



Washington
County
COMMUNITY
SERVICES

2025-2027

STRATEGIC PLAN



Table of Contents

A Note From Our Director	3
Mission, Vision & Values	4
Who We Are, What We Do & Who We Serve	5
Process & Timeline	6
Stakeholder Engagement	7
Strategic Priorities	8
Acknowledgements	11



A Note From Our Director

I'm pleased to share the new strategic plan for the Washington County Community Services Department. This plan reflects our commitment to addressing the evolving needs and challenges of the individuals and families we serve.

As we navigate economic pressures and societal changes, our focus remains on delivering person-centered, equitable, and comprehensive services. In recent years, our community has faced increasing challenges, including rising housing and healthcare costs, inflation, growing mental health needs, and transportation issues/barriers.

At the same time, Washington County's population continues to grow and diversify. With an aging population and shifts in racial and ethnic demographics, it's essential for Community Services to adapt to these changing dynamics and ensure our services remain effective and accessible.

This strategic plan is the result of a collaborative process informed by input from staff, leadership, community focus groups, and data. We've worked to create a roadmap that builds on our strengths while identifying opportunities for improvement. I am proud of the work that went into developing this plan and grateful to everyone who contributed their time and expertise. Together, we are well-positioned to ensure that all those we serve feel supported, secure, and empowered to thrive.

Sincerely,



JEN CASTILLO
COMMUNITY SERVICES DIRECTOR



Community Services

Mission, Vision & Values

MISSION

Provide equitable access to services and supports to ensure that individual and family needs are met, empower people to make meaningful decisions and live the life they want, protect those who may not be able to protect themselves.

VISION

Everyone is safe, supported, and able to thrive.

VALUES

Respect, Equity, Integrity, Data-informed, and Innovation.





Community Services

WHO WE ARE

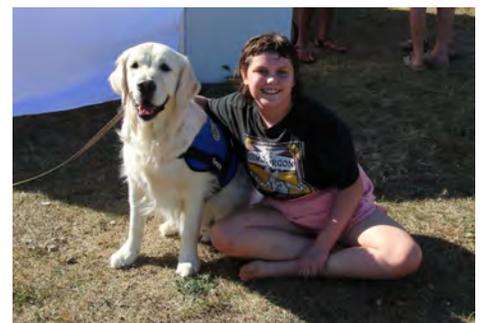
The Community Services Department (CSD) provides social services for Washington County, supporting individuals and families to achieve self-sufficiency and thrive. With more than 400 employees, nearly 25% of the staff as of 2023 identify as Black, Indigenous, or people of color—a number that has steadily increased since 2020.

WHAT WE DO

CSD supports residents through six divisions: Access, Aging & Disabilities, Administrative Services, Adult Services, Children's Services, Economic Support, and Workforce Development & Veteran Services. We manage state and federal programs that provide crisis resources, economic aid, employment assistance, housing, and mental health support for individuals and families.

WHO WE SERVE

CSD serves approximately 50,000 households annually through in-person, online, phone, and community-based services. Individuals come to us directly or are referred for supports through various pathways. Our services reflect the county's evolving needs, including a growing aging population, non-English-speaking households, immigrant families, and diverse communities.



Process & Timeline

JULY
2024

COMMUNITY ENVIRONMENTAL SCAN

Conduct an environmental scan to identify current community needs, future trends, data from staff survey results, and themes from various focus groups or partnering organizations.

AUGUST
2024

STAFF FEEDBACK COLLECTION

Host a department-wide staff event to gather input on what is working and what is missing from the past strategic plan.

SEPTEMBER
2024

WORKGROUP FORMATION

Form a workgroup with staff from each division representing various roles to collaboratively develop the new strategic directions with regular staff input.

OCTOBER
2024

INTERNAL LEADERSHIP FEEDBACK

Meet with Washington County leadership to gather input on the new strategic directions related to enhancing workforce resiliency and collaborating across departments.

NOVEMBER
2024

COMMUNITY FEEDBACK

Gather feedback from community organizational leaders on how to shape objectives that strengthen external partnerships and improving access to underserved communities.

DECEMBER
2024

IMPLEMENT FEEDBACK TO FINALIZE PLAN

Incorporate all feedback to finalize the strategic plan and strategize a communication plan tailored to staff, residents, and the people we serve.

JANUARY
2025

LAUNCH NEW STRATEGIC PLAN

Publicize the plan across the organization, to all of Washington County, and to partnering agencies with the official launch of our new strategic directions.

DRAFT STRATEGIC MEASUREMENTS

Draft key metrics to measure the success of the plan for transparency with progress and accountability.

SPRING
2025



Stakeholder Engagement

From July to December 2024, Community Services led initiatives to involve stakeholders in the strategic planning process. By engaging staff, county leadership, the public, and community organizations, we fostered collaboration, enhanced transparency, and built trust while gaining a comprehensive understanding of community needs and goals.

STAFF

The planning team used multiple methods to gather feedback from staff, valuing their firsthand experience serving residents. Employees provided input through an in-person all-staff event, a survey, and participation in a Strategic Planning workgroup. This workgroup, with representatives from each division, met biweekly with the planning team from September to December 2024. Members also facilitated sessions within their teams and divisions to collect additional insights.

LEADERSHIP

County leaders played an active role in the engagement process. The planning team collaborated regularly with the CSD senior leadership team to gather their insights and facilitated a feedback session with department heads from across the county. This session provided an opportunity for leaders to learn about CSD's work and identify areas of alignment with their own departments.

COMMUNITY

In summer 2024, the planning team conducted an environmental scan, reviewing community needs assessments and strategic plans from 13 partner agencies to shape CSD's strategic priorities. These findings guided a fall focus group with more than 20 nonprofits, schools, and government agencies providing valuable insights on improving partnerships and better serving the community.

EMERGING THEMES



Provide a variety of methods to access our services



Create opportunities for information & knowledge sharing between divisions



Embed Diversity, Equity & Inclusion into everything we do



Prioritize workforce wellness & work-life balance



Increase external collaboration & create community connections

Strategic Priorities

Through this collaborative process, four key priorities were identified to guide Community Services' work in the coming years. Each priority includes specific goals and measurable actions to bring our vision to life. Diversity, Equity, and Inclusion are intentionally integrated into every priority, goal, and objective within this strategic plan.



**OPTIMIZE
INTERNAL
COLLABORATION**



**ENHANCE
WORKFORCE
RESILIENCY**



**INCREASE
ACCESS
TO SERVICES**



**STRENGTHEN
EXTERNAL
PARTNERSHIPS**

DIVERSITY, EQUITY & INCLUSION

Community Services is dedicated to fostering a vibrant workplace and community that values engagement, representation, and inclusive, equitable service for all. We are committed to embedding Diversity, Equity, and Inclusion in every aspect of our work, with these principles intentionally integrated into all priorities, goals, and objectives of this strategic plan.





Optimize Internal Collaboration

Foster interdepartmental coordination to minimize duplication, improve information sharing, eliminate confusion, and streamline service delivery

- Collaborate across divisions and other departments to enhance shared program knowledge and increase awareness of tools for more efficient resource management.
- Advance data and technology to increase access to information and facilitate data-informed decision making.
- Maintain a productive and flexible work environment to strengthen connections within the department to best support the needs of our workforce and the people we serve.
- Ensure high levels of program integrity and comply with regulatory requirements.



Enhance Workforce Resiliency

Cultivate a shared dedication to building a supportive workplace where all staff feel energized to provide high-quality services



- Expand and promote a resilient work environment that sees mental wellness and work-life balance as a critical component to worker well-being and the ability to provide high-quality services.
- Strengthen employee belonging that fosters consistent transparent communication, connection, and engagement within the workplace.
- Address disparities by actively promoting, hiring, and retaining a diverse workforce that reflects the population we serve.
- Promote a culture that encourages growth with an investment in development opportunities to ensure staff have the tools, technology, and experience to meet the evolving needs of our community.

Increase Access to Services

Continue to build person-centered delivery models that reflect how the people we serve prefer to interact

- Expand and innovate Community Services' delivery models to best meet the people we serve where they are, and how they prefer to interact.
- Work to remove barriers and system inequities by responding to the changing needs of our communities and ensure access to the necessary supports and services.
- Integrate community feedback and lived experience into the design and delivery of our services by developing sustainable methods for incorporating input.



Strengthen External Partnerships

Serve people more holistically by maximizing existing partnerships and building new community connections



- Identify and build partnerships that align with the needs of our communities.
- Expand the use of culturally specific vendors to accurately represent those we serve.
- Bridge service gaps in our community by making resources easily accessible and ensuring effective referrals.
- Create and maintain trusting partnerships with new and existing organizations to provide high quality services and supports.





Acknowledgements

Many individuals and teams have worked hard to create this strategic plan. Their collaborative efforts have made this plan possible, and we give our sincere thanks for their time and guidance in bringing it into reality.

Strategic Planning Team:

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Strategic Planning Workgroup:

Seiquayia Chapman, Amber Clark, Rebecca Conroy, Andrea Nelson, Gillian Pearson, Shannon Smith, Katie Trepanier, Jennifer Trom, and Cory Sindt.

Trusted Messengers:

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Community Services Senior Leadership Team:

Sarah Amundson, Jennifer Castillo, Denise Landry, Kathy Mickelson, Beth Pierce, Ryan Selock, George Stone, and Sarah Tripple.

Countywide Leadership:

David Brummel, Kevin Corbid, Adam Larson, Angie Nalezny, Terry Thomas, Jr., and Frank Ticknor.