



CODINGTON COUNTY STRATEGIC PLANNING REPORT

JUNE 2022

REPORT PREPARED FOR:

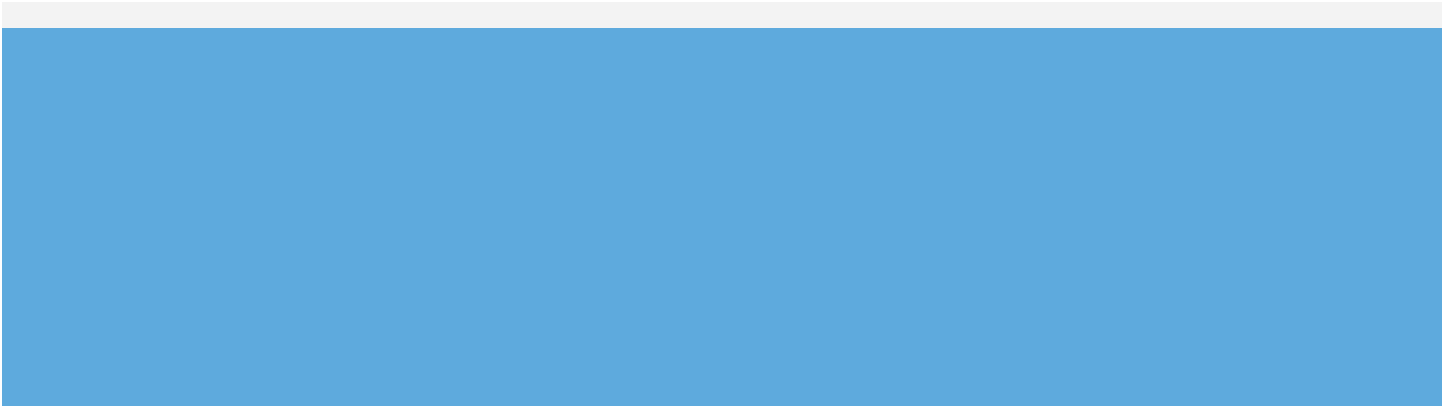


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EXECUTIVE SUMMARY

Codington County Welfare strives to promote collaborative efforts by ensuring that all individuals and families locate alternative supportive resources that will educate, empower, and assist them in reaching their maximum potential for self-sufficiency. Thus, Codington County Welfare, through the support of Prairie Lakes Healthcare System, the Watertown Area Community Foundation, and the city of Watertown partnered with area community collaborators, working partners, and community members to conduct a three-phase strategic plan process focused on the development and implementation of a five-year strategic plan focused on building a collaborative system of care to identify and address social services of Codington County residents. External consultant, SLM Consulting helped guide and facilitate the process to inform the process and 2022-2027 strategic plan.



PROCESS

The strategic planning process was informed by a purpose, guiding principles, and process and outcomes chosen to ensure the process engages working partners and residents disproportionately impacted by social, economic, and economic factors, as well as addresses social service needs in the county.

PURPOSE	GUIDING PRINCIPLES
<p>To build a system of care through collaboration across agencies, families, and individuals to identify and improve social service needs for Codington County residents.</p>	<ul style="list-style-type: none"> • Collaborative process among community partners, individuals, and families. • An innovative approach that elevates existing efforts to address social service needs. • Community engagement of Codington County residents. • Succinct and timely process.

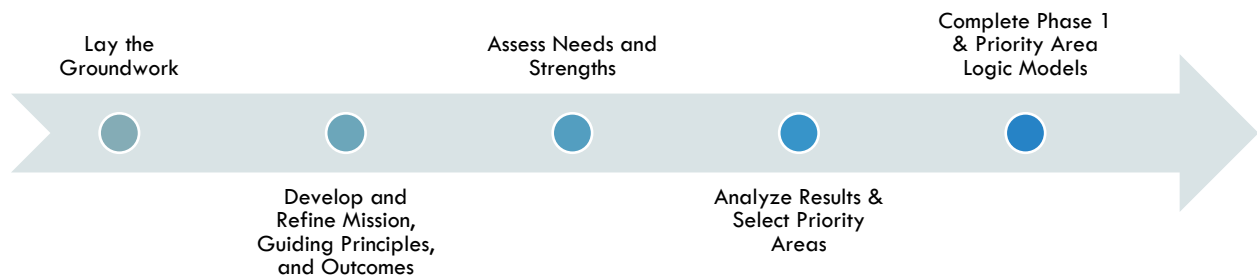
Additional tenants important to inform the process and outcomes emphasized the inclusion of a community visioning process, a comprehensive community assessment to identify multiple social service priorities, establish elements necessary for a five-year plan, and a concrete plan that

includes actions that can be implemented and adapted to fit the community, as well as a report that can be disseminated and understood by the community.

The process (refer to Figure 1) was informed by a comprehensive, collaborative approach that engaged multi-sector working partners and community collaborators who represent area social service agencies and Codington County residents disproportionately impacted by social service needs. The process has been guided by various methods designed to gather data and information, including virtual and in-person meetings, quantitative and qualitative data collection methods, and priority area-specific workgroups.

Figure 1

Codington County Strategic Planning Process, December 2021 – June 2022



ROLES & ENGAGEMENT

The process was informed by various roles to inform a comprehensive approach (refer to Table 1). Specifically, a collaborative approach provided the foundation for engaging individuals through various touch points, including virtual and in-person meetings and various information-gathering data collection methods.

Table 1

Codington County Strategic Planning Roles, 2022-2027

CORE TEAM	Design and guide the strategic planning process, including engaging the Steering Committee, partners, and community members.
STEERING COMMITTEE & ADVISORY COUNCIL	To help guide and participate in the strategic planning process, as well as develop and implement the strategic plan.

WORKING PARTNERS & COMMUNITY COLLABORATORS	Help connect with partners and community members to support the process to identify priority needs that inform the development and implementation of a strategic plan.
COMMUNITY	Provide input into the strategic planning process and be a voice for the community served by Codington County Social Services.

TIMELINE OF MEETINGS, ACTIVITIES & OUTCOMES

Phase one of the strategic planning process took place between December 2021 and June 2022. Various meetings and activities that took place throughout the strategic planning process built on each other and informed the outcomes and results that emerged during the process (refer to Table 2).

Table 2

Strategic Planning Outcomes

#	OUTCOMES
5	Convened meetings of Steering Committee comprised of diverse partners and sectors.
2	Developed and disseminated surveys to inform the strategic planning process.
4	Identified priority areas to address social services needs in Codington County.
4	Worked collaboratively to develop logic models to inform action plans to address priority areas.

DATA COLLECTION METHODS

Various qualitative and quantitative data collection methods were utilized to inform the strategic planning process and outcomes of phase one. Methods, including stakeholder analysis and priority setting surveys, utilized were designed to understand the health status and issues that impact Codington County residents disproportionately impacted by social, economic, and environmental factors, as well as to assess the availability of existing resources and local capacity to address social service needs. Data collection tools also identified actional strategies that inform priority areas and activities included in the 2022-2027 strategic plan.

RESULTS

Various findings emerged to inform each step of the strategic planning process, building on information and data collected beginning from the launch of the process to the completion of phase one of the process. Data collected from priority setting survey one and two identified key findings that played an integral in guiding the process and outcomes.

Specifically, [priority setting one survey](#) results identified what is working well in Codington County to address social service needs, including collaboration and community between partners and social service agencies. There are also external challenges that may impact effectively addressing the social services needs of Codington County residents, such as the general awareness of agencies and services available. Further, to identify and address the social service needs of Codington County residents, various factors need to be in places, such as a central resource for social services and streamlined community services.

Further, [priority setting two survey](#) results highlighted a culmination of information gathered and data collected throughout the strategic planning process. Specifically, the survey identified five priority areas to inform the 2022-2027 strategic plan, including 1) [mental health](#), 2) [housing](#), 3) [centralized services](#), 4) [education & awareness regarding social service](#) needs, and 5) [community resilience](#). Upon review of strategies identified to address each area, the steering committee decided to combine centralized services and education & awareness into one priority area to help align efforts.

OUTCOMES

The outcomes that emerged from the strategic planning process, informed various products and action steps to help guide the development, communication, and implementation of the 2022-2027 strategic plan, including an overarching Codington County strategic plan logic model, four priority area workgroups, and logic models, and strategic plan overview. Specifically, [four](#) priority area workgroups have been established to develop and implement priority area strategies and activities outlined in corresponding logic models.

This process identified the need to extend the process into three phases (refer to Figure 2) to ensure engagement and input from working partners, community collaborators, and community members. This process can be successful through ongoing community engagement, continuous monitoring and evaluation of priority area action plans, and multi-sector collaboration.

Figure 2

Three-Phase Strategic Planning Process



RECOMMENDATIONS

Recommendations to advance implementation of the 2022-2027 strategic plan include:

1. **Convene priority area workgroups.** Build off the foundational work that the priority area workgroups have established through the development of logic models to address priority areas. Develop corresponding action plans that outline additional detail to elevate the framework of each logic model.
2. **Convene Advisory Council.** The council can serve to provide overarching support to priority area workgroups, including the implementation of priority area action plans.
3. **Engage new and existing partners.** Continue to identify and engage new and existing partners from diverse sectors to support the development and implementation of the 2022-2027 strategic plan.
4. **Develop and implement a communication plan.** Develop and implement a communication plan to help communicate the long-term benefits of the 2022-2027 strategic plan to the community.
5. **Community engagement.** Ensure the community is at the “table”, and engagement of the community is disproportionately impacted by priority areas. Community engagement will

foster better engagement of the community to achieve outcomes, relationships, decision-making, and implementation.

6. **Identify funding opportunities.** Explore funding sources that can support strategies and activities identified in priority area action plans.
7. **Develop, implement, and monitor evaluation plan.** Develop an evaluation plan to help the Advisory Council and priority area workgroups understand where efforts are now to help guide efforts moving forward.
8. **Apply a public health and health equity lens.** Recognize the systemic inequities driving social service needs. Advancing health equity requires fundamental change across multiple systems and at multiple levels. Applying a public health and health equity lens to the implementation of the 2022-2027 strategic plan will help to address inequities and work upstream to ease the social service needs of Codington County residents.

STRATEGIC PLAN REPORT

INTRODUCTION

Codington County Welfare provides emergency assistance, including economic, medical, and funeral, for indigent individuals who are county residents and meet eligibility criteria. Codington County Welfare strives to promote collaborative efforts by ensuring that all individuals and families locate alternative supportive resources that will educate, empower, and assist them in reaching their maximum potential for self-sufficiency. It is through this purview Codington County Welfare recognized the need to engage working partners to identify opportunities to ensure Codington County residents can attain their full health potential.



As a result, Codington County Welfare, through the support of Prairie Lakes Healthcare System, the Watertown Area Community Foundation, and the city of Watertown partnered with area community collaborators, working partners, and community members to launch a three-phased strategic plan process. Developing and implementing a strategic plan provides an opportunity to identify and address the social services needs of Codington County residents. An external public health consultant, SLM Consulting LLC, was contracted to assist with the planning, facilitation, and evaluation of the strategic planning process. In January 2022, Codington County Welfare and its partners launched a three-phase strategic planning process to help shape a five-year strategic plan designed to identify and address the social service needs of Codington County residents.

ISSUES IMPACTING CODINGTON COUNTY

To help inform the development and implementation of the 2022-2027 strategic plan it is important to understand the issues that impact Codington County residents. Social, economic, and environmental factors impact Codington County residents like other counties in South Dakota. Recent data from the 2022 County Health Rankings highlights the strengths of the county as well as challenges residents face due in part to social and economic factors, the physical environment, clinical care, and health behaviors (refer to Table 1).

Table 1

Health Rankings Impacting Codington County & South Dakota, 2022

Measure	Codington County	South Dakota
Average number of mentally unhealthy days reported in past 30 days (age-adjusted). ^a	3.8	3.7
Life expectancy by Age ^b	79.5	78.2
Rate of mental health providers ^c	370:1	500:1
Percentage of adults who are current smokers (age-adjusted). ^a	19%	19%
Percentage of adults reporting binge or heavy drinking (age-adjusted). ^a	22%	24%
Percentage of adults under age 65 without health insurance. ^d	10%	12%
Ratio of household income at the 80th percentile to income at the 20th percentile. ^e	4.3	4.1
Percentage of households with at least 1 of 4 housing problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities. ^e	15%	12%

Note: Data are from County Health Rankings, including a: Behavior Risk Factor Surveillance System, 2019; b: National Center for Health Statistics - Mortality Files, 2018-202; c: CMS, National Provider Identification, 2021; d: Small Area Health Insurance Estimates, 2019; e: American Community Survey, 5-year estimates, 2016-2020. The table includes measures that highlight factors that contribute to social service needs. ¹

While not inclusive of factors that may disproportionately impact some Codington County residents, there are opportunities to identify and address the social service needs of Codington County residents to provide them the opportunity to attain individual full health potential and no one is disadvantaged from achieving this potential because of socially determined circumstances.

¹ County Health Rankings. (2022). *Codington County and South Dakota*. <https://www.countyhealthrankings.org/>

STRATEGIC PLANNING PROCESS

The Codington County strategic planning process was launched in December 2021 to inform a five-year strategic plan. The purpose, guiding principles, process and outcomes were chosen to ensure the process engages working partners and residents disproportionately impacted by social, economic, and economic factors, as well as address social service needs in the county.

PURPOSE

To build a system of care through collaboration across agencies, families, and individuals to identify and improve social service needs for Codington County residents.

GUIDING PRINCIPLES

Guiding principles that informed the strategic planning process include:

- Collaborative process among community partners, individuals, and families.
- An innovative approach that elevates existing efforts to address social service needs.
- Community engagement of Codington County residents.
- Succinct and timely process.
- Transparent communication among agencies, families, and individuals.

PROCESS AND OUTCOMES

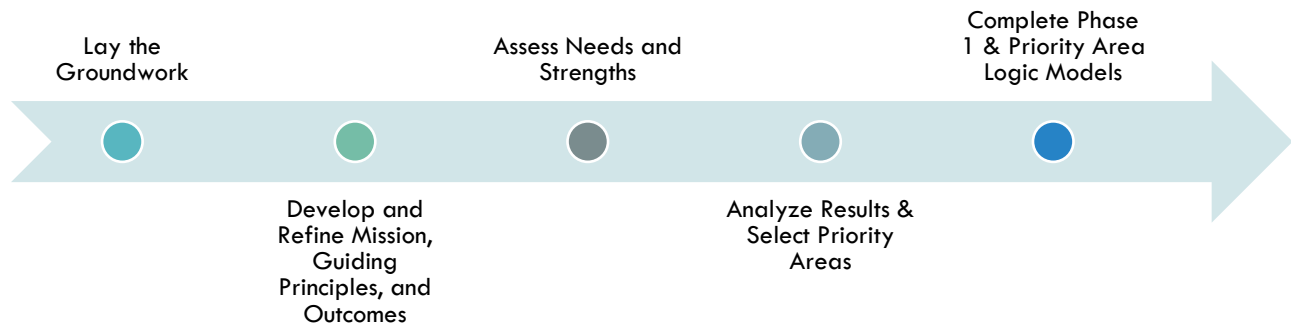
- The process will include a community visioning process with coordinating mission and values statements.
- A comprehensive community assessment that identifies multiple social service priorities for Codington County.
- Establish goals, methods, and a timeline to inform a five-year plan for each of those areas.
- Creates a concrete plan with specific, implementable actions that can carry on and withstand changes that may occur in staffing and the community.
- Results in a community-friendly report that can be easily understood.

APPROACH

The strategic planning process was informed by a comprehensive, collaborative approach that engaged multi-sector working partners and community collaborators who represent area social service agencies and Codington County residents disproportionately impacted by social service needs. The process has been guided by various methods designed to gather data and information, including virtual and in-person meetings, quantitative and qualitative data collection methods, and priority area-specific workgroups. Initial planning for the strategic planning process began in December 2021 with Codington County Welfare, SLM Consulting, and the Human Service Agency. Implementation of the strategic planning process was launched in January 2022, informed by principles of strategic planning as well as the purpose, guiding principles, and process and outcomes identified to guide the process (refer to Figure 1). In addition, the Codington County Social Service Providers Asset Map 2021 (refer to Appendix A) provided a framework to inform the identification and engagement of existing and new social service providers through a variety of sectors to support Codington County residents.

Figure 3

Codington County Strategic Planning Process, December 2021 – June 2022



ROLES & ENGAGEMENT

The roles that supported the planning and implementation of the phase one strategic planning process are outlined in Table 2.

Table 2

Codington County Strategic Planning Roles

CORE TEAM	
Role	Design and guide the strategic planning process, including engaging the Steering Committee, partners, and community members.
Members	Sara Foust (Codington County Welfare), Sandra Melstad (Consultant - SLM Consulting, LLC), and Kelli Rumpza (Human Service Agency)
Engagement	<ol style="list-style-type: none"> 1. Facilitate the process. 2. Engage Steering Committee, partners, and community members. 3. Design, implement, and analyze data collection to inform the process and strategic plan.
STEERING COMMITTEE/ADVISORY COUNCIL	
Roles	To help guide and participate in the strategic planning process, as well as develop and implement the strategic plan.
Members	Current and new members of the Steering Committee
Duration	<ul style="list-style-type: none"> • Phase One - January – June 2022 (Steering Committee) • Phase Two: June – September 2022 (Steering Committee transitions to Advisory Council) • Phase Three: Support implementation of the strategic plan as needed, 2022 – 2027
Coordination	Members work between meetings and support the strategic planning process.
Engagement	<ol style="list-style-type: none"> 1. Identify and engage partners, community collaborators, and community members. 2. Support data collection. 3. Identify priority strategies. 4. Support development and implementation of a strategic plan. 5. Continue work on strategic plan priorities where applicable.
WORKING PARTNERS & COMMUNITY COLLABORATORS	
Role	Help connect with partners and community members to support the process to identify priority needs that inform the development and implementation of a strategic plan.
Members	Codington County Social Service Partners and Programs
Duration	Connect via e-mail as needed to share data, and connections to partners and community members: Across the strategic planning process, including the development and implementation of a strategic plan.
Engagement	<ol style="list-style-type: none"> 1. Provide data/information as needed to support the strategic planning process.

	<p>2. Help engage other partners, community collaborators, and community members.</p> <p>3. If desired, support the development and implementation of the strategic plan.</p>
Coordination	Members will be engaged/convened as needed.
COMMUNITY	
Role	Provide input into the strategic planning process and be a voice for the community served by Codington County Social Services.
Members	Populations who use social services. Populations who are not using social services but should.
Duration	Ongoing
Engagement	Members will support data collection and community engagement through the implementation of the five-year strategic plan.
Coordination	Identified and engaged through Core Team, Steering Committee/Advisory Council, Working Partners and Community Collaborators, and community advocates who represent populations served.

ENGAGEMENT









A collaborative approach is the foundation of the strategic planning process, focused on engaging multi-sector working partners, community collaborators, and community members. The input was gathered from working partners and community collaborators who represent social service agencies and programs. Meetings were held via Zoom and in-person at the Watertown Regional Library and Prairie Lakes Healthcare System. These meetings provided an opportunity to engage the steering committee and other working partners and community collaborators to participate in the discussion and shared decision-making to inform the purpose of the strategic planning process. Various information gathering and data collection tools were also used to engage the steering committee and other working partners and community collaborators identified as important to inform the process.




TIMELINE OF MEETINGS, ACTIVITIES & OUTCOMES

The meetings and activities that took place throughout the strategic planning process built on each other and informed the outcomes and results that emerged during phase one of the process (refer to Table 3).

Table 3

Meetings, Activities & Outcomes of Phase One, 2021-2022

MEETING 1 – JANUARY 2022	
ACTIVITY	A virtual launch of the strategic planning process was held with the steering committee. The meeting focused on setting the stage for the strategic planning process, refining the purpose and guiding principles to inform the process, starting to identify working partners important to engage in the process, as well as identifying available data regarding social services needs in Codington County.
OUTCOMES	 Identify Partners
	 Identify data regarding social services needs
	 Define the mission, vision, and values
	 Gather data on current efforts taking place as well as future efforts needed to address the social service needs of Codington County residents.
MEETING 2 – JANUARY 2022	
ACTIVITY	The first in-person meeting of the steering committee was held. The meeting focused on providing an opportunity for members to engage with one another and reflect on the “why” (refer to Appendix B), purpose, and vision for the strategic planning process. A review of priority survey data findings was shared (refer to Appendix). Members participated in a group discussion to identify gaps and opportunities to address social service needs, including key partners who need to be involved in the process.
OUTCOMES	 Identify Partners
	 Identify data regarding social services needs
MEETING 3 – MARCH 2022	
ACTIVITY	The steering committee met in person to reflect on the action that had taken place since the strategic planning process began. Members explored the strengths, opportunities, aspirations, and results important to identifying and addressing the social service needs of Codington County residents.
OUTCOMES	 Prioritized opportunities and aspirations needed to inform the strategic planning process and identify and address the social service needs of Codington County residents
	 The steering committee and key partners completed priority setting survey two (refer to Appendix) to provide input on priority areas important to inform the 2022-2027 strategic plan.

MEETING 4 – APRIL 2022	
ACTIVITY	The steering committee met in person to reflect on the action that had taken place since the strategic planning process began. Priority setting survey two findings were shared with the steering committee and used to inform the development of priority area logic models.
OUTCOMES	 Preliminary logic models were developed by workgroups focused on priority areas, including community resilience, housing, mental health, and centralized services. Workgroups leverage the preliminary discussion to further develop comprehensive logic models designed to be a roadmap to address priority areas for the 2022-2027 strategic plan.
MEETING 5 – MAY 2022	
ACTIVITY	The steering committee convened for a virtual meeting with SLM Consulting to reflect on the strategic planning process, discuss the recommendation for moving forward, and identify opportunities to continue the work that has taken place in phase one.
OUTCOMES	 Priority area workgroups will continue to meet and expand upon the logic models through action plans which provide a map for moving forward.  Phase one of the strategic planning process is complete.

DATA COLLECTION METHODS

Various qualitative and quantitative data collection methods (refer to Table 4) were utilized to inform the strategic planning process and outcomes of phase one. Methods utilized were designed to understand the health status and issues that impact Codington County residents disproportionately impacted by social, economic, and environmental factors, as well as to assess the availability of existing resources and local capacity to address social service needs.

Table 4

Data Collection Methods

DATA ASSESSMENT TOOL	This tool was utilized to assess the availability of existing and accessible data sources that help describe the status of social services needs in Codington County, what is happening in the community relative to social, economic, and environmental needs, as well as the community served. This tool also helps to identify gaps in existing data to inform additional data collection methods needed to develop the 2022-2027
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	strategic plan and address the social services of Codington County residents.
STAKEHOLDER ANALYSIS	This tool was utilized to identify multi-sector working partners and community collaborators important to engage in the strategic planning process in various roles.
SOAR ANALYSIS	This tool was used to help the steering committee focus on their current strengths and opportunities and create a vision of future aspirations and the result they will bring to identify and address social service needs among Codington County residents.
STRATEGIC PLANNING ROLE	This survey was disseminated to working partners and community collaborators of the steering committee to identify what role individuals would like to participate in the strategic planning process.
PRIORITY SETTING SURVEY 1	This survey was designed to gather input from the steering committee early in the process regarding current activities taking place and what is needed in Codington County to identify and address the social service needs of Codington County residents.
PRIORITY SETTING SURVEY 2	This survey was built on information collection in survey one as well as information gathered from the engagement of the steering communities. This survey was designed to help identify actionable strategies that informed the priority areas included in the 2022-2027 strategic plan that is most important and timely to address the social service needs of Codington County residents. Data collected from this survey informed the development of priority area logic models and forthcoming action plans will further address the priorities, including priority populations, activities, measurable outcomes, etc.

PRIORITY SETTING SURVEY RESULTS

Various results emerged to inform each step of the strategic planning process, building on information and data collected beginning from the launch of the process to the completion of phase one. Data collected from priority setting surveys one and two identified key findings that played an integral role to guide the process and outcomes.

PRIORITY SETTING SURVEY ONE

Findings from survey one helped to inform the strategic planning process early on and are important to the implementation of the 2022-2027 strategic plan moving forward.

Working Well

Participants emphasize that efforts that are working well to address social service needs in Codington County include collaboration and partners, communication between partners and social service agencies, the availability of a variety of agencies and resources to support social service needs, community connections of community members, agencies and organizations willing to help.

“Our community wants to work together to address needs. Leaders are taking the time for this process and willing to expand services beyond their “silos.”

– Steering Committee Member

External Challenges to Address Social Service Needs

External circumstances or challenges that may impact effectively addressing social service needs among Codington County residents, including the ability to collaborate and share information between social service agencies, the presence of social determinants of health, general awareness of agencies and services available to address social service needs, as well as available funding and community assumptions towards individuals in need.

“There is a lack of connection between the middle and upper middle class and the poor and working poor. This leads to a lack of understanding of issues and needs.”

– Steering Committee Member

Preferred Future

Participants emphasized the future of social services in Codington County needs to be supported through a central resource for social services, the collaboration between social service providers, agencies, and community members, community engagement, and resilience-building of Codington County residents impacted by social service needs and beyond, recognize and address the social determinants of health that impact residents, as well as explore opportunities to advocate for policy change, monitor and evaluate individuals who utilize social services and social media to promote available social services.

“An ongoing group of leaders willing to invest time and energy in creatively addressing community needs and willing to persevere through the challenges to reach real solutions.”

– Steering Committee Member

Success

To know that efforts are succeeding at addressing social services needs among Codington County residents, various articles need to be in place, including a monitoring and evaluation plan to understand the impact being made in the community, development, and implementation of the strategic plan, as well as streamlined community services.

“By talking with individuals as well continuously reevaluating our communicate between helping agencies.”

– Steering Committee Member

PRIORITY SETTING SURVEY TWO

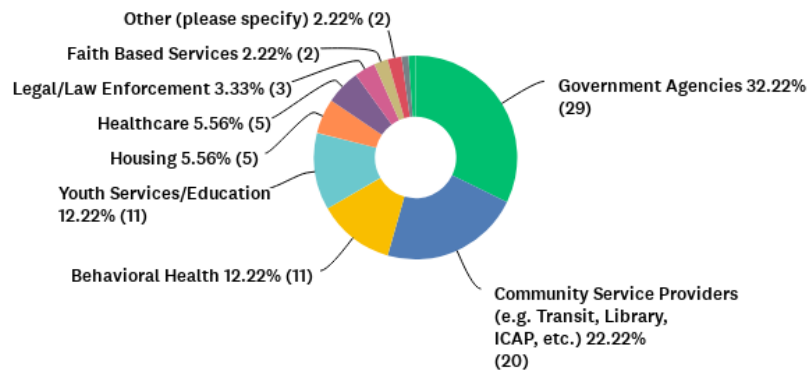
The completion of phase one of the strategic planning process was informed by results identified in priority setting survey two, as well as will guide the development and implementation of the 2022-2027 strategic plan.

Participant Characteristics

The survey was disseminated to individuals (N = 109) who support interagency partners in Codington County, a total of N = 101 individuals accessed the survey. Participant demographics by sector, largely were represented by government agencies (n = 29, 32.2%) and community service providers (n = 20, 22.2%) (refer to Figure 2)

Figure 4

Participant Demographics by Sector



Priority Areas & Strategies

The priority areas and supporting strategies that were identified by participants emphasized action across three to five priority strategies for each priority area and are outlined in Tables 5-9 below.

Table 5

Mental Health

PRIORITY	RANK	N
Address gaps in mental health crisis services to increase access and affordability for all Codington County residents	1	93
Increase awareness of mental health concerns/crisis services and resources among social service providers in Codington County.	2	87
Develop, implement, and evaluate public health campaign on mental health (e.g., Helping the community take ownership of mental health and chemical dependency needs for other community members).	3	78
Build the capacity of clients to understand the process to access mental health services in Codington County.	4	76
Helping the community take ownership of mental health and substance use/misuse needs for other community members.	5	68

**Note: Rank is outlined order of priority (1- highest, 5 – lowest). N = the number participants who identified that particular strategy.*

Table 6

Awareness & Education Regarding Social Service Needs

PRIORITY	RANK	N
Educate the public on the resources that are available to address social service needs in Codington County.	1	81
Provide education to social service providers of available resources, services and entities; personal responsibility, and how to support clients and encourage them.	2	69
Identify and develop partnerships with community leaders to inform about community needs.	3	63
Increase public awareness of people who are underserved due to social and economic issues in Codington County.	4	60
Address community perceptions and awareness of services and stigma and/or barriers of services.	5	59

**Note: Rank is outlined in order of priority (1- highest, 5 – lowest). N = the number of participants who identified that particular strategy.*

Table 7

Centralized Services

PRIORITY	RANK	N
Develop a process for ongoing "referrals" to other agencies in order to better assist the clients.	1	62
Taking advantage of the 211 software, getting more resources - agencies providing more accurate information, client education to use 211 services.	2	58
Develop and maintain up-to-date comprehensive database on social services and resources to support provider referral.	3	56
Establish a centralized location of resources and services for clients.	4	53

**Note: Rank is outlined in order of priority (1- highest, 5 – lowest). N = the number of participants who identified that particular strategy.*

Table 8

Housing Needs

PRIORITY	RANK	N
Explore options for accessible, affordable, low-income housing for all Codington County residents.	1	72
Highlight the importance of affordable, accessible, and diverse housing options to landlords/property owners for all Codington County residents (e.g., low-income, race/ethnicity, gender, marital status).	2	55
Explore temporary, non-specific emergency housing and transitional housing for all Codington County residents.	3	50

**Note: Rank is outlined in order of priority (1- highest, 5 – lowest). N = the number of participants who identified that particular strategy.*

Table 9

Community Resilience

PRIORITY	RANK	N
Develop and provide training and programming that builds capacity for life skills and resiliency (e.g., adult skills, basic skills, generational poverty).	1	78
Develop and implement a mentoring program to help people long-term with needs: parenting, budgeting, keeping a home, life skills.	2	69
Explore opportunities to provide long-term supports and resources to build capacity for self-sufficiency.	3	64

**Note: Rank is outlined in order of priority (1- highest, 5 – lowest). N = the number of participants who identified that particular strategy.*

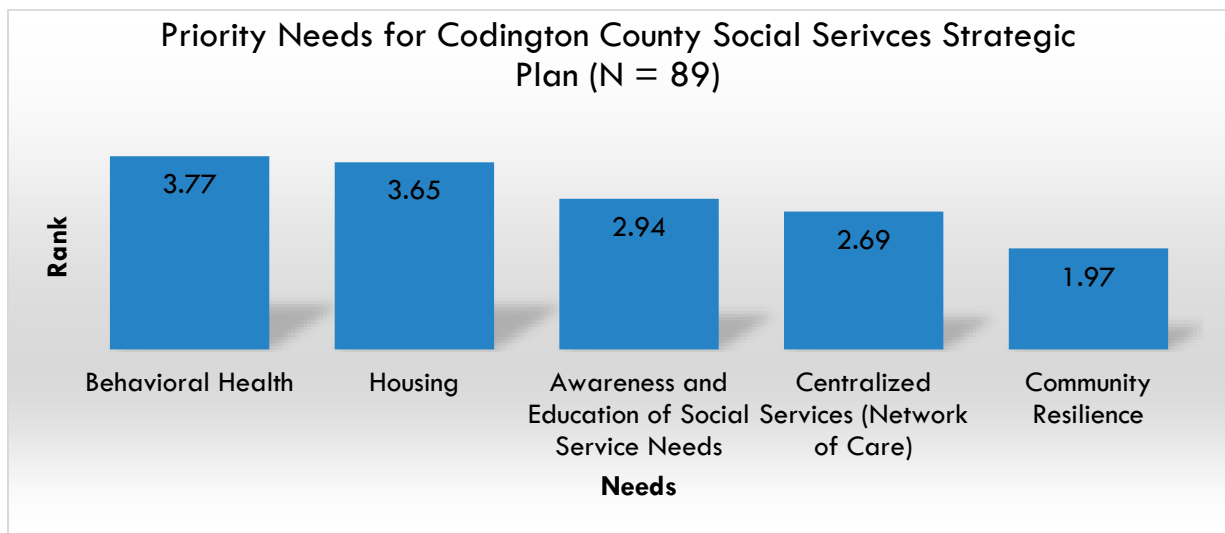
Additional priority areas identified but not indicated as high priority include childcare, transportation, healthcare, workforce development, as well as various other social services issues (e.g., school bullying, food assistance, safe place for teens).

Priority Needs

Participants (N = 89) identified priority needs by area important to inform the 2022-2027 strategic plan (refer to Figure 3).

Figure 5

Priority Needs by Rank



 **OUTCOMES**

As a result of the findings that emerged from the strategic planning process, various outcomes and products have emerged to inform the development, communication, and implementation of the 2022-2027 strategic plan.

CODINGTON COUNTY STRATEGIC PLAN LOGIC MODEL	An overarching logic model that provides an overview of the priority areas informing the 2022-2027 strategic plan demonstrates the actions that will take place to address and identify social service needs among Codington County residents, as well as outline short-term, intermediate, and long-term outcomes important to achieve and validate impact (refer to Appendix).
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<p>4 PRIORITY AREA WORKGROUPS & LOGIC MODELS</p>	<p>Workgroups have been formed to develop priority area-specific logic models, designed to provide a snapshot of the action that will be taken to address the priority area, as well as desired outcomes. The priority areas of centralized services and education & awareness have been merged into one workgroup to help elevate the alignment of effort and outcomes (refer to Appendix).</p>
<p>STRATEGIC PLAN OVERVIEW</p>	<p>The strategic plan overview provides a summary of the elements identified to inform the development and implementation of the 2022-2027 strategic plan focused on building a system of care for Codington County (refer to Appendix).</p>
<p>THREE-PHASE STRATEGIC PLANNING PROCESS</p>	<p>The strategic planning process identified the need to extend the process into three phases to ensure engagement and input from working partners, community collaborators, and community members (refer to Figure 4). This process can be successful through ongoing community engagement, continuous monitoring and evaluation of priority area action plans, and multi-sector collaboration.</p>

Figure 6

Three-Phase Strategic Planning Process



RECOMMENDATIONS

Recommendations to advance the implementation of the 2022-2027 strategic plan are as follows:

1. **Convene Priority Area Workgroups.** Build off the foundational work that the priority area workgroups have established through the development of logic models to address priority areas.
 - a. Workgroups should use the logic models as a launching point to develop comprehensive action plans that detail the action needed to reach the goals outlined for each priority area. Workgroups can develop these tools to guide their efforts and elevate collaboration between workgroup members, working partners, community collaborators, and community members impacted by priority areas.
 - b. Workgroups should be led by a member of the workgroup committed to moving the action forward to help leverage engagement and buy-in of working partners and community members.
 - c. Workgroups should establish a structured process to convene, such as meeting frequency and purpose.

2. **Convene Advisory Council.** The steering committee that guided the phase one strategic planning process should transition into convening an advisory council, comprised of multi-sector working partners, community collaborators, and community members. The council can serve to provide overarching support to priority area workgroups, including the implementation of priority area action plans. The council should explore establishing a structured process to engage, convene and support priority area workgroups.

3. **Engage new and existing partners.** Continue to identify and engage new and existing partners to support the development and implementation of the 2022-2027 strategic plan. Partners should be identified and engaged from diverse sectors (e.g., healthcare, faith-based, media) in the community and can help build a system of care and support identifying and addressing social services of Codington County residents. The unique skills and perspective each partner brings to the table should be leveraged.

4. **Develop and implement a communication plan.** Develop and implement a communication plan to help communicate the long-term benefits of the 2022-2027 strategic plan to the community. The plan should engage the community, decision-makers, and relevant audiences who are important to secure “buy-in” and integral to ensuring the successful implementation of the strategic plan. Communication is an ongoing activity that will help the Advisory Council and priority area workgroups to stay connected with the community.²

5. **Community Engagement.** Ensure the community is at the “table”, and engagement of the community is disproportionately impacted by priority areas. Community engagement will foster better engagement of the community to achieve outcomes, relationships, decision-making, and implementation. Specifically, community engagement is important to advance health equity and ensure addressing priority areas are informed by the voice of the

² The Community Toolbox. (2022). *Developing a communication plan*. <https://ctb.ku.edu/en/table-of-contents/participation/promoting-interest/communication-plan/main>

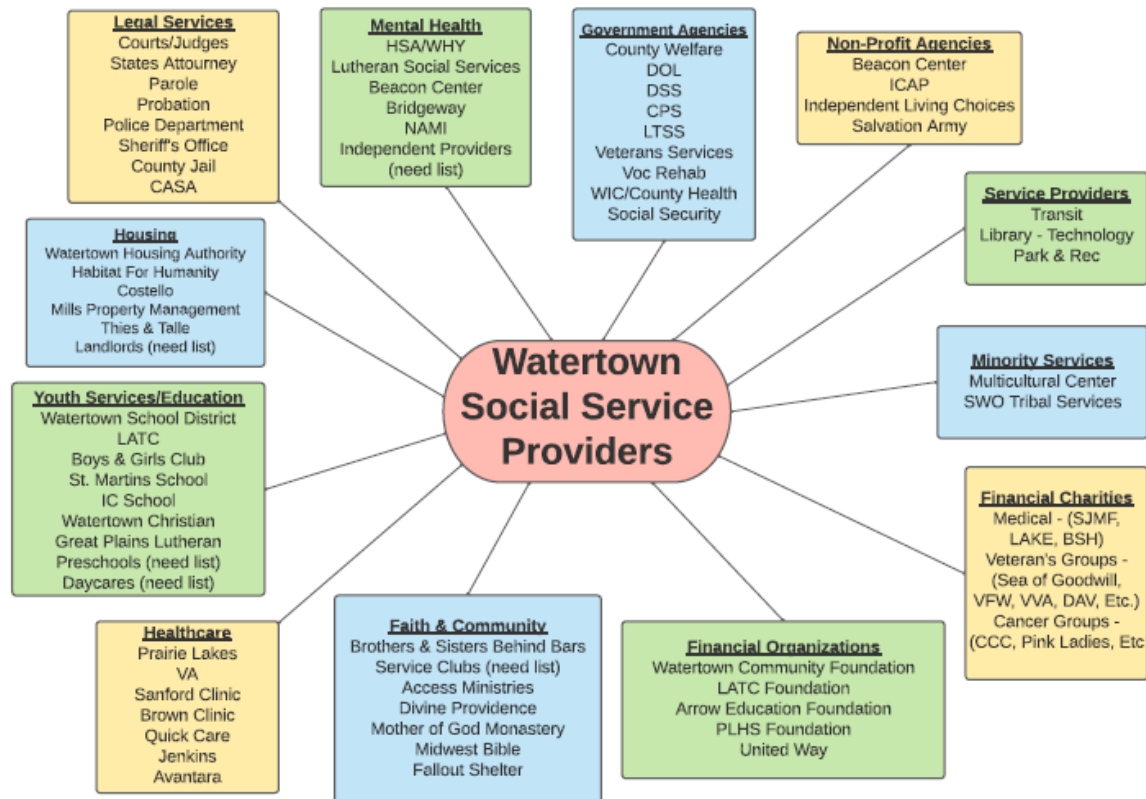
community. Refer to resources such as the [Principles of Community Engagement](#) to help explore strategies to engage the community across a continuum.

6. **Identify funding opportunities.** Explore funding sources that can support strategies and activities identified in priority area action plans. Explore local, state, and national funding opportunities, including grants that may provide an opportunity to fund priority area strategies and activities.
7. **Develop, implement, and monitor evaluation plan.** Developing an evaluation plan will help the Advisory Council and priority area workgroups to understand where efforts are now to help guide efforts moving forward. An evaluation plan will help you outline what information is important to know the impact of the 2022-2027 strategic plan and if the efforts put in place are making an impact at addressing priority areas and social services needs of Codington County residents or if adjustments need to be made to improve efforts. Refer to resources such as the [Community Tool Box](#) or the Centers for Disease Control [Framework for Program Evaluation](#) to help develop an evaluation plan.
8. **Apply a public health and health equity lens.** Recognize the systemic inequities driving social service needs. Advancing health equity requires fundamental change across multiple systems and at multiple levels. Applying a public health and health equity lens to the implementation of the 2022-2027 strategic plan will help to address inequities and work upstream to alleviate the social service needs of Codington County residents. Strategies such as partnerships, community organizing, policy, advocacy, and civic engagement can help to address the root causes of social service needs through a public health lens, focused on ensuring the health of Codington County. Refer to resources such as A Public Health Framework for Reducing Health Inequities, [Bay Area Regional Health Inequities Initiative](#), or [Paving the Road to Health Equity](#) for information on pathways to address health equity. It is also important to understand how social determinants of health play a role to shape social service needs. Learn more from the [Centers for Disease Control and Prevention](#).

APPENDIX A

ASSET MAP

Codington County Social Service Providers
Asset Mapping 2021





APPENDIX B

WHY

Why for this Process? What Fundamental Value can this Process Provide?

- Bringing everyone together for the greater cause to help the people who are in need and make sure everyone in our community is cared for.
- Bringing all of the local/county services together to assist families who need comprehensive on-going assistance to become self-sufficient.
- To capture individuals that are getting missed and better track .
- The more sufficient we are with providing housing will allow families to begin their journey to become sustainable.
- Bring agencies together for common needs.
- We are going through this process as a community to identify our greatest social needs now, learn what we are already doing to resolve these needs, but also find the gaps whter it is communication, lack of capcity, or the actual lacking of services.
- My why is a 6 year old boy who may need a number of servces, so I would say the why of the process is to reach out to service providers, share resources and connect people through their own "why."
- Building connections through all "classes" of the community. Connecting and building relationships between the "Have's" and "Have Not's"
- Help those in need more efficiently and effectively. Long term sustainability
- By providing appropriate resources and services that are utilized by those who need them in our community. We provide the opportunity to decrease poverty, mental health problems, criminal activity, and ailments that inhibit progress to move forward successfully.
- I want to be a part of the solution in helping the least, the lonely, and the unseen feel appreciated and seen in our community and that they would know we are all dedicated to helping them achieve their goals.
- To be able to meet the needs of all individuals no matter status.

APPENDIX C

PRIORITY SETTING SURVEY ONE

Thank you for sharing your valuable feedback.

This brief survey is designed to invite you to provide input about current activities taking place and what is needed in Codington County to address the social service needs of individuals in the community. Data will be analyzed for key themes and will be used to inform the strategic planning and advance efforts to address social service needs.

Codington County Strategic Planning

Strengths

1. What is working well to address the social services needs of individuals in Codington County?

Codington County Strategic Planning

Opportunities

2. What are the external circumstances or challenges to addressing the social service needs of individuals in Codington County?

Codington County Strategic Planning

Aspirations

3. What is the preferred future to address the social service needs of individuals in Codington County?

4. How will you know that strategic initiatives or actions are succeeding at addressing the social service needs of individuals in Codington County?

Codington County Strategic Planning

Demographics

5. What sector in the community do you represent?

6. What are the demographics of individuals you serve in the community (e.g. race/ethnicity, income status, education, etc.?)

 APPENDIX D

PRIORITY SETTING SURVEY TWO

Codington County Social Services Strategic Planning

Welcome & Introduction

Welcome!

Codington County Social Service partners and programs have launched a strategic planning process focused on the purpose: ***Build a System of Care through collaboration across agencies, families, and individuals for the purpose of identifying and improving social service needs for Codington County residents.***

This process is focused on ensuring a collaborative process among agencies, families, and individuals, identifying innovative approaches to elevate existing efforts to address social service needs, and community engagement of families and individuals served.

To help identify actionable strategies that will inform the strategic plan, we are inviting input from area social service providers focused on addressing the social services needs of Codington County residents. While there are many social service issues that need to be addressed, prioritization of issues and strategies will help to identify priorities that are most important and timely to address the social service needs of Codington County residents.

The following brief survey is asking you to provide feedback on the priority issues and strategies that will be used to develop a strategic plan as well as detailed action plans that will further address the priorities, including priority populations, activities, measurable outcomes, etc.

You are also invited to continue to support the strategic planning process by participating in the development and implementation of action plans. Your input is valued.

Codington County Social Services Strategic Planning

Behavioral Health

This area is focused on addressing the behavioral health needs of Codington County residents, including mental health, substance use/misuse, access to services, and coping.

1. Please select the top five strategies that should be a priority to address mental health concerns. If there are strategies not included that should be considered, please indicate.

- Helping the community take ownership of mental health and substance use/misuse needs for other community members.
- Explore loan repayment for qualified mental health providers and agencies.
- Develop, implement, and evaluate public health campaign on mental health (e.g., Helping the community take ownership of mental health and chemical dependency needs for other community members).
- Address gaps in mental health crisis services to increase access and affordability for all Codington County residents.
- Increase awareness of mental health concerns/crisis services and resources among social service providers in Codington County.
- Build the capacity of clients to understand the process to access mental health services in Codington County.
- Other (please specify)

Codington County Social Services Strategic Planning

Awareness and Education of Social Services

This area is focused on increasing awareness and education of social services needs in Codington County.

2. Please select the top five strategies that should be a priority to address awareness and education regarding social service needs. If there are strategies not included that should be considered, please describe them in the "other" category.

- Provide education to social service providers of available resources, services and entities; personal responsibility, and how to support clients and encourage them.
- Identify and develop partnerships with community leaders to inform about community needs.
- Educate the public on the resources that are available to address social service needs in Codington County.
- Address community perceptions and awareness of services and stigma of services.
- Increase public awareness of people who are underserved due to social and economic issues in Codington County.
- Provide training to employees of community agencies/organizations on diversity/equity/inclusion principles.
- Review and update community agency/organizational policy to reflect diversity/equity/inclusion principles. Build opportunities for connection and normalizing coming together as a community.
- Other (please specify)

Codington County Social Services Strategic Planning

Centralized Services (Network of Care)

This area is focused on opportunities to build and strengthen centralized services, such as a network of care, that address the social services needs of Codington County residents.

3. Please select the top three strategies that should be a priority to address opportunities for centralized services. If there are strategies not included that should be considered, please describe them in the "other" category.

- Establish a centralized location of resources and services for clients.
- Develop a process for ongoing "referrals" to other agencies in order to better assist the clients.
- Convene regularly scheduled collaboration meetings between social service organizations
- Taking advantage of the 211 software, getting more resources - agencies providing more accurate information, client education to use 211 services.
- Explore opportunities for social service providers and agencies to register with 211 database.
- Develop and maintain up-to-date comprehensive database on social services and resources to support provider referral.
- Other (please specify)

Codington County Social Services Strategic Planning

Housing

This area is focused on addressing the housing needs of Codington County residents.

4. Please select the top three strategies that should be a priority to address housing needs. If there are strategies not included that should be considered, please describe them in the "other" category.

- Explore options for accessible, affordable, low-income housing for all Codington County residents.
- Explore opportunities for housing-rental assistance.
- Explore opportunities for tax credits for builders.
- Highlight the importance of affordable, accessible, and diverse housing options to landlords/property owners for all Codington County residents (e.g., low-income, race/ethnicity, gender, marital status).
- Explore non-specific emergency housing and transitional housing for all Codington County residents.
- Bring in/recruit a company that specialties in addressing emergency, transitional and affordable housing (like Common Bond Communities).

Other (please specify)

Codington County Social Services Strategic Planning

Community Resilience

This area is focused on addressing and building resilience among community members and Codington County residents to utilize available social services and resources to respond to, withstand, and recover from adverse situations (e.g. crisis, social and economic impacts).

5. Please select the top three strategies that should be a priority to address community resilience. If there are strategies not included that should be considered, please describe them in the "other" category.

- Develop and implement a mentoring program to help people long-term with needs: parenting, budgeting, keeping a home, life skills.
 - Provide training to community members regarding poverty and its impact on the community.
 - Develop and provide training and programming that builds capacity for life skills and resiliency (e.g., adult skills, basic skills, generational poverty).
 - Explore opportunities to provide long-term supports and resources to build capacity for self-sufficiency.
 - Provide training to social service providers regarding poverty and its impact on the individuals served.
 - Other (please specify)
-

Codington County Social Services Strategic Planning

Social Service Needs

6. Now that you have prioritized strategies important to building a system of care to identify and improve social service needs in Codington County, please prioritize from 1 to 5, the overarching needs important to inform the strategic plan, with 1 being the highest priority.

- Behavioral Health
- Awareness and Education of Social Service Needs
- Centralized Services (Network of Care)

Housing

Community Resilience

7. If applicable, please identify other priority social service issues not addressed in the survey and should be considered.

Social Service Need 1

Social Service Need 2

Social Service Need 3

Codington County Social Services Strategic Planning

Demographics

We are interested in understanding the sector in the community you represent. This information will help to inform the strategic planning process moving forward.

8. What community sector do you represent?

- Housing
- Legal/Law Enforcement
- Behavioral Health
- Government Agencies
- Community Service Providers (e.g. Transit, Library, ICAP, etc.)
- Financial Organizations (e.g. United Way, Watertown Area Community Foundation)
- Healthcare
- Youth Services/Education
- Faith Based Services
- Community-at-Large (e.g. member of the community)
- Other (please specify)

Codington County Social Services Strategic Planning

Opportunity to Support Strategic Plan

9. If you are interested and available to further support the strategic planning process, including participating in the development and implementation of priority action plans, please provide your contact information and area(s) of interest.

Name

Company

Email Address

Area(s) of Interest (Mental Health, Awareness and Education, Centralized Services, Housing, Community Resilience)

APPENDIX E

STRATEGIC PLAN OVERVIEW

The Codington County Social Services Strategic Planning Committee, in collaboration with community collaborators, working partners, and community members completed a strategic planning process to inform the 2022-2027 Codington County Social Services Strategic Plan. The five-year plan includes four priority areas identified to collectively, build a system of care that elevates social services that meet the needs of Codington County residents.

MISSION:
Build a system of care through collaboration across agencies, families, and individuals for the purpose to identify and improve social service that meet the needs of Codington County residents.

GUIDING PRINCIPLES:

- Collaborative process among community partners, individuals, and families
- Innovative approach that elevates existing efforts to address social service needs
- Community engagement of Codington County residents
- Succinct and timely process
- Transparent communication among agencies, families and individuals

**SOCIAL SERVICES STRATEGIC PLAN
2022-2027**

BUILDING A SYSTEM OF CARE FOR CODINGTON COUNTY

GOAL PRIORITY AREAS

- | | | | |
|--|---|---|--|
| <p>1 HOUSING</p> <p>Develop safe, affordable housing that informs, encourages, and supports mental health wellness.</p> | <p>2 MENTAL HEALTH</p> <p>Create an environment that informs, encourages, and supports mental health wellness.</p> | <p>3 COMMUNITY TRANSFORMATION</p> <p>Build a support network for all residents that builds life skills and relationships across the community.</p> | <p>4 CENTRALIZED SERVICES & EDUCATION</p> <p>Establish a centralized system of care that supports residents in need with services provided in a cohesive manner before, during, and after a crisis.</p> |
|--|---|---|--|

STRATEGIES

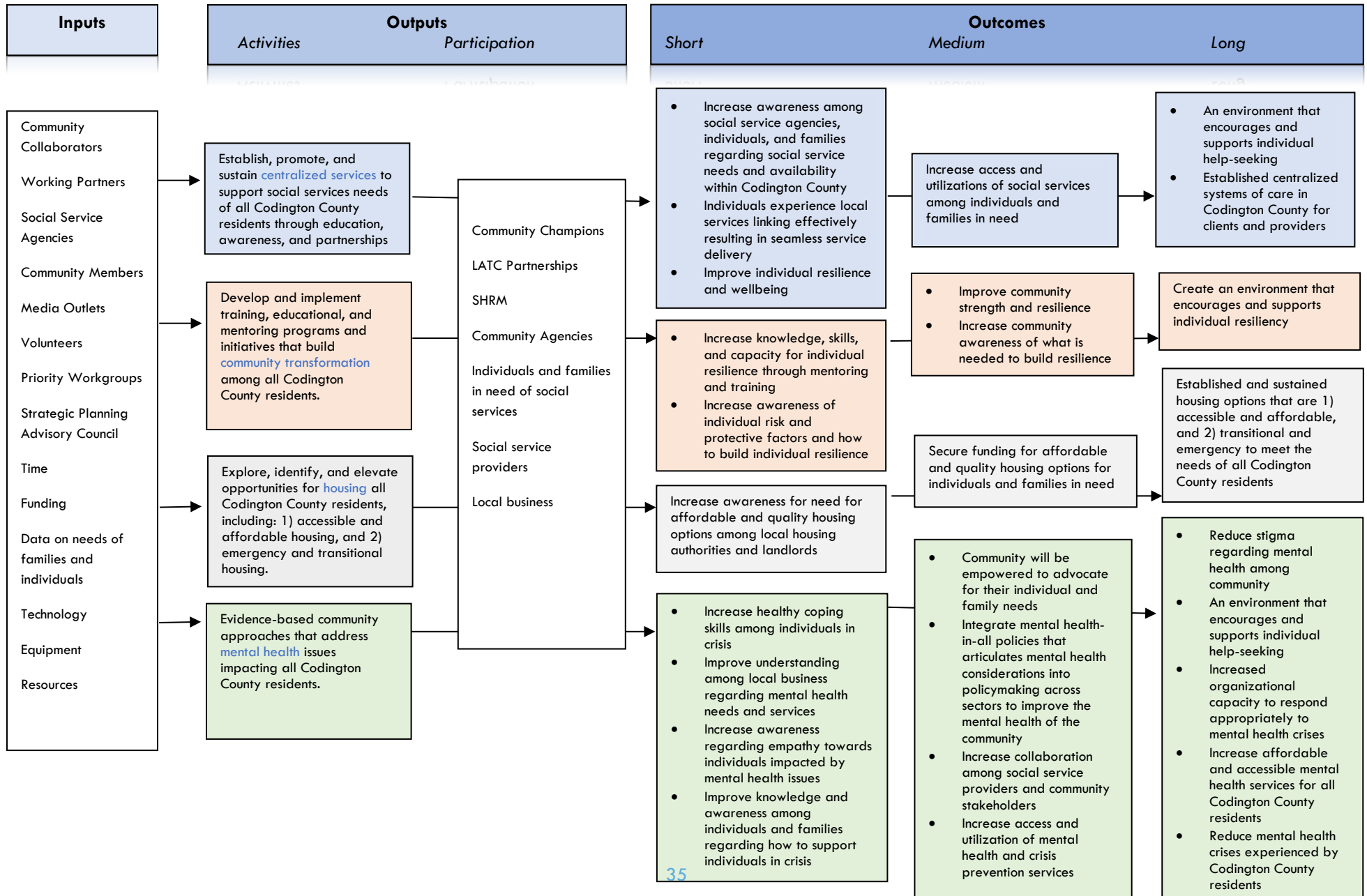
- | | | | |
|--|---|--|---|
|  <ol style="list-style-type: none"> 1. Explore options for accessible, affordable housing for Codington County residents of all socio-economic status including those who do not qualify for income-based housing. 2. Evaluate how Codington County can work with landlords and local governments to ensure that all citizens have safe, adequate homes. 3. Explore emergency and transitional housing options that include case management services for Codington County residents. |  <ol style="list-style-type: none"> 1. Address gaps in mental health crisis services to increase access and affordability for all Codington County residents. 2. Enhance awareness of mental health concerns/ crisis services and resources among social service providers in Codington County through communication interventions. 3. Develop, implement, and evaluate public health campaign on mental health services focused on supporting individual and community needs. 4. Build the capacity of clients to understand the process to access mental health services in Codington County. 5. Support the community to take ownership of mental health and substance use/misuse needs for other community members. |  <ol style="list-style-type: none"> 1. Develop and provide training and programming that builds capacity for life skills and resiliency among Codington County residents (e.g., adult skills, basic skills, generational poverty). 2. Develop and implement mentoring opportunities to build pro-social connections across Codington County. 3. Explore opportunities to provide long-term supports and resources to build capacity for self-sufficiency among Codington County residents. 4. Explore community perceptions and awareness of social services, stigma related utilization of social services, and/or barriers to access social services. 5. Explore opportunities to offer adequate, safe childcare in Codington County. |  <ol style="list-style-type: none"> 1. Develop a process for a closed loop referral system that ensures a "warm hand-off" so community members receive appropriate service in a timely manner. 2. The Helpline Center will maintain an up-to-date comprehensive resource list as the primary on-line resource for social service agencies in Codington County. 3. Community agencies will collaborate to establish centralized locations to physically access social services. 4. Provide education to social service providers, community leaders, and the general public regarding available resources, services and entities; personal responsibility, and how to support clients. 5. Increase public awareness of people who are underserved due to social and economic issues in Codington County. |
|--|---|--|---|

For more information: Sara Foust, Codington County Welfare E: sfoust@codington.org P: 605.882.6286



CODINGTON COUNTY SOCIAL SERVICES STRATEGIC PLAN 2022-2027

Goal: Build a system of care through collaboration across agencies, families, and individuals to identify and improve social service needs for Codington County residents.



Program: Mental Health Logic Model

Goal: Create an environment that informs, encourages, and supports mental health wellness.

Members: Alexis Buysse, Jessi Whetsel, Stephanie Traversie, Angela Hyde, Kelli Rumpza, Kari Johnston, Jamie Folk, Sara Foust

Inputs	Outputs		Outcomes -- Impact		
	Activities	Participation	Short (within 1 year)	Medium (2-5 years)	Long (5+ years)
<ul style="list-style-type: none"> Mental Health Working Group Community Partners SAFE Coalition Behavioral Health professionals Watertown School District Funding (e.g., SAFE Grant funding, Work well grant, etc) Business community: Chamber, SHRM, WDC, factories NAMI Programing Educational Mental Health Resources (e.g., Mental Health crisis Cards, Mental Health 101 training) Media outlets 605 Voucher for providers Faith Community Lost & Found Program at LATC 	<ul style="list-style-type: none"> Develop Peer Support Groups Collaborate with Helpline Center for resources & counseling Implement public Health Campaign focusing on mental health (SAFE Coalition) Create a community App for services & safety planning Educate community on the funding resources available through HSA Provide training for students to identify mental health needs of themselves and other students Host community education programs about how to interact with persons impacted by mental illness I Host trauma informed education events Develop and implement a media plan with radio and newspaper 	<ul style="list-style-type: none"> LATC Partnerships SHRM Key community Members acknowledging their own mental health issues Community Leaders Community members Watertown School District Codington County Residents Underrepresented groups (e.g. Native Americans, LGBTQ, etc) Youth 	<p>KNOWLEDGE</p> <ul style="list-style-type: none"> Increase healthy coping skills among individuals in crisis Improve understanding among local business regarding mental health needs and services The community will understand how the shortness of providers impacts available mental health services Increase awareness among Codington County residents regarding social media appropriateness and helping the “non-vocal majority” understand the influence they can have. Increase awareness regarding empathy towards individuals impacted by mental health issues Increase awareness of mental health issues through a public health campaign Improve knowledge and awareness among community members regarding how to support individuals in crisis 	<p>ACTIONS</p> <ul style="list-style-type: none"> Increase crisis prevention services Engage community stakeholders in spreading awareness about when to connect community members to mental health services. Increase collaboration among social service providers Increase integration of prevention education into policies Community members will lead support networks Watertown School District needs assessment will be conducted annually and used to develop a plan for support Support implementation of community app for Mental Health emergency services Behavior assessments for school district available for everyone Mental Health trainings (e.g. Mental Health 101, NAMI programs) will be provided on a regular basis for all community members Help local businesses become stigma free certified 	<p>CONDITIONS</p> <ul style="list-style-type: none"> Mental health/ wellness support in Codington County will be affordable and accessible for all people in a variety of methods when needed. (Telehealth) Community members will have support to have open & honest conversations New providers will be brought into the community in an intentional way Embrace rural grit as a resilient quality and understanding its limitations The Watertown school district will have adequate support to appropriately manage behavioral health needs of students Parents will feel empowered to advocate for their children’s needs Youth will be empowered to initiate their own support

<p>Assumptions</p> <p>Mental health stigma</p> <p>Businesses/Systems are isolated and resistant to change</p> <p>Community resists changes and may not be ready for change</p> <p>There is a gap in services for elderly and other isolated populations</p> <p>Who delivers the message and how it’s delivered?</p>
--

<p>External Factors</p> <p>Availability of mental health services</p> <p>Staffing challenges</p> <p>Businesses and companies do not recognize the overlap of mental health needs</p> <p>988 will be coming live and help normalize asking for mental health support</p> <p>Need to start where the community is at</p>



Program: Housing Logic Model

Goal: Codrington County will have safe affordable housing to meet community needs including emergency and transitional housing.

Members: Brenda Hanten, Randy Tupper, Michelle Kakacek, Tracy Stein, Stacy Hendricks, Hunter Harvey, Dawn Sikkink, Sara Foust

Inputs	Outputs		Outcomes -- Impact		
	Activities	Participation	Short (within 1 year)	Medium (2-5 years)	Long (5+ years)
<ul style="list-style-type: none"> Housing Working Group Community Partners Media outlets Low-income housing providers Social Service Agencies Law enforcement Watertown Development Company Funding/grant writers Land to develop Lake Area Technical College State, County, & City government representatives Harmony Hill Watertown Area Community Foundation Prairie Lakes Healthcare System Human Service Agency Time Financial support 	<ul style="list-style-type: none"> Establish committee to explore affordable, quality rental housing options Establish committee to explore emergency and transitional housing options Meet with Common Bond to learn about their program and potential partnership Meet with SDHA regarding Funding Recruit building developers to explore development options Complete a fact-finding assessment to assess needs associated with housing Research housing options and ordinances in Codrington County and neighboring communities (e.g. rental standards and regulations, ordinances, student housing options for LATC) Explore incentive options for landlords 	<ul style="list-style-type: none"> Individual and Families impacted by social and economic issues (e.g., homeless, criminal history, poor credit) Developers Landlords The Codrington County community 	<p>KNOWLEDGE</p> <ul style="list-style-type: none"> Increase awareness among community leaders for the need of affordable and quality housing options The Codrington County Community will have an increased awareness regarding housing needs in the community 	<p>ACTIONS</p> <ul style="list-style-type: none"> Secure funding for emergency and transitional housing Explore Feasibility studies and/or community scan regarding housing options in Codrington County Identify and pursue grant funding opportunities 	<p>CONDITIONS</p> <ul style="list-style-type: none"> Watertown will have emergency housing units for families and individuals in the crisis Transitional housing will be in place with case management (e.g., Common Bond or Heartland House) Safe housing options will be available for low wage earners and people who do not qualify for affordable housing

Assumptions
<p>Transportation will be a need</p> <p>Domestic Abuse shelter needs are met by the Beacon Center</p> <p>Self Help housing is being developed through ICAP</p> <p>Affordable home ownership is being developed by local developers</p>

External Factors
<p>Process can be very difficult to secure permanent housing</p> <p>Local landlords are resistant to renting to</p>



Program: Community Transformation Logic Model

Goal: Codrington County will have a support network for all citizens that builds life skills and keeps our community connected.

Members: Kathy Miller, Lisa Johnson, Terri Meilitz, Matt Steiner, Denise Ragels, Sara Foust, Cassidy Biberdorf, Nicole LaVallie

Inputs	Outputs		Outcomes -- Impact		
	Activities	Participation	Short (within 1 year)	Medium (2-5 years)	Long (5+ years)
<ul style="list-style-type: none"> Community Resilience Working Group Faith Community/ Churches LATC Community Health Workers Volunteers Local Schools Watertown Regional Library Funding – grants Centralized services Software system 	<ul style="list-style-type: none"> Conduct education sessions with other community programs (e.g., Genesis, Brookings mentoring program, Kids Hope USA, Mentoring parents program, etc) to determine what will work in Codrington County Establish a child care working group Evaluate potential partnerships with existing programs and providers in the community (Beacon Center) Hold Community speakers/education events (e.g., Poverty Simulation, Donna Beegle – Poverty Education, and Jody Pfarr) 	<ul style="list-style-type: none"> DOC/Parole, probation Child Protection Families Beacon Center program Faith Community Brothers & Sisters Behind Bars Underrepresented Communities 	<p>KNOWLEDGE</p> <ul style="list-style-type: none"> The community will have an understanding of the effects of trauma Increase awareness of community resilience among individuals in Codrington County There will be an understanding of what effective ways to build resiliency in our community. 	<p>ACTIONS</p> <ul style="list-style-type: none"> Provide incentive to be a daycare provider such as financial supports Community education (articles, media, speakers, etc.) to increase awareness of the effects of trauma, poverty, and other social issues A centralized provider will oversee all mentoring opportunities in the community Designated support person will follow-through with helping ensure that clients meet their needs and are able to follow through Youth will have mentoring programs available 	<p>CONDITIONS</p> <ul style="list-style-type: none"> Codrington County community will support a program that builds life skills and includes connections to other needed services Individuals in the social service system will develop life skills to function in a healthy manner Pro-social supports will be available between all economic classes Codrington County community will have adequate, safe child care

Assumptions

External Factors



Program: Centralized Services & Education Logic Model

Goal: Establish a centralized system of care that supports residents in need with services provided in a cohesive manner before, during, and after a crisis.

Members: Tehra Nelson, Darcy Woertink, Laura Hoiten, Sandy Kerkvliet, Andrea Schultz, Kari Kraayenbrink, Shannalee Mask, Codi Martin, Sara Foust

Inputs	Outputs		Outcomes -- Impact		
	Activities	Participation	Short (within 1 year)	Medium (2-5 years)	Long (5+ years)
<ul style="list-style-type: none"> • Helpline Center (211 system) • Technology (HCNC Software) • Watertown Regional Library • Volunteers • Working Group members • Community social service and business partners • Print materials for resources and marketing • LATC Marketing • Media Outlets • Prairie Lakes Healthcare System • Tribal Partners 	<ul style="list-style-type: none"> • Convene Interagency meetings • Create a media campaign to raise awareness about what social services are available and how to access them. Media campaign will include: A list of upcoming events to promote social service resources; Holding community awareness events with social services provider "Social Services Day"; Promoting The Helpline Center; Creating a Social Services Facebook Page focused on services available for the community; Identifying a community wide provider or service of the month to highlight • Update The Helpline Center to include comprehensive information regarding local service providers • Identify types of resource guides needed and work with agencies to secure funding for guides (i.e., United Way) • Develop a social services resource list that is easily accessible to anyone needing services. Identify an individual in Codington County to be the point person for resource updates • Create a plan of what documents/ resource lists need to be translated and/or printed 	<ul style="list-style-type: none"> • Individuals and Families who need social services • Social service providers • Codington County Community at large 	<p>KNOWLEDGE</p> <ul style="list-style-type: none"> • Increase awareness among agencies regarding services needed by families • Increase awareness throughout the community of available social services in the community • Increase awareness among the Codington County Community of gaps in social services and a system for addressing those gaps • Increase awareness among individuals and families in need regarding community social service events • Increase awareness among local business regarding community services available in Codington County to support employees • HR Personnel will know what social services and resources they can offer their staff through training and marketing • Social Service providers will have an increased awareness of what barriers truly limit community members ability to access services 	<p>ACTIONS</p> <ul style="list-style-type: none"> • Individuals with lived experience will be part of decision-making committees • Increase access to social services in the community among individuals and families in need • Social Service providers will participate in networking events to have a better understanding of other resources available for clients • A coordinated community social service needs assessment will be completed on a regular basis to have input from the targeted population • A coordinated marketing plan will be implemented focused on promotion of social services 	<p>CONDITIONS</p> <ul style="list-style-type: none"> • Decrease in mental health crisis among Codington County residents • Establishment of central physical locations to provide social services to all Codington County residents • Codington County residents will receive the necessary support from the community before they are in crisis • Established centralized systems of care in Codington County utilized by clients and providers • Social service Providers will feel connected to each other which will facilitate "warm handoff" referrals and reduce clients falling through the cracks

Assumptions
<ul style="list-style-type: none"> • That everything is online and everyone can get online to access resources • That people know what they don't know

External Factors