

Iron County IGP Strategic Plan: A Report to the Intergenerational Welfare Reform Commission

Iron County Intergenerational Poverty Committee June 2, 2017

In August 2016 we were approached by representatives from the Utah Department of Workforce Services ("DWS") about the ongoing concerns related to intergenerational poverty ("IGP") within Iron County. Considering that Iron County has one of the highest rates of intergenerational poverty within the State, we were presented with the opportunity to establish the Iron County Intergenerational Poverty Committee ("the Committee") with a purpose of creating a plan geared towards addressing the IGP situation within our County. Iron County is one of the twelve counties throughout the State to receive this invitation and work on a strategic plan to address IGP.

On behalf of the entire Iron County Intergenerational Poverty Committee and our partners, we, the co-chairs, respectfully submit our Iron County IGP Strategic Plan. The Committee's hope is that the Utah Legislature, state agencies and community leaders will join together with a commitment toward solve the ongoing revolving cycle of intergenerational poverty.

Sincerely,


Maile Wilson, Co-Chair


Heidi Miller, Co-Chair

BACKGROUND & SUMMARY

Intergenerational Poverty is a real issue in Iron County. There are approximately 48,368 residents residing within Iron County, of that, 1,500 children in the County are living in intergenerational poverty, or 2.6 percent of all IGP children in Utah.

The Iron County Intergenerational Poverty Committee ("the Committee") is comprised of over twenty dedicated partners including elected officials, community leaders, advocates and service providers (see Appendix A). Over a period of eleven months (August-June), the Committee met at least once a month to draft the Iron County IGP Strategic Plan ("Plan"). Over 500 man-hours have been invested to date discussing, dialoguing and debating the Iron County IGP Strategic Plan. Thus, this Plan was crafted through broad collaboration. For many Committee participants, these meetings represented the first time they had met each other and shared professional insights, common experiences and fresh ideas on how to better address the IGP needs in Iron County.

Approximately forty-seven percent of Iron County children living in intergenerational poverty are at-risk of remaining in poverty as adults. **Based on the needs within Iron County and ongoing collaboration, the Committee has chosen to focus its energy on the children identified by DWS as living in intergenerational poverty ages 11-14 years old (i.e. middle school grade children).** By DWS definition, at-risk children are not technically living in IGP, though the Committee recognizes their circumstances are no less dire or important to the county. The Committee recognizes the child-centric vision created by the Utah Legislature and seeks fidelity to that vision.

In establishing the Plan, the Committee necessarily applied certain assumptions for our approach:

- Any effective plan rests on the foundation of shared data. The Committee will know the IGP children it serves.
- Successful execution of the plan requires collaboration between agencies, public and private, including the establishment of a Community Resource Clearinghouse.
- The Plan takes a personal approach to assisting IGP children, rather than primarily materialistic or programmatic approaches.
- The Plan utilizes mentors to establish personal relationships with IGP children and their families.
- The Plan emphasizes non-cognitive, developmental and executive skill assessments and training of IGP children over traditional behavioral approaches.
- The Plan acknowledges limited resources while looking ahead at what its impact could be with sufficient resources.

NEEDS ASSESSMENT

When we, the Iron County Intergenerational Poverty Committee, originally was tasked with creating a plan addressing the various issues associated with the four focus areas of intergenerational poverty, we began by assessing the current needs within our County.

Our Committee first established a comprehensive list of community problems that stem from intergenerational poverty. Following the creation of this list, the Committee then discussed current resources that are available throughout our community and identified areas where resources are inadequate or completely lacking. This step was particularly insightful as it really engaged our Committee members in discussing how we can better collaborate with existing resources while at the same time identifying the true resource needs within Iron County.

As we continued meeting as a Committee, a consensus emerged that the target population for our Plan would be middle school aged IGP children (ages 11-14 years old). Furthermore, our Plan would be focused on two distinct, but related areas, Education and a Community Resource Clearinghouse.

SUMMARY OF THE IRON COUNTY IGP STRATEGIC PLAN

The Iron County IGP Strategic Plan was designed collaboratively to have the greatest impact in breaking the cycle of poverty among children living in intergenerational poverty in Iron County.

A) COMMUNITY RESOURCE CLEARINGHOUSE & COORDINATOR

Central to our Plan to break cycle of IGP is the formation of a Community Resource Clearinghouse (“CRCH”), staffed by a full-time Coordinator and under the direction of a county-wide, Iron County Poverty Commission. The Iron County Poverty Commission will be comprised of agency representatives that participated in the development of this Plan and have participated on the Iron County Intergenerational Poverty Committee.

The CRCH will be a one-stop-shop for IGP families/individuals, in turn greatly simplifying the process of identifying and accessing resources, while providing personalized assistance. The CRCH will play a key role in identifying IGP families and students and linking them to the appropriate programs, services and partnering agencies. Furthermore, the CRCH will also provide us the ability to track the delivery and utilization of services so we can better assess whether the long term IGP needs are being met in Iron County.

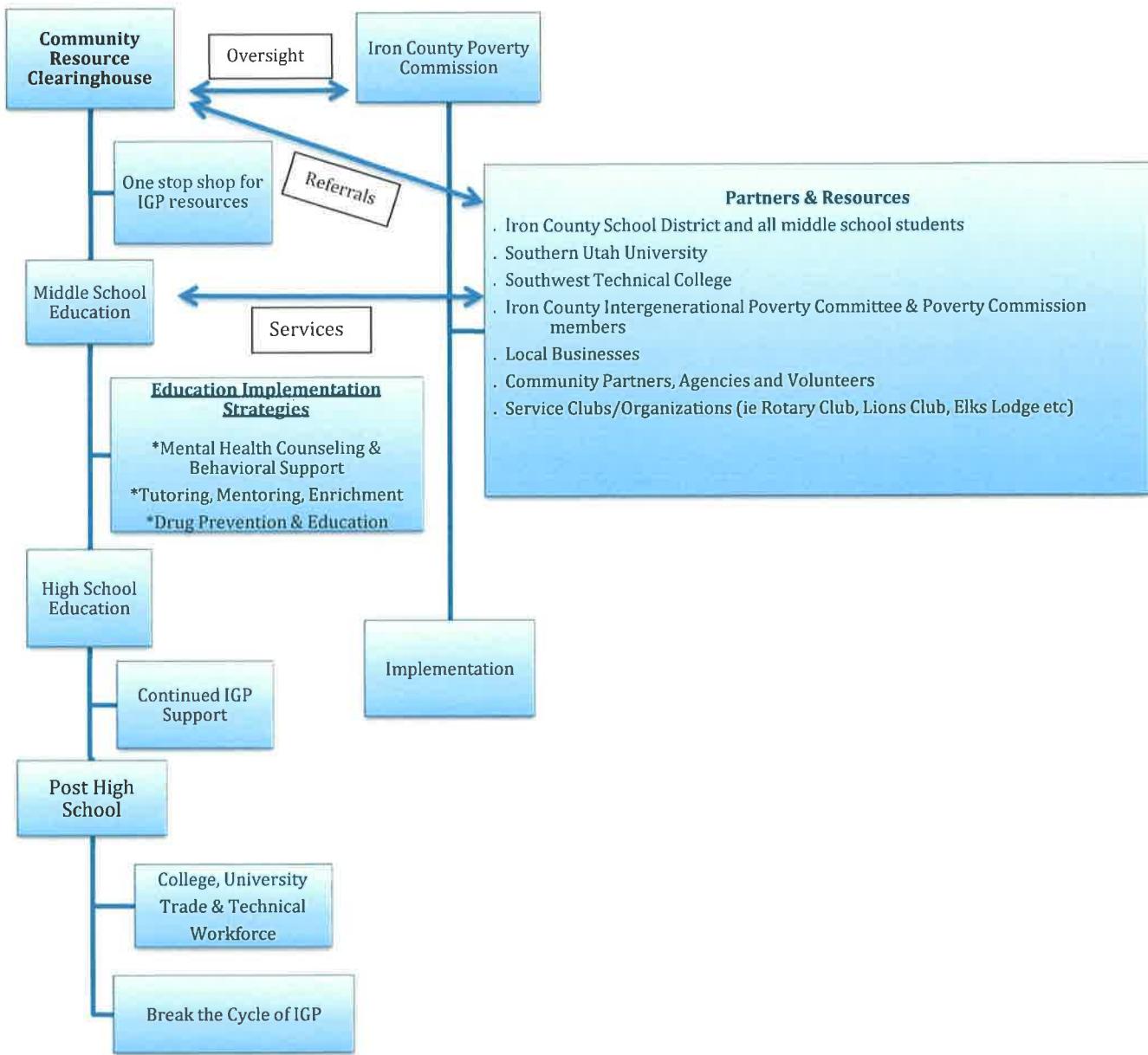
The CRCH Coordinator will work under the direction of the Iron County Poverty Commission, and will facilitate monthly meetings, for the purpose of coordinating resources and agency partners, identifying and addressing gaps in services, and discuss on-going efforts and strategies for meeting IGP goals. The CRCH will refer clients to Iron County Poverty Commission partners as appropriate, and coordinate the delivery of services to IGP clients. Furthermore, the Coordinator will be a resource to link IGP activities with the middle schools, community programs, and the Iron County Poverty Commission partners and resources.

B) EDUCATION FOCUS AREA

After completing the comprehensive resources/needs assessment the Iron County IGP Committee decided that we could have the greatest impact by targeting our efforts on middle school aged children. While all IGP children are important, we felt that middle school aged children are at a critical juncture in their long-term development.

The Committee identified strategies we believe will be successful in assisting the middle school aged IGP students achieve the following goals: 1) helping IGP middle school students obtain and develop life skills to be able to meet basic needs while working to become a stable and self-sufficient adult, and 2) working with IGP middle school students to shift their thinking toward successful high school graduation and being post-high school and career ready. The three strategies for implementation of the Education Focus Area of our Plan are: a) Mental Health Counseling and Behavioral Support, b) Tutoring, Mentoring and Enrichment Program and c) Drug Prevention and Education.

C) RELATIONSHIP BETWEEN THE COMMUNITY RESOURCE CLEARINGHOUSE AND THE EDUCATION FOCUS AREA



D) IRON COUNTY IGP STRATEGIC PLAN IMPLEMENTATION

Implementation of this plan will only be possible with the continued active participation of the Iron County Intergenerational Poverty Committee and the communities within Iron County. Community support will be the key to reaching as many youth living in intergenerational poverty as possible. The Committee members have pledged to make the Iron County Poverty Commission a permanent fixture in Iron County. We will continue to hold regular meetings dedicated to finding viable solutions for the challenges/barriers identified in the Plan.

Initially, our focus will be setting up the Community Resource Clearinghouse and Coordinator position including establishing an office location, job description and

most importantly financial support. We will then define realistic strategies to enhance current youth programs at our middle schools. Through education and outreach we will engage public and private partners as mentors and participants in youth programs. It is our firm belief that this Plan can be successful in this community with our partners.

THE IRON COUNTY INTERGENERATIONAL POVERTY STRATEGIC PLAN

A) Community Resource Clearinghouse & Coordinator Priorities:

The Iron County IGP Community Resource Clearinghouse (“CRCH”) and Coordinator intends to minimize redundant programs, while providing an avenue to increase community awareness of available services. Specifically, the Community Resource Clearinghouse will be a location where IGP families and providers can go to learn about the services that are available in Iron County and then connect the families with the applicable community resources.

1) An IGP Community Resource Clearinghouse and Coordinator

Target Population for Community Resource Clearinghouse and Coordinator:

- IGP children and their families (based on the state’s definition of IGP)

Outcome/Goal:

- Establish the Community Resource Clearinghouse where IGP families and providers can go to learn about the services that are available in Iron County and then connect the families with the applicable services/resources
 - Services include, but are not limited to, programs provided by the following agencies Housing Authority, Head Start, Iron County School District, Southwest Technical College, Five County Association of Governments, Iron County Care & Share, USU Extension, Health Care Services, DWS, and Interfaith Alliance.
- Become a one-stop-shop where IGP families can meet in person with the Coordinator to get information on services and resources that are available throughout Iron County and meet their particular needs
- Have the CRCH remain an ongoing tracking and resource tool for IGP families and service providers

Indicators:

- Number of families that enroll in additional &/or new services
- Number of families that connect with &/or receive information on services and resources within the County that can help meet the families’ basic needs
- The number of agencies that contribute information about the services they provide
- Ensuring that there are services available within Iron County that address the IGP community needs based on the 4 focus areas [Family Economic Stability, Health, Early Child Development and Education]
- Establishing an active and engaged county-wide Iron County Poverty Commission with key partners and service providers

Strategies for Implementation of the Community Resource Clearinghouse and Coordinator:

- Establish a Community Resource Clearinghouse with a Coordinator to assist and track the progress of IGP families.

Partners:

- Potential office space is available at the Housing Authority or DWS
- Other agencies: Housing Authority, Head Start, ICSD, Southwest Technical College, Five County Association of Government, Iron County Care & Share, USU Extension, Health Care Services, DWS, Interfaith Alliance

Barriers/ Challenges for Implementation of the IGP Community Resource Clearinghouse and Coordinator:

- Funding for the Community Resource Clearinghouse includes, but is not limited to:
 - Funding for the Community Resource Clearinghouse Coordinator
 - Funding for office space and supplies etc.
- Creating an engaged, active Iron County Poverty Commission that can oversee the efforts of the CRCH Coordinator
- Data sharing & cataloging/updating all of the available resources here in Iron County so we can identify the IGP families and make them aware of the CRCH
- Buy-in from the different agencies and service providers
- Ability of IGP families to be able to understand and fill out the paperwork associated with enrolling in the different agencies/service providers program(s)
- Establishing a consent waiver allowing for data sharing between all partnering agencies, state resources, and service providers to work with the IGP families

2) Role of the IGP Community Resource Clearinghouse Coordinator

Program:

- Establish a CRCH with a Coordinator to assist and track the progress of IGP families. If family utilizes the CRCH Coordinators resource, they will receive a personalized referral to the various partnering agencies services.
- IGP families can choose to enroll themselves in the CRCH and/or the various service providers can enroll/recommend this resource to the families that they believe would benefit from the personalized attention
- The CRCH Coordinator will be assigned to the IGP family with the task of tracking and connecting the family with services that are available within the County
- CRCH Coordinator will make recommendations to the Iron County Poverty Commission any new services/gaps in services that are not currently being met within the County
- The Iron County Poverty Commission will meet monthly to discuss:
 - The Implementation of the Iron County IGP Plan
 - How our County is doing on meeting the outcomes/goals of the Iron County IGP Plan

- How the CRCH system is working including a report of the number of IGP kids being assisted
- The CRCH Coordinator would report both to the County Poverty Commission and the State with the number of IGP families served

Program Outcome:

- IGP family completes or graduates from the various services/ programs provided by the partnering agencies
- IGP family obtains and develops life skills to be able to meet their basic family needs while working to become stable and self-sufficient
- IGP family is no longer dependent upon CRCH Coordinator resources

Performance Measures:

<u>How Much? (Output)</u>	<u>How well? (Output)</u>
<ul style="list-style-type: none"> • # of IGP families enrolled in the CRCH Program • # of partnering agencies that are participating and indexing what services are they offering • How many IGP families enroll in new or additional services 	<ul style="list-style-type: none"> • % of IGP families that complete or graduate from services/programs • % of IGP families that no longer need to utilize the CRCH resources • # of "priority slots" utilized by IGP families for being enrolled in CRCH Program • # of families that are enrolled and/or connected with additional services
<u>What difference did it make?</u>	
<ul style="list-style-type: none"> • Enrolled IGP families will develop life skills to meet basic family needs and working to become stable and self-sufficient • IGP families will be connected to the services they qualify for and have a liaison to help them navigate the process of working with different agencies • Ensuring that there are services available within Iron County that address the IGP community needs based on the 4 focus areas • Ensuring that IGP families don't slip through the cracks by establishing a method of data sharing between the key partnering agencies and service providers 	

Timeline:

- Phase 1: Create a job description/ duties for the Community Resource Clearinghouse Coordinator. Gather lead agency and selected program partners to discuss and conceptualize a CRCH. Establish the Iron County Poverty Commission
- Phase 2: Work with Committee members, DWS staff and community resources to secure funding and an office location for the CRCH Coordinator
- Phase 3: Hire the CRCH Coordinator. Continue to address barriers and challenges associated with the CRCH, establish plan to successfully implement the CRCH and set evaluation standards
- Phase 4: Implementation of the CRCH Coordinator and monthly reporting meetings to the Iron County Poverty Commission regarding successes/challenges and make adjustments as necessary

B) Education Focus Area Priorities:

The Committee identified programs to assist the middle school aged IGP students be able to ultimately achieve the following goals: 1) helping IGP middle school students obtain and develop life skills to be able to meet basic needs while working to become a stable and self-sufficient adult, and 2) working with IGP middle school students to shift their thinking toward successful high school graduation and being post-high school and career ready. The three strategies for implementing the Education Focus Area Plan are: a) Mental Health Counseling and Behavioral Support, b) Tutoring, Mentoring and Enrichment Programs, and c) Drug Prevention and Education.

Target Population for Education Programs:

- Middle school children age 11-14 years old attending Canyon View Middle School, Parowan Middle School, Cedar Middle School, & Gateway Middle School

Strategies for Implementation of the Education Plan:

- 1) Mental Health Counseling and Behavioral Support
- 2) Tutoring, Mentoring and Enrichment Programs
- 3) Drug Prevention and Education

Outcome/Goal:

- IGP middle schools student(s) obtains and develops life skills to be able to meet basic needs while working to become a stable and self-sufficient adult
- Work with IGP middle school student(s) to shift their thinking toward successful high school graduation and being post high school education [college/trade school] and career ready and focused

Indicators:

- Number of students both IGP and non IGP enrolled in the various programs
 - Programs include, but are not limited to: 4-H, targeted academic intervention time during the school day, school advisory programs, homework support programs, extra-curricular activities associated with school programming, school and community clubs, etc.
- Attendance at school prior to program enrollment compared to attendance at school after being enrolled in the program(s) – Will be evaluated and revised as necessary
- Arrests/criminal activity/school incidents prior to program enrollment compared with arrests/criminal activity/school incidents after being enrolled in the program(s) – Will be evaluated and revised as necessary
- Number of IGP students participating in the school's positive behavior intervention support program, life skills program, and other school educational/support programs that teach skill necessary to become self-sufficient adults with a focus on post high school education and career readiness
- Develop a 4-year college and career readiness plan for all IGP students that will be reviewed during an in person meeting with the IGP student, their parent/guardian and a school counselor

Partners:

- Southern Utah University
- Southwest Technical College
- Iron County School District and all middle school students
- Iron County Intergenerational Poverty Committee & Poverty Commission members
- Local Businesses
- Community Partners, Agencies and Volunteers
- Service Clubs/ Organizations (ie: Rotary, Lion's Club, Elks Lodge etc.)

Barriers/Challenges for Implementation of the Education Focus Area

Priorities:

- Lack of data sharing to facilitate the identification of the IGP middle school students (i.e. data related to who the IGP students are and which IGP students should be targeted)
- Transportation for IGP middle school students to/from various after school and summer programs
- IGP middle school students being able to attend the programs during both the school year and summer months
- IGP middle school students and/or their parents wanting the IGP student to attend the programs
- Costs for securing the adequate resources, training and administering the identified strategy programs [ie: Mental Health Counseling and Behavioral Support, Tutoring, Mentoring and Enrichment Program, and Drug Prevention and Education program].
- Costs for the IGP middle school students to participate in after school and summer programs – need for scholarships, waivers etc.
- Parent support and follow through in regards to intervention, assessment and treatment following implementation of programs

Future Enhanced Strategies/ Activities:

- Public-Private Partnership for summer activities
- Public-Private Partnership to provide IGP students with rewards for completing goals and benchmarks in their paths to become self-sufficient adults with a focus on post high school education and career readiness
- Create a proposal(s) related to engaging Southern Utah University, Southwest Technical College, and volunteer participation in the various programs

1) Mental Health Counseling & Behavioral Support

Program Outcome:

- Provide a comprehensive approach to middle school age children through trauma focused based intervention creating success in school and life.

Performance Measures:

<u>How Much? (Output)</u>	<u>How well? (Output)</u>
<ul style="list-style-type: none">• Increase in the current numbers served• Increase in mental health therapist• School counselors trained in trauma and behavioral recognition• Identify at risk youth and refer	<ul style="list-style-type: none">• Frequency of therapy sessions- As needed per assessment• School and agency partnerships formed• Parent involvement• Office referrals• Improvement in attendance and grades
<u>What difference did it make?</u>	
<ul style="list-style-type: none">• Increase in healthy coping skills and stress management• Trauma sensitive school environment• Increase child's performance in school• Reduce interaction with juvenile courts• Improved relationship skills	

Timeline:

- Phase 1: Gather middle school representatives and selected program partners to discuss and develop a trauma-focused intervention program
- Phase 2: Finalize intervention program and discuss evaluation standards
- Phase 3: Test/pilot program
- Phase 4: Evaluate test/pilot program

2) Tutoring, Mentoring and Enrichment Program

Program Outcome:

- Provide year-round tutoring, mentoring and enrichment program for IGP Students
- Provide opportunities for successful public/private mentoring
- Increased GPA's and attendance
- Increase peer-peer mentoring programs

Performance Measures:

<u>How Much? (Output)</u>	<u>How well? (Output)</u>
<ul style="list-style-type: none">• Increase the # of qualified & (background approved) tutors/mentors• Increase student participation in Tutoring/mentoring enrichment programs• Implement year-round tutoring/mentoring tutoring & enrichment program• Increase peer mentors & peer-peer mentoring program opportunities # of employers recruited	<ul style="list-style-type: none">• # of qualified mentors providing ongoing tutoring/mentoring• # of IGP Students participating in tutoring /mentoring enrichment programs• # of summer tutoring/mentoring enrichment program sessions and availability of offerings• # of peer mentors & IGP students involved in the peer-peer tutoring/mentoring programs

What difference did it make?

- Increase GPA & school attendance for IGP kids
- Increase Life skills & Self Sufficiency for IGP kids
- Less involvement with law enforcement for IGP kids

Timeline:

- Phase 1: Gather middle school representatives and program partners to discuss and develop ways to enhance current mentoring programs, including development of mentor pool
- Phase 2: Increase number of mentors available and work on a solution to address the ongoing issue of transportation for IGP students to be able to attend the programs
- Phase 3: provide additional mentoring and after school programs that IGP students want to participation in
- Phase 4: Evaluate test/pilot program

3) Drug Prevention and Education Program

Program Outcome:

Provide a comprehensive universal drug prevention and education program to all middle school students including IGP students.

- Provide Prevention Dimension training for teachers
- Provide drug prevention lessons in the classroom
 - Southwest Mental Health in all 6th grade classrooms 5 times per year
 - Southwest Mental Health in all 7th grade health classrooms 4 times per year
 - Life Skills lessons in all 7th grade health classrooms 3 times
 - Monthly mini-lessons in advisory provided by the Utah State School Board through Prevention Dimension Secondary Curriculum
- Provide positive mental health and life skills mentoring through SUU interns and the Personal Empowerment Program
- Provide instruction in positive mental health and life skills through the Hope for Tomorrow Program
- Provide intervention, assessment, and treatment (as needed) for middle school drug offenders
 - Provide intervention for first time drug offenders through Prime for Life (16-hour drug intervention program chosen by the State of Utah as the mandatory program for first time offenders) in cooperation with Southwest Mental Health and the Juvenile Justice System
 - Provide addiction assessment and treatment (as needed) for repeat drug offenders through Southwest Mental Health

Performance Measures:

<u>How Much? (Output)</u>	<u>How well? (Output)</u>
<ul style="list-style-type: none">• Increase # of students receiving drug prevention education• Increase # of drug prevention lessons taught• Increase # of teachers trained in drug prevention• Identify youth considered "at risk"	<ul style="list-style-type: none">• Increase frequency of drug prevention lessons taught• Decrease drug/alcohol use rates according to SHARP survey data• Decrease office referrals for drug/alcohol• Decrease safe school drug/alcohol violations• Improve grades and attendance
<u>What difference did it make?</u>	
<ul style="list-style-type: none">• Increase GPA and attendance of IGP students.• Reduce negative interactions with law enforcement and the Juvenile Justice System for IGP students.• Increase awareness of drug and alcohol risk and protective factors for IGP students.• Reduce safe school violations related to drug and alcohol use.	

Timeline:

- Phase 1: Southwest Mental Health and selected partners gather to discuss and develop an effective comprehensive universal drug prevention and education program
- Phase 2: Finalize program and work with middle schools to set evaluation standards
- Phase 3: Implementation through including programs in classroom and other school activities
- Phase 4: Evaluate pilot program and make adjustments as necessary

Appendix A: Participants within Iron County IGP Committee

Organization	Key Contact	Title	Email/ Phone	Services Provided/Role (Indicated by symbol)
Co-Chairs	Maile Wilson	Cedar City Mayor	mayorwilson@cedarcity.org 435-586-2953	# and *
	Heidi Miller	Cedar City Housing Authority	heidi@cedarcity.org 435-586-8462	# and *
Early Childhood	Tom Morgan	Head Start	thomasmorgan@suu.edu 435-586-6070	# and *
	Judy Kempter	SUU Head Start	kempter@suu.edu 435-586-6070	# and *
Public Health	Dr. David Blodgett	Director/ Health officer SW UT Public Health Dept. Health Educator	dblodgett@swuhealth.org 435-986-2545	# and *
	Kylaas Flanagan	SW UT Public Health Dept.	kflanagan@swuhealth.org 435-865-5151	# and *
	Lori Wright	Family Healthcare	lori@familyhc.org 435-879-5101	# and *
K-12 Education	Kevin Garrett	ICSD, Director of Special Programs	kevin.garrett@ironmail.org 435-586-2804	# and *
	Bylynda Murray	ICSD Cedar Middle School	bylynda.murray@ironmail.org 435-586-2810	# and *
	Rob Wagner	ICSD Canyon View Middle School	rob.wagner@ironmail.org 435-586-2830	# and *
	Ashley Whiting	ICSD Cedar Middle School	ashley.whiting@ironmail.org 435-586-2810	# and *
Higher Education	Brennan Wood	Pres. Southwest Tech	bwood@swatc.edu 435-592-2601	# and *
	Wes Curtis	SUU Regional Services	curtis@suu.edu 435-586-5418	
	Denny Heaton	ICSD Canyon view High School	dennis.heaton@ironmail.org 435-586-2813	# and *
USU Extension	Kathy Riggs	USU/Iron County Extension	Kathleen.riggs@usu.edu 435-586-8132	# and *

Behavioral Health	Heidi Baxley	Southwest Prevention	hbaxley@sbhcutah.org 435-867-7649	# and *
Juvenile Justice	Stephanie Furnival	Dir. Iron County Children's Justice center	sfutnival@ironcounty.net 435-867-4275	# and *
Workforce Development	David Busk	DWS, SW/CU Service Area Director	dbusk@utah.gov 435-865-6533	# and * - also ongoing Committee support
	Shelley Esplin	DWS, Workforce Development Spec	shelleyesplin@utah.gov 435-865-6542	# and *
	Nathan Reeves	Five County Association of Government	nreeves@fivecounty.utah.gov 435-586-8722	# and *
Economic Development	Danny Stewart	Econ Dev Director	dans@cedarcity.org 435-592-0111	# and *
Poverty Representation	Peggy Green	Iron County Care & Share	peggyg@careandshare-ut.org 435-586-5147	# and *
City Government	Maile Wilson	Cedar City Mayor	mayorwilson@cedarcity.org 435-586-2953	# and *
County Representative	Alma Adams	Iron County Commissioner	alma@ironcounty.net 435-559-3574	# and *
Community Representatives	Becki Bronson	Cedar City Hospital PR/ ICSD Board	becki.bronson@imail.org 435-531-3711	# and *
	Neal Smith	Southwest Technical College	nls400@msn.com 435-327-1073	# and *
	Duane Jarvis	SBHC	djarvis@sbhcutah.org 435-590-5942	# and *
Facilitator	Paul Mero	Facilitator	paulmero@msn.com	

#Indicates Iron County Poverty Commission

*Indicates Iron County IGP Committee Member