

# FIVE COUNTY ASSOCIATION OF GOVERNMENTS COMMUNITY ACTION PLAN

FY 2019-2021

## Organizations Mission

The mission of the Five County Association of Governments (Five County AOG) is to plan, prepare, and partner with federal, state, and local governments to strengthen the role of southwestern Utah local officials in the execution of state and federal programs.

The mission of Five County Community Action is to plan, prepare, and partner to assist individuals, families, and community groups in becoming self-sufficient.

## Vision Statement

By facilitating planning, development, and delivery of programs and partnerships in southwestern Utah, Five County Community Action assists low and moderate income individuals and families in achieving economic security, becoming active in building opportunities for themselves and others, and improving the health of communities to assure the region remains a premier place to live, work, and recreate.

## Prioritized Issues

### ISSUE AREAS

**The following issues are listed in the order of their priority:**

- 1. Housing:** Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, housing was identified as the greatest priority in Southwest Utah. With average wages in our area being lower than the state average, and the rapidly increasing prices of homes and rentals, lack of affordable housing has the potential to disrupt communities, increase homelessness, and create family instability. Some families relocate further away from employment and community resources in order to obtain more affordable housing. This creates additional transportation burdens. Some housing barriers are often tied to income management and credit scores. As part of our community level work, financial education will be offered to people who want to clean up their credit report and work on budgeting in order to become homeowners (in affordable home ownership programs like Rural Development, Habitat for Humanity, Self Help Homes, and Sun Country Home Solutions). Five County Community Action offers financial education classes to community members to increase the number of asset resources to the community. Some of the attendees at the financial education classes are through Habitat for Humanity, Rapid Rehousing, and Root for Kids. In order to help individual households that are renters stabilize better when they move into an affordable rental with the FCAOG deposit assistance program, Five County may offer several months of full or partial rent, along with other services Five County offers to clients. In addition to the utility deposit program, Five County will also collaborate with the HEAT program and other community partners to offer a

water assistance program, even when the household receives HEAT assistance. Currently, HEAT does not offer water assistance to clients, so this would fill a gap to help stabilize people in their housing.

2. **Employment:** Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, employment was identified as the second greatest priority in Southwest Utah. Five County AOG can best support employment through transportation, housing, and educational efforts. This is generally reflected in the community needs assessment. It will continue to use other AOG services as a link to employment resources. As an agency, we will support infrastructure to increase internet speeds for telecommuting purposes.
3. **Use of Income / Income Management:** Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, income management was prioritized as the third greatest need overall. Local elected officials identified this issues area as the most important area. The reason this was ranked third instead of first in prioritization is due to the evidences presented around “housing first.” Although the model pertains to homeless individuals, Five County staff determined that housing stability is still applicable to those living in poverty who are not homeless. Five County will provide VITA services and financial education courses as methods of creating more financial stability. This is included in employment support program and housing supports, which address both individual / family level work as well as community level work.
4. **Nutrition:** Emergency services, including food boxes, was not indicated to be as high a priority as it has been in the past. Increases in Older Americans Act resources and partnership with the Utah Food Bank may be reasons for the increase in nutrition services. In rural areas like Milford, Escalante, Big Water, Orderville, and Hurricane, where no local DWS office is present, pantries provide a needed link to DWS one-stop services. Data from the Community Needs Assessment also indicates long-term pantry users who are on fixed income or “stuck” in low-paying jobs, do not receive individualized assessments on an annual basis, which may be remedied by case work through food pantries. Five County AOG will keep food pantry locations and utilize them as a case management tool to increase self-sufficiency and will look for additional non-CSBG resources to support pantry operations.
5. **Education:** Based on data collected in the community needs assessment survey, clients and practitioners generally felt educational needs were being met. However, the data collected in the community needs assessment show the region lags the state in overall post-high school education. Based on rankings from local elected officials, discussions with economic development practitioners, and data collected by the Intergenerational Poverty Commission, education will be prioritized higher than expected. In the past, Five County AOG has supported GED obtainment and vocational training. As resources for these services increases, Five County will prioritize early childhood education, youth programs which encourage college-readiness, and support to continuing education students finishing certificates (to fill gaps or support WIOA and TANF efforts of Utah Department of Workforce Services). These prioritizations align more closely with needs mentioned in the Intergenerational Poverty Report. In the strategic plan, we want to increase non-CSBG funding or find another home for the Youth Volunteer Corps (YVC) program.
6. **Transportation:** Based on the data collected in the community needs assessment and feedback by various Five County AOG staff, community partners, and the Five County Mobility Management Council, transportation was identified as the fifth most pressing issue to address. This was partly determined due to the interconnectivity of housing and transportation. Five County AOG will provide direct services (bus passes, client travel training, and gas vouchers) and subcontract / coordinate with human service transportation agencies and businesses which will help alleviate childcare, employment and educational barriers.
7. **Health:** Five County AOG will participate in the social determinants of health efforts, however, services in coordination with Family Health Care, Intermountain Health Care, Wayne County Clinic (Garfield County), Doctor’s Volunteer Clinic, and other providers will tie directly into outcomes in the housing and employments domains. This may include employment counseling with those with mental health disorders (Southwest Behavioral Health Center may be losing TANF funding) and Medication Assisted Treatment (MAT) vouchers with Family Healthcare.

## BARRIERS TO EXITING POVERTY

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**The rising cost of living for those with fixed income:** Community needs assessment data shows the number of disabled individuals and seniors is increasing in all the counties of southwestern Utah. Many households that are already struggling will find it difficult to live on a fixed income.

**The financial burden and availability of childcare:** Living wage data from the community needs assessment indicates a two-parent household with two children must have both parents earn a wage of approximately \$14.50 - \$15.00/hour full-time to be economically secure. If one parent stays home, the single-earner must earn \$20.00/hour to be economically secure. For a single-parent household, the wage must be approximately \$26.00/hour. Rising child-care costs are a major barrier to achieving economic security. While the State of Utah provides child care subsidies, there is a shortage of childcare providers. Kane County has zero child care providers who accept subsidy, which explains why 0% of Kane County residents receive child care assistance.

**Lack of coordination between human service providers:** As the need's assessment took place, Five County staff were not always aware of various programs and eligibility requirements within the agency. This is a larger problem within the community. If those supporting low-income clients do not know about community resources, it can make it more challenging for clients to find assistance they need.

**The gap in average monthly wages in the region as the state is growing:** This is based on wage and employment data gathered by the Utah Department of Workforce Services. As the wage gap widens with the cost of living, it is going to become more difficult to adjust that gap.

**Lack of interest/commitment to attend financial literacy courses:** Financial literacy/education providers have reported low-income clients have little interest or commitment in attending classes which increase financial literacy and money management

**Lack of money management:** When clients receive seasonal overtime (i.e. tourist-related work) or when they receive a tax refund, clients do not strategically budget those resources for future security and assets. Often, long-term security is overlooked for short-term wants and needs.

Better marketing of gas voucher program in Beaver as many Beaver City residents are driving from Beaver to Milford (60 miles round trip)

With rents rising, the cost to move into a unit are also increasing, usually requiring twice the rental amount for a deposit. Five County has helped with around \$500.00 of deposit assistance per client and generally \$125.00 for a utility deposit. Five County plans to help with a higher deposit to help households stabilize after having an expensive move.

Pantries in southern Utah lack enough funds to maintain them permanently. Due to this instability, families who rely on local pantries for nutritional support are at risk of losing these services if pantries cannot find permanent funding. Families unaware of local food pantries/local food resources do not seek out supplemental nutritional assistance other than SNAP.

It is difficult to access the needed medical help due to cost. Individuals have to make hard decisions each time a need arises. Dental help or allergy medicines? It is hard to get out of poverty when one is always trying to pay off past medical bills or get help with present needs. Most employers in Five County area do not pay health insurance or give paid time off for appointments, leading to more money concerns.

Limited to the type of care. Limited emergency care. Not enough providers that take Medicare/Medicaid. Individuals can't afford or get the individualized help needed, causing them to stay in poverty.

## GAPS IN SERVICES

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There is currently many overlapping financial education courses with few participants making long-term financial changes. Some partnerships exist, but better coordination is needed to make effective use of resources (for example, USU Extension, local DWS offices, Switchpoint Community Resources Center, Dove Center, Banks/Credit Unions, the Roots for Kids, and AAA Credit Foundation each offer similar financial education courses.) While each agency can target different demographics and reach different

clients, there is a need for collaboration and to use each agency's capacity to create a more effective service-delivery model and to provide incentives.

According to DWS staff, there are no child care providers in Kane County that accept the state subsidy for childcare. There is also 0% usage in an area with high housing costs, below-state average wages, and a high percentage of youth at risk of intergenerational poverty.

A lot of needs are in Kane County, but there's no long-term plan to execute help to that community. Five County Association could keep a HEAT staff during the off season that could integrate services to help increase child care subsidy providers in Kanab, Utah. There's a huge turn-over with the HEAT staff member in Kanab, Utah. Residents of Kane County lack access to quality childcare facilities. Residents typically use families and friends for childcare, which typically lack any form of early education curriculum.

Case Managers have also noted that our agencies classes are not offered at an accessible time. Case Managers have had 30 clients state that the Financial Management Classes at the Community Center are only offered during the day. They would like to attend but cannot due to work.

High cost of health food and lack of knowing how to prepare healthy meals as reasons for not preparing healthy meals for their families. National data shows strong relation between poverty and obesity.

Most households that have health insurance are those employed or who qualify for Medicare/Medicaid. Those individuals who are not employed or who have secondary jobs, are not covered by insurance. They cannot afford to pay out of pocket which leads to going without necessary medication and treatments, stating the cost is too high.

Better marketing of gas voucher program in Beaver as many Beaver City residents are driving from Beaver to Milford (60 miles round trip). Suggestions were increasing from \$500.00-\$700.00 benefit. Also were to switch from a lifetime benefit to annual in order to support families working there.

There are limited transportation options to assist low-income families who use qualified childcare providers outside of transit hours or in rural areas. The gas voucher program reimburses for finding and maintaining employment (which includes transportation to and from childcare facility en route to employment). There has been limited people actually utilizing this service.

## SERVICE NEEDS

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**Gas vouchers for those seeking childcare for employment:** Although gas vouchers are already available for employment-seeking and retention, there is currently a need to include reimbursement for those traveling to employment-related childcare. This is a service need which can be made by modifying the program.

**Extended Deposit assistance program:** Five County will offer several months of full or partial rent, along with other services Five County offers to clients.

## CAUSES OF POVERTY

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It was identified in the data gathering methods, by our partners, and by our staff that people in poverty don't understand how they can save their money and/or how to budget properly; thus, they run into financial difficult and as a result, they lose many of their assets.

Families who move frequently due to homelessness or increasing rental costs often experience disruption in employment, family composition, and educational pursuits, which are also causes of poverty in and of themselves. As housing becomes scarcer, clients are moving further from resource centers to where fewer transportation options exist.

Housing was the top need at all 5 public forums, with Kane County stating most of their single-family rentals have been turned into vacation rentals and inventory of houses to rent is almost non-existent. Iron County has had some development of affordable housing ("Libertad") but the need of housing is still there.

Incarceration rates are very high, compared to the state percentage, for these four counties. Incarceration impacts homelessness rates, employment rates, as well as other social determinants of health. It decreases family stability / support and opportunities for new housing.

It was stated that there have been less available jobs. The cause of this decrease was that the city's planning funded more hotels and secondary, seasonal jobs versus building affordable housing.

Children that experience any family instability (including an ACE score of 6 or higher) are at risk of not being able to learn or retain what they have learned in school. Also reading at home infrequently occurs and reading is linked to educational achievement.

Lack of inventory for mental health providers covered by Medicaid. Most families are limited to 1-2 providers in the more rural counties. Mental health issues lead to poverty when not taken care of. (They don't find housing; they can't keep a job)

Rapid Rehousing Clients who participate in Financial Literacy courses show some issues with collections and default accounts with IHC.

Food pantries are hard to find. Too much demand for the amount of food that is available. There are concerns that the pantries might close due to lack of funding. Senior center in Beaver wants to serve more than 3 meals a day.

Families experience food insecurity resort to "double dipping" in multiple food pantries (Switchpoint and Hurricane).

## LINKAGES/PARTNERSHIPS

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**Interagency coordination and cooperation:** In the course of the need's assessment, Five County Community Action staff recognized that programs within its own organization are unaware of in-agency programs and eligibility. In order to better serve low-income and other community members, Five County Community Action staff will assist administration in conducting biannual organization events aimed at increasing inner-agency knowledge of staff.

**Coordination between community action services with Care about Child Care services:** We identified a program housed at Five County as a resource to increase childcare providers in Kane County and to increase extended-hour childcare providers in Washington County. Five County AOG will coordinate COC efforts with emergency food pantries and VITA sites to reach additional potential clients. Expanding childcare employment opportunities may be a great economic opportunity for CSBG clients working towards self-sufficiency (they can increase income and reduce child care and transportation expenses themselves).

**Earn It, Keep It, Save It:** Although Five County AOG has worked with community partners well in the past to extend Earned Income Tax Credit outreach and free income tax filings, the organization needs to move away from tax preparation and coordinate regional asset-building coalitions and Circles programs. Through these coalitions, Five County can help support financial education providers and help create a more efficient and collaborative efforts to assist clients.

**Local Homeless Coordinating Committees:** Southwest Utah still has a large homeless population and few permanent housing supports for chronically homeless individuals. Additionally, no single homeless service provider has current capacity to correct the homeless system on their own. Based on data and feedback in the community needs assessment survey and focus on linkages, it is a top priority for Five County to offer rapid re-housing as a means to serve individuals and support local homeless coordinating committees in the region through leadership, coordinated entry assistance, and supplemental case manager meetings. Five County AOG should also provide representation to rural counties and rural homelessness.

**Five County Regional Mobility Management:** Five County AOG as an organization has a much greater capacity to increase transportation options for the community. In public forums, entrepreneurial opportunities to expand transportation opportunities were presented. With technical support and collaboration, Five County staff can expand transportation options. Additionally, expanding the flexible gas voucher program to provide additional support for transportation to and from child care providers will be addressed. Local Utah Department of Workforce Services staff have indicated this to be an important gap to fill.

**Dove Center and Canyon Creek Services:** We identified domestic violence as great partners in the Continuum of Care Rapid-rehousing project. By working collaboratively, Five County bring additional case management, outreach, leveraging resources, and housing searches into a collaborative project. We hope this partnership will increase homeless rapid re-housing resources.

**Kane County and Department of Workforce Services:** We identified Kane County and DWS as a key partner in increasing early education and childcare providers in Kane County as part of the intergenerational poverty effort.

**Roots for Kids:** We hope that through partnering with the Learning Center for Families, we will be able to share outreach costs for VITA and financial asset-building by sharing outreach booths, transportation, and knowledge. They also have Spanish-speaking outreach workers which will increase our ability to reach additional families. We hope to utilize them as a VITA site as well for Spanish-speaking returns and to subcontract SSBG funding to support early child intervention as a strategy to combat intergenerational poverty.

**Utah Department of Workforce Services – State and Local Offices:** By collaborating closely with the Utah Department of Workforce Services, we create efficiencies by not duplicating services for which there are more resources available. We also become better equipped to assist DWS referrals in gap-filling activities (like deposits and gas vouchers) when CSBG direct client funding does not provide duplicate coverage.

**Beaver County Food Network, Garfield County Care and Share, Kane County Care and Share, Iron County Care and Share:** We want to partner with these emergency food network providers who provide case management to pantry clients, bring additional county resources.

**Red Rock Center for Independence/TURN Community Services:** As we identified the increase in SSDI in the five county region and increase in persons with disabilities, partnering with these service providers in the form of SSBG subcontracts will enable Five County AOG to support transportation, housing, and income management for persons with disabilities. .

**Senior Citizen Centers:** Although senior citizen centers receive transportation funding from Older Americans Act, several counties allow for those younger than 60 to utilize the bus when they pay a fair market portion towards operating costs. Where transit opportunities for working households in Beaver, Kane, and Garfield counties are scarce, providing gas vouchers for working CSBG-eligible clients is a great way to support services for low-income seniors and for low-income employees.

**Sun Country Home Solutions:** In terms of affordable housing, Five County has a limited, but important role to play. The agency does not have much capacity to build houses but has capacity to support agencies who do. Five County is committed to support the expansion of Neighborworks (Sun Country Home Solutions) into St. George. Five County can also provide housing data to inform decision and to support clients through asset-development and housing stabilization services. We can also partner to integrate homeownership classes with free income tax assistance and asset development resources.

**Dixie State University / Site Select Plus / Department of Workforce Services:** We have identified this partnership as an opportunity to advocate for low-income entrepreneurs and workforce development in Washington County, where there is a high instance of children at risk of intergenerational poverty. After ensuring we are not duplicating WIOA services, Five County may use stipends for childcare for weekend and evening classes at Dixie State University, which may help individuals with “some college” to complete their degrees. The hope is that families will increase their earning potential and Washington County will have a more attractive labor force for benefit of the entire community.

## RESOURCES

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**Youth Volunteer Corps Services Projects:** Youth Volunteer Corps of Iron County regularly organizes food and supplies to support Iron County Care and Share, and domestic violence shelter in serving low-income clients and homeless individuals.

**Court Ordered Community Service - In-kind donations:** Five County AOG will utilize the court ordered community services program for non-CSBG clients as a way to increase in-kind donations for pantry support; move-in boxes for rapid re-housing clients; hygiene kits, snacks, and water for unsheltered homeless clients; and for other relative needs. We will work with local justice courts to have 20% of court ordered hours waived for in-kind donations with a caveat that an additional 10% of hours may be waived upon completion of a one-hour financial literacy course. This will help increase program donations and provide an incentive to attend financial education courses.

**In-kind Donations for local businesses for VITA / Financial Education:** We have learned that few businesses like to give funding directly to support VITA operations, but many local businesses are willing to provide in-kind donations. Additionally, local banks and credit unions can be engaged for cash checking vouchers, savings account for low-income individuals, VITA volunteers, and financial literacy expertise.

**Other Resources:** Switchpoint Community Resource Center, St George Housing Authority, Washington County School District / McKinney-Vento Coordinator (homeless liaison), Family Health Care, Southwest Behavioral Health Center, U.S. Department of Veteran Affairs - HUD/VASH vouchers & Homeless Veterans office (SSVF grant), Paiute Indian Services, Intermountain Health Center / AUCH program, Vocational Rehabilitation , Youth Futures of Utah, Suntran / CATS

# ROMA

| Goal # | Goal Type                     | Goal   | National Performance Indicators  | Identified Issues  | Current Services and Activities Addressing Needs  |
|--------|-------------------------------|--|--|--|---|
| 1      | Individuals and Families Goal | Low Income households are able to meet basic needs long-term           | <ul style="list-style-type: none"> <li>• FNPI 3a</li> <li>• FNPI 3b</li> <li>• FNPI 7a</li> <li>• FNPI 5z.1 (Food Security)</li> </ul>                 | Low Income households are not able to meet basic needs long-term             | Water assistance, deposit/rental assistance, financial literacy, case management, employment supports, VITA, Foster Grandparent Program, and Senior Companion Program |
| 2      | Individuals and Families Goal | Low Income households are able to maintain safe and affordable housing | <ul style="list-style-type: none"> <li>• FNPI 4b</li> <li>• FNPI 4c</li> <li>• FNPI 4d</li> <li>• FNPI 7a</li> </ul>                                   | Low Income households are not able to maintain safe and affordable housing   | Deposit/rental assistance, utility assistance, Rapid Rehousing,   |
| 3      | Individuals and Families Goal | Low Income Households increase their employment & other income         | <ul style="list-style-type: none"> <li>• FNPI 1a</li> <li>• FNPI 1b</li> <li>• FNPI 1c</li> <li>• FNPI 1d</li> <li>• FNPI 7a</li> </ul>                | Low Income households do not have enough income                              | Employment supports, Rapid Rehousing, Foster Grandparent Program, and Senior Companion Program  |
| 4      | Community Goal                | The Community has more financial and housing counseling resources      | <ul style="list-style-type: none"> <li>• CNPI 3b2</li> <li>• CNPI 4z.4 Other (# of housing counseling resources available in the community)</li> </ul> | The Community doesn't have enough financial and housing counseling resources | VITA sites, financial literacy classes, SSBG subcontracting (Neighborworks),  |

## Goals

| Goal #1  |   |   |   |   |   |
|--|---|---|---|---|---|
| Priority Issue<br><i>(Gap, Need, Cause, barrier, linkage, partnership)</i>                               | Goal<br>Specific<br>Measurable<br>Attainable<br>Realistic<br>Time-bound                         | Output<br><i>-service or activity you will conduct</i><br>-Identify Timeframe<br>-Identify the # of clients serve or the # or units offered   | Outcome<br><i>-Indicator</i><br><i>-Projected # or % of clients who will or are expected to achieve each outcome</i>  | Measure<br><i>How you will measure the outcome and its impact</i>   | Linkage or Partnership<br><i>List a linkage or partnership you will use to meet this goal.</i>  |
| Income / Nutrition - Low Income households are not able to meet basic needs long-term (Self Sufficiency) | <i>Short Term (1-year)</i><br>Low Income households are not able to meet basic needs short-term | <i>Short Term (1-Year)</i><br><i>5,200 individuals will receive case management</i><br><i>2,500 individuals will receive information and referral</i><br><i>30 individuals will receive thrift store vouchers</i><br><br><i>6,000 individuals will receive emergency food pantries over three years</i> | <i>Short Term (1-Year)</i><br><ul style="list-style-type: none"> <li>• FNPI 3a - 2,860 individuals will have the capacity to meet basic needs for 90 days</li> <li>• FNPI 3b – 2,002 individuals will have the capacity to meet basic need for 180 days</li> <li>• FNPI 7a - 2,860 individuals will have achieved one or more outcomes</li> </ul> | <i>Baseline matrixis / client outcome data tracking sheets / CAP60-HMIS databases – SSBG post-expenditure reports (for SSBG subcontracts)</i> | <i>Utah Food Bank</i><br><i>211 Utah</i><br><i>USDA Food Communities</i><br><i>Private</i><br><i>Donations</i><br><i>Trauma-</i><br><i>Informed Care</i><br><i>Resources</i><br><i>State/National</i><br><i>Partnership –</i><br><i>Case</i><br><i>Management</i><br><i>Resources</i><br><i>Hurricane Valley</i><br><i>Food Pantry</i><br><i>Beaver Food</i><br><i>Network</i><br><i>Garfield County</i><br><i>Care and Share</i> |

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|  |   |   |   |             | <i>Kane County<br/>Care and Share</i> |
|  | <p><i>Long Term (3-Years)</i><br/>Low Income households are not able to meet basic needs long-term (Self Sufficiency)</p> | <p><i>Long Term (3-Years)</i><br/>15,600 duplicated individuals will receive case management<br/>10,000 duplicated individuals will receive information and referral<br/>90 individuals will receive thrift store vouchers<br/><br/>8,000 individuals will receive emergency food pantries over three years</p> | <p><i>Long Term (3-Years)</i></p> <ul style="list-style-type: none"> <li>• FNPI 3a - 8,580 individuals will have the capacity to meet basic needs for 90 days</li> <li>• FNPI 3b - 6,006 individuals will have the capacity to meet basic needs for 180 days</li> <li>• FNPI 7a - 2,860 individuals will have achieved one or more outcomes</li> <li>• FNPI 5z.1 (Food Security) - 1,920 individuals will increase food security</li> </ul> | <i>SAME</i> | <i>SAME</i>                           |

| <b>Goal #2</b>  |  |  |   |  |   |
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| <b>Priority Issue</b><br><i>(Gap, Need, Cause, barrier, linkage, partnership)</i> | <b>Goal</b><br>Specific<br>Measurable<br>Attainable<br>Realistic<br>Time-bound | <b>Output</b><br><i>-service or activity you will conduct</i><br>-Identify Timeframe<br>-Identify the # of clients serve or the # or units offered | <b>Outcome</b><br><i>-Indicator</i><br><i>-Projected # or % of clients who will or are expected to achieve each outcome</i> | <b>Measure</b><br><i>How you will measure the outcome and its impact</i> | <b>Linkage or Partnership</b><br><i>List a linkage or partnership you will use to meet this goal.</i> |

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| <p>ousing Domain - Low income households are not able to maintain safe and affordable housing</p> | <p><i>Short Term (1-Year)</i><br/> Low Income households obtain safe and affordable housing (Short-Term)</p>             | <p><i>Short Term (1-Year)</i><br/> 175 individuals will receive rent payments<br/> 150 individuals will receive security deposits<br/> 100 individuals will receive tenant rights education<br/> 40 individuals will receive utility payments<br/> 150 individuals will receive utility deposits<br/> 175 individuals will receive move in boxes</p> | <p><i>Short Term (1-Year)</i></p> <ul style="list-style-type: none"> <li>• FNPI 4b - 292 individuals will obtain safe and affordable housing</li> <li>• FNPI 4c - 262 individuals maintain safe and affordable housing for 90 days</li> <li>• FNPI 4d - 229 individuals maintain safe and affordable housing for 180 days</li> <li>• FNPI 7a – 292 individuals will achieve an outcome</li> </ul> | <p><i>CAP60-HMIS databases – SSBG post-expenditure reports (for SSBG subcontracts)</i></p> | <p><i>Utah Food Bank<br/> Utah Balance of State<br/> Homeliness Office<br/> Dove Center<br/> St George Housing Authority<br/> Canyon Creek Services<br/> Utah Housing Collation (Toolkit)<br/> Disability Law Center<br/> Cedar Housing Authority<br/> Piute Housing Authority<br/> Beaver Housing Authority</i></p> |
|   | <p><i>Long Term (3-Years)</i><br/> Low Income households obtain and maintain safe and affordable housing (Long-term)</p> | <p><i>Long Term (3-Years)</i><br/> 525 individuals will receive rent payments<br/> 450 individuals will receive security</p>   | <p><i>Long Term (3-Years)</i></p> <ul style="list-style-type: none"> <li>• FNPI 4b - 877 individuals will obtain safe and affordable housing</li> <li>• FNPI 4c - 789 individuals maintain safe and affordable housing for 90 days</li> <li>• FNPI 4d - 694 individuals maintain safe and</li> </ul>  | <p><i>SAME</i></p>   | <p><i>SAME</i></p>   |

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|  |  | <i>deposits</i><br><br><i>300 individuals will receive tenant rights education</i><br><br><i>120 individuals will receive utility payments</i><br><br><i>450 individuals will receive utility deposits</i><br><br><i>500 individuals will receive move in boxes</i> | affordable housing for 180 days<br>• FNPI 7a – 877 individuals will achieve an outcome |  |  |
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| <b>Goal #3</b>  |  |  |   |  |   |
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| <b>Priority Issue</b><br><i>(Gap, Need, Cause, barrier, linkage, partnership)</i> | <b>Goal</b><br>Specific<br>Measurable<br>Attainable<br>Realistic<br>Time-bound             | <b>Output</b><br><i>-service or activity you will conduct</i><br>-Identify Timeframe<br>-Identify the # of clients serve or the # or units offered | <b>Outcome</b><br><i>-Indicator</i><br>-Projected # or % of clients who will or are expected to achieve each outcome  | <b>Measure</b><br><i>How you will measure the outcome and its impact</i> | <b>Linkage or Partnership</b><br><i>List a linkage or partnership you will use to meet this goal.</i> |
| Employment - Education<br>Low Income households do not have enough income         | <i>Short Term (1-Year)</i><br>Low Income households do not have enough income (Short-Term) | <i>Short Term (1-Year)</i><br><i>606 EITC eligible households will</i>   | <i>Short Term (1-Year)</i><br>• FNPI 1a – 52 unemployed youth (14-24) will obtain employment to gain skills or income | <i>CAP60</i><br><i>SSBG post-expenditure reports (for</i>                | <i>Dixie State University</i><br><i>Southern Utah University</i>                                      |

|  |  |   |   |                                  |   |
|--|--|---|---|----------------------------------|---|
|  |  | <p><i>participate in the IRS EITC program.</i></p> <p><i>2,877 individuals will have their tax return prepared through VITA</i></p> <p><i>700 receive transportation services in support</i></p> <p><i>25 individuals will receive birth certificate/ID assistance for employment support</i></p> | <ul style="list-style-type: none"> <li>• FNPI 1b – 473 unemployed adults will obtain employment to gain skills or income</li> <li>• FNPI 1c - 406 adults will maintain employment for 90 days</li> <li>• FNPI 1d - 378 adults will maintain employment for 180 days</li> <li>• FNPI 7a - 473 individuals will achieve an outcome</li> </ul> | <p><i>SSBG subcontracts)</i></p> | <p><i>Red Rock Center for Independence Kane County Care and Share Panguitch Pantry Sun Tran (City of St George) Cedar City (CATS) Iron County Care and Share Kane County Care and Share Garfield County Care and Share AAA Fair Credit DWS Southwest Behavioral Health (Employment Support)</i></p> |
|  | <p><i>Long Term (3-Year) Low Income households do not have enough income (Long-Term)</i></p> | <p><i>Long Term (3-Year) 75 individuals will receive birth certificate / ID for employment 2,250 receive transportation services to support employment 630 EITC eligible</i></p>  | <p><i>Long Term (3-Year)</i></p> <ul style="list-style-type: none"> <li>• FNPI 1a – 168 unemployed youth (14-24) will obtain employment to gain skills or income</li> <li>• FNPI 1b – 1,519 unemployed adults will obtain employment to gain skills or income</li> <li>• FNPI 1c - 881 adults will maintain employment for</li> </ul>       | <p><i>SAME</i></p>               | <p><i>SAME</i></p>  |

|  |  |   |  |  |  |
|--|--|---|--|--|--|
|  |  | <p><i>households will participate in the IRS EITC program.</i></p> <p><i>2,989 individuals will have their tax return prepared through VITA</i></p> | <p>90 days</p> <ul style="list-style-type: none"> <li>• FNPI 1d – 820 adults will maintain employment for 180 days</li> <li>• FNPI 7a – 1,519 individuals will achieve an outcome</li> </ul> |  |  |
|--|--|---|--|--|--|

| <b>Goal #4</b>  |   |   |  |  |  |
|---|---|---|--|--|--|
| <b>Priority Issue</b><br><i>(Gap, Need, Cause, barrier, linkage, partnership)</i> | <b>Goal</b><br>Specific<br>Measurable<br>Attainable<br>Realistic<br>Time-bound  | <b>Output</b><br><i>-service or activity you will conduct</i><br>-Identify Timeframe<br>-Identify the # of clients serve or the # or units offered              | <b>Outcome</b><br><i>-Indicator</i><br><i>-Projected # or % of clients who will or are expected to achieve each outcome</i>    | <b>Measure</b><br><i>How you will measure the outcome and its impact</i>     | <b>Linkage or Partnership</b><br><i>List a linkage or partnership you will use to meet this goal.</i>  |
| The Community doesn't have enough financial and housing counseling resources      | <i>Short Term (1-Year)</i><br>The Community doesn't have enough financial and housing counseling resources (Short-Term) | <i>Short Term (1-Year)</i><br><i>Financial education will be available at 2 VITA sites</i><br><i>Will host 6 financial education/housing counseling classes</i> | <i>Short Term (1-Year)</i><br>• CNPI 3a.2 - 29 new accessible assets/resources created in the identified community (financial) | <i>CAP60</i><br><i>SSBG post-expenditure reports (for SSBG subcontracts)</i> | <i>AAA Fair Credit</i><br><i>Dixie State University</i><br><i>Southern Utah University</i><br><i>Red Rock Center for Independence</i><br><i>Sun Country</i><br><i>Home Solutions</i><br><i>Kane County</i><br><i>Care and Share</i><br><i>Panguitch</i><br><i>Pantry</i> |

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|--|---|--|---|-------------|---|
|  |   |  |   |             | <i>Neighborworks<br/>America First<br/>Credit Union</i> |
|  | <i>Long Term (3-Year)</i><br>The Community doesn't have enough financial and housing counseling resources (Long-Term) | <i>Long Term (3-Year)</i><br><i>Financial education will be available at 4 VITA sites</i><br><i>Will host 9 financial education/housing counseling classes</i> | <i>Long Term (3-Year)</i><br>• CNPI 3a.2 - 33 new accessible assets/resources created in the identified community (financial) | <i>SAME</i> | <i>SAME</i>   |