

Community Needs Assessment

2023 Douglas County Community Services

Executive Summary

The Community Needs Assessment (CNA) identifies the causes and conditions of poverty in Douglas County (DC), Colorado. To achieve this objective, a comprehensive survey was conducted across the county to gather data on a wide range of indicators, including demographic information, employment rates, poverty levels, and wellbeing factors. These solutions were compiled and are analyzed as part of this report. The findings highlight a lack of affordable housing, food insecurity, limited personal financial education and resources, employment barriers such as job flexibility, childcare and education, inadequate resource navigation, and mental health and well-being concerns.

The CNA identifies additional challenges related to housing, revealing a significant number of cost-burdened households and increases in rental costs. Moreover, employment wages do not adequately align with the high cost of living, especially for single income households.

Douglas County has witnessed significant population growth in the last 10 years. While the population has historically been less diverse, recent growth has introduced greater diversity. Poverty rates differ among some demographic groups, with a notable disparity among women, Blacks or African Americans, and Native American and Alaska Natives.

To address these challenges, the assessment emphasizes the importance of targeted interventions, expansion of available resources, and collaborative efforts among local agencies. Key strategies include providing emergency shelters and transitional housing, expanding and improving case management resources, enhancing resource navigation, and addressing the multifaceted aspects of well-being. To address these needs, Douglas County has identified three key programs: the Douglas County Cares (DC Cares) supportive housing initiative, the Community of Care Network, and the Douglas County Homeless Initiative (DCHI).

The Community Needs Assessment serves to inform future comprehensive solutions that uplift the residents of Douglas County, alleviate poverty, and foster a more prosperous community. By addressing the identified needs and conditions of poverty, while leveraging community partnerships and resources, Douglas County can work towards a brighter future for all its residents.

Evaluation of Past Performance and Environmental Scan

The 2020 Community Needs Assessment identified affordable housing, utility assistance, and food assistance as the top three needs to help residents reach self-sufficiency. The Community Action Plan highlights three programs to help address the needs identified. These programs included, DC Cares, a supportive housing program that provides wrap around case management), a network of collaborative community partners called the Community of Care Network, and a Community Data Project utilizing the empowOR software platform.

DC Cares measures success using a self-sufficiency assessment of participating clients. Over the last three years, the DC Cares program has transitioned from using an internally developed assessment to an evidenced based, standardized assessment called the Colorado Family Support Assessment (CFSA). This assessment measures self-sufficiency in 14 different life domains and requires a formally certified case manager to administer.

Since January 2020, of the clients who participated in DC Cares for more than 6 months a 45% increase in their self-sufficiency score was documented for participant assessed using the CFSA. These results are a testament to real life change experienced by participants and the hard work of our community partners who walk alongside residents by providing case management for the DC Cares program.

Douglas County has worked to leverage additional resources and funds in support of CSBG initiatives. As part of our 2022 annual report, over 7 million dollars in leveraged resources were allocated to serve vulnerable populations. These resources include 6 transitional housing units provided by community partners for DC Cares participants. These units have provided a consistent source of safe and affordable transitional housing over the last three years and provide participants time to overcome the barriers to obtaining long-term housing. Building on the strength of DC Cares partners, over 12 million dollars in Federal Emergency Rent Assistance funds were made available through the Pathways to Employment program to low-income residents impacted by COVID.

A customer satisfaction survey is distributed annually to all residents who received services funded by the CSBG. This year, the customer satisfaction survey was included as part of the Community Need Assessment survey, for which we received 135 survey responses. On a scale of “A lot, Somewhat, A Little, or Not Much,” 90% answered “A Lot,” or “Somewhat” to the statement “The services I received from the local agencies provided what I needed at the time.” 87% responded in kind to the statement “I feel better off as a result of the services I received.” 82% reported similarly to the statement “I felt supported in reaching my goals.” Lastly, 82% responded “A Lot,” or “Somewhat” to the statement “I felt valued as an individual.”

Geographic Area Covered by the Assessment

This assessment covers all of Douglas County but focused on the densely populated areas of Highlands Ranch, Lone Tree, Parker, and Castle Rock. It was from these areas that we received most of our survey responses. The demographic, employment, wellbeing, and poverty data collected included the whole county. Demographic data suggest a higher percent of our rural population have some form of disability and that the employment rates are higher in urban areas.

Community Resources

Douglas County has a wide range of local resources that serve those experiencing poverty. Some of these resources include food pantries, agencies that provide resource navigation and case management, agencies serving those with disabilities, those focused on mental and physical health, and aging adult service providers. Many of these organizations participate in our Community of Care Network (COCN). The COCN consists of individuals from over 50 different faith-based organizations, non-profits, the private and public sectors, and educational institutes who collaborate on solutions to serve low-income individuals in Douglas County.

Douglas County currently uses the majority of its CSBG funding to facilitate DC Cares. DC Cares is a collaborative multi-agency program that provides opportunities for vulnerable residents in Douglas County to achieve self-sufficiency. Participants utilize the CSFA to identify their current conditions, assist in defining their desired future and work to overcome barriers to achieving their goals.

Typically, participants enrolled in DC Cares work with a facilitator for 9-12 months. During this time, a framework of care and support is provided by a facilitator. A variety of assistance, services, and tools are made available to participants as they work to overcome barriers to achieving stability, increase capacity, and advance career opportunities. Success is measured by participants who successfully obtain and maintain self-sufficiency, employment, and housing. Currently, the community partners that provide the case managers to facilitate the program include AllHealth Network, Catholic Charities, Manna Resource Center, The Crisis Center, and The Rock church.

Data Analysis

Demographics

According to the US Census Bureau, Douglas County (DC) is a rapidly growing county with over a 25% population increase between 2010-2020, well above the national growth rate of 7%. According to the 2020 Census, the DC population is 351,929. Census Bureau data states that as of 2021, just over 3% of the Douglas County population were at or below 100% of the Federal Poverty Limit (FPL), which amounts to just over 10,000 people.

Report Area	Total Population	Population in Poverty	Population in Poverty, Percent
Douglas County, CO	350,509	10,594	3.02%
Colorado	5,605,422	535,976	9.56%
United States	321,897,703	40,661,636	12.63%

Note: This indicator is compared to the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2017-21. Source geography:

Tract → [Show more details](#)

Report Area	Total Population	Population with Income Below 185% FPL	Population with Income Below 185% FPL, Percent
Douglas County, CO	350,509	25,492	7.27%
Colorado	5,605,422	1,180,907	21.07%
United States	321,897,703	85,630,280	26.60%

Note: This indicator is compared to the state average.

Data Source: US Census Bureau, [American Community Survey](#), 2017-21. Source geography:

Tract → [Show more details](#)

Douglas County has a low diversity rate with about 85% of the population being White. While Douglas County has not historically been very diverse, we are seeing a significant growth in diversity as demonstrated by the following chart.

Percent Population Change by Race

Note: Some of the combined race/ethnicity groups use acronyms for their names in the following table and chart. The full forms are as followed:

- Non-Hispanic AIAN = Non-Hispanic American Indian or Alaska Native
- Non-Hispanic NPI = Non-Hispanic Native Hawaiian or Pacific Islander
- Non-Hispanic Other = Non-Hispanic Some Other Race

Report Area	Non-Hispanic White	Non-Hispanic Black	Non-Hispanic AIAN	Non-Hispanic Asian	Non-Hispanic NPI	Non-Hispanic Other	Non-Hispanic Multiple Race	Hispanic/Latino
Douglas County, CO	14.58%	47.55%	20.80%	87.51%	65.71%	300.78%	215.76%	59.44%
Colorado	6.81%	17.23%	8.07%	44.01%	59.07%	287.88%	158.60%	21.63%
United States	-2.60%	5.98%	0.20%	35.62%	29.16%	179.59%	127.07%	20.61%

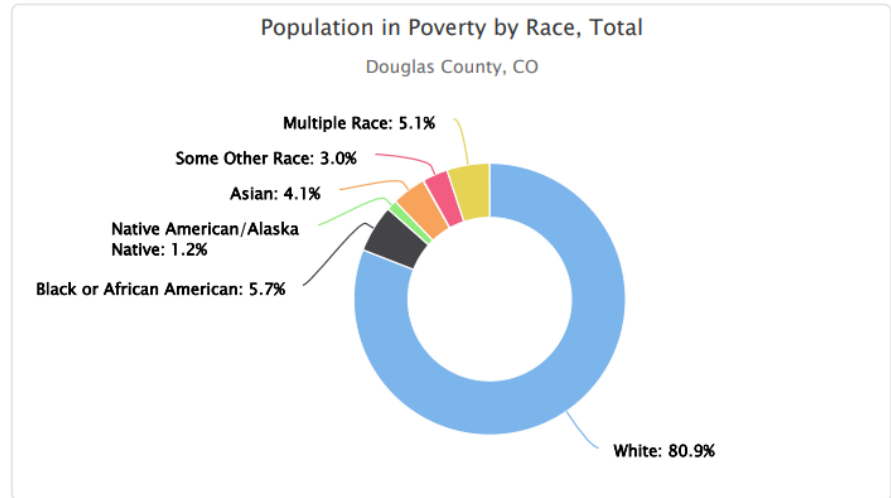
Locally, Black or African Americans and Native Americans or Alaska Natives have a higher percent of population experiencing poverty compared to the percent of population represented in the County. For example, while Black or African American individuals only make up 1.51% of the County's population, 5.7% of the population in poverty are Black or African American. Similarly, Native American or Alaska Natives make up .39% of the population but represent 1.2% of the population in poverty in Douglas County.

Total Population by Race

Report Area	White	Black	Asian	Native American or Alaska Native	Native Hawaiian or Pacific Islander	Some Other Race	Multiple Race
Douglas County, CO	85.71%	1.51%	5.20%	0.39%	0.06%	1.70%	5.43%
Colorado	78.76%	4.09%	3.20%	0.93%	0.14%	4.52%	8.35%
United States	68.17%	12.55%	5.70%	0.83%	0.19%	5.58%	6.99%

Data Source: US Census Bureau, [American Community Survey](#), 2017-21. → [Show more details](#)

Data Source: US Census Bureau, American Community Survey. 2017-21. → [Show more details](#)



According to the American Community Survey from 2017-2021, of the 32,506 Hispanic and Latino population, 1,087 (3.37%) are experiencing poverty. Of the Douglas County residents experiencing poverty (10,594), 10.26% are comprised by Hispanics or Latinos (1,087), which is a 1.02% deviation from the percent representing the total DC population (9.24%). These numbers do not include residents in our population who are undocumented.

Population by Ethnicity

Report Area	Total Population	Hispanic or Latino Population	Hispanic or Latino Population, Percent	Non-Hispanic Population	Non-Hispanic Population, Percent
Douglas County, CO	351,929	32,506	9.24%	319,423	90.76%
Colorado	5,723,176	1,254,636	21.92%	4,468,540	78.08%
United States	329,725,481	60,806,969	18.44%	268,918,512	81.56%

Data Source: US Census Bureau, American Community Survey. 2017-21. → [Show more details](#)

Population Experiencing Poverty by Ethnicity

Report Area	Hispanic or Latino	Not Hispanic or Latino	Hispanic or Latino, Percent	Not Hispanic or Latino, Percent
Douglas County, CO	1,087	9,507	3.37%	2.99%
Colorado	175,884	360,092	14.33%	8.22%
United States	10,560,320	30,101,316	17.71%	11.48%

Data Source: US Census Bureau, American Community Survey. 2017-21. → [Show more details](#)

There is about a 50 50 split of males and females in DC, yet females are more likely to experience poverty with 3.5% in poverty as compared to 2.5% of males. Of the households in poverty, female headed household represented 35% of all households with children in poverty, compared to 54.8 percent of married couples and 10.2% of male headed households.

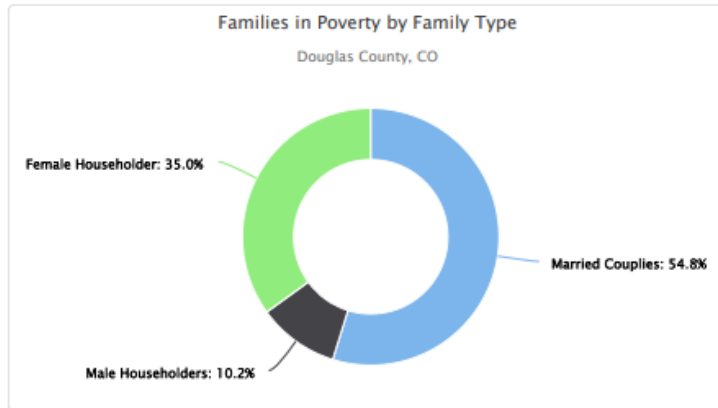
Population by Gender

Report Area	Male	Female	Male, Percent	Female, Percent
Douglas County, CO	176,879	175,050	50.26%	49.74%
Colorado	2,895,936	2,827,240	50.60%	49.40%
United States	163,206,615	166,518,866	49.50%	50.50%

Data Source: US Census Bureau, American Community Survey, 2017-21. [Show more details](#)

Population Experiencing Poverty by Gender

Report Area	Male	Female	Male, Percent	Female, Percent
Douglas County, CO	4,460	6,134	2.53%	3.51%
Colorado	246,395	289,581	8.74%	10.39%
United States	18,132,275	22,529,361	11.44%	13.79%



Residents 65 and over represent 12.25% of the population and comprise 12.4% of those in poverty. It should be noted that females 65 and over in poverty greatly outweigh males with an estimated 1,012 females in poverty compared to 301 males. Only 3.1% of the County's population 65 and over are experiencing poverty compared to 7.4% statewide.

Population by Age

Report Area	Age 0-4	Age 5-17	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+
Douglas County, CO	5.58%	19.78%	7.60%	11.33%	14.95%	15.79%	12.72%	12.25%
Colorado	5.67%	16.40%	9.15%	15.55%	14.07%	12.44%	12.41%	14.31%
United States	5.89%	16.62%	9.20%	13.76%	12.87%	12.63%	12.99%	16.04%

Data Source: US Census Bureau, *American Community Survey*, 2017-21. [→ Show more details](#)

Poverty Rate for Older Adults

Report Area	Ages 65 and Up Total Population	Ages 65 and Up In Poverty	Ages 65 and Up Poverty Rate
Douglas County, CO	42,905	1,313	3.1%
Colorado	805,006	59,665	7.4%
United States	51,705,664	4,938,116	9.6%

Note: This indicator is compared to the state average.

Data Source: US Census Bureau, *American Community Survey*, 2017-21. Source geography:

Poverty by Gender: Age 65 and Up

Report Area	Total Male	Total Female	Percent Male	Percent Female
Douglas County, CO	301	1,012	1.50%	4.44%
Colorado	22,160	37,505	5.93%	8.69%
United States	1,841,561	3,096,555	7.90%	10.91%

Data Source: US Census Bureau, *American Community Survey*, 2017-21. [→ Show more details](#)

Housing

Cost burdened rental households (those that spend more than 30% of the household income on rental costs) represented 47.21% of all the rental households in the report area.

Cost-Burdened Households by Tenure

Report Area	Rental Households	Rental Households Cost-Burdened, Percent	Owner-Occupied Households w/ Mortgage	Owner-Occupied Households w/ Mortgage Cost-Burdened, Percent	Owner-Occupied Households w/o Mortgage	Owner-Occupied Households w/o Mortgage Cost-Burdened, Percent
Douglas County, CO	27,642	47.21%	79,999	22.77%	20,280	9.43%
Colorado	754,483	49.03%	1,042,682	27.84%	430,767	10.91%
United States	43,858,831	45.99%	49,759,315	27.08%	30,392,846	13.09%

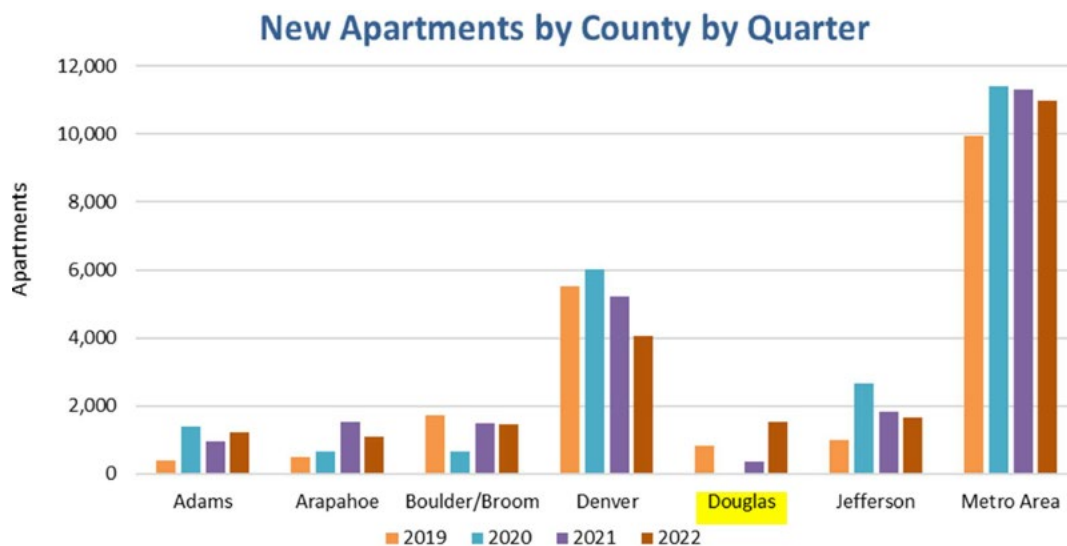
Data Source: US Census Bureau, *American Community Survey*, 2017-21. [→ Show more details](#)

In Douglas County, rent has increased significantly in recent years. The average rent in 2019 was \$1,622. The average rent across all apartments in DC during the 4th quarter of 2022 was \$1,966, which represents a 21.2% increase.

	VACANCY	AVE RENT	RATE /SQ. FT.
Adams	5.5% ↗	\$1,679 ↗	\$2.01 ↗
Arapahoe	5.5% ↗	\$1,736 ↗	\$1.99 ↗
Boulder/Broomfield	5.0% ↗	\$1,936 ↗	\$2.20 ↗
Denver	6.0% ↗	\$1,900 ↗	\$2.28 ↗
Douglas	6.1% ↗	\$1,966 ↗	\$2.05 ↗
Jefferson	5.3% ↗	\$1,836 ↗	\$2.11 ↗

Source: Apartment Association Metro Denver 4th Quarter 2022 Report

Contributing to the high rental costs in Douglas County is a lagging supply of rental units. As demonstrated by the graph below, very few new apartments were constructed in the County over the last several years.



Source: Apartment Association Metro Denver 4th Quarter 2022 Report

Employment and Wages

With an average rent of \$1,966, a household would need to make \$78,640 a year to not be considered cost burdened (over 30% of income toward housing). That translates to \$37.81 an hour prior to taxes. To not be considered severely burdened (over 50% of income toward housing), a household needs to make \$47,184 a year or \$22.68 an hour prior to taxes.

According to employment information provided by AD Works! for the 3rd quarter of 2022, the average entry level wage for any industry in Douglas County would leave a household in the burdened or severely burdened category if they are paying the average rent cost.

Avg. Hourly Rates in DC by Industry

“Cost- Burdened”

Yellow=Over 30%,
\$37.81/hr.

“Severely Burdened”

Red=Over 50%,
\$22.68/hr.

Data from Q3, 2022. Provided by [ADWorks!](#)

Occupation	Mean	Entry Level	Occupation	Mean	Entry Level
Management Occupations	\$70.20	\$36.18	Food Preparation and Serving Related Occupations	\$17.76	\$14.22
Business and Financial Operations Occupations	\$43.54	\$26.04	Cleaning and Maintenance Occupations	\$19.82	\$15.02
Computer and Mathematical Occupations	\$52.48	\$31.53	Personal Care and Service Occupations	\$19.70	\$14.61
Architecture and Engineering Occupations	\$49.21	\$27.49	Sales and Related Occupations	\$27.71	\$14.73
Life, Physical, and Social Science Occupations	\$43.75	\$24.90	Office and Administrative Support Occupations	\$23.62	\$16.23
Community and Social Service Occupations	\$29.51	\$18.48	Farming, Fishing, and Forestry Occupations	\$18.99	\$14.27
Legal Occupations	\$56.66	\$24.81	Construction and Extraction Occupations	\$27.19	\$18.72
Educational Instruction and Library Occupations	\$27.61	\$16.21	Installation, Maintenance, and Repair Occupations	\$29.14	\$18.52
Sports, and Media Occupations	\$32.83	\$17.36	Production Occupations	\$23.02	\$15.40
Healthcare Practitioners and Technical Occupations	\$47.73	\$23.20	Transportation and Material Moving Occupations	\$21.78	\$14.94
Healthcare Support	\$19.49	\$14.75	Total - All Occupations	\$32.61	\$15.91
Protective Service	\$30.61	\$15.35			

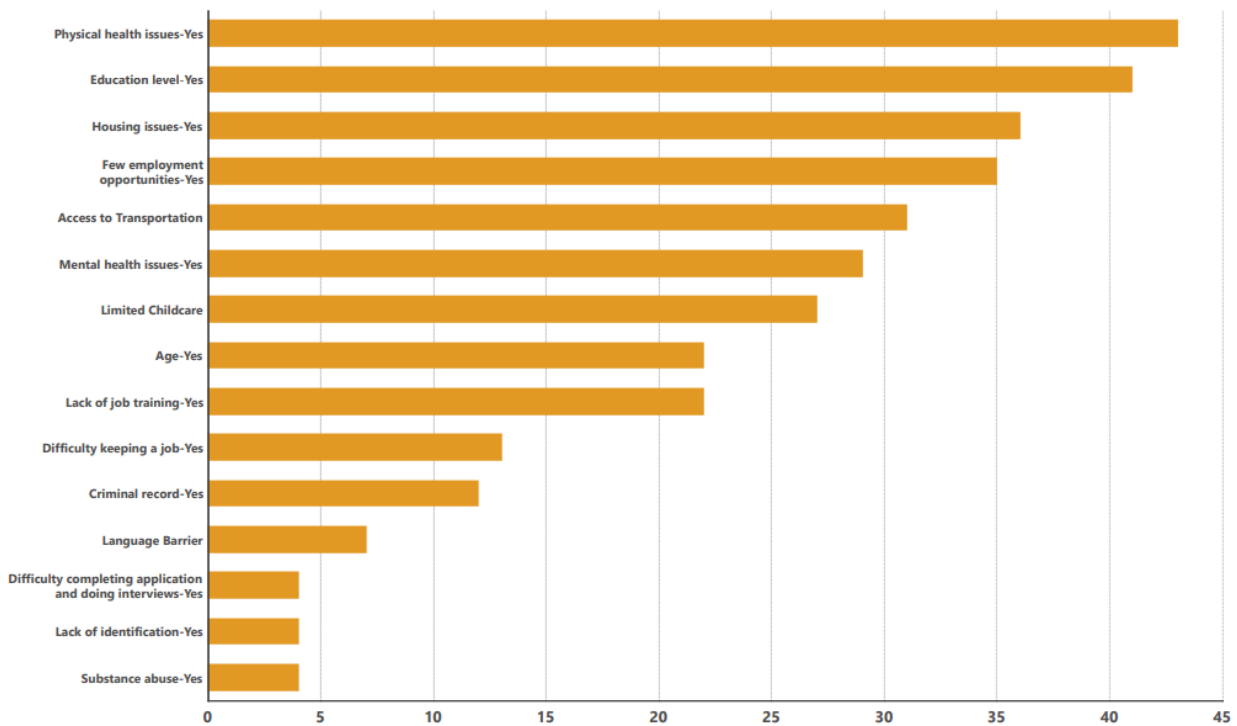
Of those who responded to the CNA survey, 63% of respondents reported being employed with 56% of those being full time and 39% part time, and the remaining 5% seasonal. Unemployment in DC remains very low at 2.3% as of December 2022.

Report Area	December 2018	December 2019	December 2020	December 2021	December 2022
Douglas County, CO	2.6%	2.0%	4.9%	2.7%	2.3%
Colorado	3.0%	2.4%	6.5%	3.6%	2.8%
United States	3.7%	3.4%	6.5%	3.7%	3.3%

Data Source: US Department of Labor, [Bureau of Labor Statistics](#). 2022 - December. Source geography: County → [Show more details](#)

Low-income households face many challenges to improving the employment situation. When asked as part of the CNA survey “Which factors do you feel limit your employment opportunities or career advancement,” residents replied as follows:

Which factors do you feel limit your employment opportunities or careers advancement?



Community Needs Assessment Survey

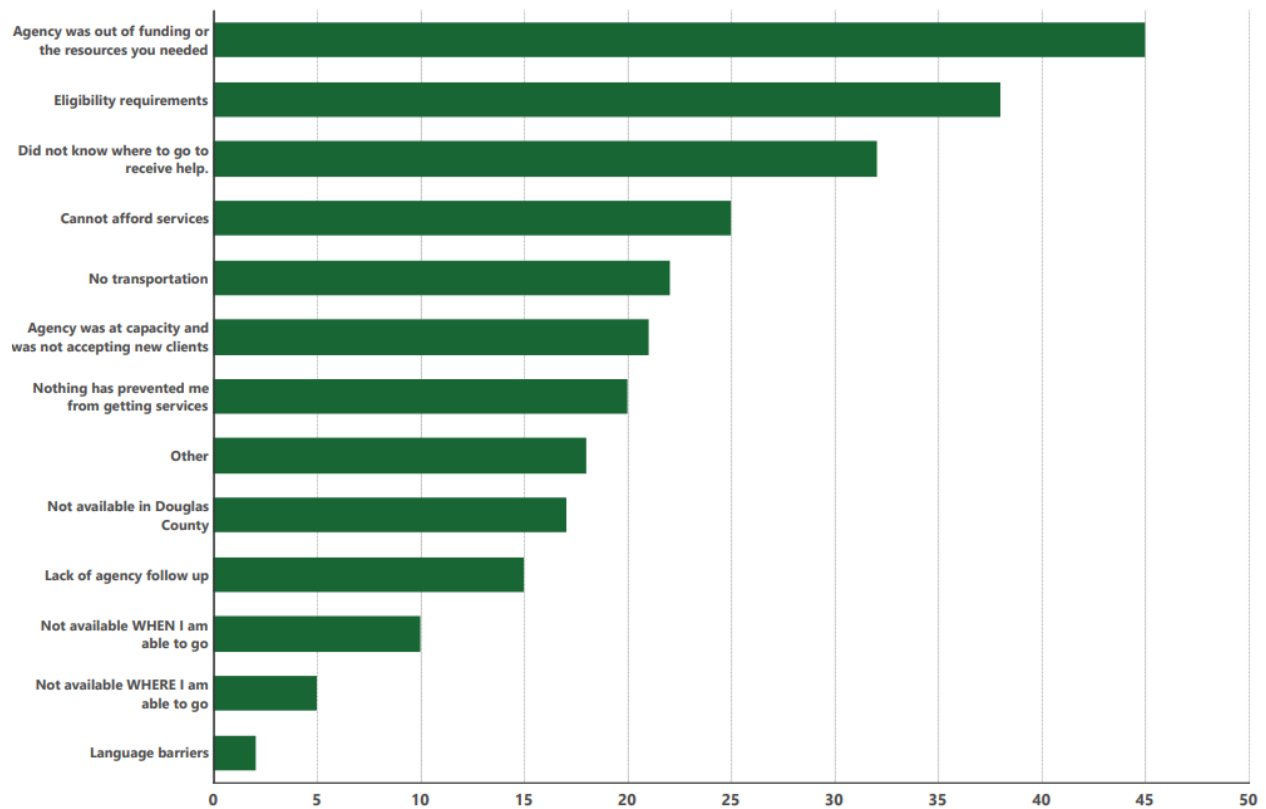
To achieve the objectives of the CNA, a survey was conducted across the county. The survey was designed to gather data on a wide range of indicators, including demographic information, employment rates, poverty levels, and wellbeing factors. The survey was administered both online and in-person at local food pantries, and responses were collected from a representative sample of the County's low-income population.

Survey results were compiled and presented to a gathering of 47 stakeholders that serve low-income individuals throughout the County as part of the Community of Care Network. Included in the presentation was other relevant data gathered for a variety of sources including but not limited to Douglas County Health Department, AD Works!, Census Data, and Apartment Association of Metro Denver. The presentation helped to paint a picture of the current state of poverty in Douglas County.



After the survey data was presented, the community stakeholders engaged in various group conversations around the top 7 areas of need identified from the survey. The top 7 areas of need reported identified in the survey were; housing, food assistance, personal financial health, employment, utility assistance, case management, and wellbeing which included mental and physical health. Participants were provided an opportunity to offer their first-hand insight into the issues and to help identify solutions. To conclude the meeting, community partners were given the opportunity to identify the top solutions that emerged from the group conversations.

Did anything prevent you from accessing the services you needed? (multiple select)



Following the stakeholder meeting, the top solutions for each of the categories were presented to a gathering of low-income individuals served by a local partner. These residents were given the opportunity to provide their feedback on the ideas generated and add their ideas from lived experience to the conversation. To conclude the night, participants were asked to vote on the top solution they would like to see implemented. These solutions were complied with the provided feedback and are included as part of our Key Findings below.



Following these two meetings, the qualitative data collected was analyzed alongside the quantitative data obtained to identify the solutions that will be included in our Community Action Plan and Strategic Plan.

Key Findings

Cause of Poverty

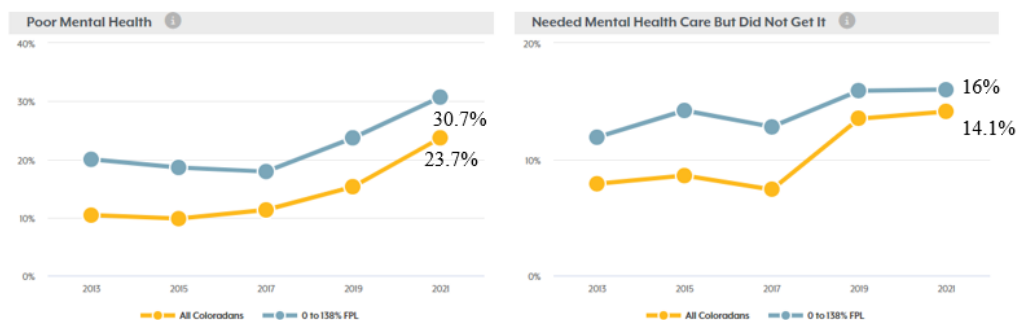
Lack of Personal Financial Education: The absence of accessible personal financial education leaves many residents ill-equipped to manage their finances effectively. This knowledge gap hinders their ability to budget, save, and make informed financial decisions, perpetuating financial instability and hindering their path to economic security. Poor credit scores and past evictions remain as barriers to long-term housing stability for many residents.

Low Wages Relative to Cost of Living: The discrepancy between wages and the high cost of living in Douglas County impairs residents' ability to cover their basic needs. Low wages relative to housing, food, healthcare, and other essential expenses contribute to a cycle of financial strain, limiting opportunities for long-term stability.

Disparities Among Race and Gender: Based on the reported demographic data there are race and gender disparities in economic opportunities and outcomes. Some minority communities and female head of households face significant barriers to self-sufficiency relative to the predominate demographic.

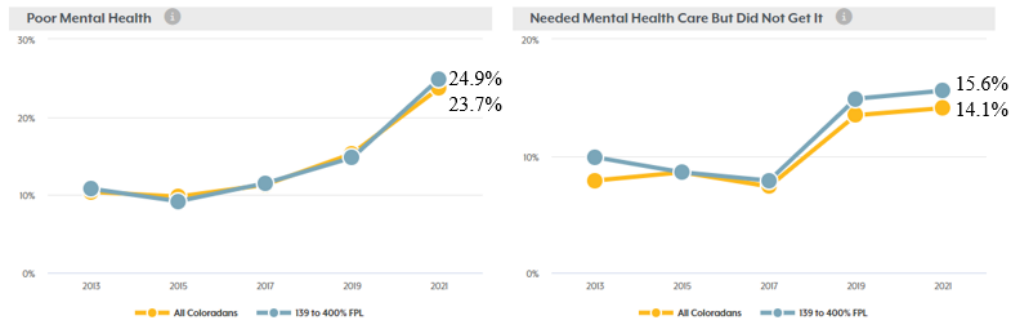
Wellbeing, especially as it Relates to Mental Health: Economic hardship and the stress of poverty can take a significant toll on mental health and overall wellbeing. Limited resources and financial uncertainty contribute to heightened levels of stress, anxiety, and depression, underscoring the critical need for comprehensive support systems. The graphs below demonstrate the increased impact of mental health issues face by households below 139% FPL compared to households between 139%-400%. Additionally, physical health issues were reported as the top factor that prevented employment opportunities and career advancement.

- How many days during the last 30 days was your mental health not good? (0 - 138% FPL)



Colorado Health Institute, Colorado Health Access Survey, accessed at: <https://www.coloradohealthinstitute.org/research/colorado-health-access-survey-chas>

- How many days during the last 30 days was your mental health not good? (139 - 400% FPL)



Colorado Health Institute, Colorado Health Access Survey, accessed at: <https://www.coloradohealthinstitute.org/research/colorado-health-access-survey-chas>

Job Placement and Training Resources: Low-income households often lack the training or education to obtain careers with wages that can afford the cost of living in DC. The complexities of barriers faced by those in poverty can often make it challenging to maintain steady employment at a 9-5 job. Childcare costs and accessibility contribute to the employment challenges faced by families. Access to employment opportunities that provide an adequate wage for those who lack advanced degrees can be challenging.

Social Isolation and Lack of Community Support: Social isolation is a concerning aspect of poverty in Douglas County, as it can lead to feelings of disconnection and negatively impact mental health. Individuals facing poverty may lack a strong social support network, which is essential for personal growth, support in times of need, and community engagement. Implementing programs that foster community connections, mentorship, and social engagement can help combat this isolation and enhance overall well-being. Communal support can be especially challenging for single partners who face additional hardships related to childcare and household income.

Addressing these multifaceted challenges requires a holistic approach that encompasses robust programs, wrap-around services, and community collaboration, aiming to alleviate poverty and promote prosperity for all residents of Douglas County, Colorado.

Condition of Poverty:

Homelessness or Unstable Housing Situations: The prevalence of homelessness and unstable housing situations in Douglas County poses a significant challenge to wellbeing. Individuals and families without stable housing face heightened risks of physical and mental health issues, reduced educational and employment opportunities, and overall vulnerability. Addressing this condition necessitates comprehensive strategies to provide emergency shelters, transitional housing, and support services that empower individuals to regain housing stability and improve their self-sufficiency.

Lack of Affordable Housing: The scarcity of affordable housing in Douglas County intensifies economic challenges for residents, forcing a disproportionate amount of their income toward housing costs. This

not only limits financial flexibility but also restricts opportunities for families to invest in other essential needs, exacerbating the cycle of poverty.

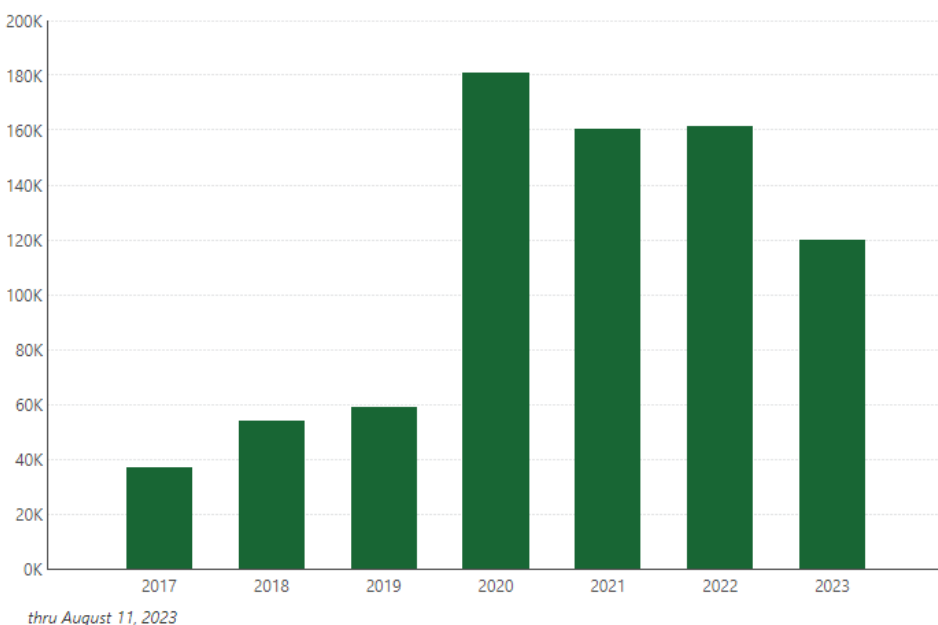
High Home Ownership Costs: High costs associated with homeownership, including mortgages, property taxes, and maintenance create barriers to property ownership. This impacts the ability of residents to build a strong economic foundation, attain stable housing, and perpetuates a cycle of limited economic mobility.

Inability to Afford Transportation: The inability to afford transportation options severely restricts residents' access to essential services, employment opportunities, and social activities. This can lead to isolation and hinder individuals from breaking the cycle of poverty. Developing additional affordable transportation solutions would enhance residents' mobility and economic prospects.

Difficulty Navigating Local Resources: Navigating local resources can be overwhelming for individuals facing poverty, especially when there is a lack of clear information or support. The complexity of available services and the regulatory nature of assistance programs can create barriers to accessing resources. Developing user-friendly resource guides, establishing community navigators, and enhancing outreach efforts would help to ensure that residents can easily access the support they need.

Food Insecurity: The rising cost of food can strain the budgets of low-income individuals and families, compounding their financial hardships. The increasing cost of basic necessities such as groceries undermine their ability to maintain a balanced and nutritious diet, impacting overall health and wellbeing. As of August 2023, community food pantries are on pace to serve over 180,000 people, which remains higher than at the start of the pandemic in 2020.

FOOD PANTRIES - People Served



To create a more prosperous Douglas County, the conditions of poverty will be addressed through collaborative efforts, community-driven initiatives, and strategic interventions that prioritize the wellbeing and empowerment of all residents.

Needs:

- Families
 - Individuals and families who are at risk of homelessness lack the resources to sustain housing
 - Low-income households need to obtain self-sufficiency
- Agency
 - Agencies need to increase capacity to serve additional customers.
 - Agencies need to improve tools that allow residents to identify, locate, and obtaining needed resources in an efficient manner
 - Agencies lack adequate training resources to support the personal financial health of residents
 - Agencies need to equip staff and volunteers to provide high quality, trauma informed care
- Community
 - The community lacks the housing resources to support individuals and families experiencing homelessness
 - Community needs a centrally located shelter to meet the needs of those experiencing homelessness
 - Community needs to increase ability to provide integrated services through strong partnerships