

Loudoun County Human Services Strategic Plan 2019-2024



Developed in partnership by



With facilitation and coordination support by



**Loudoun County Human Services Strategic Plan
2019 – 2024**

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HOW WAS THE LOUDOUN COUNTY HUMAN SERVICES STRATEGIC PLAN CREATED?

Three Entities Came Together In Partnership

- The Loudoun Human Services Network
- The County of Loudoun
- The Community Foundation for Loudoun and Northern Fauquier Counties

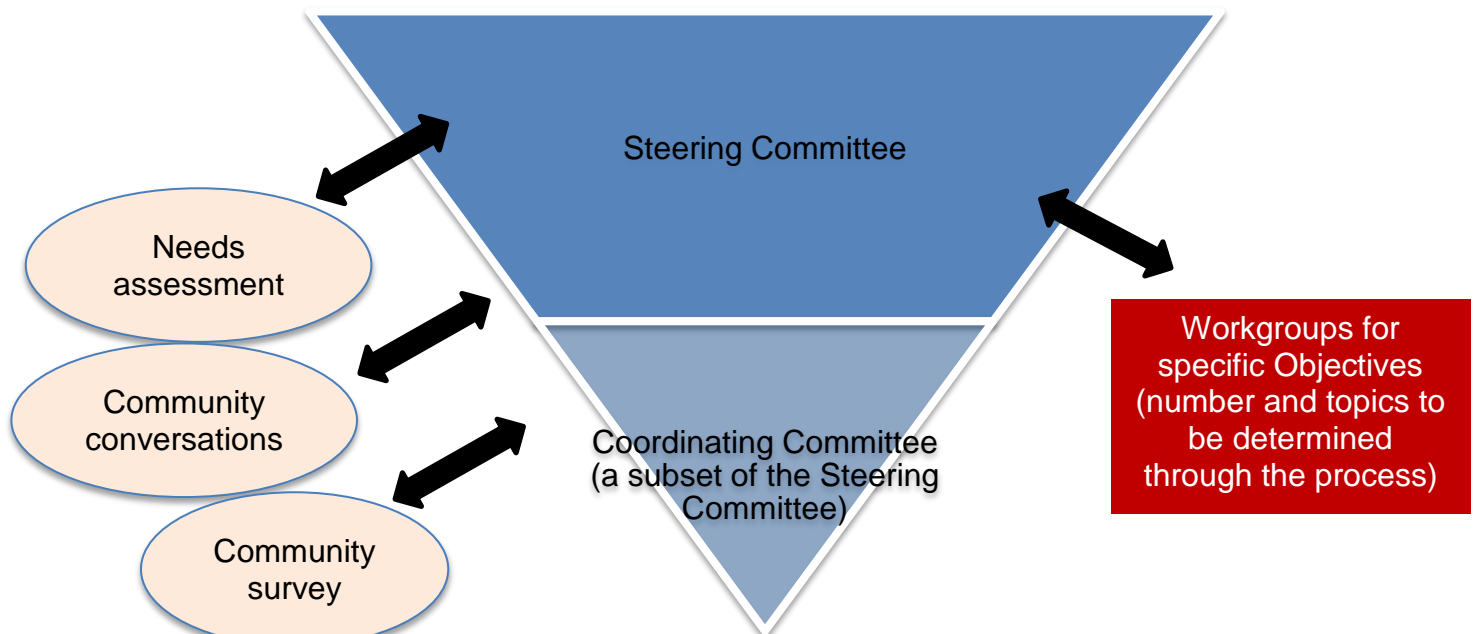
For This Purpose

- To develop a five-year plan to positively impact human services in Loudoun County

With External Coordination and Facilitation Support

- Zelos, LLC, a small, woman-owned business located in northern Virginia, won a competitive contract to provide coordination and facilitation support for the 13-month planning project.

Deploying This Structure



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Two individuals from each entity formed the Strategic Plan **Coordinating Committee** in May 2018; the Coordinating Committee served as the managing body of the process, in close collaboration with Zelos. In June 2018, the Coordinating Committee members identified and recruited individuals to serve on a broad and inclusive **Steering Committee** that would work together to create the Loudoun County Human Services Community strategic plan.

The Steering Committee of approximately 28 individuals representing 18 organizations from the government, nonprofit, philanthropies, business sectors, as well as two individual at-large members/consumers, met monthly from July 2018 through June 2019 to create the Mission, Vision, Values, Goals, and Objectives together. The Steering Committee also developed the Strategies for Goals 3, 4, and 5. See Appendix A for the list of organizations that dedicated resources to serve on the Steering Committee.

In February 2019, the Coordinating Committee identified and launched 10 **Workgroups** for the 14 Objectives in Goals 1 and 2 that would benefit from development by more targeted groups of subject matter experts. Each Workgroup was co-chaired by members of the Steering Committee who identified other subject matter experts in the community to contribute to Workgroups. Workgroups held meetings in March and April, presenting their work to the full Steering Committee in April and May. In all, 120 individuals participated in the Workgroups, representing approximately 67 different organizations.

Considering Information and Input from The Community

The Steering Committee and Workgroup members brought their own extensive expertise and past experiences to the process, and they frequently shared relevant best practices and other research with each other. They also reviewed the findings and results from the following timely information-gathering efforts:

1. Loudoun County Nonprofit Needs Assessment Summary Report dated September 12, 2017, conducted during 2016 – 2017 by Virginia Tech Institute for Policy & Governance.
2. Four (4) community conversations on February 8, 2019 for Government and Public Sector Providers, Patients and Clients, Business Leaders and Community Members, and Nonprofit Executives, Volunteers and Leaders. 100 people representing 48 different organizations attended at least one of these meetings at HealthWorks for Northern Virginia. The purpose of the February community

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conversations was to introduce the plan and gather feedback on the Goals and Objectives.

3. Four (4) community conversations on March 29 and 30, 2019 for anyone interested in providing input. Twenty-two (22) individuals attended a session in Leesburg, six in Sterling, one in Purcellville, and four in South Riding, for a total of 33 people either attending for themselves or their family or representing 20 unique organizations. The purpose of the March community conversations was to gather more detailed information about key issues covered in the plan, including transportation, service gaps, access, and more.
4. An online community survey, open from February 8 – 24, 2019 for people who could not attend a community conversation but still wanted to provide input. 390 people responded to at least one question in the survey; 67 people provided their email addresses so that they could receive additional information about the project. The purpose of this survey was to provide an alternative to in-person meetings and to gather feedback about community needs and priorities.
5. A point of contact and email address at the Community Foundation was available for ad hoc input and ideas. The Community Foundation shared the content of those emails to the appropriate Workgroup when applicable.

Next Steps for This Project

In an effort to steward and implement the strategies in this Plan, the Loudoun County Human Services Strategic Plan (HSSP) Advisory Committee is being established under the authority of the County Administrator. The HSSP Advisory Committee, as further defined in Appendix B, will be comprised of government, nonprofit, funders, consumers and business sectors.

Next Steps For the Advisory Committee That Will Implement This Plan

Zelos, LLC recommends that the HSSP Advisory Committee take the following first steps to begin implementation:

1. Review and update Objective 4.1 about the entity, and check-off or update the Strategies under Objective 4.1;
2. Review and finalize all metrics associated with the plan; identify support for data collection and analysis, and develop a comprehensive

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and cohesive process for identifying/collecting baseline data, setting targets and adjusting moving forward;¹

3. Review and prioritize the Strategies for Year One, Year Two and so on in a workplan;
4. Develop a project plan template for each Strategy; and
5. Assign staff to support the Advisory Committee and plan implementation.

For effective implementation of this strategic plan (based on what is included in it), Zelos recommends the following variety of skills to be present on the team, either through staff, volunteers, or contractor support:

- Project management
- Coalition building
- Negotiation/contracting
- Effective communication
- Facilitation
- Presentation delivery
- Cultural competence
- Political savvy
- Data-informed decision-making with an outcome focus
- Data collection, consolidation, analysis, and reporting
- Writing/editing/posting – social media, public awareness/ public education campaign
- Experience navigating public/private partnerships

¹ Of note, there are measurements for each Goal and each Objective; further, 12 Strategies require data collection and/or quantitative or qualitative research. Those 12 Strategies are 1.1, 1.3, 1.4, 1.6, 1.7, 2.1, 2.4, 2.5, 2.6, 2.7, 3.3, and 5.1.

WHAT ARE THE COMPONENTS OF THE HUMAN SERVICES STRATEGIC PLAN?

The Foundation of the Plan

Mission: The purpose of the Loudoun County human services community.

Vision: An aspirational and inspirational word picture of the desired future.

Values: Principles that govern behavior, decision and business.

What the Loudoun Human Services Community Plans To Achieve, And How They Will Measure It

Goals: Statements of measurable outcomes to be achieved on behalf of your customers and/or community. Goals are accompanied by high-level outcome measures with targets.

Objectives: The things that you must do well, or barriers you must overcome, to achieve your Goals. Objectives are accompanied by intermediate measures with targets.

Strategies: Strategies are typically projects, initiatives, specific pieces of work with a start and end date. Strategies will have project plans and operational measures. Any organization in the Loudoun County human services community could create and complete Strategies that will help meet the Objective and thus achieve the Goals in this plan.

THE FOUNDATION: VISION, MISSION AND VALUES OF THE LOUDOUN COUNTY HUMAN SERVICES COMMUNITY

Vision

- A healthy, thriving, safe, and inclusive Loudoun community.

Mission

- Through partnership and collaboration, the Loudoun Human Services Community creates an innovative system and influences positive social change.

Values

- **Flexibility** — The Loudoun County Human Services Community identifies and implements creative solutions to be responsive to change and embrace innovation.
- **Collaboration** — We partner to create solutions and share resources, and we are committed to our collective success.
- **Quality** — We are leaders in designing and delivering high-quality human services and system improvements through the use of best practices.
- **Caring** — We treat everyone with respect, dignity, and compassion. We recognize that all of us have times of need, and we seek to build a community that supports all residents.
- **Equity** — We promote fair and just opportunities, access and resources so that all people can achieve their full potential as we build a community that supports all residents.

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WHAT WE PLAN TO ACHIEVE FOR OUR COMMUNITY: GOALS AND OUTCOME MEASURES

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
1— Service gaps	Close critical service gaps for vulnerable or underserved members of the Loudoun community.	To be identified after data collection
2— Social determinants of health	Improve health and wellness outcomes by addressing the social determinants of health that challenge the Loudoun community.	The number of Loudoun residents reporting fair to poor overall health on the Robert Woods Johnson County Health Rankings [Target = decrease]
3— Access	Optimize access for people seeking services by integrating the Loudoun County human services system.	Usage of coordinated service delivery system [Target = increase]
4— Resources	Meet the growing needs of the Loudoun County community through the development and coordination of resources and funding practices.	The number of new or expanded programs/initiatives from increased funding or resources [Target = increase]
5— Provider community	Enhance the quality, capacity and delivery of services by strengthening the network of human services providers in Loudoun County.	The number of human service organizations (public/private) that meet annual performance measures (using the County performance measures for the government departments and the final County grant reports for the nonprofits) [Target = increase]

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HOW WE WILL ACHIEVE OUR GOALS: OBJECTIVES WITH MEASURES AND STRATEGIES

Goal 1—Service Gaps

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
1— Service gaps	Close critical service gaps for vulnerable or underserved members of the Loudoun community.	To be identified after data collection

- 1.1 Develop and use system-wide data collection and analysis to monitor needs and gaps across human services
 - Measure to be identified by the HSSP Advisory Committee
- 1.2 Develop additional affordable housing options and permanent supportive housing units for people at or below 50 percent of the area median income (AMI) and those who need accessible housing
 - As measured by the number of affordable housing units and permanent supportive housing units [Target = increase], and on a longer-term basis, percent reduction of waiting lists
 - 1.2.1 Clearly define what ‘affordable’ means based on different AMI groups.
 - 1.2.2 Develop database of current housing stock.
 - 1.2.3 Explore options to minimize loss of an Affordable Dwelling Unit (ADU) before it goes to market rate.
 - 1.2.4 Integrate existing affordable housing units into area redevelopment plans.
 - 1.2.5 Train more nonprofit and government professionals to serve as advocates and case managers for individuals who need permanent supportive housing, such as Social Security Disability (SSDI) and Supplemental Security Income (SSI) Outreach, Access, and Recovery (SOAR) certification.

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1.3 Improve the availability and access to public transportation options within the County for those with the greatest need

- As measured by ridership in special populations [Target = increase]

1.3.1 Conduct mapping study of key transportation hubs such as libraries, nonprofits, high-employment areas, and low-cost housing developments, and cross-reference the locations with peak travel times.

1.3.2 Pursue a partnership with Lyft/Uber that includes ID-Safe designated and trained drivers for persons with intellectual disabilities [or other special needs] and a ride-donor campaign (e.g., allow users to donate to local charities that require transportation services for vulnerable populations, or have nonprofits share resources to create a client-funding pool).

1.3.3 Leverage technology solutions, such as online booking, phone app, bus stop app for Loudoun County public transportation.

1.3.4 Train transportation dispatchers and operators on requirements of the Americans with Disabilities Act (ADA) and working with individuals with disabilities to ensure compatibility between transportation options and individual needs.

1.3.5 Establish dedicated vehicle(s) for seniors and people with disabilities.

1.4 Increase options for and access to high-quality, affordable, early childhood education, including childcare and preschool for children under the age of 5

- As measured by the number of people on waitlists for access to affordable early childhood education services [Target = decrease] **and** the number of affordable and appropriate high-quality early childhood providers in Loudoun County [Target = increase]

1.4.1 Encourage funding sources to create new low-cost/sliding-scale daycare programs located in shared spaces (faith based, libraries, public buildings, for-profit organizations, nonprofits) in geographic areas of need.

1.4.2 Conduct hub-based surveys (e.g., at Healthworks, Loudoun Hunger Relief) to understand the scale of need to guide

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expansion of existing programs and/or creation of new programs to address geographic gaps, special needs/disabilities gaps, racial disparities, and/or English language learners' needs.

- 1.4.3 Train information and referral line specialists in the multiple and varied services offered by Loudoun County Department of Family Services (DFS) and Loudoun County Public Schools (LCPS) for childcare and early childhood education, supported by a public service campaign.
 - 1.4.4 Increase resources and funding to support home-based childcare providers to offset licensing expenses and acquisition of "resource education toolboxes."
 - 1.4.5 Increase preschool options for children with disabilities and special needs.
 - 1.4.6 Create a nonprofit-based conduit that accepts gifts from corporate partnerships and invested donors to offset expenses for program implementation.
 - 1.4.7 Assess the need for part-time drop-in and flexible childcare options for parents engaged in education/training and part-time employment.
- 1.5 Increase the availability and quality of culturally and linguistically appropriate services to ensure the dignity and respect for all people accessing services in Loudoun County
- As measured by the number of organizations providing appropriate cultural and linguistically appropriate services [Target = increase]
- 1.5.1 Create a public/private partnership to share interpretation/translation services among government and nonprofit partners.
 - 1.5.2 Plan for the implementation of language interpretation and translation services to be required by government and nonprofit service providers that receive County funding.
 - 1.5.3 Ensure (through contract, Memorandum of Understanding, grant guidelines, etc.) all government and County-funded nonprofit human services organizations: 1) participate in organizational training in diversity and inclusion, cultural competency and cultural humility training, in the context of

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providing human services, for staff, volunteers, and nonprofit Board members; and 2) develop an annual cultural competency and cultural humility continuing education plan.

1.5.4 Research the development of a public/private human services hub co-located to best serve the needs of the non-English speaking and immigrant community.

1.5.5 Endorse a coordinating council for all literacy providers in Loudoun County that will explore ways to share resources, coordinate service delivery and volunteer opportunities, and work together to fill gaps in the literacy services provided in Loudoun County.

1.6 Increase the availability and accessibility of high-quality, affordable behavioral health care options for vulnerable or underserved populations

- As measured by the share of providers who accept health insurance and who provide reduced cost behavioral health services [Target = increase]

1.6.1 Review available data on vulnerable or underserved populations and identify contributing factors, such as geography, income level, mental health needs, etc. If indicated, collect more current data through tools or surveys.

1.6.2 Survey licensed behavioral health providers who serve persons living in Loudoun (or nearby) specifically about who/where they serve; what, if any, insurance they take; if they do not take insurance, why they do not; and if there is anything that would help them consider taking insurance. In addition, collect other data such as geographic location, ages, and languages served.

1.6.3 Utilize data to identify patterns, trends, inter-connected factors (ex. location and population) that support design of programs or initiatives that would mitigate poor access.

1.6.4 Identify and explore potential approaches/opportunities to address challenges and barriers that are negatively impacting access to behavioral health services.

1.6.5 Establish a coalition of Loudoun County's behavioral health providers to create increased access to behavioral healthcare services.

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- 1.7 Increase service availability for underserved and vulnerable transition aged youth (age 18-24)
- As measured by the number of youth aged 18-24 served [Target = increase]
 - 1.7.1 Obtain and analyze programmatic data from the systems that serve underserved and vulnerable youth ages 18-24, including data related to service utilization, availability and gaps.
 - 1.7.2 Collaborate with YouthNet (a collaborative public/private partnership that exists to identify the gaps in services for all youth) to map these services for underserved and vulnerable youth ages 18-24.
 - 1.7.3 Gather data and input from underserved and vulnerable transition age youth themselves to identify service needs. Target the data collection from underserved youth from the Juvenile Detention Center, Youth Shelter, Group Homes, Department of Community Corrections, and Foster Care system.
 - 1.7.4 Research and explore an evidence-based independent living program for this population through public/private partnership.
 - 1.7.5 With the analysis from 1.7.1 – 1.7.4, create an action plan to close service gaps.

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Goal 2—Social Determinants of Health

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
2— Social determinants of health	Improve health and wellness outcomes by addressing the social determinants of health that challenge the Loudoun community.	The number of Loudoun residents reporting fair to poor overall health on the Robert Wood Johnson County Health Rankings [Target = decrease]

2.1 Utilize the data monitoring and analysis in this strategic plan to track and report health and wellness outcomes

- Measure to be identified by the HSSP Advisory Committee

2.2 Promote access to and consumption of nutritious food for all Loudoun County residents

- As measured by Loudoun County Youth Risk Behavioral Survey: Percentage of middle and high school students who ate at least one meal or snack from a fast food restaurant on 3 or more days this week. (Questions 67 and 107) [Target = decrease]

2.2.1 Develop a comprehensive campaign and guide to promote wellness in Loudoun County at a universal scale.

2.2.2 Explore and study the creation of a possible food hub and connect to schools, restaurants and community, using the Charlottesville hub as an example.

2.2.3 Research methods to incentivize heart-healthy options in restaurant menus.

2.3 Increase safe, affordable and stable housing opportunities

- As measured by the number of safe, affordable, and stable housing units [Target = increase]

2.3.1 Identify and pursue additional funding sources from federal, state, local, private sector, and public/private partnerships.

2.3.2 Identify and dedicate public and private properties (firehouses, schools, churches, shopping centers, etc.) to co-

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locate residential units in order to reduce the cost of housing development by reducing or eliminating cost of purchasing land.

- 2.3.3 Review existing local-housing programs to determine if enhanced/ expanded opportunities exist within the current structure.

2.4 Improve utilization of comprehensive healthcare

- As measured by the number of Emergency Room (ER) visits for non-emergency situations [Target = decrease]

- 2.4.1 Collect and analyze data to discover why residents are utilizing the emergency room and urgent care services for non-emergency issues at the primary hospitals/urgent care centers serving Loudoun County, rather than utilizing their primary care provider (PCP).
- 2.4.2 Collect and analyze data to discover the reasons residents do not have a PCP but chose to use the emergency room and urgent care centers serving Loudoun.
- 2.4.3 Based on the analysis in 2.4.1 and 2.4.2 above, design and develop appropriate interventions, communications, outreach, or process improvements (such as identification cards and enhanced access to and use of Electronic Health Record systems) to increase enrollment with a PCP, usage of PCPs, and decrease usage of emergency room/urgent care for non-emergency issues. See also 3.1.2 to consider if the efforts arising from this initiative can be part of the “no wrong door” system or a separate initiative.

2.5 Improve community engagement, social cohesion, and civic participation

- As measured by the Robert Wood Johnson County Health rankings: Social Environment/Neighborhood/Community Attachment: Social Associations [Target = increase]

- 2.5.1 Create a community service campaign encouraging civic engagement and community involvement that offers information about various events, that are culturally appropriate, varied, and issues based.

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- 2.5.2 Create a public awareness and outreach campaign, in collaboration with the Loudoun County Multicultural Advisory Committee, to positively express the value of diversity and inclusion, and Loudoun's immigrant communities, and to welcome non-English speakers.
 - 2.5.3 Create a Loudoun County Day of Service to promote volunteerism, teen volunteerism, and awareness of need.
 - 2.5.4 Grow and support focused programs to engage and increase philanthropy.
 - 2.5.5 Create private/public culturally and linguistically competent welcome packets that include lists or links to nonprofits and government resources for all new residents.
 - 2.5.6 Encourage nonprofit leadership diversity and volunteerism to better reflect the population of our community.
- 2.6 Advance a community in which residents are safe from interpersonal violence
- As measured by percent of participants who attend public awareness campaign events and report they feel safe from interpersonal violence [Target = increase]
- 2.6.1 Identify and analyze data from LCPS regarding efforts schools make to educate students about healthy relationships.
 - 2.6.2 Identify programs aimed at improving individual safety that are in place at/ offered by other entities.
 - 2.6.3 Identify gaps and overlaps between programs to assess efficiency among community interventions related to interpersonal violence.
 - 2.6.4 Hold public meetings to gauge community need regarding safety. Based on this input, create action steps that include education and community awareness campaigns.
 - 2.6.5 Increase training and capacity for public/private providers to implement trauma-informed care.
 - 2.6.6 Continue to improve upon coordinated public/private partnership efforts in the areas of domestic violence, sexual assault, and child abuse.

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2.7 Provide expanded and equitable educational and workforce development opportunities for Loudoun County residents

- As measured by number of training and development programs available in Loudoun [Target = increase]

2.7.1 Encourage the County Workforce Resource Center to manage and monitor progress of strategies for Loudoun County-based equitable education and workforce development opportunities.

2.7.2 Survey employers, professional and trade organizations, nonprofit agencies, County residents, and other stakeholders to identify and categorize actual unmet education, training, and workforce needs in the County for both employers and residents.

2.7.3 Compile a comprehensive list of available workforce and training resources and transportation options to these resources in and around the County; establish an accessible and logical place to centrally “house” and manage/monitor resources online.

2.7.4 Define or designate employment and training navigators to help connect residents with local and regional training and workforce opportunities.

2.7.5 Attract, invite, and retain providers of workforce training and education programs to the County once employer and resident needs are identified.

2.7.6 Host regular community forums (once or twice annually) to provide ongoing, updated information and to solicit input on existing and needed education and training opportunities in the County. Forums would include industry groups and unemployed/underemployed residents of Loudoun County.

2.8 Promote healthy, active lifestyles for all Loudoun residents

- As measured by Robert Wood Johnson County Health rankings for physical inactivity. Specifically, see the Live Healthy Loudoun database and search for these 2: Environment / Built Environment - Recreation and Fitness Facilities; Environment / Built Environment – Access to Exercise Opportunities [Target = increase]

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- 2.8.1 Develop a comprehensive campaign and guide to promote wellness in Loudoun County (See also 2.2.1).
- 2.8.2 Support efforts by the County, through the Board of Supervisors Parks, Recreation and Open Space Board (PROS) in its development of a countywide trails and linear parks program.
- 2.8.3 Identify barriers to participation in healthy, active lifestyles at all ages, including financial, geographic, accessibility, language, etc.

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Goal 3—Access

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
3— Access	Optimize access for people seeking services by integrating the Loudoun County human services system.	Usage of coordinated service delivery system [Target = increase]

3.1 Develop a coordinated service delivery system that connects people to the human services they need

- As measured by the number of completed service connections (i.e. “warm hand-offs”) [Target = increase]

3.1.1a Continue work to create an Information & Referral system managed by the County that includes a brief assessment, referrals, a warm hand-off, and some follow-up.

3.1.1b Explore expansion of the Information & Referral system to include navigators who are strategically placed at public access points, such as senior centers, libraries, etc.

3.1.2 Building on 3.1.1, develop and implement an integrated intake system (“no wrong door”) where customers can share one story and provide their data one time. The system will be shared among and used by public and private entities.

3.1.3 Building on 3.1.2, determine an approach to complete a fully integrated and coordinated human services delivery system that will be shared among, and used by, public and private entities and will include case management, documentation of all services and outcomes, etc.

3.2 Provide a free, public, online, searchable database that connects people to resources in Loudoun County

- As measured by number of hits/users/searches of a readily available and searchable listing of services [Target = increase]

3.2.1 Develop specialized searchable directories to address specific needs in the community.

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- 3.2.2 Ensure that the database referenced in 3.1.1 is available in public locations as well as other community locations.
- 3.2.3 Research options to expand broadband access across the County.
- 3.3 Ensure equitable location and distribution of service providers throughout the County through intentional private/public partnerships.
 - As measured by the number of services available in underserved geographic areas [Target = increase]
 - 3.3.1 Define, research, and map underserved service areas using data systems.
 - 3.3.2 Establish a “human services hub” model that includes public and private providers to an underserved geographic area of the County.
 - 3.3.3 Explore use of “neighborhood and community service regions” to identify geographic-based needs and solutions.
- 3.4 Strengthen and grow the public transit system to meet human service needs (see also 1.3)
 - As measured by clearly visible changes to buses and bus stops (observational study), number of new stops, size of fleet [Target = increase]
 - 3.4.1 Ensure that bus stops are sheltered, informative, comfortable, and have picture-based signage.
 - 3.4.2 Post printed schedules on and in bus stops; create multi-lingual schedules using logos/pictures to convey messages available for wide distribution; improve clarity about where bus stops are located.
 - 3.4.3 Create a community service campaign designed to shift culture and encourage more use of public transit (e.g., a Loudoun “Public Transportation for a Day” program or a Youth Day with free rides/ tokens for teens).
 - 3.4.4 Visually code buses (color, symbol, etc.) to better serve disabled and general users.

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3.4.5 Continue to encourage public-transit incentives for developers to increase services and bus shelters.

3.4.6 Develop revenue sources to offset costs for added transportation services, such as selling ads in bus shelters or “Adopt a Bus” programs.

Goal 4—Resources

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
4— Resources	Meet the growing needs of the Loudoun County community through the development and coordination of resources and funding practices.	The number of new or expanded programs/initiatives from increased funding or resources [Target = increase]

4.1 Develop a standing committee comprised of public, private and at large members to steward and implement this human services strategic plan (see Appendix B)

- As measured by creation of an entity that has developed an operational and evaluation plan for the strategic plan to ensure implementation [Target = plan in place by December 2019]

4.1.1 Assign staff at the County level to support the strategic plan operations, implementation, and evaluation.

4.1.2 Research and identify the structure of the committee.

4.1.3 Create a charter and job description for the committee.

4.2 Increase cost-share initiatives and shared resources within and among Loudoun County government, private for-profit providers, nonprofit service providers, and grant makers

- As measured by dollar value of resources and funding benefitting Loudoun County programs and services [Target = increase]

4.2.1 Research innovative models and solutions to jointly address community needs and to increase collaborative efforts to secure additional partnership funding.

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- 4.2.2 Educate community leaders regarding resource gaps and needs.
- 4.2.3 Implement a model for public/private partnerships based on work done in 4.2.1.
- 4.2.4 Evaluate and identify potential duplication of efforts to ensure effective stewardship and allocation of funds.
- 4.3 Increase funding sources for **Loudoun County government** human services to meet community needs
 - As measured by dollar amount of funding benefiting Loudoun County government human services programs [Target = increase]
 - 4.3.1 Identify and secure funding sources that prioritize addressing Virginia's unfunded mandated services.
- 4.4 Increase resources for **Loudoun County nonprofit service providers** to meet community needs
 - As measured by dollar amount of funding benefiting Loudoun County nonprofit human services programs [Target = increase]
 - 4.4.1 Continue capacity building and training of local nonprofit leaders in fundraising and development.
 - 4.4.2 Develop a list of potential challenge grant or funding sources to increase the number of nonprofit organizations in Loudoun County that can hire dedicated fundraising staff.
 - 4.4.3 Research and develop cost-saving and innovative approaches for administrative systems or collaborative consulting arrangements in areas such as accounting, information technology, human resources, and public relations.

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Goal 5—Provider Community

Goal Heading	Goal Statement	Outcome Measure (As measured by...)
5— Provider community	Enhance the quality, capacity and delivery of services by strengthening the network of human services providers in Loudoun County.	The number of human service organizations (public/private) that meet annual performance measures (using the County performance measures for the government departments and the final County grant reports for the nonprofits) [Target = increase]

5.1 Increase the utilization of best practices in service delivery among public and private sector human services providers

- As measured by the number of providers reporting the use of service delivery best practices [Target = increase]

5.1.1 Create an inventory of industry standards and best practices in respective areas (public and private).

5.1.2 Survey Loudoun County human services providers to determine which best practices are currently being implemented by specific organizations.

5.1.3 Develop a plan that identifies opportunities to share and expand the utilization of best practices among human services providers and resources needed to expand utilization. Based on the research, consider including best practices service delivery into the scoring for County grant funding.

5.2 Collaborate with higher education and other possible partners to measure and track the effectiveness of network services

- As measured by network services effectiveness (measure and target to be determined during 5.2.1)

5.2.1 Pursue relationship with local higher education institutions to explore possible creation of system-wide public/ private data collection mechanism.

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5.3 Support nonprofit training, capacity building, and program evaluation

- As measured by number of participants, number of nonprofit organizations participating, and number of training events [Targets = increase]

5.3.1 Share training opportunities when possible (public/private).

5.3.2 Explore nonprofit program evaluation partnership with higher education institutions.

5.4 Strengthen existing coordinated efforts to build the continuum of care and public-private partnerships

- As measured by FTEs working specifically on building the continuum of care through public/private partnerships [Target = increase]

5.4.1 Explore a Public Information Officer/communication position dedicated to human services to create multiple communication platforms (public/ private).

5.4.2 Explore creating staff support for the Loudoun Human Services Network (private).

5.5 Recruit, develop, and retain the human services workforce

- As measured by vacancy rates in human services positions [Target = decrease]

5.5.1 Hold a human services job fair several times per year (public/private).

5.5.2 Increase participation in human services opportunities for external learning experiences and career exploration for students in both K-12 and higher education, as they explore potential careers. Programs might include the LCPS “Job for the Day” program, internships, or other (public/private and home school).

5.5.3 Develop stronger relationships with higher education institutions’ social work and public health programs to create internship opportunities for individuals who have selected social work and public health careers.

5.5.4 Identify and address barriers to retention in public and private human services roles.

APPENDIX A: ORGANIZATIONS THAT CONTRIBUTED TO THIS PLAN'S CREATION

On the Steering Committee

In addition to two at-large community members/consumers, the following organizations contributed to this plan's creation by dedicating one or more resources to serve on the Steering Committee:

- 100WomenStrong
- ADAMS Center
- Blue Ridge Speech and Hearing
- Community Foundation for Loudoun and Northern Fauquier Counties
- Crossroads Jobs
- Dulles Area Association of Realtors
- Healthworks for Northern Virginia
- Inova Health System
- Leesburg Police Department
- Loudoun Abused Women's Shelter
- Loudoun County*
- Loudoun County Public Schools, Department of Pupil Services
- Loudoun Homeless Services Center/Volunteers of America Chesapeake
- Loudoun Hunger Relief
- Loudoun Volunteer Caregivers
- Northern Virginia Community College Loudoun Campus
- St. Gabriel's Episcopal Church
- StoneSprings Hospital Center

*Loudoun County departments represented included County Administration, Department of Community Corrections, Loudoun County Department of Family Services, Loudoun County Department of Fire and Rescue, Loudoun County Department of Management and Budget, Loudoun County Department of Mental Health, Substance Abuse, & Developmental Services, Loudoun County Department of Parks, Recreation, and Community Services, and Loudoun County Health Department.

In Community Conversations

Participants in the February and March 2019 community conversations reported being from the following organization. Additional individuals/consumers participated who did not report affiliation with an organization.

- All Ages Read Together

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- American Legion Post 2001 Ashburn
- Cascades Senior Center
- Catholic Charities
- Community Foundation for Loudoun and Northern Fauquier Counties
- Community Residences, Inc.
- Crossroads Jobs
- Dulles South Food Pantry
- ECHO
- Embark Center for Self-Directed Education
- Friends of Loudoun Mental Health
- Friendship House/Be Vocal
- Gabriel Project
- Good Shepherd Alliance
- INMED Partnerships for Children
- Inova Loudoun Hospital
- LCC
- Legal Services of Northern Virginia
- Loudoun Abused Women's Shelter
- Loudoun Cares
- Loudoun County Chamber of Commerce
- Loudoun County Community Services Board; Private MH provider
- Loudoun County Department of Family Services
- Loudoun County Disability Services Board
- Loudoun County MHSADS
- Loudoun Free Clinic
- Loudoun Hunger Relief
- Loudoun Literacy Council
- Loudoun Volunteer Caregivers
- Loudoun Youth
- Meridians Recovery
- Middleburg Bank
- Mobile Hope
- National Alliance on Mental Illness (NAMI) Northern VA
- Northern Virginia Dental Clinic
- Northern Virginia Resource Center for Deaf and Hard of Hearing Persons
- OAR
- One Sparrow
- Pangle and Associates
- Paragon Education Consulting
- Pathway Homes
- Ryan Bartel Foundation
- Salvation Army
- SCAN of Northern VA

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- Shenandoah University
- Soar on Wings Like Eagles
- The Arc of Loudoun
- This Is My Brave
- United Methodist Family Services
- Volunteers of America Chesapeake
- Wells Fargo
- Windy Hill Foundation
- Women Giving Back
- YMCA Loudoun County

By Participating On a Workgroup

Participants in the Workgroups reported being from the following organizations. Additional individuals/consumers participated who did not report affiliation with an organization.

- 100WomenStrong
- ADAMS Center
- All Ages Read Together
- Arlington Partnership for Affordable Housing
- Blue Ridge Speech and Hearing
- Brain Injury Services
- Claude Moore Charitable Foundation
- Community Foundation for Loudoun and Northern Fauquier Counties
- Crossroads Jobs
- Dulles Area Association of Realtors
- ECHO
- Five Stones Institute
- Friends of Loudoun Mental Health
- Grafton Integrated Health Network - Loudoun County Youth Shelter
- HCA Virginia Health System, StoneSprings Hospital Center
- HealthWorks for Northern Virginia
- INMED Partnerships for Children
- Inova Health Systems
- Just Neighbors
- Leesburg Police Department
- Legal Services of Northern Virginia
- Loudoun Abused Women's Shelter
- Loudoun Cares
- Loudoun Chamber of Commerce
- Loudoun County Commonwealth's Attorney's Office
- Loudoun County Community Services Board
- Loudoun County Department of Community Corrections

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- Loudoun County Department of Family Services (including, Child Protective Services, Continuum of Care, Juvenile Detention Center, Workforce Innovation Opportunity Act, Workforce Resource Center)
- Loudoun County Department of Management and Budget
- Loudoun County Department of Mental Health, Substance Abuse, and Developmental Services
- Loudoun County Department of Parks, Recreation, and Community Services
- Loudoun County Department of Transit and Commuter Services
- Loudoun County Disability Services Board
- Loudoun County Health Department
- Loudoun County Office for Public Affairs and Communications/Loudoun County Multicultural Advisory Committee
- Loudoun County Office of the County Administrator
- Loudoun County Public Schools (including CAST, Early Childhood Education, Head Start, and Welcome Center)
- Loudoun County Sheriff's Office
- Loudoun County Transit Advisory Board
- Loudoun Domestic Abuse Response Team
- Loudoun Free Clinic
- Loudoun Health Council
- Loudoun Hunger Relief
- Loudoun Literacy Council
- Loudoun Serenity House
- Loudoun Youth, Inc.
- Mason Enterprise
- Mobile Hope
- Northern Virginia Community College
- Northern Virginia Family Services
- Northern Virginia Resource Center for Deaf and Hard of Hearing Persons
- OAR
- One Sparrow
- Paragon Education Consulting
- Project Horse
- Ryan Bartel Foundation
- SaVi PR
- SCAN of Northern Virginia
- Shenandoah University
- St. Gabriel's Episcopal Church
- The Arc of Loudoun
- Torchbearer Consultants
- Volunteers of America Chesapeake, Inc., Loudoun Homeless Service Center

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- Windy Hill Foundation
- Women Giving Back
- YMCA Loudoun County

APPENDIX B: A PROPOSED MODEL TO OVERSEE THE IMPLEMENTATION OF THIS PLAN

An Advisory Committee appointed by the County Administrator that reflects public/ private partnership and citizen participation

Staffed by a position within the Loudoun County Government who will coordinate with staff hired by Loudoun Human Services Network

Populated by Standing Members with specific roles in Loudoun County Government and Loudoun Human Services Network, as well as Representative Members serving two-year terms with a limit of three terms

Standing Members:

- Director of Loudoun County Department of Family Services
- Director of Loudoun County Health Department
- Director of Loudoun County Department of Mental Health, Substance Abuse, and Developmental Services
- Assistant County Administrator(s) (overseeing and/or serving as a liaison to the Departments of Community Corrections, Family Services, Mental Health and Substance Abuse and Developmental Services, Parks, Recreation and Community Services, Health Department, Juvenile Court Service Unit and Juvenile and Domestic Relations Court)
- Loudoun County Grants Coordinator
- Chair of Loudoun Human Services Network
- Vice Chair of Loudoun Human Services Network

Representative Members:

- One funder or grant-maker representative
- Three representatives as selected by the LHSN Advisory Committee
- One faith-based representative
- One consumer representative of Loudoun County human services
- One representative of an underrepresented population in Loudoun County, such as (but not necessarily limited to) youth, transition-aged youth, older adults, people with disabilities, low-income persons or families, foreign-born persons or families, and/or representing cultural diversity
- One representative from Loudoun County Public Schools
- One business representative as selected by the Loudoun Chamber of Commerce

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The Committee shall welcome nonvoting “participating members” to attend meetings. *Ad hoc* committees² are likely to convene, as needed, to comment, research, and aid in guiding direction and program implementation for specific topics.

² Ad hoc committees will offer opportunities for additional consumers, volunteers and other representatives from the human services provider community to contribute to implementation.

Goal 1—Service gaps

Close critical service gaps for vulnerable or underserved members of the Loudoun community.

(As measured by: To be identified after data collection)

1.1 Develop and use system-wide data collection and analysis to monitor needs and gaps across human services

1.2 Develop additional affordable housing options and permanent supportive housing units for people at or below 50 percent of the area median income (AMI) and those who need accessible housing

1.3 Improve the availability and access to public transportation options within the County for those with the greatest need

1.4 Increase options for and access to high-quality, affordable, early childhood education, including childcare and preschool for children under the age of 5

1.5 Increase the availability and quality of culturally and linguistically appropriate services to ensure the dignity and respect for all people accessing services in Loudoun County

1.6 Increase the availability and accessibility of high-quality, affordable behavioral health care options for vulnerable or underserved populations

1.7 Increase service availability for underserved and vulnerable transition aged youth (age 18-24)

Goal 2—Social determinants of health

Improve health and wellness outcomes by addressing the social determinants of health that challenge the Loudoun community.

(As measured by the number of Loudoun residents reporting fair to poor overall health on the Robert Woods Johnson County Health Rankings [Target = decrease])

2.1 Utilize the data monitoring and analysis in this strategic plan to track and report health and wellness outcomes

2.2 Promote access to and consumption of nutritious food for all Loudoun County residents

2.3 Increase safe, affordable and stable housing opportunities

2.4 Improve utilization of comprehensive healthcare

2.5 Improve community engagement, social cohesion, and civic participation

2.6 Advance a community in which residents are safe from interpersonal violence

2.7 Provide expanded and equitable educational and workforce development opportunities for Loudoun County residents

2.8 Promote healthy, active lifestyles for all Loudoun residents

Goal 3—Access

Optimize access for people seeking services by integrating the Loudoun County human services system.

(As measured by usage of coordinated service delivery system [Target = increase])

3.1 Develop a coordinated service delivery system that connects people to the human services they need

3.2 Provide a free, public, online, searchable database that connects people to resources in Loudoun County

3.3 Ensure equitable location and distribution of service providers throughout the County through intentional private/public partnerships.

3.4 Strengthen and grow the public transit system to meet human service needs (see also 1.3)

Goal 4—Resources

Meet the growing needs of the Loudoun County community through the development and coordination of resources and funding practices.

(As measured by the number of new or expanded programs/initiatives from increased funding or resources [Target = increase])

4.1 Develop a standing committee comprised of public, private and at large members to steward and implement this human services strategic plan (see Appendix B)

4.2 Increase cost-share initiatives and shared resources within and among Loudoun County government, private for-profit providers, nonprofit service providers, and grant makers

4.3 Increase funding sources for **Loudoun County government** human services to meet community needs

4.4 Increase resources for **Loudoun County nonprofit service providers** to meet community needs

Goal 5—Provider community

Enhance the quality, capacity and delivery of services by strengthening the network of human services providers in Loudoun County.

(As measured by the number of human service organizations (public/private) that meet annual performance measures (using the County performance measures for the government departments and the final County grant reports for the nonprofits) [Target = increase])

5.1 Increase the utilization of best practices in service delivery among public and private sector human services providers

5.2 Collaborate with higher education and other possible partners to measure and track the effectiveness of network services

5.3 Support nonprofit training, capacity building, and program evaluation

5.4 Strengthen existing coordinated efforts to build the continuum of care and public-private partnerships

5.5 Recruit, develop, and retain the human services workforce