



INTERGENERATIONAL POVERTY IN UTAH

COUNTY PLAN TEMPLATE

DUE: JUNE 2, 2017

Updated Jan. 13, 2017

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INTRODUCTION AND EXPECTATIONS OF THE COUNTY PLAN

The Intergenerational Poverty County Plan is designed to help counties plan on supporting the Utah Intergenerational Welfare Reform Commission's primary goal of *measurably reducing the number of families in the cycle of poverty, thereby improving their quality of life and helping them become economically stable.*

As counties implement their plans, they are expected to begin with scale and sustainability, and keep in mind evaluation and documentation. This plan is intended to help as a guiding tool as counties progress from planning to implementation, as they work toward sustaining and scaling their efforts.

Each county will better align services and supports for parents and children at the system level – which in turn will support alignment and innovation at the program level – to demonstrate how their approach can effectively meet the needs and advance the prospects of families in intergenerational poverty. The county plan will specify how it will implement changes to achieve this goal. Counties will identify the services that will be aligned or coordinated and plan for internal and external partnerships that can be leveraged to fill gaps and support better service design and delivery.

The county plan will also describe a plan for data collection, reporting, and information sharing to strengthen the evidence base for intergenerational poverty. This plan will show how the county will bring in the voices of families in intergenerational poverty, improve and streamline systems, and engage community partners and leaders to support systems and culture change, and the effort's sustainability.

Completing this plan is critical for successful implementation and will serve as an important element in identifying and aligning the right combination of support needs for each county.

PLEASE NOTE: Use this county plan to describe the **overall** community-wide effort under the intergenerational poverty initiative. It is *not* intended to be a plan for only what the lead organization is doing.

County Name:

San Juan County

List the names and titles of the team that participated in the development of this county plan:

San Juan County - IGP Task Force:

Clayton Long – **Bilingual Director**, SJ School District
Autumn Secody – **Behavioral Health Outreach Coordinator**, UT Yes – Monument Valley
Alyn Mitchell – **Task Force Coordinator**, San Juan Counseling
Devonna Montgomery – **Director**, Rural Utah Head Start
Donna Singer – **Facilitator**
Griselda Rogers – **Education Director**, White Mesa – Ute Mountain Ute Tribe
Guy Denton – **Vice Chancellor**, USU Eastern
Harold Carey – **VISTA**, San Juan Foundation
Katherine Charleston Mitchell – **Community Member & Advocate**
Katie Eberling – **Kinship and Adoption Supervisor**, Division of Child and Family Services
Kelly Thornton – **Supervisor**, Department of Workforce Services – Blanding & Moab Offices

Kirk Benge – **Director**, Department of Public Health
Kammy Palmer – **Coordinator**, Help Me Grow Utah
Lisa Carr – **Director**, San Juan Foundation; Coordinator, Early Childhood Coalition
Lynnette Johnson – **Educational Director**, SJ School District
Lucille Cody – **Liaison**, SJ School District – Montezuma Creek
Shauna Sherrow – **Family Resource Facilitator**, San Juan Counseling
Marcia Shumway – **Deputy Sheriff**, SJ County Sheriff's Office
Rebecca Benally – **Commissioner**, San Juan County
Robert Ogle – **City Councilman**, Blanding
Ryan Heck – **Clinical Director**, San Juan Counseling
Shawn Ivins – **Director**, Canyonlands Youth Center – Juvenile Justice
Stanley Nez – **Peacekeeper**, Aneth Justice Court
Susan DeLorme – **Victim Advocate**, SJ County Attorney's Office
Tammy Squires – **Director**, San Juan Counseling
Timathy Chamberlain – **Coordinator**, USU Small Business Development Center
Trevor Olsen – **Native Youth Grant Coordinator**, SJ School District

COUNTY PLAN SUMMARY

Provide a high-level summary describing your county plan. This summary should be able to stand on its own and could be used on a website or in a report summarizing the efforts of all counties involved in addressing intergenerational poverty.

San Juan County represents over 8,000 square miles, with a population of just over 16,000 residents. This “Frontier” type geography causes many barriers, as far as access to services. From the top of San Juan County, to the bottom, represents 4 hrs. and 30 minutes of travel time by vehicle. No running water or electricity in many homes, limited transportation, and tribal jurisdiction issues; all contribute to unemployment, absenteeism from school, abuse, and a host of other challenges that face the people living here. These factors also contribute to the high rate of Intergenerational poverty that is the highest in the state of Utah. Working in silos has been the approach for many years, as residents of San Juan County work to try and come up with resolutions to this ongoing problem.

Our Intergenerational Task Force is working very hard to come up with a collaborative approach to dealing with these issues. We feel that the only way to effectively come up with a plan, is to align current resources and goals of existing community partners, with those of the Welfare Reform Commission. We have come up with a goal in each of the four, 5- and 10- year Commission goals. We feel that all the goals are intertwined and will supplement and support each other. We look forward to working toward each of the four goals, because we feel it is important to keep everyone at the table on the IGP issue, and hopefully the implementation of these goals, will do that – as well as help alleviate the silo approach; but we have not had time to further work out the details for implementation. Therefore, we will begin the implementation process with focus on one goal only. We will list all four goals in the logic model section, for informational purposes for the Commission, and to give an overall view.

We will begin with goal #2:

EARLY CHILDHOOD DEVELOPMENT (To align with 5- and 10- year Welfare Reform Commission Plans):

Goal #2: *Children At-Risk of Poverty will be prepared to enter Kindergarten.*

Population Served: IGP children ages 1-5

Indicator:

% of children at risk of remaining in poverty participate in high-quality preschool; increases by 5% over the ten-year period.

Strategies: *Engage families and community support agencies, in particular - the Early Childhood Coalition to:*

- *Disseminate EYEQ Phonics kits to every new mother through WIC Nurses.*
- *Provide parent training opportunities to learn what the Kindergarten entry expectations/assessment are and how to help children reach those standards.*
- *Coordinate with San Juan School District's Early Intervention and Preschool programs to fill gaps, give parents information about free Preschool services and promote literacy.*
- *Work with the SJCPAC (San Juan County Prevention, Action, Collaboration) Coalition, to promote literacy and lower the numbers for the "Low Commitment to School" risk factor on the SHARP Survey.*
- *Work with the soon to be formed, SJCPAC (San Juan County Prevention, Action, Collaboration) Youth Coalitions, located throughout various county communities, to promote literacy and lower the numbers for the "Low Commitment to School" risk factor on the SHARP Survey.*
- *Recruit for UPSTART*
- *Determine need for more Preschool services. Potentially develop and write a grant for a San Juan Head Start grant.*
- *Recognize parents of IGP who are successfully preparing their students for school and provide platforms for them to support other parents.*
- *Work with the Rotary Club to develop and disseminate Early Literacy Bags for homes.*
- *Develop programs to get Read Aloud books into homes of poverty and give support to parents to learn the importance of reading with children.*
- *Brand and promote the concept of reading at level by Grade 3. (such as handing out T-Shirts that say "I Can Read, Guaranteed" etc.)*
- *Develop parent support groups for parents who struggle to provide environments conducive to learning. Paint the vision for what a literate home looks like.*
- *Partner with schools to provide monthly family literacy nights.*

NEEDS ASSESSMENT

County Goal(s) for Intergenerational Poverty

What state five- and 10-year goal(s) will your county focus on achieving in your plan? Only choose goals that you could reasonably achieve as a county. Please note that you also don't need to have a goal in each area of child-well being. It's acceptable to only choose one goal if you find that undivided focus will make the most impact in your community.

****EARLY CHILDHOOD DEVELOPMENT (To align with 5- and 10- year Welfare Reform Commission Plans):**

Goal #2: *Children At-Risk of Poverty will be prepared to enter Kindergarten.*

Population Served: IGP children ages 1-5

Measurements of Progress and Success

The ability to achieve the goal(s) stated above, requires the county to utilize indicators to track progress toward the goal(s). The Intergenerational Welfare Reform Commission has identified several indicators in each area of child well-being that are being tracked statewide. The county may use the indicators, where it has a data collection method that will incorporate these indicators. The county may also identify additional indicators to measure progress toward its goals. These same indicators are incorporated in the logic model, within the "evaluation" section.

Indicator:

% of children at risk of remaining in poverty participate in high-quality preschool; increases by 5% over the ten-year period.

Target Populations

Describe your target population for your intergenerational poverty work. Which families do you plan to engage? For example, is it every family that has a child of a particular age, every family living in a specific area or place, or something else? How many children, adults, and families do you anticipate serving by the end of the implementation period? What important demographic and/or cultural characteristics of these families need to be kept in mind as you plan to serve these families?

- Who are the families?

Children at risk of Poverty – ages 1-5.

- How many will be served?

Non-determined at this point.

- Important demographics or characteristics?

All Children at risk of Poverty in San Juan County will be served, but there will be a focus on children in the southern part of San Juan County, on reservation lands.

Bringing In Families' Voices

Each county is designing a plan to reduce intergenerational poverty. This plan shall recognize the value of engaging families experiencing intergenerational poverty. These families have essential knowledge and expertise about the barriers and challenges of ending the cycle of poverty. Describe how you have – and how you will – engage families in identifying solutions and strategies to build an effective strategy to meet your goals.

Have talked with Wraparound families, Systems of Care families, and families throughout both the public and private health sectors, to discover specific concerns and barriers they feel contribute to IGP.

DEVELOPING, INTEGRATING, AND ALIGNING SERVICES

Moving counties towards offering a full set of services to families in a more integrated way to effectively leverage resources is a significant part of the intergenerational poverty initiative. Integrating services to achieve the coherence you desire may require your county to address the following items (and potentially other actions not listed here):

- Building a common agenda and goals to which all partners agree.
- Targeting resources to existing programs or re-designing programs.
- Integrating services in new ways and new places.
- Screening and enrolling families into multiple programs at one time, and/or identifying the best sequence of service delivery for any single family.
- Developing a consistent tool and process for helping families set goals, no matter which program they access first.
- Developing a shared set of measures, and methods and tools for collecting and sharing data related to those measures.
- Developing a common outreach and marketing strategy, so that the county can reach the entire target market.
- Developing a regular method for communication among all partners, and agreeing to a common language.

Proposed Services

Given your county goal(s), stated above, describe the services that need to be brought together to serve children and families together. *Please organize the information in a table like the one below – including more information as you see fit:*

Service to be provided	To whom in the family will the service be offered?	Can your target families currently access this service?	Organization(s) providing the service	Other Pertinent Information
Preschool services	Ages 1-5 years.	Not all		

Parent Education and support	Adult caregivers in families – New mothers	Not all	SJCPAC / Early Childhood Coalition / Health Clinics and hospitals	
Early Literacy bags	Every home	Not All	SJCPAC / Early Childhood Coalition / Rotary Club / SJ School District	

Outreach and Marketing

What practices and tactics will your partners use to ensure that your target families are reached, and reached with a consistent message?

Aligning Services, Systems and Resources

Think about the proposed services that need to be part of your approach – as well as the systems and resources that will need to be aligned to advance your intergenerational poverty effort now and sustain it into the future.

Linking and Aligning Services		
Service 1	Service 2	Will Be Linked How?
See Above		

Linking and Aligning Policy and Systems

What **policies** and **systems** need to be brought into alignment to make this effort work now – and sustainable into the future? By “policies and systems” we mean rules that govern how services are delivered and tools used to delivery services. Examples could include program eligibility criteria, screening and intake tools, family goal-setting tools, and so on.

Policy or System 1	Policy or System 2	Linkage/Alignment Needed

Linking and Aligning Resources to Address Intergenerational Poverty

What **resources** need to be aligned to make this effort work now – and sustainable into the future?

Resource to Link	Who Controls This Resource?	Linkage/Alignment Needed

LOGIC MODEL TO ADDRESS INTERGENERATIONAL POVERTY

Once you determine your desired outcomes (state's five- and 10-year goals) for intergenerational poverty families in your counties, and what it will take to get there, then you are ready to develop a Logic Model. Please fill out a logic model for each state goal you choose to pursue. You should also be able to state your theory of change in a single sentence. Usually these sentences take the form of "If we do X, then we expect Y outcome."

****SELECTED GOAL**

HEALTH (To align with 5- and 10- year Welfare Reform Commission Plans):

Goal #1: *Children and Youth at Risk of Poverty in San Juan County will live in homes and communities that are safe and that inspire them to make healthy choices to maximize their future opportunities.*

Population Served: IGP children and youth, grades K-12.

Indicator:

% of children who received behavioral health care will increase from 3% to 8% within ten years (5% increase).

Strategies:

- *SJCPAC (San Juan County, Prevention, Action, Collaboration) Coalition*
- *SJCPAC (Youth Prevention Coalitions in 4 county communities)*
- *Native Youth Grant – Student Advocates placed throughout SJ County schools*
- *Parenting classes – San Juan Counseling*
- *Public Health Department*
- *Trauma Informed Care – Various community agencies*
- *Counseling services – SJ Counseling, Utah Navajo Health Systems*
- *Wraparound, Peer Support, and Systems of Care Services*
- *Afterschool programs – SJ School District, San Juan Foundation*
- *Reliance Program (LDS church)*
- *In-Home Services*
- *Physical/Mental Health support*
- *Behavioral Health Outreach Coordinator – Youth in Transition – UT Yes*
- *HOPE Squad implementation in area schools*

****EARLY CHILDHOOD DEVELOPMENT** (To align with 5- and 10- year Welfare Reform Commission Plans):

Goal #2: Children At-Risk of Poverty will be prepared to enter Kindergarten.

Population Served: IGP children ages 1-5

Indicator:

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Strategies: *Engage families and community support agencies, in particular - the **Early Childhood Coalition** to:*

- *Disseminate EYEQ Phonics kits to every new mother through WIC Nurses.*
- *Provide parent training opportunities to learn what the Kindergarten entry expectations/assessment are and how to help children reach those standards.*
- *Coordinate with San Juan School District's Early Intervention and Preschool programs to fill gaps, give parents information about free Preschool services and promote literacy.*
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- *Work with the soon to be formed, SJCPAC (San Juan County Prevention, Action, Collaboration) Youth Coalitions, located throughout various county communities, to promote literacy and lower the numbers for the "Low Commitment to School" risk factor on the SHARP Survey.*
- *Recruit for UPSTART*
- *Determine need for more Preschool services. Potentially develop and write a grant for a San Juan Head Start grant.*
- *Recognize parents of IGP who are successfully preparing their students for school and provide platforms for them to support other parents.*
- *Work with the Rotary Club to develop and disseminate Early Literacy Bags for homes.*
- *Develop programs to get Read Aloud books into homes of poverty and give support to parents to learn the importance of reading with children.*
- *Brand and promote the concept of reading at level by Grade 3. (such as handing out T-Shirts that say "I Can Read, Guaranteed" etc.)*
- *Develop parent support groups for parents who struggle to provide environments conducive to learning. Paint the vision for what a literate home looks like.*
- *Partner with schools to provide monthly family literacy nights.*

EDUCATION (To align with 5- and 10- year Welfare Reform Commission Plans):

Goal #3: *Children and Youth at risk of remaining in poverty will improve school attendance.*

Population Served: IGP children and youth, grades K-12.

Indicator:

% of children at risk of remaining in poverty, who are chronically absent, will decrease by 5% over the ten-year period.

Strategies:

- *Help parents understand the importance of daily attendance at school and the role that plays in their children learning to read.*
- *Recognize parents whose children have excellent attendance.*
- *Use agency resources such as Gear-up, to track and incentivize student attendance.*
- *Work with schools' Interagency Council to find and remove student barriers to school attendance.*
- *Work with Wraparound Services and Systems of Care to help students and their families develop support systems and strengthen resiliency.*
- *Conduct home visits to lend support to families who are struggling with children's regular attendance.*
- *Study and recommend solutions to road access issues that prohibit students from regular attendance.*

FAMILY ECONOMIC STABILITY (To align with 5- and 10- year Welfare Reform Commission Plans):

Goal #4: Lower the unemployment rate for adults who are IGP status.

Population Served: IGP Adults

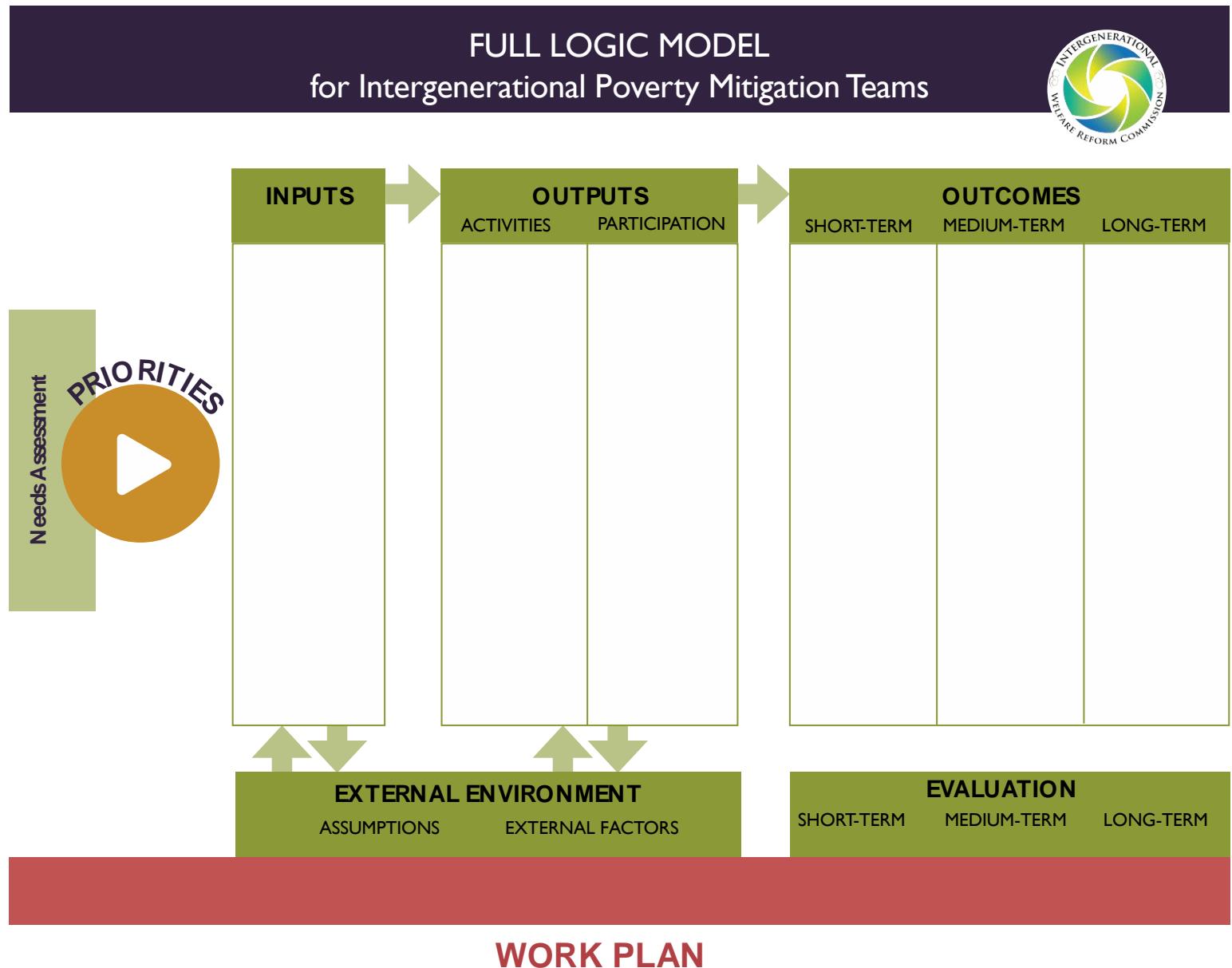
Indicator:

% of unemployed IGP adults will decrease from 57% to 52% over the ten-year period.

Strategies:

- *Utah State University - Job Ready skills class*
- *Department of Workforce Services - job skills training*
- *Vocational Rehabilitation*
- *Utah State University program – stackable credentials, tutoring etc.*
- *Ask Utah State University - Small Business Development Center and the Chamber of Commerce organizations to be at table for planning and to hold information meetings for our cliental.*
- *Improve infrastructure including: roads and internet fiber backbone throughout the county. Involve government agencies and politicians to resolve challenges and to not accept substandard infrastructures. Engage politicians at city, county, state, reservation-chapter and Window Rock level. Ask specific support from them and coordinate the voice asking for that support.*
- *Develop effective transition programs for students and adults in custody, including program certification, counseling and certificate training.*
- *Target development of small businesses for employment opportunities, such as:*
 - *Call center*
 - *Recycling Business*
 - *Landscaping*
 - *Tourist services*

YOUR THEORY OF CHANGE:



Lead organizations are responsible for managing their county plan. If the lead has a document it already uses to manage projects, please use it to lay out the project management plan for intergenerational poverty and submit as an Appendix. Your county may choose to use something like the work plan template on this page, and/or build something that works for you.

Work Plan Sample:

Work Plan Action Steps	Owner/Responsible	Status (Behind, On Track, Complete)
Year 1 Activities		
Q1: • Implementation of other three goals • •	IGP Task Force *SJCPAC Coalition *USU Eastern *Early Childhood Coalition	
Q2: • • •		
Q3: • • •		
Q4: • • •		

ADMINISTRATION

Partnerships

Effectively serving children and families together may require different partners, and different types and levels of partnership. For example, your site may have a large number of partners who agree to a common agenda, meet regularly, and communicate effectively. But there may be a smaller group of partners that needs to work towards using a common tool for family goal-setting, or a common screening and enrollment process. Think carefully about the full set of partners that will be needed to be part of your county plan, and which partner will be needed for what.

Once you have worked through your plan – or as you work through it – list these partners. Indicate whether the backbone organization has a current working relationship with each, or whether the relationship needs to be cultivated. For partners with whom the lead organization is already working, indicate whether there is an MOU or data sharing agreement in place. List the contact information for your key contact at the partner organization. Also list any special subgroups, and indicate who is in them, as well as who manages each subgroup. Please put this information in a table, using the format here, or developing your own, if you want to include additional information. Add rows as needed.

Organization	Key Contact	Title	Email Phone	Status of Partnership with Lead	Services Provided/Role	Subgroups
LEAD ORGANIZATION						
San Juan Counseling	Alyn Mitchell	Prevention Coordinator	amitchell@sajuancc.org		IGP Task Force Coordinator	
SERVICE PROVIDERS THAT WILL PARTNER IN APPROACH						
See IGP list of partners listed at the beginning of county plan.						
OTHER PARTNERS						

County Commission Leadership

The success of aligning systems and resources depends on significant engagement from a leadership team – in effect, an “executive committee” of the partners that works with the lead organization to keep the effort focused and on track. The county commission leaders also work with identified senior leaders from the partner organizations who have the responsibility and authority to make and implement the decisions necessary to achieve the initiative’s goals. Please list here who will function as your county’s lead organization and your facilitators and co-chairs.

Name	Organization	Title	Email and/or Phone	Address	Special Responsibilities?
LEAD ORGANIZATION					
FACILITATOR & CO-CHAIRS					

Communications Among Partners

How will partners ensure everyone is moving the same direction? Describe your regular check-in and communications plan: how often will partners meet? Who is responsible for setting the agenda and driving the meetings? How will issues be brought to the table and worked through?

We have 2 strong coalitions that meet monthly. Many of our goals are the same. Our Prevention Coalition is chaired by one of the IGP Task Force Coordinators, and our Early Childhood Coalition is Chaired by the other.

Communications to Stakeholders and the Community

How will your county’s progress in planning, and then implementation, be communicated broadly to internal and external stakeholders?

By using our existing Coalitions, which are very broadly representative of the county partners, we will be able to disseminate progress throughout county communities.

Anticipated Challenges and Barriers

Identify concerns or challenges that your county anticipates relevant to implementing this county plan. How does your team anticipate addressing these challenges? What help might you need from the Intergenerational Welfare Reform Commission?

This is certainly an ongoing process. Again, we hope to implement and align goals to make it a sustainable and realistic effort. Funding streams and support for the initiatives that we are trying to implement would be helpful. If we can keep all hands at the table interested, we will be much more effective in our IGP efforts. We all have basically the same goals and focus on how we need to move forward together as a county. The trick will be to keep everything aligned and collaborative.