

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

**Kane County Intergenerational Poverty Committee
June 2, 2017**

At the invitation of the state Department of Workforce Services (DWS), the Kane County Intergenerational Poverty Committee was formed to address local solutions to intergenerational poverty (IGP) in the county. Kane County is one of among twelve other counties to receive this invitation and work on a strategic plan to address IGP.

In behalf of the entire Kane County Intergenerational Poverty Committee (the Committee) and its partners, we, the co-chairs, thoughtfully submit this report. The Committee's hope is that the Utah Legislature, state agencies and community leaders interested in breaking the cycle of IGP in Kane County and throughout the state will hear its collective voice.

Sincerely,

Commissioner Dirk Clayson, Chair
Elizabeth Davis, Co-Chair

Background and Summary

Kane County is comprised of communities that care and support one another, which is one of its greatest strengths. As an example, Kane County Care and Share is much less reliant on outside food donations through the Utah Food Bank than other counties in the region and the state. Monthly reporting shows that church congregations supply much of the need for emergency food in the region. This shows that with coordination with community partners, Kane County is able to implement local solutions with dedicated community members to assist in efforts. Southwest Utah Public Health and Southwest Utah Behavioral Health utilize community involvement to run high-functioning youth coalitions with wide-spread community support and efforts to improve health and well-being of youth in Kane County.

In this context, approximately 100 children in Kane County live in intergenerational poverty. The Kane County Intergenerational Poverty Committee continues to meet and collaborate with elected officials and community partners (see Appendix A) for monthly meetings. We developed a *Mission Statement* to provide a unified context and acting as a filter through which the Committee viewed and prioritized ideas and solutions:

The Kane County Intergenerational Poverty Committee exists to create opportunity and break the cycle of intergenerational poverty among at risk and IGP children by seeking to coordinate services: basic needs, emotional well-being, safe and secure environments, and opportunities to build relationships with peers and mentors through evidence-based practices.

In sum, the goal of this Committee is to better utilize and coordinate existing resources to combat IGP.

The number of Kane County children at-risk of remaining in poverty as adults is approximately five times greater than the IGP child population in the county. The Committee has chosen to focus its energy on the children identified by DWS as living in intergenerational poverty and children who are at risk to live in IGP. The Committee recognizes that the circumstances of at-risk children hold the same level of importance to the county. Per state law and administrative definitions set by DWS, the Committee sets its sight on children first (ages (0-24) and then their families. The Committee recognizes the child-centric vision created by the Utah Legislature and seeks fidelity to that vision.

In establishing the Kane County IGP plan, the Committee necessarily created and applied certain assumptions giving context for our approach:

- Successful execution of the plan requires collaboration between agencies, public and private. This will require state DWS policy changes.
- Where relevant, the plan takes a personalized 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 acknowledges limited resources while looking ahead at what its impact could be with sufficient resources.
- The effectiveness of this plan would be considerable augmented by a change in policy allowing agencies to share pertinent information between collaborating agencies. If the committee is unable to identify the IGP children specifically it will be unable to adapt the programming to adapt the specific needs of the family.

In prioritizing its plan, the Committee chose to address three concerns within three areas of well being set by the state. The Committee based its priorities on long-term goals provided by the state. The Committee chose to prioritize the following state goals:

- **Early Childhood Development:** *IGP children prepared for kindergarten (state 5-year goal)*

- **Education:** *IGP children graduate from high school at least at the state rate (state 10-year goal)*
- **Health:** *IGP children have access to quality health care (state 5-year goal)*

The Plan

The Kane 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 Kane County.

There are two parts to this plan, one part systemic and the other part programmatic the systemic aspects of the plan undergird its programmatic aspects. At its heart, this plan looks to identify differences between IGP and situational poverty. Intergenerational poverty is different and more complex than situational poverty – IGP is a learned culture, however, it can be prevented and when prevention is not possible the cycle of IGP can be broken.

It is important to acknowledge the limitations placed on the committee due to the restrictions information sharing. Without the ability to share information between agencies regarding IGP children (families) we are considerably restricted and unable to take a direct (and effective) workaround approach.

No “workaround” can replace actual knowledge of these IGP children and no solution discussed in this plan will have full impact without that knowledge. Memorandums of understanding can be created locally, within limits, but a better and lasting solution is for federal, state and local governments to collaborate to mitigate systemic barriers to data sharing. This Committee will participate in any discussions designed to achieve this end.

This plan depends upon the full collaboration of state and local agencies and private partnerships. As stated in our *Mission Statement*, the goal of the Committee is to better utilize and coordinate existing resources. Absolutely essential to collaboration within this plan is a common process among all agencies, public and private, assisting IGP children and their families. For instance, effective plan collaboration requires a common intake database and the ability to track transient families throughout the state and to administer clean and accountable transfers between agencies.

We request a call to action to the state to align the laws to allow name and information sharing between entities. When this takes place the committee will know those who have needs in the cycle of IGP and have the ability to combine resources and help those individuals

It is imperative that we development a frontline of supports for children youth and their families to overcome the barriers of IGP. Family Resource Facilitators (FRF)

will work on the ground level with families working to identify the needs and barriers that personally face these families in IGP. They will use evidence-based practices through the implementation of wraparound to fidelity. They will be trained and supported through partnering agencies to ensure they are a step ahead in the techniques they use. The FRF program uses formal and informal supports that are involved with the family to help the family learn skills to facilitate their needs while remaining culturally competent to the family and the community.

Mentors use their unique peer experience to guide and motivate youth and families to develop their full potential; including in-home visits to help strengthen the development of the relationship with the family. Through this process, they will develop an understanding of the needs, strengths, and culture of the family. Mentors along with FRFs are able to help educate and advocate for the family to implement what services would be most beneficial for the family and their direct prioritized needs.

With this plan of implementation and these barriers addressed, the committee is able to focus on the needs listed in the Needs Assessment.

Needs Assessment

The Kane County IGP Committee spent approximately 400 man-hours discussing and debating the real needs of Kane County regarding IGP. Fundamental to its conclusions is that simply adding and strengthening services will not address the problems with the IGP population unless we, through assigned mentoring, ensure connection of IGP children and their parents to the services provided.

The 2014 American Community Survey (ACS) estimates the population of Kane County to be 7,221. Children under the age of 18 and seniors account for 24% and 19% of the population, respectively. The region has a poverty rate of 8.4%, but 32% of children experience situational poverty or are at risk of experiencing intergenerational poverty.

Kane County's economic outlook has continued to improve since the Great Recession. Based on DWS data, the annually adjusted employment gain from March 2015 to March 2016 is 8.5% and the seasonally adjusted unemployment rate in June 2016 was 4.3%. Like many of the rural counties in Southern Utah, much of this economic growth is driven by tourism and secondary jobs. Wage data also shows the gap between the average wage in Kane County and the State of Utah to be increasing. Less than 10% of the county is privately or locally controlled, making it more challenging for primary jobs related to resource extraction.

Kane County's employment force numbers can be deceiving due to the large numbers of seasonal workers. In the annual aggregate, Kane County unemployment numbers might not seem to be a problem. But, taking unemployment numbers month by month, reveals the problems with seasonal employment. A full one-third

of Kane County's employment is seasonal and this significant number shows up in county unemployment numbers.

Based on food box data collected by Five County Association of Governments and Kane County Care and Share, there is a 33% decrease in food box utilization between peak and low tourism seasons. This may indicate earning potential for those working in the service industry to be higher in the summer than in the winter. However, ACS survey data reveals an increase in telecommuting opportunities during the tourist off-season, particularly with jobs related to financial services.

Substance abuse treatment in Kane County is problematic. In the Southwest region — Washington, Iron, Kane, Beaver and Garfield counties — officials estimated there were 10,379 adults who needed treatment in 2015, but the public system only has the capacity to provide care to 603 individuals. More importantly, for youth, 726 reportedly needed treatment but the capacity was set at just 36.

Kane County also has the lowest GINI coefficient score in the region, .38. This indicates the least amount of income inequality in the region as well. This shows that economic growth and wage increases in the county are more evenly spread than in other counties in the region.

Due to the declining youth population over the years, Kane County has seen a decrease in resources available for early childhood development. Several years ago, SUU's Head Start program pulled out of Kane County, leaving Kane County School District to fill in early intervention gaps. As of May 2016, there are also no qualified licensed childcare providers who receive state childcare subsidy from the state.

Chronic absences within the IGP school-age population are dramatic. Notwithstanding that IGP children comprise only five percent of Kane County's school-age population, rates of absences among IGP students range from 10% to 60%.

Another high barrier to child well being in Kane County is the high cost of rentals. The fair market value of a two-bedroom apartment increased 15% from 2015 to 2016. Based on public forums and survey responses, is caused by the increase in short-term vacation rentals, which decrease housing inventory. Additionally, the increase in property values has increased in the percentage of renters vs home owners.

We identified the need or gap in the data, which lead to the brainstorming of strategies and finally narrowed down into a plan of implementation with measurable and desirable outcomes.

Focus of the Plan's Program

- **Education:** *IGP children graduate from high school at least at the state rate (state 10-year goal)*
 - Attendance
- **Health:** *IGP children have access to quality health care (5-year goal)*
 - Substance Abuse
- **Early Childhood Development:** *IGP children are prepared for kindergarten (10-year goal)*
 - Licensed child care providers

Kane County Logic Models

Each priority will be explained using a logic model format. For each priority, this format will describe the idea and its execution. This format uses the following structural definitions:

- *State long-term goal – 5-year or 10-year goals set by state*
- *Kane mid-term goal – a primary Kane County goal to achieve the long-term goal*
- *Kane short-term goal – a preliminary Kane County goal to achieve the primary goal*
- *Ownership – who owns (i.e. agency, public and/or private) and is accountable for execution, coordination and reporting?*
- *Activities – what has to be executed for goals to be achieved?*
- *Inputs – additional resources needed to meet goals (i.e. community partners and services)*
- *Measurements of success – quantitative and, more importantly, qualitative ways to measure success for achieving each goal*
- *Timeline – when does the execution for each goal roll out over the next year*

Childcare		Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome	Timeline
* No licensed childcare providers (barriers to employment support state subsidy, quality of early childhood development childcare, affordability, and safety.	<ul style="list-style-type: none"> * List of recommendations * create marketing/solicitation campaign * On-going CDA and Care About Childcare trainings once providers identified * Some parents use childcare barrier as an excuse to not work * Housing conditions become a barrier to licensing for some providers 	<ul style="list-style-type: none"> * Five County AOG - Care About Care * Schools * DWS Office of Child Care * Members of the Local Interagency Council (Promote / Market) * Provide housing rehab referrals to childcare providers with housing conditions which prevent in-home care 	<ul style="list-style-type: none"> * Parent link 	<ul style="list-style-type: none"> * Recruit licensed child care providers * Outreach to community agencies to market childcare as a career option * Remove childcare barrier as an excuse of not completing case plans for other programs * Utilize CAC funding from Office of Childcare to obtain licensed child care providers * Provide housing rehab referrals to childcare providers with housing conditions which prevent in-home care 	<ul style="list-style-type: none"> * Licensed child care providers in county * Increase in knowledge of providers to increase quality of childcare * Remove childcare barrier as an excuse of not completing case plans for other programs * Increase in reading and math proficiency * Number of IGP parents working 	<ul style="list-style-type: none"> * Licensed child care providers * Expand training and knowledge of providers to increase quality of childcare * Remove childcare barrier as an excuse of not completing case plans for other programs * Increase in reading and math proficiency * Number of IGP parents working 	<ul style="list-style-type: none"> * IGP and at-risk children are prepared for kindergarten * All programs serving children covered by subsidy are high-quality programs. * IGP adults will have increased access to employment despite having barriers to employment * Review progress of mentoring assignment 	<ul style="list-style-type: none"> - Year 1 - Expand marketing / recruitment / training of new childcare provider - Year 2 - COC staff begin to attend LIC meetings at least quarterly - Year 3 - Expand training opportunities for child care providers to improve quality of childcare - Year 5 - Eliminate or greatly reduce childcare barrier for IGP families - Year 10 - Meet the 10-year outcomes 	

Substance Abuse		Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome	Timeline
* High rates of substance abuse in Kane County teens	* Develop campaign * recruit partners * Drug use reduces productivity of youth to learn, work, or develop skills for the future	* SW Prevention * Department of Health	* LDS Church * Utah Committee on Volunteerism - AmeriCorps volunteers (Five County AOG can coordinate) * School District * Mentors	* A public awareness campaign	* Change community norms about the use and consequences of substance addictions	* Decrease in reported substance abuse	* IGP and at-risk children have access to treatment	Years 1-3: Develop and implement new marketing / outreach campaigns.	Years 1-3: Develop and implement new marketing / outreach campaigns.	Years 1-3: Develop and implement new marketing / outreach campaigns.

School Attendance		Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Improve attendance in Kane County school district	<ul style="list-style-type: none"> * Recruit partners * Development of Standardized training * Limitation to how to deal with chronic tardiness / absenteeism (confusion over the implementation of JJS reform) 	<ul style="list-style-type: none"> * School district * Allies for Families (System of Care) or a similar family visiting/ally program * Community-based - Crisis Mobilization team * Wrap-around case management 	<ul style="list-style-type: none"> * Mentors * Kane Education Foundation *Big Brother/Big Sister Program * Some funding passed through Five County AOG (SSBG) * Non-court LIC Members * Allies for Families * Department of Human Services (System of Care) 	<ul style="list-style-type: none"> * Establish partnerships between the school district and third party providers to plan effective engagement * Understand the recent JJS reforms and how to implement best practices in Kane County 	<ul style="list-style-type: none"> * Assign IGP and at-risk children and their families to Family Resource Facilitators (FRFs) * Integrate community task force group for early truancy intervention 	<ul style="list-style-type: none"> * Increase in high school graduation * The number of children who read proficiently by 3rd grade 	<ul style="list-style-type: none"> * Improved signs of parental engagement at home; Increase in GPA * Meeting proficiency standards for reading and math 	<ul style="list-style-type: none"> * IGP children graduate from high school at least at the state rate * Lower rates of chronic absence leading to improved educational outcomes and higher graduation rates. * Decreasing achievement gap between low and high-income kindergarten students. 	<ul style="list-style-type: none"> * Increase social-emotion skills; improve mental/behavioral health; and improve academic outcomes, as measured by statewide assessments.
								<ul style="list-style-type: none"> * Elementary School Attendance * Number of children absent from school 10 or more days * Review progress of mentoring assignment * Increase the number of "family allies" outside of the JJS or Juvenile Court System 	

Housing (Part 1)						Timeline		
Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome	Timeline
* Shortage of affordable housing	* Businesses gather together to address affordable housing needs	* Kane County Commission	* Land	* Begin to study the feasibility of workforce housing	* Begin executing concrete plans for capital projects	* Number of affordable housing units developed through private investment	* IGP adults will have increased access to employment despite having barriers to employment.	Year 1: Develop workgroup
* Shortage of contractors willing to build affordable units in Kane County	* Encourage workforce housing (take inventory pressure off the community)	* Local Businesses (especially hotels, Best Friends Animal Sanctuary, etc.)	* Facilitator within the business community (coordinate meetings)	* Identify how housing impacts businesses	* Materials	* The number of IGP workers with reduced housing-cost burden	* Improved child well being and employment outcomes for parents leading to self-reliance.	Year 2 - 3: Plan potential workforce housing projects
	* Encourage other industrial construction to keep more consistent building demand in Kane County	* Chamber of Commerce	* In-kind value from governmental leaders (tax-rebates, impact fee reductions, space to hold meetings, etc.)	* City and County Officials	* Mentors	* The number of private partners willing to invest in housing	* Increase self-reliance of IGP adults who are working.	Year 5 - Increase the number of affordable units
						* Review progress of mentoring assignment		Year 10 - Achieve 10 Year Objectives

Housing (Part 2)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome	Timeline
* Zoning and municipal ordinances do not support many multi-family construction projects	<ul style="list-style-type: none"> * Develop committee to study impact fees * Kanab City Leaders * Re-examine zoning ordinances (circuit planning?) * Understand community objections for multi-family housing * Re-examine Kane County's Affordable Housing Plan 	<ul style="list-style-type: none"> * Kane County Commission * Kane County Leaders * DWS - Housing and Community Development * Five County AOG - Community and Economic Development * Local Attorneys (Pro Bono?) 	<ul style="list-style-type: none"> * Time of planning professionals * Legal expertise (to identify legal hurdle in modifying / updated ordinance) * Public input / support (including from IGP consumers) 	<ul style="list-style-type: none"> * Bring local governments (with planners) together to address issues from the private sector 	<ul style="list-style-type: none"> * Abort updated planning guidelines / ordinances which discourage private investment in multi-family housing 	<ul style="list-style-type: none"> * Number of affordable housing units developed through private investment 	<ul style="list-style-type: none"> * IGP adults will have increased access to employment despite having barriers to employment. 	<ul style="list-style-type: none"> Year 1: Evaluate barriers to housing development as a result of policy and procedures Year 2: Update affordable housing plans Year 3: Complete and execute affordable housing strategies / Year 5: Increase the number of affordable units

**Transportation
(Part 1)**

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome	Timeline
* IGP individuals with physical or emotional disabilities have difficulty accessing transportation for employment	<ul style="list-style-type: none"> * Volunteer "ride sharing" program at Kane County Senior Citizen Center * Local church congregations and community groups * Develop training "certification" * Access liability and structural issues which would discourage volunteers from participation *Private van pools/ car pools 	<ul style="list-style-type: none"> * Kane County Volunteer Center * Five County Community Action (funding through CSBG/SSBG) and Mobility Management 	<ul style="list-style-type: none"> * Volunteer Contributions (time, vehicles, liability insurance) * Training materials * Policies and Procedures * Funding for indemnity and volunteer recognition *Mentors *Private Vehicles and Resources 	<ul style="list-style-type: none"> * Identify liability / indemnity issues * Develop program structure * Integrate into regional Coordinated Human Services Transportation Plan * Promote ridesharing to private citizens * Americorp volunteers 	<ul style="list-style-type: none"> * Recruit and recognize volunteers for ride sharing program * Evaluate the effectiveness of program * Expand transportation service into mentoring * Review progress of mentoring assignment *Organizational support for volunteers 	<ul style="list-style-type: none"> * Number of new volunteers providing transportation to IGP individuals * Number of IGP households who increase access to employment-related transportation * Review progress of mentoring assignment *Americorp volunteers 	<ul style="list-style-type: none"> * Increasing income to help meet the basic needs of the family. * Encourages the development of job skills in high-demand occupations without risk of losing safety net benefits * Establishing a program without eligibility *Achieve the 10 year outcome 	<ul style="list-style-type: none"> * Year 1: Mobility Manager and Kane County Volunteer Center Director meet and plan / certification for volunteers * Year 2: Increase funding needed for volunteer pool / increase marketing *Year 3: Evaluation and expansion * Year 10: Achieve the 10 year outcome

Transportation (Part 2)					
Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals
				Progress Measurement	10 Year Outcome
* FTA buses (primarily through Senior Citizen Center) not meeting ride-sharing requirements. There is also limited ride-sharing coordination with Kane County School District	<ul style="list-style-type: none"> * Meet in smaller transportation subcommittee to see about the feasibility of sharing * If sharing possible, identify legally-binding methods of recouping damages for negligent use of transportation 	<ul style="list-style-type: none"> * Kane County Commission * Kane County Senior Citizen Center * Kane County School District 	<ul style="list-style-type: none"> * FTA and non-FTA (federal transit authority) vans and busses * Smaller vans rather than larger busses (better utilization) 	<ul style="list-style-type: none"> * Develop a Kane County-specific transportation partnership * Improved FTA vehicle utilization rates and overall increase in number of clients served * Coordination of existing drivers 	<ul style="list-style-type: none"> * IGP adults will have increased access to employment despite having barriers to employment. * Increase self-reliance of IGP adults who are working.
*Evaluate other non FTA vehicle availability					<ul style="list-style-type: none"> * Other timeline goals as identified by Five County Regional Mobility Council
					<ul style="list-style-type: none"> * Year 10: Achieve the 10 year outcome

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 1)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Lack of primary / "family sustainable" jobs (Unbalanced land-use policy places restriction on primary job opportunities)	* Advocacy and policy change in land management plans / access	* State and Federal delegation * Kane County Commission	* Staff time, space costs, materials - from specific budgets *Mentors	* Modifications in current land use regulations and laws * Resource-related primary jobs (allow uranium mining again)	* Rules and laws modified to accommodate additional resource-related primary jobs (allow uranium mining again)	* Increase in the number of primary jobs * Area Medium Income	Increasing income to help meet the basic needs of the family. * Number of new primary jobs created

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 2)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Not enough "non-financial" incentives to motivate IGP adults to complete adult education / vocational training for better work (AP&P, Court Involvement, JJS, etc.) Initiatives lack "teeth."	<ul style="list-style-type: none"> * Additional legal "teeth" to incentive participation in job retraining and GED obtainment * Job retraining and GED obtainment * Vocational training for better work (AP&P, Court Involvement, JJS, etc.) Initiatives 	<ul style="list-style-type: none"> * Adult Probation and Parole * Utah Court System * Kane County (Justice and Drug Courts) * Private Probation * Local DWS Center * Kane County Adult Education * Utah Department of Human Services (DCFS, JJS, etc.) * Southwest Behavioral Health Center (Justice Reinvestment Act) 	<ul style="list-style-type: none"> * Legislation (in some instances) * Additional supervisory staff resources (transportation, wages, benefits, space, etc.) for additional enforcement 	<ul style="list-style-type: none"> * Changes in policy to allow for additional "non-financial" incentives * Work with Justice Reinvestment Act (Southwest Behavioral and AP&P) to coordinate efforts 	<ul style="list-style-type: none"> * Increase in resources available for extra "teeth", legal enforcement to encourage behavior change 	<ul style="list-style-type: none"> * Increase in IGP individuals obtaining GED, Post-secondary, or vocational training * Review progress of mentoring assignment 	<ul style="list-style-type: none"> • Encourages the development of job skills in high-demand occupations without risk of losing safety net benefits.

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 3)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Lack of primary / "family sustainable" jobs (alignment with state and regional resources / no comprehensive economic development plan / need for additional economic development data)	<ul style="list-style-type: none"> * Developing comprehensive economic development plan for Kane County * Five County Association of Governments - Economic Development Administration staff * Kane County Commission * Kane County Economic Development Practitioners * Utah State University Extension * Utah Governor's Office of Economic Development * Economic Development Administration Funding (Passed through Five County) * Kane County and City General Funds (staff time, analysis, meeting space) 	<ul style="list-style-type: none"> * Kane County and City General Funds (staff time, analysis, meeting space) * Kane County Economic Development Practitioners 	<ul style="list-style-type: none"> * Create and present Kane County economic development plan to local and state partners * Economic Development Administration Funding (Passed through Five County) * Funding through Utah Governor's Office of Economic Development 	<ul style="list-style-type: none"> * Execute Kane County economic development (including accessing state and regional resources 	<ul style="list-style-type: none"> * Number of new businesses started or expanded * Number of IGP individuals hired by expanded businesses * Number of IGP households with increased income * Number of new economic development projects in connected with GOED 	<ul style="list-style-type: none"> * Improved child wellbeing and employment outcomes for parents leading to self-reliance. * Increase self-reliance of IGP adults who are working 	

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 4)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Negative Net-loss migration in Kane County (Members leaving the community / lack of housing inventory for those relocating to Kane County)	<ul style="list-style-type: none"> * Continue to make Kane County an attractive community to live and work in (recommendations of the Rodger Brooks report) * Zoning and impact fee changes which allow for additional multi-family units and reduce barriers to private housing development * Addressing housing as a component of an economic development plan / ensuring enough consistent jobs for construction 	<ul style="list-style-type: none"> * City and County Leaders * Planning Professionals * Contractors / developers * Economic Development Planners * Regional Circuit Planners 	<ul style="list-style-type: none"> * Businesses cash or in-kind contribution (hotels who may have a higher stake in affordable housing) 	<ul style="list-style-type: none"> * Increase the number of coordinated local and regional efforts to complete a plan (within 2 years?) * Revise zoning ordinances to be more "multifamily" housing-friendly * Municipal general funding for staff planning * Community Development Block Grant (CDBG) for circuit planners * In-kind contribution from municipal entities 	<ul style="list-style-type: none"> * Approach developers * Begin construction on affordable housing units * Work with business to provide customer service training * Promote townscaping / beautification projects * Gather key stakeholder together and begin collaboration between businesses with the most to gain from affordable housing * Integrate housing into economic development planning 	<ul style="list-style-type: none"> * Improved "secret shopper scores" * Increase in the number of affordable housing units 	<ul style="list-style-type: none"> * Increasing income to help meet the basic needs of the family. * Positive net-migration population growth for Kane County * Review progress of mentoring assignment

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 5)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Misalignment between school district and adults education (elective credits which hold adults back from receiving GED)	* Collaboration between school district and adult education - removing elective credit barrier to moving IGP individuals and families forward faster	* Kane County School District * Kane County Adult Education * Kane County * Local DWS Center	* Kane County Funding for staff time	* Clarify ways to encourage students to stay in school while removing barriers * Create MOU between school district and adult education	* Continually re-evaluate elective credits for IGP families in adult education * Decrease the average length of adult education completion	* Increase in the number of IGP individuals completing adult education	* Students experiencing intergenerational poverty will have access and support to post-secondary education.

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 6)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Lack of reliable transportation for employment, especially for IGP persons with disabilities	Expand volunteer "ride sharing" program at the Volunteer Center of Kane County / Expand outreach	* Kane County Volunteer Center * Five County AOG - Senior Companion / Mobility Management * Utah Department of Workforce Services	* Volunteers * Funding for liability pool (Kane County UCIP?) * Private Donations (cash and in-kind for auto depreciation)	* Identify liability / indemnity issues * Develop program structure * Integrate into regional Coordinated Human Services Transportation Plan	* Recruit and recognize volunteers for ride sharing program * Evaluate the effectiveness of program * Expand transportation service into mentoring	* Number of new volunteers providing transportation to IGP individuals * Number of IGP households who increase access to employment-related transportation	* IGP adults will have increased access to employment despite having barriers to employment

Economic Development (System) / Workforce Development (Adult IGP) / Education (Youth) (Part 7)

Needs	Activities	Who is Responsible?	Input (Resources)	Short-term Goals	Medium-term goals	Progress Measurement	10 Year Outcome
* Better linkages between educational / job training programs and existing primary jobs (especially for IGP high school students graduating in near-future)	<ul style="list-style-type: none"> * Develop a vet-tech program through Applied Technology College (to work with concurrent enrollment) * Strongly encourage CNA class as elective (or required) course in Kane County 	<ul style="list-style-type: none"> * Applied Technology College * Department of Workforce Services 	<ul style="list-style-type: none"> * Workforce Innovation and Opportunity Act (WIOA) funding (DWS) 	<ul style="list-style-type: none"> * Engage stakeholders through collaborative meetings * Knowledge transfer between Best Friends Animal Sanctuary and Applied Technology College * Test a pilot program 	<ul style="list-style-type: none"> * Expand formal programs * Develop internships at Best Friends Animal Sanctuary and Home Health Companies 	<ul style="list-style-type: none"> * Reduction in the hiring of outside vet techs and CNA's * Increase the number of vocational training programs * IGP students show proficiency at essential skills needed for careers 	<ul style="list-style-type: none"> * Increase self-reliance of IGP adults who are working * IGP adults will have increased access to employment despite having barriers to employment. * Students experiencing intergenerational poverty will have access and support to post-secondary education.

Summary of Actionable Items

Seven primary actions must occur for these plans to materialize:

1. Countywide collaborative partnerships and mentor pools – Kane County IGP Committee must develop these networks.
2. Child Care – *Licensed childcare providers.*
 - Gather partners to discuss and develop a strategy to increase the number of licensed childcare providers in Kane County.
3. Substance abuse – *Change community norms about the use and consequences of substance addictions.*
 - Gather partners to discuss and develop a public awareness campaign.
4. School Attendance – *Assign IGP and at-risk children and their families to Family Resource Facilitators (FRFs).*
 - Establish partnerships between the school district and third party providers to plan effective engagement.
5. Housing – *Begin executing concrete plans for capital projects.*
 - Begin to study the feasibility of workforce housing; identify how housing impacts businesses; facilitate private investment
6. Transportation – *Recruit and recognize volunteers for ride sharing program.*
 - Gather partners to discuss and develop a volunteer ride sharing program.
7. Economic Development – *Execute Kane County economic development (including accessing state and regional resources).*
 - Gather partners to create and present Kane County economic development plan to local and state partners.

Appendix A: Participants within Kane County IGP Committee

Name	Organization
Dirk Clayson	Kane County
Tracy Johnson	New Frontiers for Families
David Busk	Department of Workforce Services
Liz Labato	Department of Workforce Services
Jan Judd	Southwest Behavioral Health
Lexie Little	Southwest Utah Public Health
Ashley Heaton	Southwest Behavioral Health
Ben Dalton	Kane County School District
Carrie Siegler	Five County Association of Governments
Clint Cottam	Five County Association of Governments
Jay Aguilar	Five County Association of Governments
Bevin Owens	New Frontiers for Families
Elizabeth Davis	USU Extension - Kane County
Brian Trout	New Frontiers for Families
Leslie Chamberland	Sixth District Juvenile Probation
Wendell Roberts	Sixth District Juvenile Probation
Brittney Pershall	Dove Center
Glen Ames	Division of Juvenile Justice Services
Will Leonard	Calvary Chapel Church
Sandy Kerr	Kane County Cares
Vicki Hooper	Kane County Events / Volunteer Center
Megan Smith	Kane Education Foundation
Craig Hansen	Kane County Care and Share / Senior Citizen Centers
Melinda Dalton	Waterford Academy
Paul Mero	Kane County IGP Committee Facilitator