching entity. Suggestions offered included the designation of more general fund dollars and efforts to lobby the federal government to ensure human services are funded sufficiently.



*They are going to have to get additional resources to respond to existing need. The county budget should focus on additional resources, and providing additional staff.*

## CONCLUSION

Key informant interviews confirmed a number of critical issues that the LCHS Strategic Planning Steering Committee has identified as requiring action, as well as providing additional insight and perspective for further consideration.

## CRITICAL ISSUES ALIGNMENT

There was alignment between the Strategic Planning Steering Committee and the key informant interview data in regards to a deficiency in the following three areas: 1) community awareness of LCHS services and value, 2) resources/services to meet needs, and 3) flexible funding to support efforts.

Additional critical issues that were offered for further consideration include 1) need for prevention-focused assistance and 2) the issue of the economy and its lingering effects on the population.

## ROLE AND RESPONSIBILITY

It was clear that the key informants understood that LCHS served three critical roles in the community to include direct service **provider**, community **convener**, and service **cultivator**. Though this was recognized, it was also understood that the organization was being stretched thin. For this reason, a number of issues were prioritized to assist the organization in deploying their resources strategically.

## RECOMMENDATIONS

Five themes emerged from the key informant interviews. In many ways, the recommendations aligned with the critical issues also identified by key informants.

## NEXT STEPS

The information provided by the key informant data should be utilized in conjunction with the other data collection to include the environmental scan, staff surveys and community feedback as solicited through focus group facilitation. These combined methods should equip the LCHS Strategic Planning Steering Committee with the information needed to develop a thoughtful, and responsive strategic plan for the future.



## ATTACHMENT: KEY INFORMANT INTERVIEW QUESTIONS

1. How would you describe LCHS? Their role, responsibilities and reach?
2. What are the most critical issues facing LCHS that need to be addressed in the next 3-5 years?
3. How do you think LCHS should address those issues?
4. How well are programs and services linked to LCHS coordinated across systems in Lyon County?
5. If there was one policy or practical change you could implement to make services more effective, what would it be?
6. What does LCHS do really well that should be sustained or enhanced?
7. Are there any other insights you would like to share at this time?



# Lyon County Human Services

## APPENDIX F: FOCUS GROUP SUMMARY

## ACKNOWLEDGEMENTS

The Lyon County Human Services Strategic Planning Steering Committee would like to thank the community members who so graciously shared their time, thoughts and recommendations with us, making up the contents of the report contained herein.



Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, facilitated the focus groups and prepared this summary report.



## INTRODUCTION AND BACKGROUND

Lyon County Human Services has embarked upon a strategic planning process to identify the critical issues facing the department and its service constituency. The goal is to establish a 5-year plan to provide better, more efficient services and improve service collaboration.

As part of this process, LCHS developed a Strategic Planning Steering Committee made up of staff and leadership from LCHS as well as external stakeholders that have a significant interest in, or working relationship with, the population of residents that access LCHS services.

This Steering Committee recognized the need to gather input from a variety of stakeholders, including staff, service providers, consumers, and community members, to create a thoughtful, strategic and actionable plan. Input was gathered by conducting key informant interview with community partners, distributing surveys with LCHS staff, and facilitating focus group discussions with consumers and community members. This report is a summary of the focus groups that were conducted.

## SUMMARY OF FINDINGS

### Strengths

- *Staff are courteous, patient and do everything they can to help clients.*
- *LCHS does a good job partnering with other agencies.*

### Challenges

- *Community members are not sufficiently informed about the services available through LCHS or how to access them.*
- *The intake and eligibility process required to qualify for services is difficult to negotiate.*
- *Transportation is a significant barrier to accessing services.*
- *LCHS does not have enough staff or resources to meet the need. They are stretched thin.*

### Opportunities

- *LCHS could solicit volunteers to serve as a resource to the community.*

## PURPOSE

Focus groups were held to gather perspectives and recommendations regarding critical issues and strategies relevant to senior services programs and social services programs. They were also intended to identify needs specific to local communities, and to engage community members in the strategic planning process.

This report presents, in total, the impressions, experiences and opinions of the focus group participants. It will be used by the LCHS Strategic Planning Steering Committee, in association with a variety of different data sets (both quantitative and qualitative), to finalize the focus of LCHS efforts over the next 5 year period of time.

## METHODOLOGY

Focus groups were held with community members at two separate locations in Lyon County:

Location	Date	Duration	Participants
City of Fernley Conference Room	March 18, 2014	6:00 – 7:30	3 (2 men/1 woman)
Silver Springs Community Center	March 18, 2014	2:00 – 4:00	3 (1 man/2 women)

Each focus group began with a brief description of Lyon County Human Services, the strategic planning process, and an explanation of how the focus group information was relevant to planning efforts. Each group discussed issues affecting their particular service area and recommended action through a dynamic exchange of ideas amongst the participants.

## LIMITATIONS

Because focus groups were conducted as a means to collect information from Lyon County residents, there may have been incidents when community members shared perspectives known to the facilitators or to the Steering Committee that was not accurate. There are lessons to be learned from both the perceptions and the misconceptions of what community members believe regarding LCHS services and scope of responsibility, and thus all input provided by community members was documented and is being provided in this report.



Please note that due to the small number of participants that attended the focus groups, it was not possible to identify any overarching themes or concerns that could be associated with a particular community or constituency. Because of this, the information collected is being presented in its total form.

## FINDINGS

The following table presents all of the data collected during focus groups. The information has been paraphrased and should not be construed as direct quotes.

### HOW WOULD YOU RATE YOUR KNOWLEDGE OF THE SERVICES OFFERED BY LCHS?

- Knowledge of services ranged among participants.
- Some individuals stated that while they did not know what services LCHS provided, that they did know staff members of LCHS, giving them some familiarity.
- Services that were identified by participants as being provided by LCHS included:
  - SNAP assistance
  - Employment assistance (job search/interview assistances)
  - Medicare
  - Rental assistance (Once in a lifetime)
  - Mainstream resource connection
- 2 focus group participants had large knowledge due to the fact that they are former staff of LCHS.

### HOW EASY IS IT TO ACCESS SERVICES THROUGH LCHS?

- There is a significant communication gap between what's available and how to access those services.
  - New medical tenants in a business park are not aware of LCHS services.
  - When information is requested, it isn't always provided.
  - Healthy Communities Coalition is working on a resource map.
  - There is a breakfast scheduled in April to gather people and give them information. It is the first time something like that has been organized in more than 20 years.
- Don't know who helps with what service.
  - One page flyer with summary of the service and person to contact would be helpful.
- Services are not easily accessible for those that do not speak English or are not literate in the English language.
- Location of the office is on the far east side of town, which makes it difficult to access for those who do not have transportation:
  - Those that do not have transportation do not have options (bus and taxi not widely available).
  - Some are not willing to arrange alternative transportation plans.
  - Some are seniors and do not have any means of transportation.

- LCHS doesn't have the funds and staffing to handle caseload.
- Services are not sufficient to deal with the issues within the community (substance abuse and mental health issues, medical issues).

## WHAT BARRIERS DO YOU ENCOUNTER THAT MAKE IT DIFFICULT TO GET THE HELP YOU NEED?<sup>22</sup>

- Paperwork to get benefits is tedious (long and difficult process which includes completing forms, returning them, and then receiving more forms, etc. such as Medicare paperwork).
- Transportation / Gas
  - To receive services, people have to go to Fallon to meet with a caseworker. This is difficult for those that do not have a reliable means of transportation.
- Sliding scale fees – paperwork to receive discount can be difficult with patient.
  - No follow through to ensure that paperwork is completed resulting in frustration on both sides.
- Healthcare Barriers:
  - Because of ACA, the provider cannot turn away people for inability to pay. The provider receives Medicaid/Medicare reimbursement (if patient has Medicaid / Medicare) otherwise sliding scale (have to have denial of Medicaid).
  - Less doctors willing to take Medicare/Medicaid patients as Medicare/Medicaid only reimburse 30% on the dollar.
  - Every 90 days people need to reapply for Medicaid/Medicare and they only have 7 days to answer a denial.
  - Many patients don't have an advocate to help them with the paperwork. Besides all the health problems they are going through, they have to deal with the paperwork.
  - People go to ER for treatment – because they can't afford it and cannot get in to see a doctor (long waiting lists). Health conditions worsen to the point where they are forced to go to the ER for treatment.
  - Staff becomes apathetic, motivation is minimal. Lack of staff to assist patients.
  - Healthcare Providers consider staff person salary versus number of patients needed to pay for position.
    - Not creative in solutions/resources, i.e. volunteers, interns (hours).
    - HIPPA can be preventative to utilizing volunteers to help with staffing issues.

<sup>22</sup> This question was presented in a broad based fashion, and solicited information that was not specific to Lyon County Human Services.

- Mental health is also an issue. State Mental Health services exist however:
  - They don't take crisis patients.
  - There's a 3-4 week turnaround to process paperwork for payment.
  - Patient needs to explicitly state issue in order to receive treatment. Provider does not sit down and interview the patient to determine their problem.
- Language barrier – English as a second language and illiteracy
- Transportation. No public transportation (A bus system was piloted 3 years ago however, the lack of use and cost were prohibitive).
- LCHS Intake Process:
  - Packet given at intake can be very intimidating (seven pages to be completed by the client).
  - LCHS tried to streamline the process to a 1-page application, but then the rest of the appointment was spent gathering all the information that was needed in order to connect client to services (not efficient)
  - Language barriers with forms. (WIC had some translation services and LCHS has some staff who speak Spanish however, this isn't enough to handle the number of Spanish speaking clients).
- Client honesty and stigma – some clients are afraid to tell the truth on the application, which then proves to be a problem when caseworker is trying to connect them to services.
- Stringent income requirements for clients to receive services. Many who are in need do not qualify based on their income.

## WHAT DOES LCHS DO REALLY WELL? WHAT COULD THEY DO BETTER?

*LCHS does the following well:*

- Have been better coming to meetings.
- They are trying to improve their services.
- Partnering with food pantry and volunteering.
- Good communication with other providers, such as food pantries.
- Trying to spread awareness and remove stigma. Trying to have more of a personal approach.
- Working with Healthy Communities Coalition to sign people up for resources.

- Great at listening, paying attention and doing everything they can do to help.
- Know the resources, referral. They have the most relevant information.
  - Have a resource map, utilize Nevada 2-1-1 (Information and Referral).
  - Good connecting people to what they need.
- Assist clients to complete forms (i.e. TANF, SNAP).
- Make phone calls on client behalf and have a phone that clients can use for personal reasons.
- SNAP comes once a week to process applications.
- WIC provides formulas, clothes, blankets.
- Staff has patience. Some clients just need to talk and don't necessarily need services.

*LCHS can do the following better:*

- Continue presence in the community.
- It's difficult to gather community members however, there are ways to do so:
  - Bingo night and dinner are good ways to connect.
  - Schools are another good way to send out information, robo calls.
  - Health Services HUB.
  - Dental/mental health days at school.
  - Food CO-OP, hoop houses (school has owned hoop houses, etc.).
  - Working on creating a connected community.
  - Working on branding, building trust and removing stigma.
- LCSH representative should meet with leaders/directors at Lahontan Medical facility.
  - Go meet with all providers and the Chamber of Commerce.
  - Setting up big meetings doesn't work, they need to meet one-on-one with providers.
- Go to functions that are already established.
- Money and staffing (resources) prevent them from doing what they want to do.

## WHAT ARE THE MOST IMPORTANT ISSUES FACING COMMUNITY MEMBERS IN LYON COUNTY?

- Health services (medical/mental/dental).
- Nuisance code – budget was out, no enforcement officer.

- Community image with neglected properties (foreclosures).
  - Many abandon houses can be seen from the street. New development are hidden, you can only see abandon houses.
  - Seniors need help to keep their properties in good conditions.
- Environmental issues: mining, dust, drought (lake has no water).
- Different mentality among community members. Different people come to Lyon County for various reasons.
- Silver Springs business development committee.
- Airport is a big presence but not involved in community (but are concerned with improvement).
- Flood control is a big issue. Flood insurance will affect mortgage payment.
- Apathy (Nobody cares until it is their problem, including the City)
  - Starts at top with the City and flows down.
- LCHS has tried to work with City of Fernley. Examples:
  - Computer center is open to the public however the community lacks awareness that this resource is available to them. While they have tried to offer the center after business hours through the use of volunteers, this approach has been rebuffed by the city.
- Need to have commissioners involved.

## IN YOUR OPINION, ARE CIRCUMSTANCES IN LYON COUNTY BETTER, WORSE OR THE SAME AS THEY WERE 5 YEARS AGO?

While one focus group believed that circumstances were worse, another believed it was better. Here are the reasons for each group's perspective.

- Lyon County is worse than 5 years ago. It was better in the past. There are several reasons why circumstances are worse now:
  - Recently a multimillion dollar water filtration system was installed and because the city did not apply for a matching grant, the citizens must pay for the system through their property taxes (resulted in an increase in taxes). Additionally, this has increased the cost of water.
  - The city changed garbage companies without a notice. Increased amount charged to residents.
  - Nevada has highest unemployment. Lyon County has the highest unemployment rate of all the counties.

- City council members are out-of-touch with issues in Fernley.
  - There's a "Good Ol' Boy System" in Fernley that can be good and bad (can put-off businesses).
- New businesses don't want to come to Fernley because of the taxes.
- City Council does not support many events (they don't advertise, charge vendors high fees, etc.).
- Lyon County is better than 5 years ago.
  - Building more business – taxes are reasonable and there are more jobs.
  - Services of the Business Development Committee work to bring business and keep them.
    - LCHS could attend - Meets 4<sup>th</sup> or last Tuesday each month.

## WHAT SUPPORT DO YOU NEED THAT YOU ARE NOT RECEIVING THAT COULD HAVE THE BIGGEST IMPACT ON YOUR QUALITY OF LIFE?

- Lyon County Commissioners.
- Services could use more positive attention (i.e. public safety center).
- When people graduate from services they don't know how to continue.
  - Create support group or check-in.
  - People feel isolated. Build relationships.
- Broadband, improving technology, access training.
- Veterans Upward Bound is not the VA.
  - Education foundation. (Jennifer Kersten at TMCC, phone: 775-829-9007, [jkersten@tmcc.edu](mailto:jkersten@tmcc.edu)).
  - Counsel vets to go back to school.
  - Don't know if they communicate with LCHS.

### *Non-existing services:*

- No homeless facilities.
  - LCHS has vouchers but it is cost prohibited.
  - State Prisons: Jail in Lovelock and in Yerington. They are discharging inmates to the streets instead of trying to help them find housing.
  - Federal funding for homelessness equals federal requirements (more paperwork and red tape).
- Transportation: no bus services, there is only one taxi service (from Carson City), I-80 is the only route to Reno.

- No women’s health services – teenage pregnancy rates have risen.
- No welfare, food stamp, no hospital / no ER
  - Ambulance takes patient to Reno / Fallon (30 minute ride in case of an emergency).

*Existing services:*

- Mental health services should be expanded.
- Law enforcement could be expanded.
  - Not enough deputies.
  - No city police force.
  - Has great volunteer force but are limited to what they can do.
- LCHS staff wear two or more hats.
  - This takes away from their actual job.

## WHAT DO YOU THINK IS AN IMPORTANT GOAL FOR LCHS TO ACCOMPLISH IN THE NEXT FIVE YEARS?

- Work on programs for those that graduate from services.
- Get school-age children’s teeth checked and sealed by 10 years age.
- Communication goal and involvement in community – physical presence with approachable, supportive, kind, and understanding person.
- Build trust.
- Bridges out of Poverty and Getting Ahead. Food Bank does the program.
- Expansion of services.
- More community outreach
  - Could utilize other groups to conduct outreach. I.e., host food drive with other entities where admission is a can of food.
  - Lack a mode of communication (i.e., newspaper).

## HOW DO YOU THINK LCHS SHOULD ACCOMPLISH THE GOALS IDENTIFIED?

- Attend breakfast April 17<sup>th</sup>, 2014 at 8:30 am at Public Development Center.
  - All providers and staff will explain services so other providers are aware.
- Changing attitude of citizens – new providers with new attitudes coming into area.
- With health services graduates: create a support group or enroll in Getting Ahead so that they are able to function independently once they no longer need services.

- Diversify funding
  - Many residents well off, could donate to help services.
- Getting community actively involved.

## IF YOU ARE OR EVER HAVE BEEN A RECIPIENT OF SERVICES, HOW WOULD YOU DESCRIBE THE IMPACT THE SERVICES MADE IN YOUR LIFE?

- Paperwork and having to go back because of more paperwork was a frustration.
  - Follow-up was non-existent and red-tape made the process difficult.
- RAM event at Hug HS on April 11-13, 2014 – providing services (medical, dental, vision) to those in need.
- MORE – Medical Outreach Remote Event (similar to RAM but in Silver Springs area).
- For those that access LCHS services, it has affected them both positively and negatively.
  - Some are one-time users who go on to live their lives.
  - Also have those who use the system and can't seem to get out of the cycle of utilizing services.

## ANY OTHER COMMENTS?

- Community groups exist and want to help.
- Advertisement works, but City of Fernley doesn't advertise events.

## CONCLUSION

Focus group participation was smaller than preferred, however those that did attend were extremely knowledgeable and offered significant input which validated many of the issues that were identified by both the Steering Committee and key informant interviews.

Community members repeatedly referenced the lack of sufficient resources to meet the existing needs and recognized that LCHS is currently being stretched thin. In addition, issues such as insufficient knowledge, lack of transportation, and difficult enrollment processes behave as access barriers.

Community members suggested that LCHS solicit the help of community volunteers as a mechanism to extend their reach.

## ATTACHMENT: FOCUS GROUP QUESTIONS

1. How would you rate your knowledge of the services offered by LCHS?
2. How easy is it to access services through LCHS?
3. What barriers do you encounter that make it difficult to get the help you need?
4. What does LCHS do really well? What could they do better?
5. What are the most important issues facing community members in Lyon County?
6. In your opinion, are circumstances in Lyon County better, worse or the same as they were 5 years ago?
7. What support do you need that you are not receiving that could have the biggest impact on your quality of life?
8. What do you think is an important goal for LCHS to accomplish in the next five years?
9. How do you think LCHS should accomplish the goals identified?
10. If you are or ever have been a recipient of services, how would you describe the impact the services made in your life?
11. Any other comments?



# Lyon County Human Services

## APPENDIX G: STAFF SURVEY SUMMARY

## ACKNOWLEDGEMENTS

The Lyon County Human Services Strategic Planning Steering Committee would like to thank and acknowledge the staff of LCHS that provided valuable feedback through the completion of a survey that was issued on behalf of the strategic planning process.



Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, collected the staff surveys and prepared this summary report.

## INTRODUCTION AND BACKGROUND

Lyon County Human Services has embarked upon a strategic planning process to identify the critical issues facing the department and its service constituency. The goal is to establish a 5-year plan to provide better, more efficient services and improve service collaboration.

As part of this process, LCHS developed a Strategic Planning Steering Committee made up of staff and leadership from LCHS as well as external stakeholders that have a significant interest in, or working relationship with, the population of residents that access LCHS services.

This Steering Committee recognized the need to gather input from a variety of stakeholders, including staff, service providers, consumers, and community members to create a thoughtful, strategic and actionable plan. Input was gathered by conducting key informant interviews with community partners, distributing surveys with LCHS staff, and facilitating focus group discussions with consumers and community members. This report is a summary of the information collected through surveys completed by LCHS staff.

### PURPOSE

Staff surveys were issued as a mechanism to collect feedback from staff regarding work that had been accomplished by the LCHS Strategic Planning Steering Committee which included:

- a revised vision and mission for the department, as well as draft values; and
- draft critical issues and potential strategies for strategic plan inclusion.

This report synthesizes the results of the survey as well as any suggestions provided by staff that were offered through the survey collection process. It was used by the LCHS Strategic Planning Steering Committee in association with a variety of different data sets (both quantitative and qualitative) to finalize the focus of LCHS efforts over the next 5 year period of time.

### METHODOLOGY

The LCHS Strategic Planning Steering Committee, charged with guiding the strategic planning process, approved a total of 9 questions posed in the survey tool which can be found in the appendix. Completion of the survey by LCHS staff was requested by Division leadership directly.

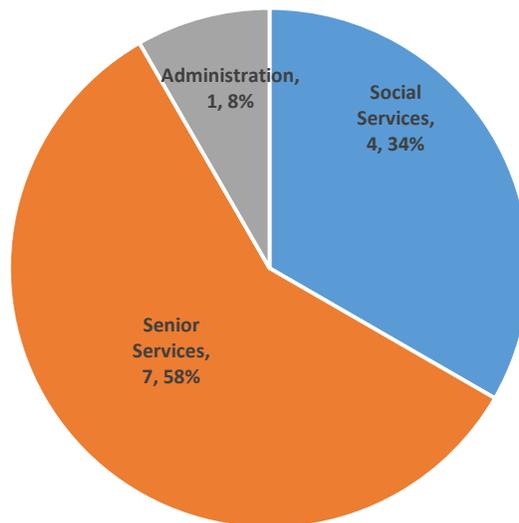
Between April 11<sup>th</sup> and April 28<sup>th</sup>, 2014, surveys were collected from LCHS staff through the use of Survey Monkey, an online survey database tool. Twelve surveys were collected from a total pool of 26 employees.

The responses contain values that at times exceed or fail to meet the number of surveys collected as respondents were offered the option of choosing more than one answer to selected questions and skipping others.

## SURVEY RESPONDENTS PROFILE

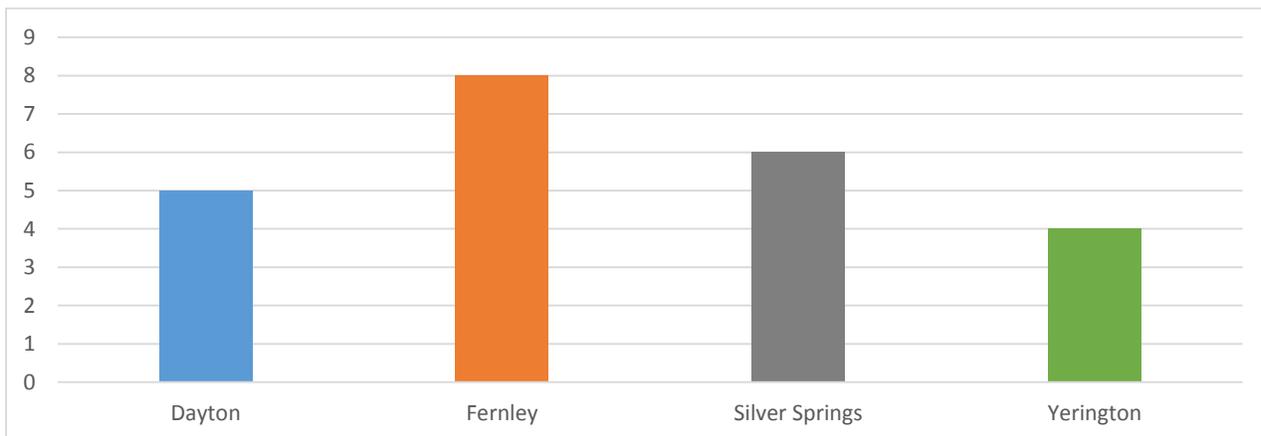
### RESPONDENT SELF-IDENTIFICATION

There were a total of 12 surveys collected from LCHS staff. The survey tool asked respondents to identify a category that best described their affiliation with the department. The table below demonstrates that the majority of survey respondents came from the Senior Services program (8 or 61% of respondents). There were 4 survey respondents that came from the Social Services department (31%) and a solitary respondent that identified with the administration arm of the department (8%).



### GEOGRAPHICAL REPRESENTATION

Respondents were asked to identify the region in which they provided services. Some respondents provide services in multiple areas and were offered the option of choosing more than one option.



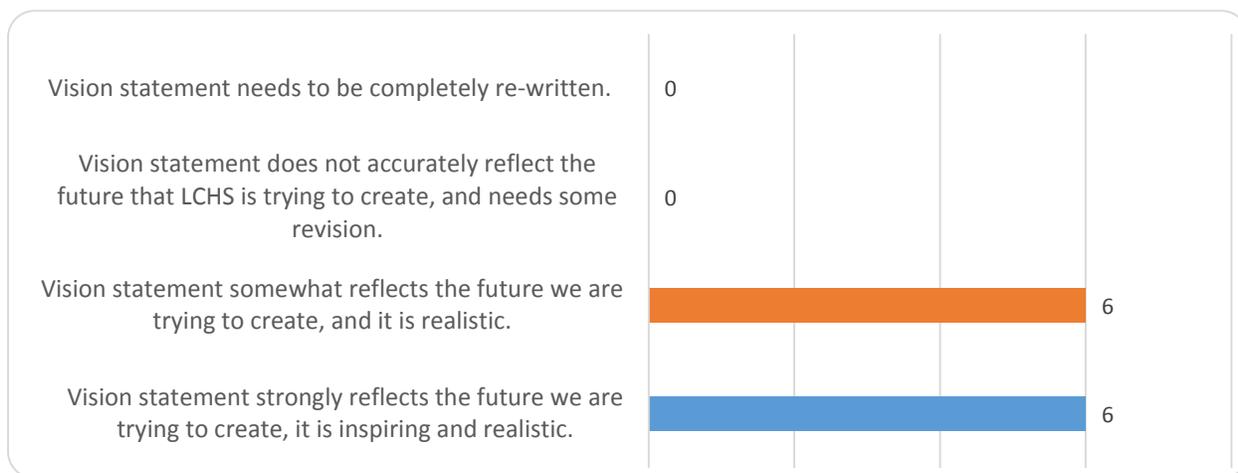
## FINDINGS

The following section of the report identifies the level with which staff agree or disagree with the work that has been conducted to date by the LCHS Strategic Planning Steering Committee. The insight shared by respondents is grouped in the order with which information was collected in the survey tool.

### LCHS VISION STATEMENT

LCHS staff were asked to respond to the following vision statement that had been redrafted by the LCHS Strategic Planning Steering Committee:

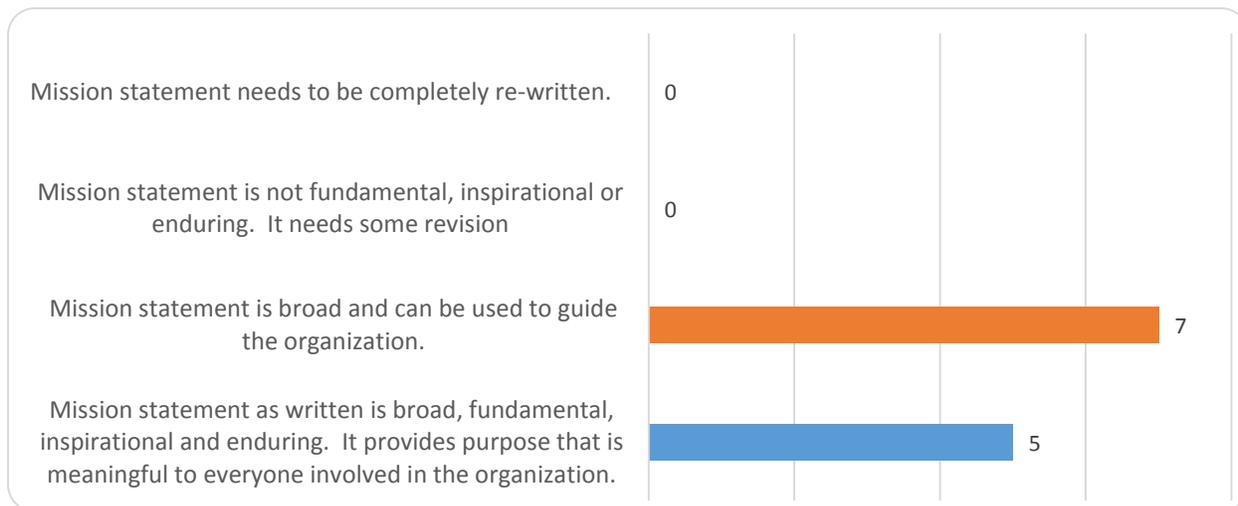
*Community Members are empowered, connected and supported.*



### LCHS MISSION STATEMENT

LCHS staff were asked to respond to the following mission statement that had been redrafted by the LCHS Strategic Planning Steering Committee:

*The mission of the Lyon County Human Services Department is to provide progressive leadership to enhance the well-being of individuals and families across the lifespan.*



## LCHS VALUES

LCHS staff were asked to respond to the following set of values that were drafted by the LCHS Strategic Planning Steering Committee:

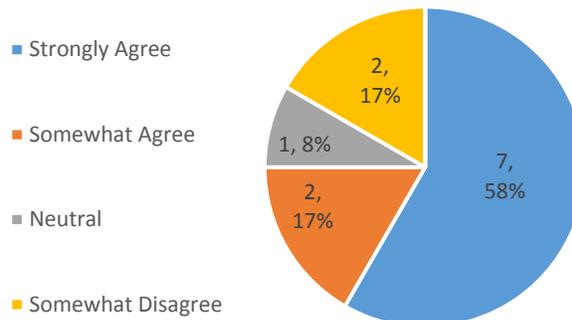
### *Respect and Honor.*

We respect and honor the diversity of client choices, staff skills and partnership processes. We honor and uphold our commitments to people, practice and partnership.

- **75%** of staff either strongly agree or agree with the value of Respect and Honor as drafted.
- **8%** of staff were neutral in their opinion of the value of Respect and Honor as drafted.
- **17%** of staff somewhat disagree with the value of Respect and Honor as drafted.

Level of Agreement with Draft Value:

#### **Respect and Honor**



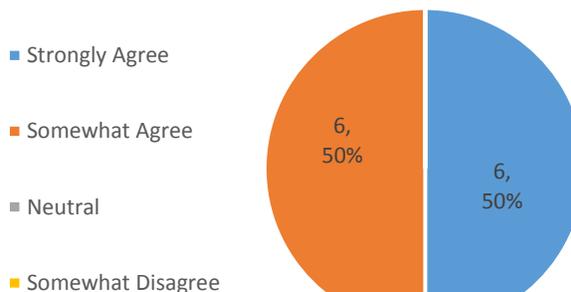
### *Teamwork.*

We enhance and support teamwork and team building in our diverse organization. We strive for a professional and cooperative working relationship with residents, community-based organizations and public and private entities.

- **100%** of staff either strongly agree or agree with the value of Teamwork as drafted.

Level of Agreement with Draft Value:

#### **Teamwork**



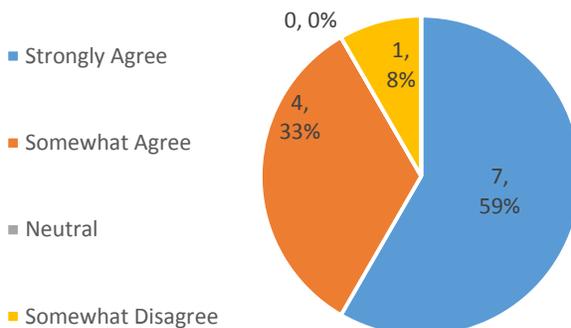
### *Pursuit of Excellence.*

We commit ourselves to quality and excellence. Innovation and calculated risk-taking are essential. We commit ourselves to best practices and professional standards and to continuous improvement and creativity. We look ahead and do not default to the status quo.

- **92%** of staff either strongly agree or agree with the value of Pursuit of Excellence as drafted.
- **8%** of staff somewhat disagree with the value of Pursuit of Excellence as drafted.

Level of Agreement with Draft Value:

#### **Pusuit of Excellence**



## CRITICAL ISSUES FACING LCHS

### AGREEMENT ON CRITICAL ISSUES

Critical Issues that had been identified by the LCHS Strategic Planning Steering Committee were presented in the survey. LCHS staff were asked to identify the degree to which they felt that the issue was critical for LCHS.

	Critical Issue	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Issue 1	<b>INTERNAL SYSTEMS NEEDS STRENGTHENING:</b> In an effort to be responsive to community needs, the organization has become involved in a variety of community endeavors. As a result, the organization has stretched beyond its resource capacity and internal systems have suffered. Internal systems need to be strengthened and an intentional effort towards staff development needs to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.	50.00%	33.33%	8.33%	0%	8.33%
Issue 2	<b>EXTERNAL COMMUNICATION EFFORTS ARE INADEQUATE:</b> Key Stakeholders, other community-based organizations and the general public do not have adequate information about the spectrum of LCHS services or the opportunities to be engaged as collaborative partners. As a result, people who are eligible may not be receiving services and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.	41.67%	41.67%	0%	8.33%	8.33%
Issue 3	<b>INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEED:</b> Human Services are dependent upon public and private funding, which is becoming more constrained while the demand for services continue to increase. There are insufficient discretionary resources that would allow LCHS to be more adaptable in their response to emergent needs.	50.00%	8.33%	25.00%	8.33%	8.33%
Issue 4	<b>INSUFFICIENT COMMUNITY BASED SERVICES:</b> Lyon County residents suffer from limited access, availability and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. The growing aging population is sure to exacerbate this issue. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.	54.55%	27.27%	9.09%	0%	9.09%

## IMPORTANCE OF EACH CRITICAL ISSUE

Respondents were asked to rank each critical issue on their importance. The issues were ranked between one and four with one representing the issue having the least importance, and 4 representing the issue having the most importance.

Rank	Critical Issue	Average rating
1	Issue 1 <b>INTERNAL SYSTEMS NEEDS STRENGTHENING:</b> The organization has become involved in a variety of community endeavors in an effort to be responsive to community need. As a result, the organization has stretched beyond its resource capacity and internal systems have suffered. Internal systems need to be strengthened and an intentional effort towards staff development needs to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.	3.09
2	Issue 4 <b>INSUFFICIENT COMMUNITY BASED SERVICES:</b> Lyon County residents suffer from limited access, availability and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. The growing aging population is sure to exacerbate this issue. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.	2.92
3	Issue 3 <b>INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEED:</b> Human Services are dependent upon public and private funding, which is becoming more constrained while the demand for services continue to increase. There are insufficient discretionary resources that would allow LCHS to be more adaptable in their response to emergent needs.	2.27
4	Issue 2 <b>EXTERNAL COMMUNICATION EFFORTS ARE INADEQUATE:</b> Key Stakeholders, other community-based organizations and the general public do not have adequate information about the spectrum of LCHS services or the opportunities to be engaged as collaborative partners. As a result, people who are eligible may not be receiving services and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.	1.73

## STAFF FEEDBACK

Staff were provided with an opportunity to identify alternative critical issues that should be considered by the LCHS Strategic Planning Steering Committee for strategic plan inclusion. Below is the solitary suggestion offered by survey respondents.

- “Internal communications from the bottom up. Fully involving ALL staff through email, meetings, and opportunities.”

## GOALS

### AGREEMENT ON GOALS

Draft goals were developed by the LCHS Strategic Planning Steering Committee to address each of the critical issues. LCHS Staff were asked to identify the degree to which they agreed with the goals as established.



## STAFF FEEDBACK

Staff were provided with an opportunity to identify alternative goals that should be considered by the LCHS Strategic Planning Steering Committee for strategic plan inclusion. Below are the suggestions offered by a solitary survey respondent.

- “LCHS should be the leader in the county of bringing all resources to the table through grants, private funding, and non-profits. We should be the clearinghouse of services to the members of our community.”
- “Grooming our employees to grow internally through our department so that we don’t lose valuable employee assets to outside agencies. Promote from within, staff development, and mentorship should become key foundational ideology.”

## CONCLUSION

Staff Surveys provided useful feedback for the LCHS Strategic Planning Steering Committee to consider as they finalized the 2015-2020 Strategic Plan.

## FEEDBACK REGARDING VISION, MISSION AND ORGANIZATIONAL VALUES

While there was widespread agreement with the revised vision and mission as well as with the newly drafted values of LCHS, there were enough variance in the survey responses that the department may consider conducting some consensus building around these foundational issues to develop buy-in from staff.

## CRITICAL ISSUES ALIGNMENT

There was alignment between the LCHS Strategic Planning Steering Committee and LCHS staff with the critical issues as identified. There was some agreement, and some variance as to how the two groups ranked the critical issues according to their importance as indicated in the chart below. “1” represents the issue with the highest need and “4” the lowest need.

Critical Issue	Committee Ranking	Staff Ranking
Internal Systems need Strengthening	1	1
External Communication Efforts are Inadequate	2	4
Insufficient Organizational Resources to Meet Increasing Need	3	3
Insufficient Community Based Services	4	2

## GOALS ALIGNMENT

There was strong alignment between the LCHS Strategic Planning Steering Committee and LCHS staff with the goals as identified.

## NEXT STEPS

The information provided by the staff will be utilized in conjunction with the other data collection to include the environmental scan, key informant interviews and community feedback as solicited through focus group facilitation. These combined should equip the LCHS Strategic Planning Steering Committee with the information needed to develop a thoughtful, and responsive strategic plan for their future.

## ATTACHMENT: STAFF SURVEY

### Introductory Statement:

We are requesting all staff of LCHS complete the following survey in order to gather feedback regarding work that has been done to date in establishing the 2015-2020 strategic plan. All responses will be kept **confidential**. Results will be aggregated and will not identify any individual as the respondent. There is a total of 9 questions in the survey, which should take no more than 30 minutes to complete.

We are requesting you complete the survey by April 18<sup>th</sup>, 2014.

**1. Identify the program you represent (check the one which represents your primary responsibility).**

- Senior Services
- Social Services
- Administration

**2. Identify region where you provide services (check all that apply).**

- Dayton
- Fernley
- Silver Springs
- Yerington

**3. Please list your level of agreement with the following revision to the Vision Statement:**

*Community Members are empowered, connected and supported.*

- Vision statement strongly reflects the future we are trying to create, it is inspiring and realistic.
- Vision statement somewhat reflects the future we are trying to create, and it is realistic.
- Vision statement does not accurately reflect the future that LCHS is trying to create, and needs some revision. If you provided this answer, please list your suggested revisions in the box below.
- Vision statement needs to be completely re-written. If you provided this answer, please list your suggested revisions in the box below.

**4. Please list your level of agreement with the following revision to the Mission Statement:**

*The mission of the Lyon County Human Services Department is to provide progressive leadership to enhance the well-being of individuals and families across the lifespan.*

- Mission statement as written is broad, fundamental, inspirational and enduring. It provides purpose that is meaningful to everyone involved in the organization.
- Mission statement is broad and can be used to guide the organization.
- Mission statement is not fundamental, inspirational or enduring. It needs some revision. If you provided this answer, please list your suggested revisions in the box below.
- Mission statement needs to be completely re-written. If you provided this answer, please list your suggested revisions in the box below.

**5. Core Values, also called Guiding Principles, shape and influence the actions of a group. Core Values are those principles and beliefs that are held dear and which shape how people think and act within the organization. Please indicate your level of agreement regarding whether the following values currently reflect or should reflect the actions and behavior of LCHS.**

Values	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
<b>Teamwork.</b> We enhance and support teamwork and team building in our diverse organization. We strive for a professional and cooperative working relationship with residents, organizations and other public agencies.					
<b>Pursuit of Excellence.</b> We commit ourselves to quality and excellence. Innovation and calculated risk-taking are essential. We commit ourselves to best practices and professional standards and to continuous improvement and creativity. We look ahead and do not default to the status quo.					
<b>Respect and Honor.</b> We respect and honor the diversity of client choices, staff abilities and partnership processes. We honor and uphold our commitments to people, practice and partnership.					

If you answered Somewhat Disagree or Strongly Disagree, please list your suggested revisions in the box below.

If there are values that you feel should be presented that are not, please provide that information in the box below.

6. The following is the list of critical issues that have been identified by the LCHS Strategic Planning Steering Committee as being most significant to the organization over the next 5 years, and requiring action. **Please indicate the level with which you agree that the following are the most critical issues facing LCHS. Also, please prioritize the issues according to their level of importance, with a 1 representing the most important issues, and a 4 representing the least important issue.**

Critical Issue	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree	Rate (1-5)
<b>INTERNAL SYSTEMS NEEDS STRENGTHENING:</b> The organization has become involved in a variety of community endeavors in an effort to be responsive to community need. As a result, the organization has stretched beyond its resource capacity and internal systems have suffered. Internal systems need to be strengthened and an intentional effort towards staff development needs to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.						
<b>COMMUNICATION EFFORTS ARE INADEQUATE:</b> Key Stakeholders, other community based organizations and the general public do not have adequate information about the spectrum of LCHS services or the opportunities to be engaged as collaborative partners. As a result, people who are eligible may not be receiving services and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.						
<b>INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEED:</b> Human Services are dependent upon public and private funding, which is becoming more constrained while the demand for services continue to increase. There are insufficient discretionary resources that would allow LCHS to be more adaptable in their response to emergent needs.						
<b>INSUFFICIENT COMMUNITY BASED SERVICES:</b> Lyon County residents suffer from limited access, availability and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. The growing aging population is sure to exacerbate this issue. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.						

7. Are there any critical issues that were not identified that you feel should be addressed by LCHS in the next 3-5 year?

8. The following is a list of goals that have been established in response to the critical issues as described above. Please indicate your level of agreement with the following goals.

Goals	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
LCHS will invest in staff and provide opportunities for professional development.					
LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.					
Information will be shared throughout the organization in a manner that values input and reaction at all levels and equips staff with the tools needed to deploy high quality services.					
There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.					
LCHS will have the resources necessary to be responsive to emerging community needs.					
LCHS will structure its service strategies in a manner that is driven by community needs.					
LCHS will be a community convener, and partner for solutions that have the greatest effect on our service population.					

9. Are there any goals that were not identified that you feel should be established by LCHS in the next 3-5 year?



The End

