

MEASURING SOCIAL IMPACT

IN GREATER PARK CITY DURING THE COVID-19 PANDEMIC

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Donors, nonprofits, government, and business partners rallied together to support community members disproportionately impacted by COVID-19 and the economic and health consequences of the pandemic.

I. EXECUTIVE SUMMARY

The COVID-19 pandemic has created unprecedented public health challenges across the world, including here in greater Park City and Summit County, Utah. Every person has been impacted by the novel coronavirus (COVID-19) in some way, but the most highly impacted people living and working in Summit County are those facing the greatest challenges to simply meet basic needs—such as paying bills, staying in their homes, having enough food to eat, achieving physical and mental health and safety, and attaining education.

Beginning in March 2020, Park City Community Foundation activated its Community Response Fund to bring together philanthropy, government, and business partners to rapidly deploy resources to those who are most highly impacted by COVID-19. The purpose of this report is to provide analysis of how greater Park City has fared during this challenging time, including positive outcomes supported by funds deployed to keep our community intact.

This report is based on a data-driven approach to measure the activities and outcomes of organizations that provided support to those in need. The Community Foundation used a new process, based on the creation of a Measurement & Evaluation Framework that is intended for use by both the Foundation and grantees to collect and report data in order to improve decision-making about resource allocation and achieving desired outcomes. Analysis of grant recipients' data was evaluated according to 5 themes, which also reflects how this report is organized:



**FINANCIAL
STABILITY**



**HOUSING
SECURITY**



**FOOD
SECURITY**



**HEALTH &
WELL-BEING**



**EDUCATION
ATTAINMENT**

Findings show that grantees provided over 2150 families with emergency financial assistance for basic needs and over 1550 families with bills assistance. Over \$1.7 million was distributed for rental assistance. Nearly 100,000 meals were provided by the food pantry and school programs to support people who experienced food insecurity. Free and reduced cost services for physical health, mental health, community connections, and personal security were afforded to community members in need. 165 children were enrolled at low or no-cost in childcare programs of grant recipients, and school-age kids were able to stay safe and in school as much as possible. Some of these results reflect new and unique programs created during the pandemic to keep our community intact. Others reflect nonprofit organizations' ability to sustain as vital resources in greater Park City. It's clear our community banded together to support those most in need during this period of unprecedented health and economic challenges.

However, none of the issues faced during the COVID-19 public health crisis is unique to pandemic. The deployment of Community Response Fund grants has shown that systemic challenges exist in greater Park City – such as many community members living and working here experiencing a lack of stable and well-paying jobs, and a housing crisis driven by the gap between affordable units and wages. These systemic issues – including all themes covered in this report – are interconnected. We need to find ways to address root causes at scale over the long term in our fluctuating tourism and service economy – in addition to the near term with the continuing uncertainty of the pandemic. The measurement and evaluation project served as a learning exercise for the Foundation and grantees to better understand and strengthen the use of data to drive decisions that result in the greatest social impact. By connecting grant recipients' initiatives to wider community outcomes, we can collectively work towards improved community resiliency with a focus on inclusion and equity for all.

II. INTRODUCTION

A. Overview of the Community Response Fund & Summit County COVID-19 Relief Grants

The Community Response Fund was created to help strengthen our community and respond immediately to crisis situations, and was brought into action to address the impacts of COVID-19. **The total money expended from the Community Response Fund between March 2020 and June 2021 is over \$3.4 million.** During this time, the Community Response Fund has offered flexible resources to organizations working with communities who are disproportionately impacted by coronavirus and the economic consequences of this outbreak.



The goal of the Fund is to provide immediate assistance for urgent needs and ensure resources are available for aid in future months, as we believe the long-term repercussions of COVID-19 will impact our community for some time. The nature of the Fund is to provide unrestricted grants quickly and efficiently to areas of greatest need or opportunity. This allows the Community Foundation to address different concerns as they emerge and change.

Community Response Fund grants have helped ensure basic needs are met, including food, housing, and healthcare. The fund initially supported health and human services non-profits with deep roots in the community; existing systems; and strong experience working with residents without health insurance and/or access to sick days, people with limited English language proficiency, healthcare and gig economy workers, and communities of color, among others.

In the fall of 2020, **the Summit County COVID-19 Relief Grants Committee recommended \$1 million be granted to 18 organizations, as a subset of grants made from the Community Response Fund.** Grant recipients received funding for programs and activities executed between January 2021 and June 2021, which primarily focused on rent assistance and financial stability for low-income and underserved community members. Additional focus areas included food security, access to reliable healthcare systems and mental health services, access to early childhood education and care, rapid testing systems, and more. The Summit County COVID-19 Relief Grants Committee selected grantees based on their grant applications, experience working in the community, and the results of a 2020 survey conducted by the Community Foundation that included input from 205 families impacted by the economic fallout of COVID-19.

A list of Summit County COVID-19 Relief grant recipients is provided in Appendix A.

B. About the Measurement & Evaluation project

Park City Community Foundation is committed to enhanced understanding of social impact achieved through the programs it funds. During the fall of 2020, the Community Foundation initiated a new project with the following objective:

1. **Measure the impact of our collective efforts to support vulnerable populations in greater Park City during the COVID-19 pandemic.**
2. **Quantify how we've kept individuals and families stable through funds provided by the Community Response Fund and the Summit County COVID-19 Relief Grants.**
3. **Consider how learnings from this process contribute to creating a more equitable & resilient community.**

The Community Foundation hired a consultant¹ to develop a Measurement & Evaluation Framework, guide grant recipients through the process of collecting data, and provide analysis that reflects the objectives stated above.

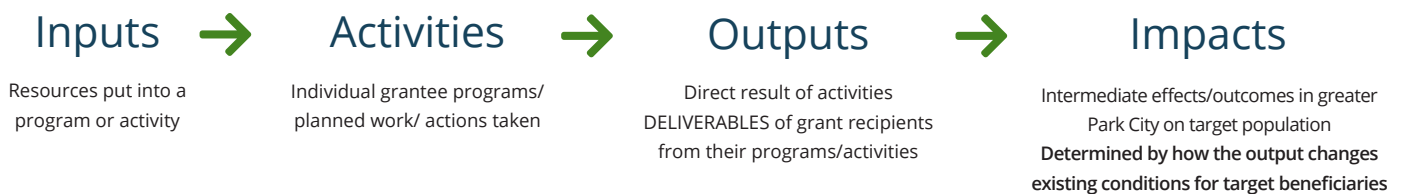
The Measurement & Evaluation Project encompassed the following steps:

- a. Design the Measurement & Evaluation Framework—the consultant reviewed documents related to Community Foundation programs, social equity initiatives, and grant recipient programs; performed desktop research to benchmark how other communities are defining measurement and evaluation approaches related to COVID-19; conducted community interviews with local organizations to understand measurement objectives and existing practices; defined terms and indicators for determining target measurement outcomes; and designed key performance indicators to measure the effectiveness of the Community Response Fund and Summit County COVID-19 Relief Grants.
- b. Implement Data Collection and Provide Support to Grantees—this stage included designing data collection templates tailored to individual grant recipient use and aligned with the Measurement & Evaluation Framework’s key themes and indicators; facilitation of a Data Collection Working Session with all grantees; and providing individual support to grant recipients to confirm indicators, data collection processes, and review of data collected in interim and final reporting intervals.
- c. Analysis of Data Collected—the consultant performed analysis of all data collected from grant recipients, and reviewed additional data provided by the Community Foundation and community leaders regarding key trends and impacts in greater Park City during the Summit County COVID-19 Relief Grant reporting period; and aggregated trends, insights, and outcomes related to meeting community members’ needs.
- d. Reporting on Outcomes—this report serves as the final stage of the project and is a summary of the trends and impacts achieved from the Community Response Fund and Summit County COVID-19 Relief Grants.

Overview of the Measurement & Evaluation Framework

To measure the social impact of the Community Response Fund and Summit County COVID-19 Relief Grants, a Measurement & Evaluation Framework was designed to create a comprehensive measurement and evaluation process for both the Community Foundation and individual grantees. It primarily evaluates the relationships between organizations’ activities and desired outcomes, based on the creation of a standard logic model.²

Figure 1: Logic Model applied to Park City Community Foundation Objectives



Within the Measurement & Evaluation Framework, key themes were developed in collaboration with Community Foundation staff to reflect priorities for all people living and working in greater Park City, each with a targeted outcome that reflects the social impact intended to be achieved through grantmaking activities. Below is an overview of the Framework and key themes.

¹Beth Holzman of Holzman Consulting LLC was contracted by the Park City Community Foundation from September 2020—August 2021 and is the author of this report.

²Logic Model is defined as a logical sequence of activities and events through which the resources invested are transformed into desired social and environmental impacts. See Epstein, Marc J. and Kristi Yuthas. Measuring and Improving Social Impacts. Berrett-Koeler Publishers Inc., San Francisco, 2014.

Figure 2: Measurement & Evaluation Framework

Key theme	Targeted outcome
Financial stability	Achieving economic security
Housing security	Keeping families in their homes
Food security	Ensuring adequate food availability
Health and well-being	Strengthening services & connections to enhance well-being
Education attainment	Ensuring equitable opportunities for learning

A set of sub-themes and related targeted outcomes were also developed for each of the five themes. This informed the development of indicators for grant recipients to track and report on. Indicators were developed based on the research conducted in the Design Phase of this project (see above).

The Measurement & Evaluation Framework was developed based on The LBG Framework,³ which measures community investment activities and specifically focuses on the shift away from simply donating money to strategically investing in communities. This framework includes three types of indicators, which the consultant utilized to inform the custom framework developed for Park City Community Foundation.

Figure 3: The LBG Framework

	Inputs	Outputs	Impacts
Community Investment Route Donations to and partnerships with community organizations	How, why, what, where	Social output Business output Leverage	Social impact Business impact
Business Innovation for Social Impact Rate Developing or adapting core business activities for defined social impact	Financial investment additional resources	Social output Business output Leverage	Social impact Commercial return
Procurement for social impact route Diverting procurement spend to suppliers that aim to have a social impact	Spend, time, in-kind, management costs	Social output Business output Leverage	Social impact Organizational (supplier) impact business impact

Adapted from the LBG Corporate Citizenship Framework

³See <http://www.lbg-online.net/framework/community-investment/>. The LBG Framework was chosen based on its application to the needs of the Community Foundation. It is recognized by Robeco SAM, a leader in sustainable investing and Environmental, Social, & Governance (ESG) rankings, as a leading measurement model.

- **Inputs:** what is contributed, e.g. financial or in-kind, focused on issues such as education, health, economic development, environment, arts and culture, social welfare, etc. in a specific location
- **Outputs:** what happens, e.g. number of individuals or communities supported, employees involved, suppliers, reached, stakeholders engaged, etc.
- **Impacts:** what change occurs, e.g. depth of impact on people (outcome), behavior or attitude change, quality of life improvement or well-being change, etc.

C. Analysis Methodology

This report provides analysis, trends, and insights based on data collected and evaluated primarily from Summit County COVID-19 Relief grant recipients for the reporting period of January 2021–June 2021. Grant recipients' programs and activities reflect support provided to people living and working in Summit County, Utah. Select grantees in this group that focused on the key themes of the Measurement & Evaluation Framework since April 2020 have shared additional data and insights from earlier in the pandemic. All of the data analyzed in this project also provides relevant insights for the Community Foundation and greater Park City to consider as we collectively work towards community resiliency.

Organizations provided information about their program activities in input and output indicators, based on individual data collection templates that were provided to grant recipients. Themes and indicators in individual templates were determined based on grant recipient activities and alignment with the key themes and indicators in the Measurement & Evaluation Framework. Grant recipients used the templates to collect data on a monthly basis, which was reported to the Community Foundation in quarterly intervals for Interim and Final reporting periods during the grant implementation cycle between January and June 2021 (inclusive).

For all data provided by grantees to the Community Foundation, the consultant performed quality assurance testing, data cleaning, and trend analysis at the Interim and Final reporting periods. Data was then analyzed according to targeted outcomes (impacts) based on comparison of changes during the reporting period, as well as based on comparison of pre-pandemic vs. current conditions where feasible. Many organizations were not collecting data at the requested level of detail prior to this project and therefore, in those cases, pre-pandemic comparisons were not feasible.

Data was primarily analyzed within each theme. Where more than one grant recipient's programs contribute to a community-wide targeted outcome, the data has been aggregated to inform analysis of how greater Park City has fared during the reporting period. Some of the Summit County COVID-19 Relief grant recipients have programs that uniquely relate to targeted outcomes within a particular theme or sub-theme of the Measurement Framework; as a result, data from those grant recipients may be solely reflected in analysis of trends and outcomes within greater Park City during the reporting period, and as related to the impacts achieved through the Summit County COVID-19 Relief Grants.

III. COMING TOGETHER TO SUPPORT OUR COMMUNITY

A. Unprecedented Challenges

The COVID-19 pandemic has not only created an unprecedented public health emergency, but also unforeseen impacts on the global economy and individual lives. As a community that welcomes the world through our tourism and related industries, greater Park City has strongly felt the impacts of the pandemic. According to Jeff Jones, Summit County's Economic Development and Housing Director, "Unemployment in Summit County jumped from **3.4% in March to 20.4% in April...**"⁴ which far surpassed the unemployment rate at both the state and national levels at that time (10.4% and 14.7%, respectively).⁵ Additionally, the hardest hit sectors of [our] economy were "arts, entertainment and recreation jobs [that] declined more than 40% from March to August..."⁶ (all references are to 2020).

Park City Community Foundation, working with grantees, donors, and individuals, sprang into action by bringing people and organizations together to address urgent needs to keep the community and its vital organizations intact. The Community Foundation began a series of surveys to understand the most urgent needs of families in greater Park City that had been identified as disproportionately impacted. The survey was administered on a semi-regular basis from April 2020 through July 2021 to understand current conditions and changing needs in our community. This information informed the Community Foundation's responses to the evolving pandemic and related grantmaking decisions. Findings from the survey in June 2020⁷ showed that the primary barriers people faced were as follows:

Figure 4: Barriers reported in June 2020

Barrier	% of Respondents
Payment of rent and bills	41.44%
Little or no work available	29.83%
Lack of food	12.5%
Access to medical care	7.18%
Childcare	4.42%
Other	4.42%
Access to mental health resources	0.55%

Findings from a similar survey deployed in July 2021 have shown improvements regarding some (though not all) of the barriers that people are facing as a result of the pandemic:

Figure 5: Barriers reported in July 2021

Barrier	% of Respondents
Payment of rent and bills	37.56%
Little or no work available	15.61%
None	11.71%
Childcare	10.24%
Access to medical care	8.78%
Lack of food	8.29%
Access to mental health resources	3.9%
Other	3.9%

⁴"Mile Post: A report on key indicators in our changing Community." The Park Record, Park City Utah, October 2020.

⁵Ibid.

⁶Ibid.

⁷The June 2020 community survey administered by the Park City Community Foundation had a total of 181 respondents. The target survey respondents were the same in each deployment, but respondents may not have participated in every survey.

The next section of this report provides details about the activities of recipients of the Community Response Fund and Summit County COVID-19 Relief grants that sought to address these barriers and contributed to the improvements reported one year on.

B. Outcomes by Key Theme

Organizations that received funds from the Community Response Fund and Summit County COVID-19 Relief Grants helped fill gaps exacerbated by the pandemic—including the lack of systems and structures to support community members, which the pandemic has shined a spotlight on. This includes the following areas—this section of the report is organized according to each theme to present social impact results of grant recipients' activities.

1. Financial Stability
2. Housing Security
3. Food Security
4. Health & Well-Being
5. Education Attainment

1. FINANCIAL STABILITY

Financial Stability is defined as community members having enough funds to meet financial obligations regularly and on a sustained basis, with the targeted outcome of community members achieving economic security. Many community members living and working in greater Park City experience a lack of stable and well-paying jobs and therefore have faced greater risk during the pandemic. According to a survey administered by the Community Foundation of families in greater Park City that had been identified as disproportionately impacted, over 80% of community members most highly impacted by COVID-19 worked 30 or more hours before the pandemic; however, in June 2020, only 22% of these community members had the same amount of work and approximately 20% reported they were not working.



The Community Response Fund supported people who were unable to pay their regular bills due to job loss during COVID-19.

Financial stability is a broad goal that not one organization in greater Park City can tackle alone. As a result, the Summit County COVID-19 Relief Grants provided the following recipients with funds for programs to support community members needing financial assistance during the pandemic:

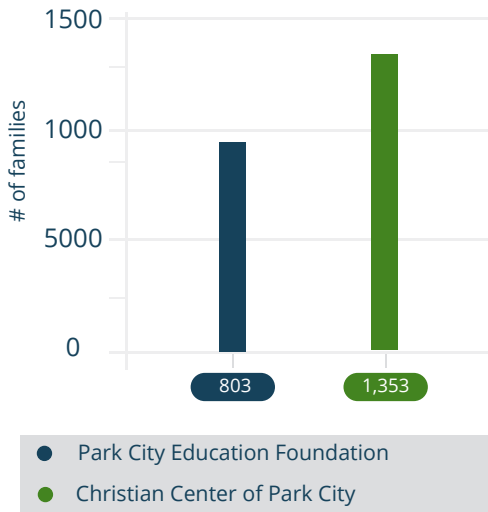
- Christian Center of Park City
- Jewish Family Service
- Park City Education Foundation
- PC Tots
- Lucky Project
- Summit County Clubhouse

Grant recipients' programs focused on providing financial assistance for basic needs and bill payments in the form of gift cards, direct payment of medical, utility and transportation bills, and staff time spent on resources and referrals to help meet community members' needs. (See next section for separate focus on housing security).

From April 2020 to June 2021, the Christian Center of Park City and Park City Education Foundation in aggregate provided 2,156 families who would otherwise not be able to afford basic needs with over \$174,000 in emergency assistance.

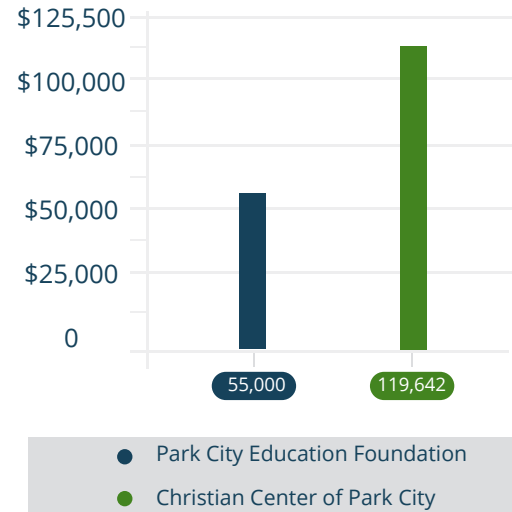
Number of families receiving emergency assistance

Families served by grantees April 2020 - June 2021



Total \$ spent on emergency assistance

Grantee spending from April 2020 - June 2021

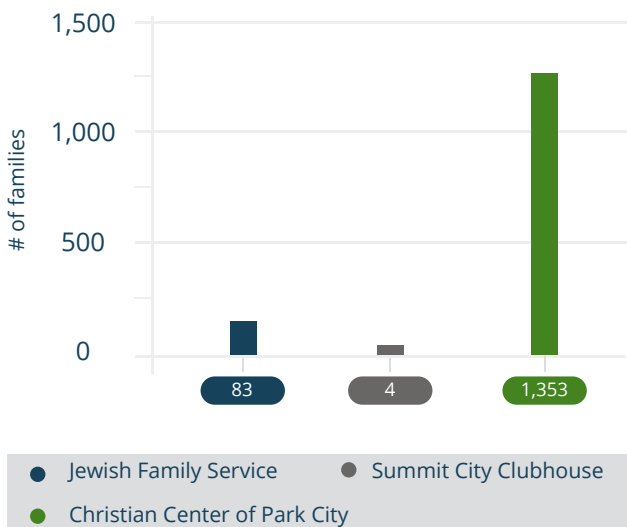


In addition, during this same time period, the Christian Center of Park City, Lucky Ones, Summit County Clubhouse, and Jewish Family Service provided families with financial assistance to specifically pay utility, medical and transportation bills. The following charts show the breakdown of aggregate support provided to families.

Grant recipients provided 1,440 families with assistance to pay 328 utility bills, totaling \$72,984.00.

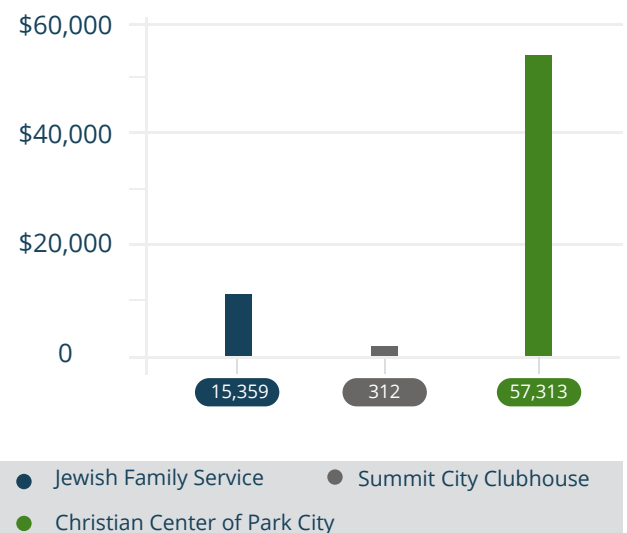
Number of families receiving assistance to pay utility bills

Families served by grantees April 2020 - June 2021



Total \$ spent on utility bills

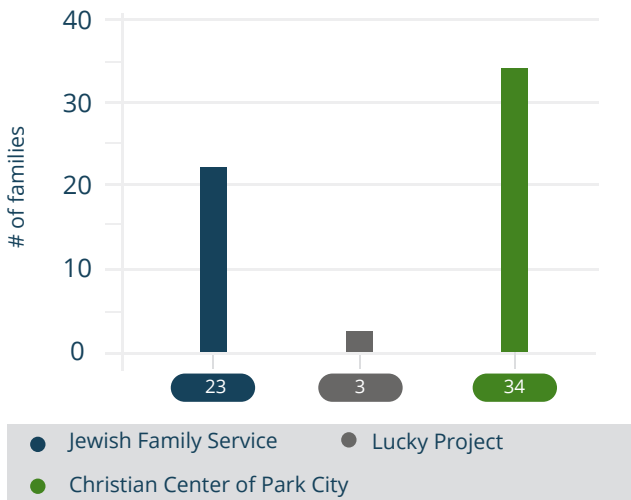
Grantee spending from April 2020 - June 2021



Grant recipients provided 60 families with assistance to pay 60 medical bills, totaling \$41,386.00.

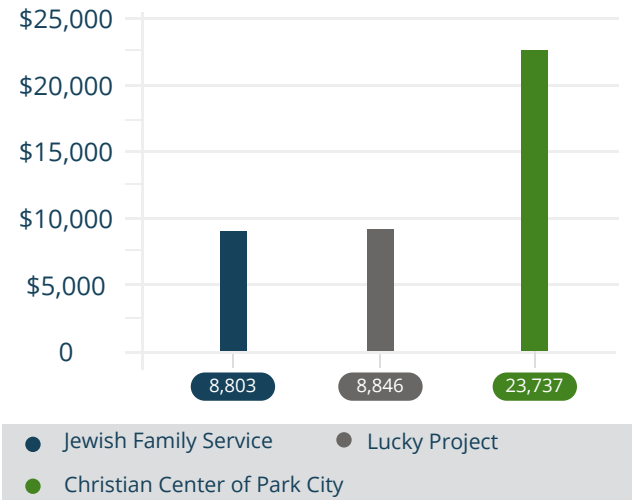
Number of families receiving assistance to pay medical bills

Families served by grantees April 2020 - June 2021



Total \$ spent on medical bills

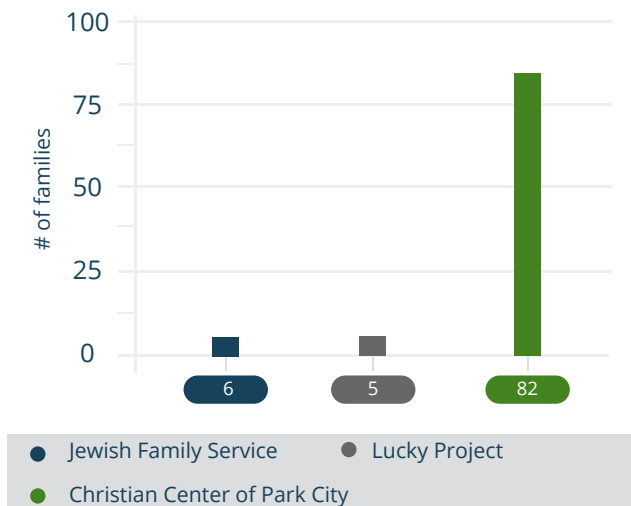
Grantee spending from April 2020 - June 2021



Grant recipients provided 93 families with assistance to pay 95 transportation-related bills, such as car payments, insurance, etc., totaling \$31,622.00.

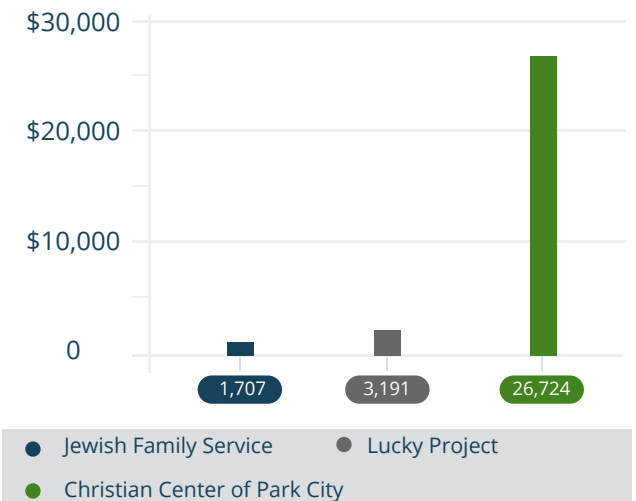
Number of families receiving assistance to pay transportation bills

Families served by grantees April 2020 - June 2021



Total \$ spent on transportation bills

Grantee spending from April 2020 - June 2021



"As we reflect back on these last 18 months, we have not only been so impressed and inspired by our generous community who has supported us, but so grateful for the opportunity to partner with the Park City Community Foundation. Having the opportunity to gather data around this pandemic response has already and will continue to help us unpack what the layers of needs are and how we can best respond to them now and into the future."

– Rob Harter, Executive Director of the Christian Center of Park City

This support was critical to ensuring the most highly impacted community members living and working in Summit County could pay for their basic needs during the pandemic. In addition to each grant recipient's contributions, the community's ability to ensure people could pay for their basic needs was successful because of the way organizations worked together in greater Park City. Time and resources spent on basic needs assessment, referrals, and coordination to avoid duplication of efforts resulted in maximizing funds so they could support what community members needed most.

Financial Stability Spotlight: Working Together to Ensure Basic Needs Were Met



Park City School District Outreach Coordinators played a unique role during the pandemic to ensure the stability of students and their families. Their trusted relationships with families vulnerable to impacts of the pandemic helped to facilitate organizations like Jewish Family Service and Christian Center of Park City to provide rental assistance, food and basic needs. This included language skills, cultural competence and trusting relationships to identify and provide referrals to those most in need. PCSD Outreach Coordinators not only acted

as an important liaison between families and organizations that could provide support, but they also created an atmosphere of compassion and care during a time when all were struggling with anxiety and stress around COVID-19.

While the entire community is grateful to the organizations that have helped those most highly impacted to achieve greater financial stability during the pandemic, many community members at risk are still not working full time. The Community Foundation's July 2021 survey of families in greater Park City that had been identified as disproportionately impacted shows that 50% of community members are now working 30 or more hours, and the percentage of people that are not working has dropped to 11.2%. These are improvements, but **the nature of our seasonal economy and large amount of low-paying jobs show that those most at risk are not prepared to weather future storms.** This is further evidenced by results from the Community Foundation's survey in July 2021 where 82.5% of respondents report they do not have savings, 16% report they only have savings for 1-2 months of expenses, only 1.5% report they have savings for three months or more.

2. HOUSING SECURITY

Housing Security is defined as community members being able to afford monthly housing payments and have the freedom to move and change housing situations when necessary. The targeted outcome of the Community Response Fund is keeping families in their homes. Affordable housing has been a challenge in greater Park City since before the pandemic. According to Park City Community Foundation's Community Social Equity Strategic Plan, affordable housing was the number one concern identified in the social equity survey conducted in 2018-2019. Recommendations from that report included focusing on very low-, moderate-, and middle-income households regardless of the nature of their employment for affordable housing efforts. Additional populations that have expressed concern about affordable housing include seniors, parents of neurodiverse children, and members of the workforce, among others.⁹

There's no question that the pandemic highlighted a housing crisis that already existed in our community, and that the gap between affordable housing and wages was exacerbated by COVID-19. Across the nation, people in low-income jobs and with little savings faced evictions and housing insecurity at unprecedented levels. **Even with an eviction moratorium issued at a federal level, community members in greater Park City were at risk of losing their homes at the same time they were losing jobs, faced with reduced working hours, not able to meet basic needs, and experiencing individual and family health crises.** Housing security and financial stability are interconnected, and these problems have persisted through the pandemic—even with several extensions of the eviction moratorium throughout the pandemic and continuing today.

⁹See <https://parkcitycf.org/how-we-work/growing-community-initiatives/social-equity/>.

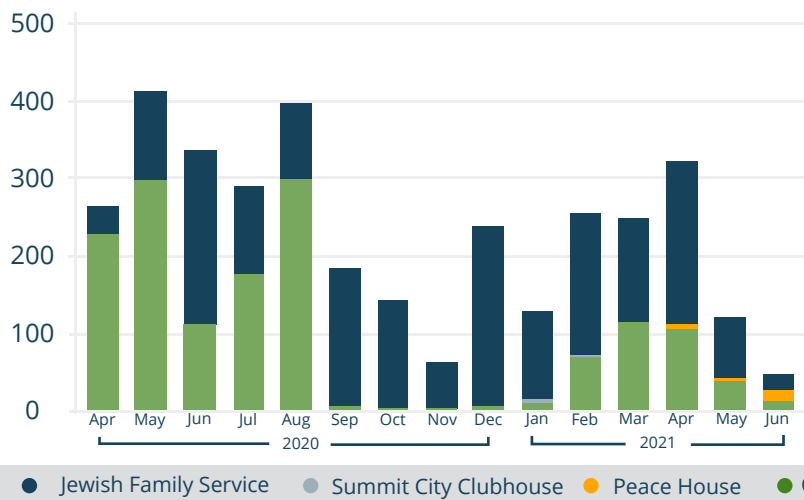
The Community Response Fund and Summit County COVID-19 Relief Grants specifically targeted housing security, with the largest portion of funds granted to organizations that were working expressly on this issue. Recipients included the following organizations:

Christian Center of PC | Jewish Family Service | Mountain Mediation Center | Peace House | Summit County Clubhouse

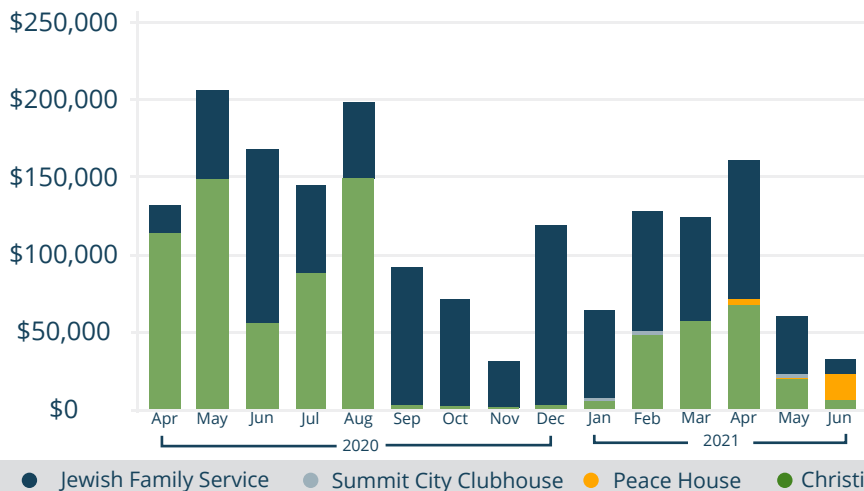
Grant recipients' programs focused on preventing homelessness, avoiding eviction, and promoting tenants' rights—all immediate needs at the start of, and during, the pandemic. When the Community Foundation began surveying families in greater Park City that had been identified as disproportionately impacted, an evolving need for rental assistance was immediately apparent. Survey results from June 2020 showed that only 26% of community members reported they would be able to pay the next month's rent in entirety; 68% reported they would only be able to pay a portion and 6% reported they would not be able to pay their rent.

Accordingly, the highest consecutive amounts paid by grant recipients on behalf of community members needing rental assistance occurred between May and August 2020 at the beginning of the pandemic. In those initial months, grant recipients made over 1,435 direct rental payments totaling over \$714,415.

Total Number of Direct Payments Made, by month

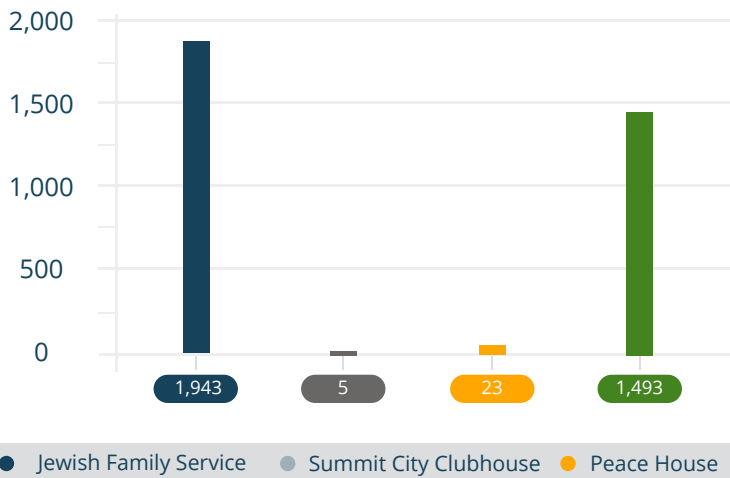


Total \$ paid for 1 month rental assistance, by month

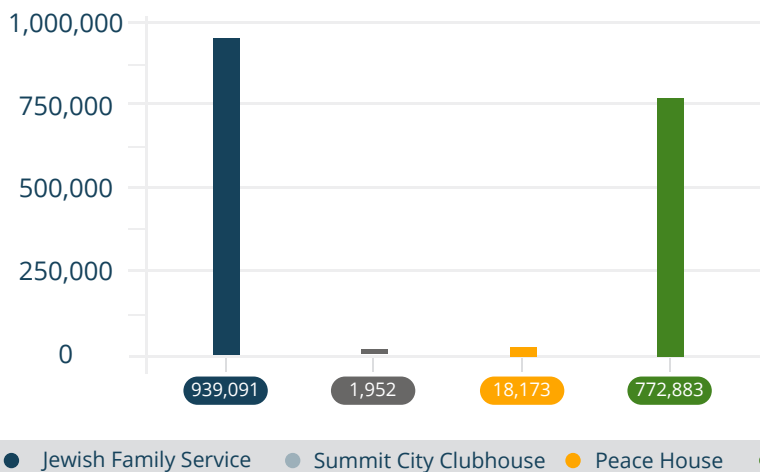


The aggregate number of rental assistance payments made from April 2020 to June 2021 was 3,464 payments totaling \$1.7 million from the Community Response Fund and Summit County COVID-19 Relief Grants. Jewish Family Service provided the highest number of payments and total amount of rental assistance totaling 1,943 payments and over \$939,000. The support provided by all grant recipients for rental assistance was critical to ensuring the most highly impacted community members living and working in Summit County could remain in their homes.

Aggregate Number of Direct Payments Made



Aggregate \$ Provided for Rental Assistance



“Jewish Family Service is proud to have been a partner in the community efforts to provide rental assistance and mental health services during the pandemic. We are committed to making sure that we can meet community need in times of crisis and moving forward. Park City Community Foundation was proactive and took initiative to make sure the resources were available to do this important work and is now leading the way in evaluating all efforts. The evaluation process is very valuable and will help JFS gain knowledge and insight into the work we did to address needs during the pandemic.”

– Ellen Silver, Executive Director of Jewish Family Service

According to the Community Foundation's July 2021 survey of families in greater Park City that had been identified as disproportionately impacted, 69% of survey respondents reported that they asked for assistance to help pay rent in the last year. The efforts of grant recipients working on housing security clearly supported thousands of community members' needs during the pandemic, but housing security is still elusive for many people. When asked what barriers are concerning for the remainder of 2021 in the same survey, 40.45% of survey respondents reported they were concerned about paying rent and bills. **There is a significant need to dig deeper into, and find ways to address root causes at scale, such as the lack of affordable housing in greater Park City and low-paying jobs in a fluctuating tourism and service economy that limit low-income workers' ability to save for the future.** Systemic programs are needed to address these challenges in the near term with the continuing uncertainty of the pandemic, as well as over the longer term to support all community members' resiliency in greater Park City.

Housing Security Spotlight: Addressing Root Causes of Insecurity



Mountain Mediation Center works with tenants and landlords on eviction avoidance programming, and continued these efforts as a recipient of Summit County COVID-19 Relief grants. In Utah, any tenant on month-to-month lease can be asked to leave in a few as 30 days under state law, regardless of whether they are up to date on rental payments. This means that every tenant on a month-to-month lease is at risk of eviction, although many tenants do not realize those lease terms put them at greater risk. An eviction filing remains on a tenant's record and often hinders the tenant's ability to find future

housing. During the pandemic, the CDC Eviction Moratorium protects tenants for nonpayment of rent - but eviction proceedings for other reasons, an increase that the Mountain Mediation Center observed throughout 2021, are not protected. As a result of this increased risk, the Mountain Mediation Center used the majority of funds received to focus on tenant and landlord education by spending nearly \$10,000 on public awareness and knowledge dissemination from January 2021 through June 2021. They partnered with organizations like the Christian Center of Park City, CONNECT Summit County, and the Park City School District to broaden their outreach and provide tenant toolkits to both tenants and landlords that explain specific key concepts and basic tenants' rights. Mountain Mediation Center has also developed informational podcasts and is working with local apartment managers to get flyers with QR codes into buildings where tenants are at the highest risk.

"I can't overstate the potential impact these efforts have on local tenants. Our resources provide basic rental information that many tenants do not have- in their native language- to build knowledge and understanding. We aim to continue to prevent conflict and avoid mediation and a court filing where feasible."

– Gretchen Lee, Executive Director of the Mountain Mediation Center.



Mountain Mediation Center has worked hard throughout the pandemic to ensure that families stay in their homes and aren't evicted.

3. FOOD SECURITY

Food Security is defined as community member(s) having reliable access to a sufficient quantity of affordable, nutritious food. Greater Park City has long-standing programs to support food insecurity in our community, including the food pantry operated by the Christian Center of Park City and the Snacks in Backpacks program run by EATS Park City.

Well before the pandemic, these programs provided vital support to community members in need—and this has continued throughout the period in which this report focuses.



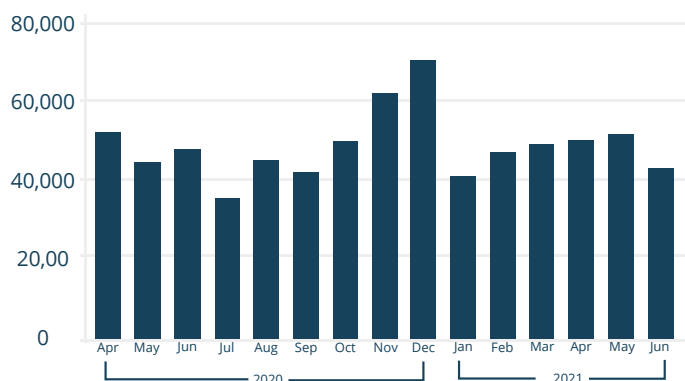
Christian Center of Park City's food pantry

The Christian Center of Park City and EATS have been able to sustain their organizations and their food security programs have persisted as the pandemic resulted in growing need for basic needs assistance.

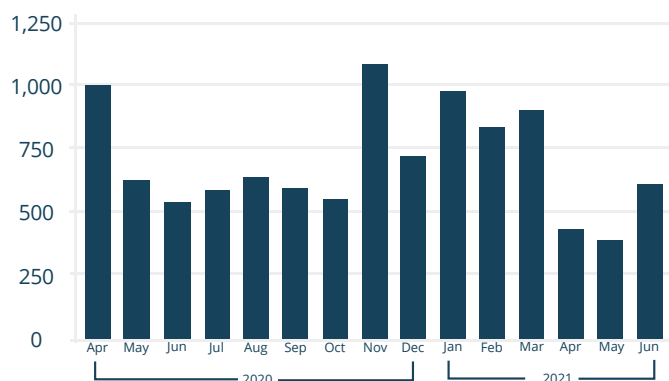
From April 2020 to June 2021 when the Community Response Fund and Summit County COVID-19 Relief Grants were activated, the Christian Center of Park City **distributed 731,366 pounds of food at the food pantry to a total of 9,422 families.** From data provided, the largest number of pounds of food distributed from the food pantry occurred in November 2020 and December 2020, which is not unusual during the holiday period. However, the highest number of families visiting the food pantry occurred in April 2020

– at the start of the pandemic; and in March 2021—which can be attributed to a change in our seasonal economy when low-income workers were impacted by decreasing need for hourly staff after the holidays. According to staff at the Christian Center of Park City, this increase in food insecurity may be related to financial instability because the pandemic resulted in more part-time work; part-time workers are dependent on swings in the seasonal economy and do not receive the same prioritization for regular scheduling and consistent pay as full-time workers.

Pounds of Food Distributed by the Food Pantry per month



Number of Families Visiting the Food Pantry per month

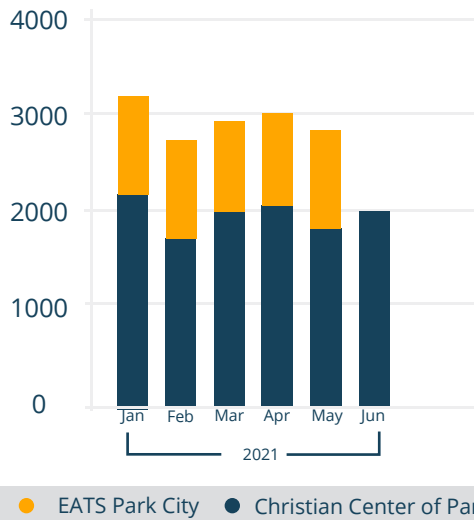


While the pandemic exacerbated food insecurity for families, there is anecdotal evidence coming from basic needs assessments, coordination support, and referrals that individuals and families were saving money for rent, bills, and other expenses rather than spending directly for food given the prominence of the food pantry and familiarization with existing programs. These decisions can contribute to increased financial stability in the near term.

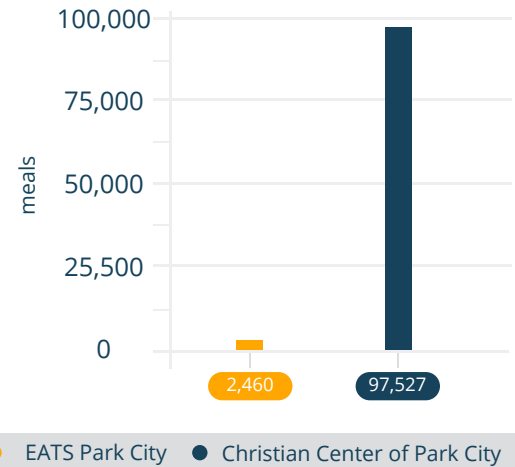
In addition to food pantry visits, the provision of food support programs and meals are key tactics to prevent community members from going without food. From January 2021 to June 2021 when the Summit County COVID-19 Relief Grants were activated, the Christian Center of Park City and EATS in aggregate provided 16,481 community members with free or reduced cost food, including to 932 children per month through their enrollment in programs at schools.¹¹ Additionally, these organizations **provided a total of 99,687 meals in the same time period.**

¹¹EATS program data reflects activities between January 2021—May 2021 (inclusive), as school and programs implemented in schools ended on June 3, 2021.

Number of community members receiving free or reduced cost food



Number of meals provided in aggregate



The pandemic has shown that the vital services that the Christian Center of Park City and EATS provided are universally important to keep our community intact. While the number of people reporting lack of food as a barrier decreased from the Community Foundation's surveys administered between June 2020 and July 2021, there will be continued need to effectively manage food distribution for those in need. This is connected to the gap between low wages and the ability to meet basic needs, although not necessarily attributed to a lack of affordable food. When low-income workers do not have savings or their income is strained or eliminated, but there is access to programs that address immediate food needs, community members will continue to rely on services like the food pantry and food supplements.



Nonprofits organizations in Summit County collaborated and connected families with numerous resources during these challenging times.

"EATS believes good food should be a right and not a privilege. Our Food Security efforts work to make our belief a reality for our community. To do this, we need quality data about what we put in and the outcome we see. Park City Community Foundation has been instrumental in helping EATS get intentional about our programs and track our data to achieve our mission both efficiently and transparently."

– Meaghan Miller-Gitlin, Executive Director of EATS

4. HEALTH & WELL-BEING

According to the US Department of Health and Human Services' Office of Disease Prevention and Health Promotion, health is determined by a range of personal, social, economic, and environmental factors. Social and physical determinants of health impact a wide range of health, functioning, and

quality-of-life outcomes. Social determinants of health include the availability of resources to meet daily needs, such as educational and job opportunities, living wages, or healthful foods; social norms and attitudes, such as discrimination; exposure to violence, and social disorder; social support and interactions; socioeconomic conditions (among other factors). Physical determinants of health include the natural environment, influenced by factors such as weather or climate change; the built environment, such as buildings or transportation; worksites, schools, and recreational settings; housing, homes, and neighborhoods; physical barriers, especially for people with disabilities (among other factors).¹²

For the purpose of this report, Health is defined as the well-being of all community members, including physical health, mental health, and personal safety. The pandemic has undeniably created new public health needs such as preventing virus transmission and implementing safety precautions. The Summit County Health Department has been a leader in the state to champion protocols that keep people in greater Park City safe, including mask mandates, minimum thresholds for gatherings, and social distancing practices for both indoors and while enjoying our outdoor resources, among other initiatives. The Health Department has effectively worked in collaboration with philanthropy, government, and business partners to keep our residents and visitors safe.

These efforts provide a vital foundation for the Community Response Fund and Summit County COVID-19 Relief grants to target the outcome of strengthening health services and connections to enhance well-being for all people living and working in greater Park City. The following organizations received funding to support programs focused on the above outcomes:

- Christian Center of Park City
- Communities that Care
- CONNECT Summit County
- The Hope Alliance
- Jewish Family Service
- Kimball Art Center
- Park City School District
- Peace House
- People's Health Clinic of Park City

Grant recipients' programs focused on providing access to physical and mental health services; offering emotional and mental support through licensed counseling and community activities that strengthen engagement and prevent isolation; and providing shelter, support and prevention to domestic abuse victims. Grant recipient programs have also focused on safe and affordable options to eliminate barriers to keeping kids in school and ensuring safe and affordable childcare.

Access to physical health

The People's Health Clinic of Park City and The Hope Alliance are both grantees that provide medical services to people living and working in greater Park City, and both received funding from the Community Response Fund and Summit County COVID-19 Relief Grants. The pandemic produced unprecedented challenges—not only related to access to and use of personal protective equipment such as masks at home, work, and in first responder / medical services but also regarding availability of hospitals and doctors to see patients for medical issues big and small as the COVID-19 patients overwhelmed care centers. These circumstances were further exacerbated by people losing their jobs and insurance.

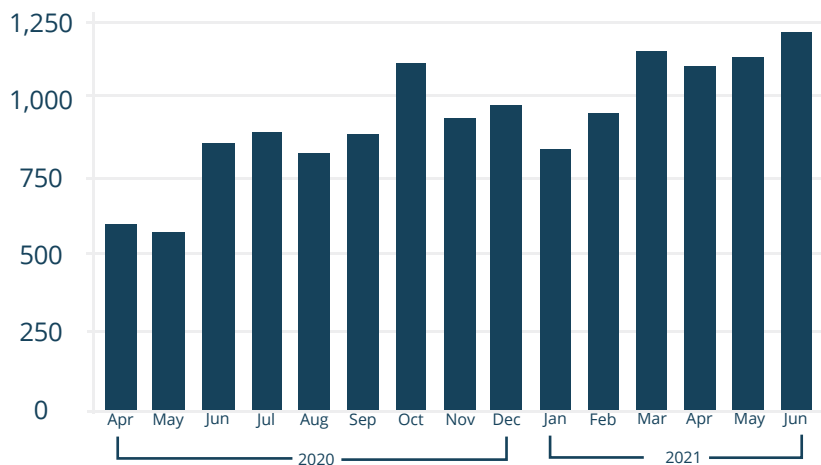
¹²<https://www.healthypeople.gov/2020/about/foundation-health-measures/Determinants-of-Health>

As a nonprofit clinic that provides no-cost, quality medical services to uninsured residents, the People's Health Clinic has played a crucial role in ensuring continued access to health services so people could be safe and healthy at home and at work during this public health crisis. The clinic continued to operate and provide medical services from the beginning of the pandemic through the present time. From April 2020 to June 2021, **they provided 7,576 patients who could not otherwise afford insurance or medical care with over 14,000 medical services.** During this same time period, approximately 80% of patients requesting care did not speak English as their primary language; the clinic's staffing model ensures all community members seeking care have access to native speaking care providers and/or interpreters when they come to the clinic.

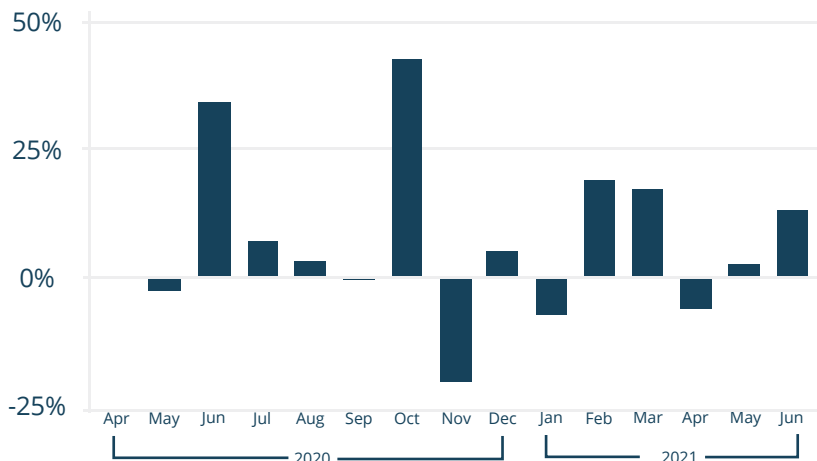
The People's Health Clinic provides both general and specialized medical services. One specialty service that it hosts on its premises is vision care and screenings provided by the Hope Alliance, an organization that targets underserved populations. During the pandemic, the Hope Alliance also continued its operations. From January 2021–June 2021, The Hope Alliance provided 132 patients with services such as free screenings and vision examinations through 10 clinics and 2 screenings.

As the pandemic evolved, so too did community members' employment status and health needs. Many people lost jobs and insurance. Others became ill with COVID and non-COVID related issues. The People's Health Clinic continued to see as many patients as possible. From April 2020 to June 2021, the months with the highest number of services provided were October 2020 and March–June 2021. Staff report that these spikes related to community members' trust in the People's Health Clinic's ability to provide essential health services. For instance, there was an uptick in flu vaccinations in October 2020 as more community members sought to protect themselves from illness as a measure to prevent additional needs for medical treatment or exposure. Similarly, as vaccines became available and the People's Health Clinic became an approved COVID-19 vaccination provider, there was an increase in people seeking (and receiving) services from the clinic. In addition to providing COVID-19 vaccines, the clinic reports there was an increase in mental health visits and diabetes education visits in March–June 2021.

Total number of services provided per month - People's Health Clinic



**Percent change in demand per services per month
- People's Health Clinic**



"People's Health Clinic is grateful beyond measure for the support of the Park City Community Foundation. In the past year we have seen an increase in the number of individuals seeking our services. We also are continuing to provide free Covid testing for anyone that requests one. In the past 3 months we have also given more than 500 vaccinations, continuing to encourage all of our patients to get the vaccine."

—Beth Armstrong, Executive Director of the People's Health Clinic of Park City

Access to mental health

Since 2017, Park City Community Foundation has worked in partnership with local organizations to plan and implement county-wide, systemic, sustainable solutions aimed at improving mental wellness in our community—covering mental health and substance use, treatment and prevention, youth and adults. The COVID-19 pandemic, current events, and other social issues that have made headlines over the past year and a half are opening new doors to conversations surrounding mental wellness. Challenges such as depression, anxiety, languishing, addiction, or any other form of mental illness have been exacerbated by the pandemic through lack of social interaction, increased isolation, and stress related to the spread and/or falling victim to the virus itself.



The pandemic has brought to the forefront the need for accessible and affordable mental health services.

As a result, the Community Response Fund and Summit County COVID-19 Relief Grants provided funding to organizations to increase access to mental health services, provide direct counseling services, and support activities in the community to strengthen engagement and prevent isolation. Grant recipients included the Christian Center of Park City, Communities that Care, CONNECT Summit County, Jewish Family Service, and the Kimball Art Center with the targeted outcome of ensuring community members have emotional and mental support.

Mental health services and support

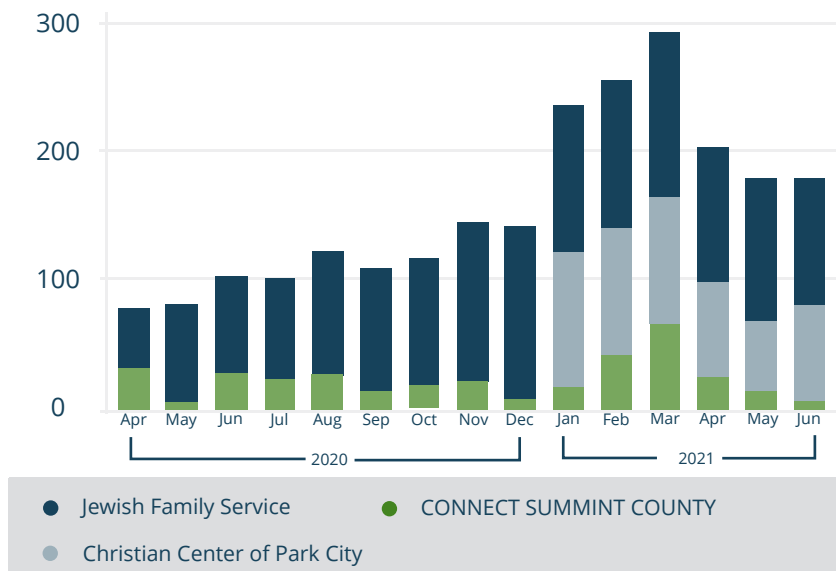
Recipients of the Community Response Fund and Summit County COVID-19 Relief Grants focused on direct provision of mental health services include the Christian Center of Park City and Jewish Family Service. CONNECT Summit County also was a recipient of funds allocated to enhancing mental health awareness and they utilized funds to support people seeking mental health services, such as promoting awareness of mental health resources and providing Peer Navigation.¹³

¹³CONNECT Summit County does not provide counseling services or peer support services. Peer Navigation Services help individuals and their family members find the support, information, services, treatment facilities, providers and/or other resources that best meet their current behavioral health needs. See <https://connectsummitcounty.org/need-help-but-dont-know-where-to-turn-introducing-our-new-peer-navigation-services/>. w

From April 2020 through June 2021, the Christian Center of Park City and Jewish Family Service **provided nearly 4,200 mental health services to 1,450 community members** (all figures are aggregated). From November 2020¹⁴ through June 2021, CONNECT Summit County supported over 310 Peer Navigation encounters for 127 community members seeking mental health support. For all organizations, these results are a significant increase from the mental health services and support provided prior to the pandemic.

Costs are often a barrier to accessing mental health services and support. All organizations receiving funds are working to provide cost effective or free services to support community members in need. Based on the increase of services and support provided, it's clear that all community members faced new challenges during the pandemic; community members working and living in Summit County who were most highly impacted have even greater cost concerns as a result of unemployment, lack of insurance, and lack of savings to pay for basic needs—in addition to mental health needs. The organizations who received funds rose to the challenge where feasible. From April 2020 through June 2021, the Christian Center of Park City¹⁵ and Jewish Family Service provided in aggregate over 2,020 sessions at free or reduced cost. CONNECT Summit County's Peer Navigation support is offered free of cost, and during the same time period the organization provided Peer Navigation services to 311 people in greater Park City.

Total number of mental health services or support provided for free or reduced cost



In addition to eliminating barriers related to cost, organizations in greater Park City are committed to ensuring people who are not primarily English speakers can have equitable access to mental health services and support. As an example, the Christian Center of Park City, Jewish Family Service, and CONNECT Summit County reported in aggregate that over 450 community members requested services and/or mental health support in language(s) other than English from April 2020 through June 2021. As direct mental health service providers, the Christian Center of Park City and Jewish Family Service provided 1,202 sessions in aggregate to community members in languages other than English during this time period. In addition, CONNECT Summit County provided 39 Peer Navigation encounters in Spanish.

The pandemic produced delays in the provision of all health services, including the reality of equitable access in average time to service. Average time to service is defined as the difference in time between requesting a service vs. actual intake. As direct mental health service providers, the Christian Center of Park City and Jewish Family Service reported the following rates for when patients were seen.

¹⁴Peer Navigation is a new program and therefore data was reported to the Park City Community Foundation starting in November 2020 vs. earlier in the pandemic.

¹⁵The Christian Center of Park City has provided mental health services before and during the entire pandemic. The organization enhanced its reporting processes in 2020 and as a result has provided data on mental health services provided from January 2021—June 2021, which is included in all aggregate figures.

Figure X: Average Time to Service (in weeks)

Organization	Average time to service for all patients	Average time to service for non-English speaking patients
Christian Center of Park City	5.3 weeks	12 weeks
Jewish Family Service	2.2 weeks	3 weeks

Each organization currently employs 1 full time provider that provides counseling services for non-English speaking patients. As a result, these realities are not surprising during a time of unprecedented mental health service requests. According to the 2020 Provider Survey of the Summit County Mental Wellness Alliance & Summit County Behavioral Health Division, in the entire county only 16% of licensed and certified clinicians offer services in a language other than English. This is not enough to meet existing demand, nor increasing demand encountered during the pandemic. For example, the 2020 Provider Survey forecasts that nearly double the amount of Spanish language providers is needed to meet increasing demand.¹⁶

One way in which mental health services are becoming more accessible is through telehealth, which was a necessary accommodation during the pandemic. All organizations providing direct mental health services as well as mental health support report increases in telehealth services. The largest and most consistent increase was reported by Jewish Family Service at 100% month over month. Staff at Jewish Family Service attribute the large increase due to this not being an option prior to the pandemic. Their staff have observed that telehealth makes counseling more accessible for many people—e.g., due to increased accessibility for people without transportation and those who receive care during their workday; staff also report these drivers have contributed to a significant reduction in cancellations or no-shows. Both Jewish Family Service and the Christian Center of Park City report they will continue to offer telehealth counseling to individuals and groups after the pandemic is over.

Even with the increase of telehealth services, the organizations providing direct services and support for mental health are not able to keep up with demand. The pandemic has made clear there is an increased need to ensure equitable access in greater Park City for community members seeking mental health needs that do not speak English.



Communities that Care allowed educators and first responders to connect in person during the most isolating times of the pandemic.

Strengthening engagement & preventing isolation

Overall, community belonging and feelings of loneliness has been exacerbated during the COVID-19 pandemic. These experiences can cause an increase in mental and physical health challenges. Interventions to avert isolation can include remote video calls, physical activities, or community volunteering. With this in mind, Communities that Care and the Kimball Art Center both received funds from the Summit County COVID-19 Relief Grants to support activities that could increase engagement and avert isolation during the pandemic.

Communities that Care focused on its “Acts of Care” food trucks for educators and first responders. They brought meals free of charge to South and North Summit School District educators and staff as well as the Park City Policy Department, Summit

¹⁶The survey was conducted between June 1- August 10, 2020 and there is not yet an update for 2021. It was distributed via email distribution lists of Summit County Mental Wellness Alliance, Summit County Behavioral Health Division, CONNECT Summit County. 132 licensed and certified clinicians recognized by the Utah Division of Substance Abuse and Mental Health participated in the survey.

County Sheriff's Department, Park City Fire Station, and Peace House between January 2021–June 2021. Targeting these populations ensured there were opportunities to connect in person, safely at a social distance and outside, for people who were working to ensure our community and vulnerable populations had services and safety during this challenging time. Results of these programs and program participant survey responses are presented in the table below.

Figure X: Engagement Outcomes from Communities that Care

Indicator of Engagement	Number of People
Number of people participating in a group activity	970
Number of community members creating connections	913
Number of people who feel a sense of belonging in the programs they participate in	447
Number of people reporting strong or moderate sense of membership in the community	802

Similarly, the Kimball Art Center focused on senior engagement through its virtual arts education programs, with the goal of contributing to the health and well-being of seniors. Seniors faced increased isolation during the pandemic given this age group's predisposition to be at high risk for COVID-19. From January 2021–June 2021, the Kimball Art Center kept participants engaged on a virtual basis, and eventually offered in-person opportunities as vaccinations were rolled out. 80% of seniors who enrolled in programs participated, with 88% of people participating on a recurring basis. Results of this program are in the table below.

Indicator of Engagement	Number of People
Number of people participating in a group activity	171
Number of community members creating connections	167
Number of people who feel a sense of belonging in the programs they participate in	158
Number of people reporting strong or moderate sense of membership in the community	155

Health & Well Being Spotlight: Providing Vital Assistance to Domestic Abuse Survivors



The COVID-19 pandemic has created unique challenges for domestic abuse. According to UN Women, there are increasing reports of domestic violence and heightened demand for emergency shelter during the COVID-19 crisis worldwide, including in the United States. Confinement creates increasing isolation or women at risk, and a “perfect storm” for controlling, violent behavior behind closed doors. The Community Response Fund and Summit County COVID-19 Relief Grants granted funds to the Peace House because the organization offers people facing such exacerbated risks in greater Park City shelter, support, and future prevention to be free from violence and abuse.

Shelter: From January 2021 to June 2021, the Peace House provided 101 individuals and families fleeing domestic violence or sexual assault with safe shelter free of cost. On average, the number of units available vs. filled was 85% during this time and the average length of stay was 21.8 days.

Support: Individuals and families fleeing domestic violence or sexual assault come to the Peace House seeking emergency, emotional, and/or legal support. From January 2021 to June 2021, the Peace House received over 3,700 calls via its toll-free helpline, community line and to staff extensions directly. They were able to connect 508 people directly with support services. The unique nature of the pandemic presented challenges that required the Peace House to adapt and modify its services and respond to changing needs to support people in crisis. Changes included an increased use of technology to provide some services and a reallocation of approximately half of funding received from the Community Foundation to respond to needs for rental and housing assistance outside of their campus.

Future Prevention: At the Peace House campus, survivors meet with a caseworker, receive counseling, develop safety plans, work on action plans for self-sufficiency, find resources on housing and financial assistance and search for jobs, among other activities for future prevention to be free from violence and abuse. During the period that the Summit County COVID-19 Relief Grants were activated from January 2021 to June 2021, a total of 521 safety plans were developed, 81 people received legal advocacy services, 8 U-VISAs were filed, 18 protective orders were filed, and 30 people experienced a reduction of vulnerability or risk in one more areas of life domain categories.

"The COVID-19 pandemic has been particularly devastating for victims of domestic violence; over the past year, we've seen that interpersonal violence is a co-occurring public health crisis. At Peace House, we've seen a 50 percent increase in helpline calls since 2019, and the emergency shelter has been at or near capacity throughout the pandemic. Because of the obstacles to securing permanent housing and gainful employment caused by COVID-19, victims have been forced to reside in the emergency shelter longer than usual. The grant funding offset the costs associated with hiring an additional residential support advocate and provided emergency rent assistance for survivors. Peace House advocates are on the front lines supporting survivors by responding to helpline calls and receiving survivors seeking safe shelter. 135 adults and children were provided safe shelter on our campus this year, a 9% increase from the previous year."

– Kendra Wyckoff, Executive Director of Peace House



Peace house has always been a critical resource in our community, and during the pandemic has seen in an increase in requests for services.

Access and affordability to eliminate barriers to school and work

A final component of Health & Well-Being relates to access and affordability for adults and children to remain in and/or return to work and school, respectively, during the pandemic. The Summit County Health Department spearheaded all initiatives related to COVID-19 testing for adults, as previously mentioned in the section on access to public health. Accordingly, the Community Response Fund and Summit County COVID-19 Relief Grants focused on ensuring safe and affordable childcare and other determinants that can enable education attainment; insights and analysis related to funding provided to organizations focused on rapid testing in the Park City School District and child development are featured in the next section.

5. EDUCATION ATTAINMENT

Education attainment is defined in this report and the Measurement & Evaluation Framework as the ability of any student to attain fundamental levels of education, as well as higher level education. The targeted outcome is to ensure equitable opportunities for learning. The pandemic has caused a series of school shut-downs and a patchwork of state and local mandates for parents and children to navigate, with many locations in the U.S. requiring students to attend school virtually from home. This immediately created equity questions related to internet and technology access, quality of learning environment, and risk of potential learning loss in greater Park City. These challenges touched all ages, from early education to grade school, high school, and college preparation / matriculation. And unfortunately, Park City is not alone - according to a study conducted by McKinsey & Company in 2020, evidence shows that shutdowns caused by COVID-19 could exacerbate existing achievement gaps and that remote learning environments can create lower-quality learning and potentially result in disproportionate learning loss for low-income students.¹⁷

The Community Response Fund and Summit County COVID-19 Relief Grants provided the following recipients with funds for programs to support equitable opportunities for learning:

- Early Childhood Alliance
- Holy Cross Ministries
- Park City Education Foundation
- Park City School District
- Park City School District Child Care Center
- PC Tots

These organizations' programs focused on providing safe and affordable childcare, maintaining or increasing the number of low-income children's readiness for kindergarten, preventing risk of learning loss, ensuring support for educators and families in need, and maintaining or increasing college readiness and attendance.

Safe and affordable childcare

Families with the youngest children rely on childcare centers to provide safe and affordable childcare. Public health protocols have made it nearly impossible for all workplaces, businesses, and schools to operate per normal during the pandemic, but childcare centers faced specific needs related to social distancing, mask wearing, and safety protocols—as our youngest community members require regular assistance, interaction and reinforcement.

Childcare centers in greater Park City rose to the challenge to ensure staff could keep programs running and childcare centers open as much as possible. As recipients of Summit County COVID-19 Relief Grants, Holy Cross Ministries, PC Tots, Park City School District Childcare Center, and the Early Childhood Alliance focused on providing safe and affordable childcare and regular early childhood education and development programs.

¹⁷See <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19-and-student-learning-in-the-united-states-the-hurt-could-last-a-lifetime#>



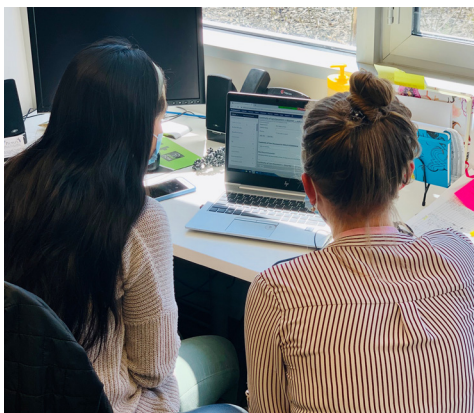
The demand greatly outweighs the supply when it comes to affordable childcare in Summit County.

As parents faced economic challenges related to job loss, financial instability, housing security as well as health concerns omnipresent during the pandemic, affordable childcare became a concern for community members experiencing changing or unstable income. From January 2021 to June 2021, the three organizations providing direct childcare services in this group had over 260 children enrolled, in aggregate. Of these children, **165 were enrolled at low or no cost across the three programs**. As of June 2021, there are **over 180 children on the waiting list** in aggregate at the end of the school year, which is an 80% increase as compared to January 2021. From January to June 2021, over \$296,000 has been spent to provide financial assistance, but the demand for increasing affordable care spots cannot be met due to capacity constraints.

Greater Park City has seen an influx of more people living and working in our community, which is increasing demand for all support and services—including for affordable childcare spots. As people living and working in our community continue to experience uncertainty about stable jobs, housing and other basic needs, we expect the demand for affordable childcare will also continue.

Keeping kids safe—and in—school

Keeping kids safe and in school was an unprecedented challenge for all school-age children during the pandemic. **COVID-19 and isolation has forced a greater risk of learning loss onto young people, and especially to already disadvantaged populations.** As a Summit County COVID-19 Relief Grant recipient, the Park City School District took an “all-hands-on-deck” approach to respond to constant changes in requirements from the Centers for Disease Control and Prevention (CDC), state and local government, and local administrators. The District focused on ensuring the best student learning environment possible, including taking an equity lens to understand how to support families in remote learning situations and reducing risk of learning loss. The PCSD Outreach Coordinators played a unique role to identify needs at the individual schools where they serve, while also coordinating across the district. (See feature on the Outreach Coordinators earlier in this report).



Students of all ages faced many new challenges throughout the pandemic.

The Park City School District also worked continuously to coordinate communications and necessary changes based on information flows between the state, district, and Summit County. They were able to track daily reporting on health conditions, exposures, and quarantines at each school in the district. This data-driven approach helped keep kids and teachers safe, and also allowed the District to identify tactical decisions that could enhance safety measures, such as increasing cleaning protocols and length of quarantine required based on type of exposure.

Education Attainment Spotlight: Supporting Families in Need to Keep Students in School



The Park City Education Foundation played a vital role in the community during the pandemic to support students and their families. By providing financial support through its emergency assistance fund and teacher relief fund, PCEF identified and supported community members who were at the greatest risk of learning loss and education attainment. Over 800 families received a total of \$55,000 in emergency assistance support from January 2021 to April 2021. PCEF also provided 35 teachers with a total of over \$17,650 grants from its teacher relief fund during this same time. Its Bright Futures Program

supported students enrolled to achieve a 98% high school matriculation rate, with 90% of program participants applying for college. During the pandemic, 23 Bright Futures students received over \$19,1000 in emergency assistance funding, which has been determined as a need beyond the pandemic so unexpected financial needs will not otherwise throw program participants off track academically. The pandemic produced both challenges and successes for Bright Future's college program. A few students dropped out due to pandemic related impacts such as financial need at home, family illness, online learning struggles, etc.; however, other students at risk of dropping out due to COVID-19 related issues were able to work with the program's college coach to seek out support from advisors and financial aid to stay enrolled.



Park City Education Foundation's Bright Futures students stayed strong during the pandemic.

"PCEF is in the unique position of being the sole outside conduit to students, educators, and their families. Thanks to financial support from Summit County and the Park City Community Foundation, PCEF was able to provide flexible and nimble resources to help our Park City School District community and the Bright Futures program during the most challenging year ever. These funds provided direct financial relief to students and their families, including PCSD educators and staff, and educational supports and resources that were needed literally overnight."

– Kara Cody, Programs Director of PC Education Foundation

As we enter a new school year, greater Park City can anticipate continuing challenges caused by COVID-19. Childcare centers, the School District, and other stakeholders are prepared to support children and families to the greatest extent possible. We need to build from the lessons learned over the past year, while ensuring the ultimate goal of keeping children safe and equitable learning opportunities for all at the forefront of decision-making.

IV. LEARNINGS

The pandemic shone a spotlight on challenges community members face related to financial stability, housing security, food security, health & well-being, and education attainment. And while none of these issues are unique to the pandemic, the circumstances of a public health crisis and related economic impacts have made clear that **systemic challenges exist in greater Park City that may require changes in policy, increased advocacy for populations that do not always have a voice or seat at the table, and leadership that prioritizes resiliency for all community members.**

There is a role for data and tracking of information in this process, to provide quantitative and qualitative data to support the achievement of targeted outcomes for greater Park City. The Measurement & Evaluation Project provides a starting point for these conversations. While most recipients of funding from the Community Response Fund and Summit County COVID-19 Relief Grants had not previously tracked data at the level of detail requested, it is clear that data collection can improve decision-making about resource allocation and guide enhanced understanding (and where necessary course correction) to achieve the impact and scale of organizations' programmatic goals. **By connecting individual grantees' initiatives to wider community outcomes, we can collectively work towards improved community resiliency with a focus on inclusion and equity for all.**

VI. APPENDICES

APPENDIX A: List of Summit County COVID-19 Relief Grant Recipients

- Christian Center of Park City
- Communities that Care Summit County, LLC
- CONNECT Summit County
- Early Childhood Fund
- EATS Park City
- Holy Cross Ministries
- Jewish Family Service
- Kimball Art Center
- Lucky Project
- Mountain Mediation Center
- Park City Education Foundation
- Park City School District
- Park City School District Child Care
- PC Tots
- Peace House
- People's Health Clinic
- Summit County Clubhouse
- The Hope Alliance

APPENDIX B: Glossary

This Glossary defines terms used in this report. The Glossary is organized according to the key themes in the measurement & evaluation framework.

KEY THEME: FINANCIAL STABILITY

Financial Stability:

To have enough funds to meet your financial obligations regularly and on a sustained basis.¹⁸

Stability in income:

An income that is paid in terms that are set or fixed, on a regular basis.¹⁹

Emergency needs for financial assistance:

Financial assistance provided to individuals to meet any immediate expenses. Examples include medical needs, groceries, and can focus on financial assistance to students for tuition, housing, or books.

Teacher relief fund:

Financial assistance awarded to teachers through grants from the Park City Education Foundation to cover expenses for classroom supplies, special education programs, technology for online teaching, etc. Grants were given out as Express Grants (\$1,000) and Classroom Grants (45,000 max).²⁰

Bill assistance:

Financial support provided to individuals to cover the expenses of monthly bills including utilities, medical, transportation, etc.

Resources:

Time spent, staffing, &/or capacity determined by an organization to support community member(s) that need assistance.

Referrals:

Directing an individual or family in need to an external organization for the community member(s) to access to gain additional or specific support.

¹⁸<https://www.oberlo.com/blog/financial-security>

¹⁹<https://www.cherrycreekmortgage.com/blog/article/getting-a-mortgage-what-is-income-stability>

²⁰<https://pcef4kids.org/for-educators/express-grants.html>

Basic Needs:

Having adequate goods and services (food, shelter, clothing) necessary for a minimum standard of living.²¹

KEY THEME: HOUSING SECURITY**Housing Security:**

To be able to afford monthly housing payments and thus have the freedom to move and change housing situations when necessary.²²

Rent assistance:

Financial assistance to cover monthly rent payments. Rental assistance can be provided directly to tenants or to landlords on behalf of tenants.

Household at risk:

A household or family that cannot afford to pay rent. Households in this situation may be at risk of eviction.

Eviction avoidance:

Resources and strategies to help tenants avoid eviction and homelessness.²³

Mediation/Conflict resolution:

Services provided to a tenant to assist with negotiation with a landlord to avoid eviction.

Eviction Moratorium:

The Center for Disease Control and Prevention (CDC) issued a partial ban on evictions due to the COVID-19 pandemic. The ban is relevant for all landlords or owners of residential property in Utah (and most of the country). Evictions for nonpayment of rent (other kinds of evictions (nuisance, lease violation) were still allowed. The moratorium was renewed from August 3, 2021 through October 31, 2021.²⁴

Housing stabilization measures:

Efforts to avoid evictions, including landlords freezing rent, detaching rental debt from tenancy, or canceling rental debts.²⁵

Tenants' rights:

Utah tenants are protected under the (1) Federal Fair Housing Act and (2) Utah Fit Premises Act. The Federal Fair Housing Act provides protection against: Race, National Origin, Color, Sex, Family Status (families with children under 18), Religion, Disability. The Utah Fair Housing Act provides further protection against source of income, sexual orientation, and gender identity. The Utah Fit Premises Act honors that tenants have a right to healthy and safe living conditions.²⁶ Owners of buildings have an obligation to maintain those habitable living conditions.

Healthy and Safe Living conditions:

Habitable living conditions, such as no issues on a property with electrical wiring, inadequate heat, plumbing, cleanliness (i.e. mold), or pests.

²¹<https://www.ilo.org/global/lang-en/index.htm>

²²<https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/paper-atkinson-greer.pdf>

²³<https://evictionlab.org/covid-resources/>

²⁴<https://www.utcourts.gov/howto/landlord/eviction-tenant.html>

²⁵<https://evictionlab.org/>

²⁶https://www.utahhousing.org/uploads/2/6/4/4/26444747/renter_toolkit_4th_edition_2020.pdf

KEY THEME: FOOD SECURITY

Food Security:

The United Nations Food and Agriculture Organization (FAO) defines four main aspects of food security that can be applied at the community or household level:²⁷

1. Food availability: there is enough food supply to meet the needs of a community or household.
2. Access to food: food is both economically and physically accessible.
3. Food utilization: ability to reach nutritional well-being by fully using the food available to them by way of adequate diet, clean water, sanitation, and health care.
4. Food stability: Stability of availability, access, and utilization over time.

Affordability of Food:

The ability of people to buy most or all of the healthy foods they want with money they have available.²⁸

Snacks in Backpacks Program:

Program in Park City providing vulnerable children with supplemental nutrition, operated in partnership with Christian Center of Park City, Park City School District, Wasatch County School District and Eat Awesome Things (EATS).²⁹

KEY THEME: HEALTH & WELL-BEING

Health

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. It is a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities.³⁰ For the purpose of this project, health and well-being refers to physical, health, mental health, and personal safety.

Physical Health

Condition of an individual's body and the extent to which it is free from illness.³¹

Mental Health

A person's emotional, social, and psychological well-being.³²

Average Time to Service

The time between requesting an appointment/ service compared to when an individual can be seen by a practitioner for that appointment/service.

Specialty Clinic

A service that caters to a specific physical, mental, or behavioral health need.

Screening

Medical tests that health professionals use to check for diseases and health conditions before there are any signs or symptoms.³³

²⁷<http://www.fao.org/3/al936e/al936e.pdf>. See also http://www.fao.org/fileadmin/templates/faoitally/documents/pdf/pdf_Food_Security_Cocept_Note.pdf

²⁸<https://mnfoodcharter.com/the-charter/food-affordability/>

²⁹<https://www.ccofpc.org/fighting-hunger/#snacks>

³⁰<https://www.who.int/teams/health-promotion/enhanced-wellbeing/first-global-conference>

³¹<https://www.collinsdictionary.com/us/dictionary/english/physical-health>

³²<https://www.medicalnewstoday.com/articles/150999#types>

³³<https://health.gov/myhealthfinder/topics/doctor-visits/screening-tests/get-screened>

Personal Protective Equipment (PPE)

Gear that are meant to protect yourself and others in the use of certain facilities, processes, or health precautions. In the context of COVID-19, this can include face masks, hand sanitizer, and other precautions.

Mental Health Service

Programs that increase the availability of quality mental health treatment and prevention. Mental Health services may or may not be administered by a licensed clinician or therapist. An example of services that are provided by non-clinicians is the Peer Navigation Service provided by CONNECT Summit County (see next term).³⁴

Peer Navigation

Service that connects individuals to support, resources, information, treatment facilities, and/or providers to assist with their behavioral health. The service is provided by peer support specialists that have been trained in mental health prevention and treatment.³⁵

Emergency Assistance

A service that provides immediate help to an individual's mental, behavioral, or physical health. An example is the University of Utah's Crisis Chat and Tip line.³⁶

Domestic Violence Prevention

Information, resources, actions, and programs that aim to support people facing threats to their personal security in their homes or relationships. These threats can take the form of physical abuse, child abuse, emotional abuse, etc. Prevention can include shelters, support groups, and readily available hotlines.³⁷

Rapid testing

COVID-19 tests that are convenient and widely available throughout the community, particularly for populations that are under-tested and most vulnerable. Rapid testing sites are contactless and run by healthcare professionals.³⁸

Childcare

Supervision and nurturing of a child that is performed by a formal or informal caretaker, such as parents or an organized childcare center.³⁹

Access to Care

Availability and affordability of physical or mental health care services, including for uninsured individuals.⁴⁰

Engagement/ Isolation Aversion

Social and other interactions among people, which can be utilized to prevent loneliness.

KEY THEME: EDUCATION ATTAINMENT

Education Attainment

The ability of all students to have equitable learning opportunities, despite their race, class, gender, or sexuality,⁴¹ to reach fundamental and higher levels of education.

³⁴<http://mentalwellnessalliance.org/>. See also <https://connectsummitcounty.org/wp-content/uploads/2021/04/Summit-County-Mental-Health-Community-Resource-Guide.pdf>

³⁵<https://connectsummitcounty.org/are-you-struggling-right-now-our-peer-navigator-can-support-you/>

³⁶<https://healthcare.utah.edu/hmhi/safe-ut/>

³⁷https://www.unwomen.org/en/news/stories/2020/4/statement-ed-phumzile-violence-against-women-during-pandemic?gclid=CjwKCAiAgIWABhArEiwAmNVTB4u0t0P4emD7J9K-vBmU7HreW-Gg0l7io8y5P4osc9KaCx4Fi9_PqBoCy9sQAvD_BwE. See also <https://peacehouse.org/>

³⁸<https://www.hhs.gov/sites/default/files/hhs-fact-sheet-addressing-disparities-in-covid-19-impact-on-minorities.pdf>

³⁹<https://legal-dictionary.thefreedictionary.com/Child+Care>

⁴⁰<https://www.ahrq.gov/research/findings/nhqrdr/chartbooks/access/elements.html>

⁴¹<https://www.census.gov/topics/education/educational-attainment.html>

Learning Achievement

The ability of students to attain adequate knowledge to progress onto higher levels of education or to a career.⁴²

Risk of Learning Loss

Reversal of academic progress due to a discontinuation of consistent education.⁴³

Bright Futures Program

A Park City Education Foundation program that supports and guides first-generation students to college and then guides them through it. The program makes a long-term commitment to students and also provides scholarships and tuition assistance.⁴⁴

Risk Due to Absence

Increased challenges that students may face caused by continual absence. Challenges include not being able to progress in their education and/or experiencing learning loss.⁴⁵

Remote Learning Support

Resources needed by students to reach adequate learning quality and achievements when not in the classroom.

Child Development

Progression from childhood to adulthood, including changes that occur at various stages. Healthy development results in children of all abilities having their social, emotional, and educational needs met, at all stages of their growth.⁴⁶

⁴²https://www.myuea.org/members_only/member_resources/common_core_standards.aspx

⁴³<https://www.edglossary.org/learning-loss/>

⁴⁴<https://pchs.pcschools.us/counseling/bright-futures/#1526567296409-29a1a487-d27a>

⁴⁵https://coronavirus-download.utah.gov/School/COVID-19_School_Manual_FINAL.pdf

⁴⁶<https://www.cdc.gov/ncbddd/childdevelopment/facts.html>





PARK CITY COMMUNITY FOUNDATION

WOULD LIKE TO EXTEND AN ENORMOUS
THANK YOU TO THE FOLLOWING GROUPS
AND INDIVIDUALS:

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