

MAY 2025

# CAPSTONE FINAL REPORT

## Reducing Administrative Burdens For Families in Need 2024-2025

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## ABOUT IISC

This project was supported by the Iowa Initiative for Sustainable Communities (IISC), a community engagement program at the University of Iowa. IISC partners with rural and urban communities across the state to develop projects that university students and IISC pursues a dual mission of enhancing quality of life in Iowa while transforming teaching and learning at the University of Iowa.

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**IOWA**Initiative for Sustainable  
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## EXECUTIVE SUMMARY

Individuals seeking essential social services across the United States often face significant administrative burdens that make accessing aid time-consuming, complex, and discouraging. In rural areas like southeast Iowa, these challenges are intensified by geographic isolation, limited digital access, and a lack of centralized service infrastructure.

In partnership with Pathfinders Resource Conservation and Development (RC&D), this project focused on identifying strategies to reduce administrative burdens for residents in six Southeast Iowa counties: Davis, Keokuk, Jefferson, Mahaska, Wapello, and Van Buren. Pathfinders RC&D's mission to support sustainable rural communities made them an ideal collaborator for this effort.

The project had three main deliverables:

1. Develop the Southeast Iowa Resource Finder (SIRF): an electronic tool designed to streamline access to local social service providers and reduce the learning costs for individuals seeking assistance. While SIRF doesn't eliminate compliance steps, it can minimize them by helping users more quickly find the correct programs, thus avoiding wasted time applying for services they don't qualify for or missing necessary documentation.
2. Create a standardized phone script for service providers to help frontline staff communicate more effectively with clients, identify their specific needs, and provide accurate, efficient referrals to the appropriate resources. It primarily addresses the psychological costs of administrative burden and secondarily helps reduce learning costs.
3. Utilize survey data from clients and service providers to identify the most pressing obstacles, gaining insight directly from those experiencing them.

Through these efforts, the project seeks to make Southeast Iowa's social service system more accessible, coordinated, and client-centered, ultimately empowering individuals and families to obtain the support they need with fewer obstacles.

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## TOPIC AND SIGNIFICANCE

### Administrative Burdens

Administrative burdens are the obstacles individuals face when interacting with government programs and public services. These burdens can manifest in various forms, including learning costs, compliance costs, and psychological costs, all of which contribute to barriers in accessing essential services.<sup>1</sup> Learning costs refer to the time and effort required to understand eligibility criteria and application procedures, which can be particularly challenging for individuals with limited digital access or literacy skills.<sup>2</sup> Learning costs can also refer to the knowledge of existing services and programs. Compliance costs involve the extensive documentation and repeated verification processes that applicants must navigate, often leading to delays or denials of service.<sup>3</sup> Psychological costs, such as the stigma associated with applying for assistance or the frustration of dealing with bureaucratic inefficiencies, further discourage individuals from seeking support.<sup>4</sup>

In rural areas, such as the six core counties served by Pathfinders RC&D, administrative burdens are further compounded by geographic isolation, limited internet access, and reduced availability of in-person assistance.<sup>5</sup> Research indicates that these burdens disproportionately affect marginalized populations, including low-income families and rural communities, where administrative complexities can deter individuals from completing applications for public assistance programs.<sup>6</sup> The challenges faced by rural residents in navigating government programs are often more pronounced due to the scarcity of local service providers and inadequate outreach efforts.<sup>7</sup> For many, the journey to access essential services involves traveling long distances, which can be both time-consuming and costly. For examples, studies have shown that complex eligibility verification in programs like SNAP and Medicaid leads to eligible participants dropping out or failing to enroll due to the difficulty of meeting requirements.<sup>8</sup>

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Moreover, the digital divide in these areas means that online resources, which could potentially simplify the application process, are not always accessible.<sup>9</sup> According to USDA, 22.3% of Americans in rural areas lack broadband wireless coverage.<sup>10</sup> In urban areas, only 1.5% of Americans are not covered.<sup>11</sup> This lack of connectivity forces many residents to rely on paper-based applications, which can be cumbersome and prone to errors. The requirement to submit redundant paperwork for multiple services further exacerbates these issues, leading to inefficiencies and significant delays in aid distribution. Residents may alternatively access the internet from public locations like the local library, but even traveling to the library presents a barrier for many individuals. Studies have shown that such administrative complexities contribute to program under-enrollment, meaning that many eligible individuals do not receive the support they need.<sup>12</sup>

For example, in 2021, approximately 19 percent of all who were eligible to receive the earned income tax credit did not claim the income credit.<sup>13</sup> This under-enrollment not only affects the well-being of individuals but also undermines the effectiveness of the programs designed to assist them. Addressing these administrative burdens is crucial for ensuring that support reaches those who need it most, fostering a more equitable and supportive community.

## Complexities for Service Providers

This project also considers the role of service providers in either reducing or unintentionally increasing these challenges. Service providers must navigate complex administrative processes, including regulatory compliance, grant applications, and reporting requirements. This project investigates how social service organizations manage such obstacles, emphasizing the strategies they use to alleviate administrative burdens and improve service delivery efficiency.

Service providers, much like the individuals they aim to assist, encounter significant administrative burdens that can impede their ability to deliver effective support. A national survey found that 63% of social

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service providers reported spending more time on administrative tasks, such as eligibility verification and reporting requirements, than on direct client services.<sup>14</sup> Additionally, researchers estimate that administrative burden costs organizations an estimated 20–30% of their operating budgets, diverting critical resources away from client-facing activities.<sup>15</sup> Policies and programs that are perceived to be burdensome from the provider's perspective can lead to a decline in the quality-of-service provision.<sup>16</sup>

These burdens include time-consuming navigation of complex regulatory requirements, managing extensive documentation, and ensuring compliance with various funding sources.<sup>17</sup> The need to adhere to different reporting standards and timelines for each funding agency can be particularly challenging, leading to inefficiencies and increased workloads. Service providers often face resource constraints, such as limited staffing and funding, which can exacerbate these administrative challenges. The time and effort required to complete administrative tasks can divert resources away from direct service delivery, ultimately affecting the quality and reach of the support provided to families and individuals in need.<sup>18</sup>

## **Nonprofit Involvement in Service Provision and Agency Collaboration**

Additionally, nonprofit organizations, while aiming to bridge service gaps, often face administrative challenges of their own, including securing funding, reporting compliance, limited capacity, and coordinating with government agencies, which can inadvertently contribute to the burdens experienced by service recipients.<sup>18</sup> Understanding these barriers is critical to developing more efficient systems that streamline service access.

Nonprofit organizations are largely involved in service delivery to fill gaps in need. Understanding the relationship between nonprofit organizations and government entities is essential for identifying ways to overcome challenges. Nonprofit organizations play a vital role in shaping the lives of millions. Those that receive government funding do more

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than provide essential services they also advocate for community and client needs, raising awareness among the public and policymakers at the state and local levels.<sup>19</sup>

This project aims to establish a coalition of community service providers to better understand the administrative burdens faced by both clients and providers. As part of this effort, the MPA Capstone Team integrated technology by developing an electronic resource binder, known as the Southeast Iowa Resource Finder (SIRF). SIRF will help users easily identify and locate service providers throughout the Southeast Iowa region, ultimately reducing administrative burdens. The Pathfinders RC&D capstone project seeks to address gaps in service delivery across both government and nonprofit sectors, ensuring that families can more easily navigate and access the support they need.

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<sup>1</sup>Herd, P., & Moynihan, D. P. (2018). *Administrative burden: Policymaking by other means*. Russell Sage Foundation.

<sup>2</sup>Herd, P., Moynihan, D. P., & Camobreco, J. (2023). Reducing red tape: Strategies for improving access to public benefits. *American Journal of Political Science*, 67(1), 45–61.

<sup>3</sup>Heinrich, C. J. (2018). Aiding the poor through administrative burden reduction: Evidence from SNAP and Medicaid. *Journal of Public Administration Research and Theory*, 28(4), 669–685.

<sup>4</sup>Barnes, C. Y., & Henly, J. R. (2018). “They are underpaid and understaffed”: How clients interpret encounters with street-level bureaucrats. *Journal of Public Administration Research and Theory*, 28(2), 165–181.

<sup>5</sup>Linós, E., & Riesch, A. (2020). Bureaucratic barriers in rural America: Understanding administrative burdens outside urban centers. *Policy Studies Journal*, 48(3), 534–556.

<sup>6</sup>Currie, J. (2006). The take-up of social benefits. *Handbook of Public Economics*, 4, 1447–1483.

<sup>7</sup>Herd, P., DeLeire, T., Harvey, H., & Moynihan, D. P. (2013). Shifting administrative burden to the state: The case of Medicaid take-up. *Public Administration Review*, 73(s1), S69–S81.

<sup>8</sup>Heinrich, C. J. (2016). The bite of administrative burden: A theoretical and empirical investigation. *Journal of Public Administration Research and Theory*, 26(3), 403–420.

<sup>9</sup>Remler, D. K., Rachlin, J. E., & Glied, S. A. (2001). What can the take-up of other programs teach us about how to improve take-up of health insurance programs? National Bureau of Economic Research Working Paper No. 8185.

<sup>10</sup>U.S. Department of Agriculture. (n.d.). Broadband. USDA. <https://www.usda.gov/sustainability/infrastructure/broadband>

<sup>11</sup>Herd, P., Moynihan, D. P., & Camobreco, J. (2023). Reducing red tape: Strategies for improving access to public benefits. *American Journal of Political Science*, 67(1), 45–61.

<sup>12</sup>Brodin, E. Z. (2011). Policy work: Street-level organizations under new managerialism. *Journal of Public Administration Research and Theory*, 21(suppl\_2), i253–i277

<sup>13</sup>Internal Revenue Service. (n.d.). EITC participation rate by states. U.S. Department of the Treasury. <https://www.eitc.irs.gov/eitc-central/participation-rate-by-state/eitc-participation-rate-by-states>

<sup>14</sup>Center for American Progress. (2021). *Red Tape and Roadblocks: How Administrative Burdens Prevent Access to Public Benefits*.

<sup>15</sup>Herd, P., & Moynihan, D. P. (2018). *Administrative burden: Policymaking by other means*. Russell Sage Foundation.

<sup>16</sup>Burden, B. C., Canon, D. T., Mayer, K. R., & Moynihan, D. P. (2012). The Effect of Administrative Burden on Bureaucratic Perception of Policies: Evidence from Election Administration. *Public Administration Review*, 72(5), 741–751. <https://doi.org/10.1111/j.1540-6210.2012.02600.x>

<sup>17</sup>Smith, S. R. (2010). Nonprofit organizations and government: Implications for policy and practice. *Journal of Policy Analysis and Management*, 29(3), 621–625.

<sup>18</sup>Herd, P., & Moynihan, D. P. (2018). *Administrative burden: Policymaking by other means*. Russell Sage Foundation.

<sup>19</sup>Smith, S. R. (2010). Nonprofit organizations and government: Implications for policy and practice. *Journal of Policy Analysis and Management*, 29(3), 621–625.



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## PROJECT PARTNER

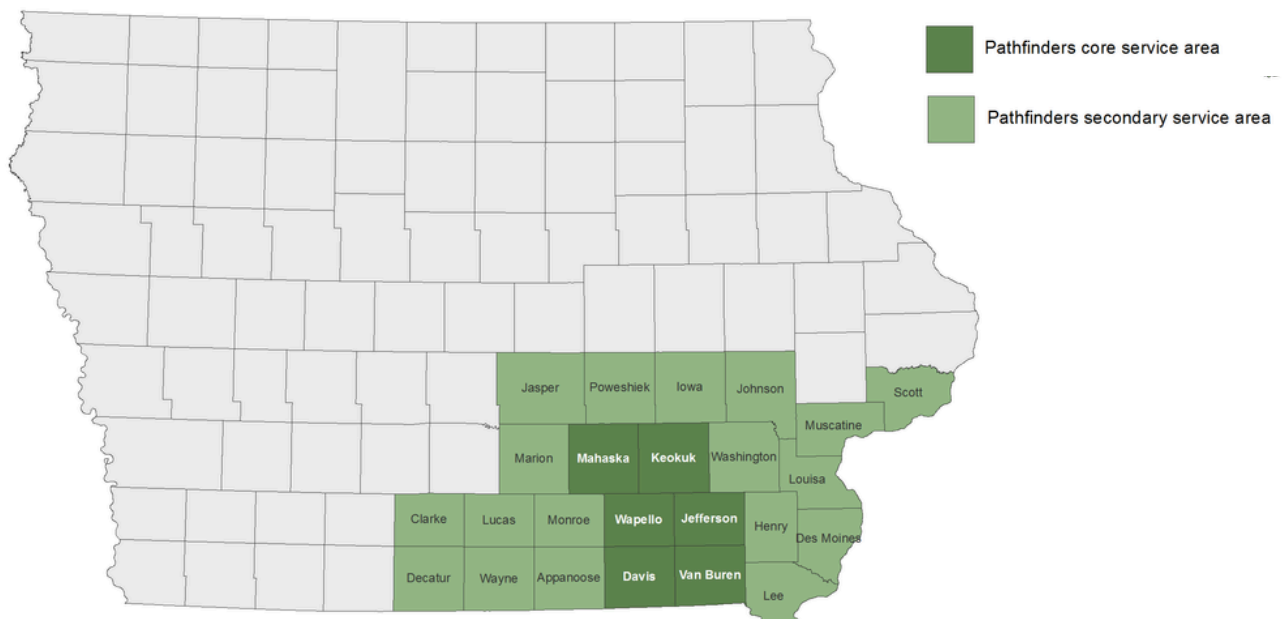
The MPA Capstone Team collaborated closely with Pathfinders Resource Conservation and Development (RC&D) throughout the duration of the project, engaging in regular meetings, strategy sessions, and feedback loops to ensure that the project remained aligned with the organization's mission and the needs of the communities it serves. This partnership allowed the team to gain valuable insights into the administrative challenges faced by both service providers and clients in the Southeast Iowa region, shaping the development of practical solutions aimed at improving service delivery and access to resources. Located in Fairfield, Iowa, Pathfinders was established in the 1970s following the passage of the Agriculture Act of 1962. This Act established the RC&D program, which was designed to "expand economic opportunities in rural areas."<sup>20</sup> The program operated by providing funding to RC&D Councils, typically covering five to eight counties. RC&D Councils were granted 501(c)(3) nonprofit status, allowing their programs and use of funds to be less constrained by government policy.

Until the USDA discontinued the RC&D program in 2011 the United States Department of Agriculture (USDA) held administrative authority over the RC&D program. Councils, meanwhile, exercised discretion over funds in their localities.<sup>20</sup> Pathfinders was officially recognized as a nonprofit organization by the IRS in 1978 and began receiving funding from the USDA in 1980 and continued to do so until 2011. In 2008, the state of Iowa had 27 RC&D councils, but only 8 exist today.<sup>21</sup> Nationally, around 180 councils remain in operation today.<sup>21</sup> RC&D councils that are still in existence are responsible for securing their own sources of funding. Pathfinders reports that over 98% of its current funding is derived from grants and contracts.

Pathfinders' mission is to "create vibrant communities by strengthening local economies and encouraging natural resource conservation." Their programs and services primarily serve a core area of six counties in southeast Iowa: Davis, Jefferson, Keokuk, Mahaska, Van Buren, and

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Wapello. While these six counties remain the focus, Pathfinders also assists with projects in an additional 18 counties. The organization provides a variety of support for local projects, including placemaking, strategic planning, small business loans, grant writing, grant administration, and fiscal agent services.<sup>22</sup> Recently, the organization has assisted with projects related to housing, community development, water quality, and soil health.



According to the official Pathfinders RC&D staff directory, the organization currently lists five staff members.<sup>23</sup> In addition to their employees, the organization is overseen by a board of directors comprised of representatives of both local governments and nonprofits from each of the six core counties. Throughout the project, the MPA Capstone Team collaborated with Director of Development Krista Tedrow and Executive Director Ashley Utt.

<sup>20</sup>Gadsby, D. M. (2002, Winter). Resource conservation and development program reaches a milestone. *Rural America*, 17(4), 50–54.

<sup>21</sup>The Iowa Legislature. (2009). Iowa League of RC&D's. Des Moines.

<sup>22</sup>Placemaking refers to a collaborative process by which public spaces are planned, designed, and managed to promote people's health, happiness, and well-being, often by strengthening the connection between people and the places they share.

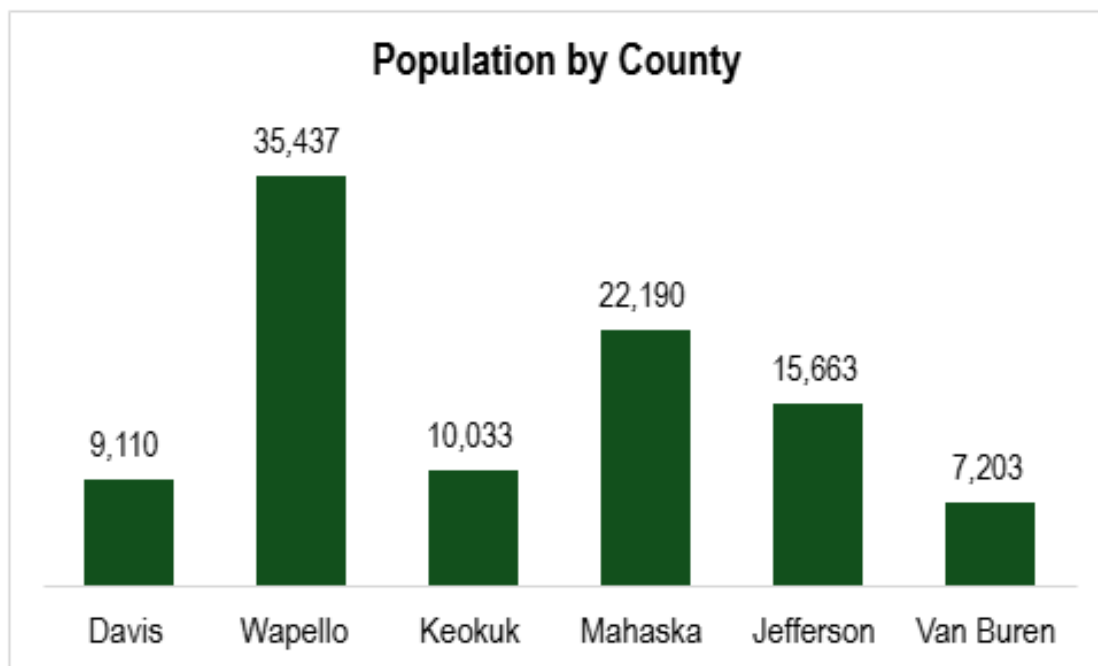
<sup>23</sup>Pathfinders Resource Conservation and Development. (n.d.). Staff. Pathfinders RC&D. Retrieved May 8, 2025, from <https://pathfindersrcd.org/who-we-are/staff/>

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# COMMUNITY PROFILE

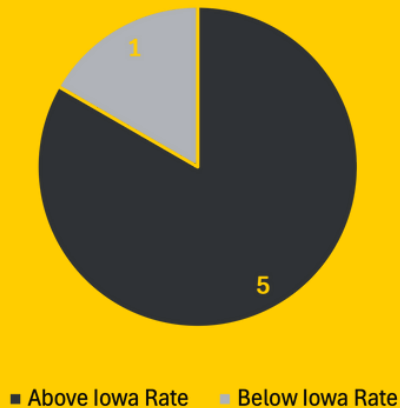
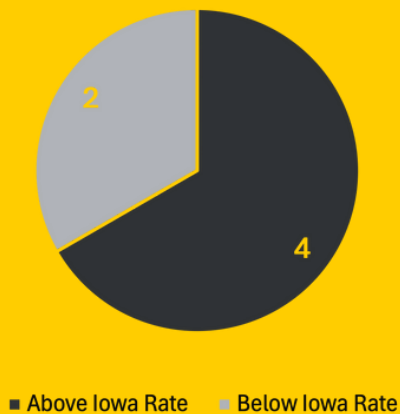
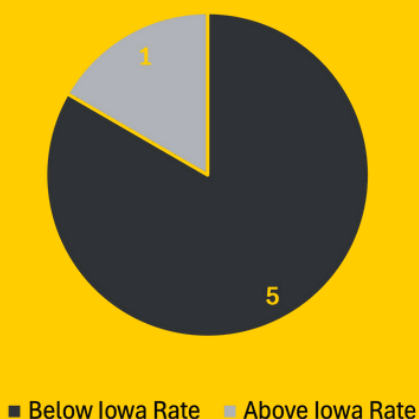
## Demographic Profile

In alignment with Pathfinders' core service area, the MPA Capstone Team focused their project in Davis, Jefferson, Keokuk, Mahaska, Van Buren, and Wapello counties. Following the 2020 census, the state of Iowa's population was reported as 3,190,369 people.<sup>24</sup> These six counties account for 3.1% of the state's population (99,636 people). The 2020 census reported the following populations for each county: Davis – 9,110; Jefferson – 15,663; Keokuk – 10,033; Mahaska – 22,190; Van Buren – 7,203; and Wapello – 35,437.<sup>24</sup>



The most populous city in each county ranged from just 936 people to over 25,000. The area is predominantly rural, with a few urban areas. Fairfield, the home of Pathfinders and most populous city in Jefferson County, has a reported population of 11,558, which is greater than the population in Davis, Keokuk, and Van Buren counties. According to 2020

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**Poverty****Age 65+****Employment Rate****6 County Snapshot**

census data, the most populous city in each county was the following: Davis – Bloomfield (2,682); Jefferson – Fairfield (9,416); Keokuk – Sigourney (2,004); Mahaska – Oskaloosa (11,558); Van Buren – Keosauqua (936); and Wapello – Ottumwa (25,529).<sup>24</sup>

Research has indicated that rural areas may lack the infrastructure to support necessary services and that the cost per capita for services may be higher in rural areas due to the low population density.<sup>25</sup> In comparison to the state of Iowa as a whole, the core counties see on average an older population, a higher concentration of veterans, a lower level of education, a lower median income, a lower rate of employment, a higher rate of uninsured, a larger population that does not speak English at home, a higher rate of disability, and a higher rate of poverty. Each of these characteristics has been empirically correlated to either an increase in the use of government services or a greater burden faced. As demonstrated in the figures to the left and the data in Appendix A, all six counties fit at least four of those characteristics.

While some counties differ from state averages by small amounts, there are particular statistics of note. For instance, in Iowa, 9.0% of the population does not speak English at home, but in Davis County that rate rises to 22.1%.<sup>26</sup> In Davis County, 28.3% of residents lack health insurance, which is significantly higher than the state average of 5.0% Iowa's employment rate is 64.4%, but in Van Buren County, the rate falls to 55.9%.<sup>27</sup> Across Iowa, 31.5% of the population holds a bachelor's degree or higher, but in Keokuk County, this is only true for 15.9% of the population.<sup>28</sup> Despite 41.6% of Jefferson County residents holding a bachelor's degree or higher, the median household income for

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Jefferson County is \$56,824 (compared to a state median of \$71,433).<sup>29</sup> In Wapello, the poverty rate is 16.7% while the state average is 11.3%.<sup>30</sup> Based on the literature and census data, it is likely that a larger percentage of the population in the six core counties either utilized or would qualify for government-provided services. However, the data also indicates it is likely that more individuals in these counties face burdens when trying to access these services. These burdens may include language barriers, lack of transportation, lack of internet access, or others.

## Political Profile

An understanding of the political dynamics within these core counties is essential for developing effective stakeholder engagement strategies, fostering bipartisan collaboration, and advocating for policy reforms that enhance access to essential services while aligning with the priorities of the local electorate.

The state of Iowa is divided into four congressional districts: Pathfinders RC&D's core service area spans two of these districts. Wapello and Davis counties are located within Iowa's third congressional district, while Mahaska, Keokuk, Jefferson, and Van Buren fall within Iowa's first congressional district.<sup>31</sup> These counties are predominantly rural and have historically leaned conservative in both state and national elections. In the 2024 general election, the Republican presidential ticket won all six counties. The largest margin was in Van Buren County, where the Republican candidate won 76.8% of the votes while the Democratic candidate secured 21.46% of the vote.<sup>31</sup> Similar margins were seen in Keokuk, Davis, and Mahaska counties, where Republican support was notably high. The narrowest margin occurred in Jefferson County, where the Republican candidate won 52.16% of the vote, and the Democratic candidate followed closely with 45.39% of the vote (See Appendix B for more).<sup>31</sup>

In Iowa's third congressional district, the Republican candidate won with 51.77% of the votes, compared to the Democratic candidate's 47.94%.<sup>31</sup> However, in Davis and Wapello counties, the Republican candidate claimed a much larger percentage of the votes (75.30% and

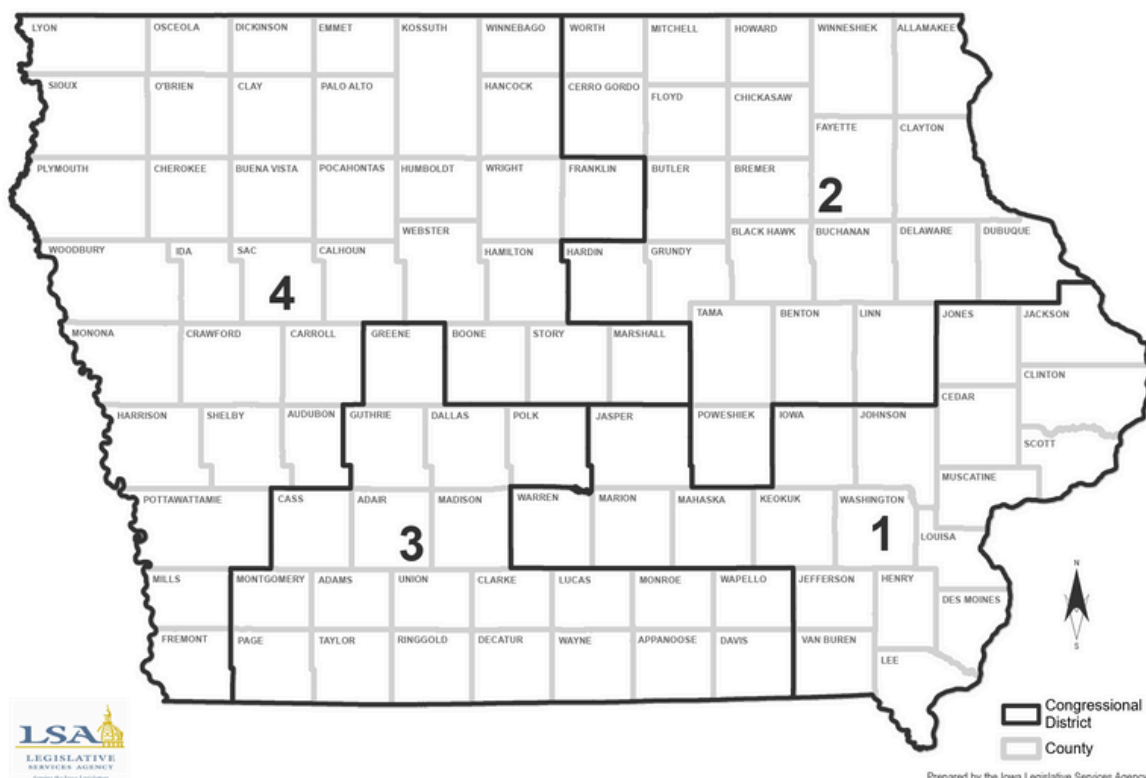


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64.44%, respectively).<sup>31</sup> In Iowa's first congressional district, the race was much tighter, with the Republican candidate narrowly winning 49.98% of the vote over the Democratic candidate's 49.79%.<sup>31</sup> Despite the overall closeness of the district, Keokuk (68.95%), Mahaska (69.68%), and Van Buren (71.89%) counties were solidly Republican. However, Jefferson County, which includes the city of Fairfield and has a more politically diverse electorate, leaned Democratic, with 51.33% of the vote going to the Democratic candidate.<sup>31</sup> Beyond national elections, these counties also exhibit a strong preference for Republican candidates in state legislative races. In 2024, the Republican Party maintained control over Iowa's state government, including the Governor's office, both chambers of the state legislature, and key statewide offices.<sup>32</sup> This political dominance significantly influences the policy landscape, particularly in areas related to social services, economic development, and community programs.

## IOWA CONGRESSIONAL DISTRICTS

Effective Beginning with the Elections in 2022 for the 118th U.S. Congress



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In the Iowa Senate, the six counties are covered by districts 13 (Davis and Wapello), 19 (Mahaska), and 44 (Jefferson, Mahaska, Keokuk, and Van Buren). All three of these districts currently have Republican leaders.<sup>33</sup> In the Iowa House, the six counties are covered by districts 25 (Wapello), 26 (Davis and Wapello), 37 (Mahaska), 87 (Jefferson and Van Buren), and 88 (Jefferson, Keokuk, and Mahaska). All five of these districts also have Republican leaders.<sup>33</sup>

Given the conservative leaning electorate in the Pathfinders service area, efforts to reduce administrative burdens for individuals seeking social services must account for prevailing political attitudes toward government intervention, social welfare programs, and bureaucratic reform. Research shows that conservative constituencies are generally more supportive of social policies framed in terms of promoting personal responsibility and reducing government inefficiency.<sup>34</sup> While economic development and rural infrastructure investments generally receive bipartisan support, proposals to expand social services or enhance government efficiency may be more effectively framed through the lens of fiscal responsibility, government waste reduction, and the promotion of individual self-sufficiency values that resonate with the local political climate.<sup>35</sup>

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<sup>24</sup>The Iowa Legislature. (n.d.-a). District Maps & Data (Legislative & Congressional). The Iowa Legislature.

<sup>25</sup>W.K. Kellogg Foundation. (2024, July 17). Meeting the challenge of Social Service Delivery in rural areas. W.K. Kellogg Foundation. <https://www.wkcf.org/news-and-media/article/2004/02/meeting-the-challenge-of-social-service-delivery-in-rural-areas/>

<sup>26</sup>Associated Press. (2024, November 12). Republican Miller-Meeks wins reelection after recount in close Iowa congressional race. AP News.

<sup>27</sup>Iowa Secretary of State. (2024, December 16). Election night reporting - Results. [Electionresults.iowa.gov](https://electionresults.iowa.gov).

<sup>28</sup>Axios. (2024, November 6). Iowa remains solidly red as Nunn wins and several legislative races still undecided. Axios Des Moines.

<sup>29</sup>The Iowa Legislature. (n.d.-b). Legislators. The Iowa Legislature.

<sup>30</sup>Associated Press. (2024, November 12). Republican Miller-Meeks wins reelection after recount in close Iowa congressional race. AP News.

<sup>31</sup>Iowa Secretary of State. (2024, December 16). Election night reporting - Results. [Electionresults.iowa.gov](https://electionresults.iowa.gov).

<sup>32</sup>Axios. (2024, November 6). Iowa remains solidly red as Nunn wins and several legislative races still undecided. Axios Des Moines.

<sup>33</sup>The Iowa Legislature. (n.d.-b). Legislators. The Iowa Legislature.

<sup>34</sup>Fording, R. C., Soss, J., & Schram, S. F. (2011). *Disciplining the poor: Neoliberal paternalism and the persistent power of race*. University of Chicago Press.

<sup>35</sup>Mettler, S. (2011). *The submerged state: How invisible government policies undermine American democracy*. University of Chicago Press.

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## SIRF & NAVIGATION GUIDE

### Service Provider Database

During a site visit in the fall, community partners provided the MPA Capstone Team with a large binder consisting of a comprehensive list of service providers and contact information created by them for the eighth judicial district. Community stakeholders informed the Team that efforts to compile resources in the binder spanned nine months and called upon several providers to share their individual resource lists. Pathfinders expressed that the binder in its current format was difficult to use, both for them as an organization and the clients they assist. This was due in part to (1) a significant level of resource duplication, (2) inconsistent information between duplicated entries, and (3) outdated information (service existence, address, phone number, website, etc).

The Capstone Team sought to reformat the binder into a tool that is more user-friendly and more editable. In collaboration with a group of undergraduate public policy students, the Capstone Team and faculty digitized each provider listed in Pathfinders' jurisdiction. Through the end of the fall semester, the undergraduate team scanned the physical pages, and each team member worked to enter information for each provider into a spreadsheet. Provider information included: names, addresses, contact information, service jurisdiction, and descriptions of services. The Team also categorized resources using nine "tags": food, housing, healthcare, senior, veteran, employment/training, disability, education/youth/family, and government services. Each service provider was categorized using at least one tag.

At the beginning of the spring semester, the Capstone Team assumed full responsibility for the database and began the second step of digitizing: "fact-checking" provider information. Partners expressed that the pages of the binder had been compiled from several different organizations at different points in time, leading some information to be out of date or duplicated. The Team verified the listed information for

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each entry through web searches. Team members updated all information found to be incorrect or flagged the entry if the provider information could not be verified.

The next step of digitizing the provider list consisted of alphabetization and removal of entries. To alphabetize, entries were simply compiled into a single sheet and sorted A-Z. The Capstone Team agreed to save entry deletion towards the end of the digitization process to avoid possible information loss. Entries were only to be deleted if: (1) the provider's basic information could not be verified through a web search, or (2) provider information (primarily names, addresses, and phone numbers) was duplicated across multiple lines.

While most providers were listed only once, several duplicated entries were found. Before entry deletion, the compiled list of providers spanned more than 1,100 line items. After deletion, the provider list was fewer than 800 line items (with one resource duplicated over forty times!). Some providers included in the database operated multiple field offices in the jurisdiction. The Capstone Team took great care to ensure that a field office was not considered to be an entry that was "duplicated" and therefore would not be deleted.

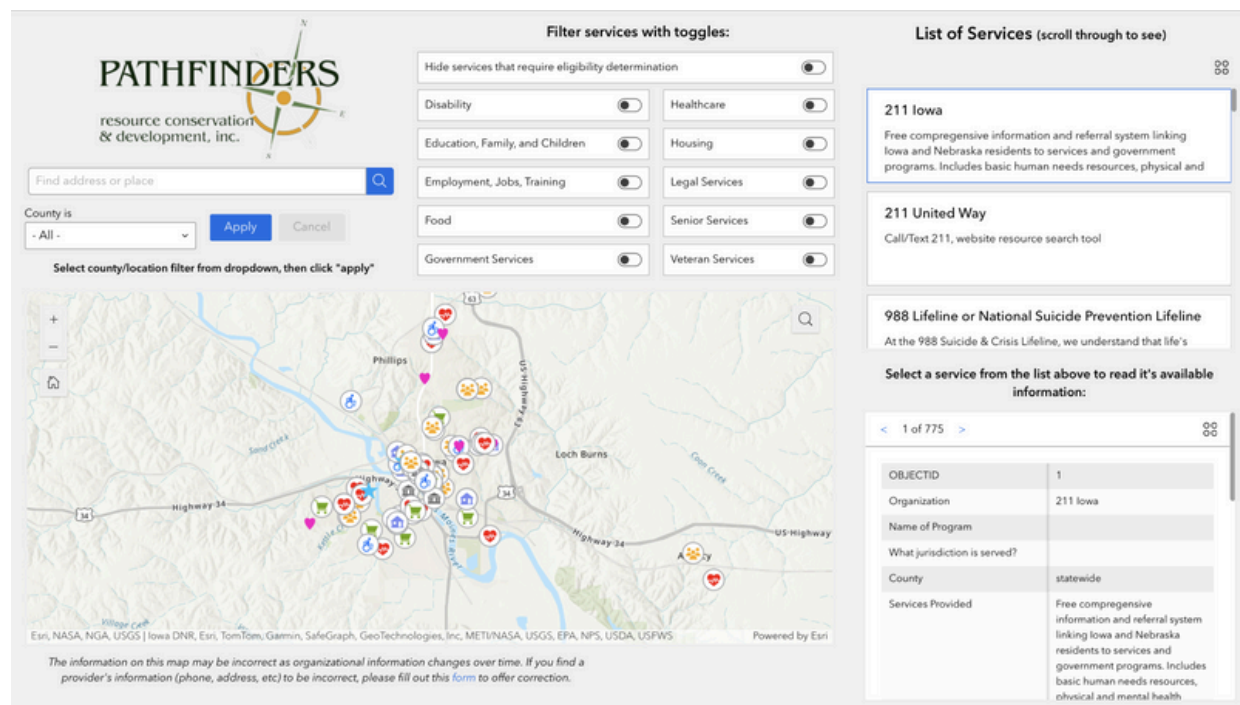
## **Southeastern Iowa Resource Finder (SIRF)**

While Pathfinders had requested only the digitization, team members sought to create additional tools beyond a spreadsheet that would be accessible for any individual interested in searching for provider information. The team resolved to create an online map using ArcGIS Experience Builder. Team members wanted the map to be "searchable", meaning that any member of the public could easily find a service or provider by filtering information or searching key words.

To successfully integrate provider information with ArcGIS, team members sorted through the database once more to ensure uniform formatting of physical addresses. Additionally, some column headers in the spreadsheet were re-formatted for increased readability. For example, the column labeled "Eligibility Determination" was re-titled to "Does this service require an eligibility determination?".

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After the final round of formatting, the database was uploaded to a new ArcGIS map. The addresses were “geo-coded” by ArcGIS, meaning that a visual “pin” was placed at the physical location of each provider’s address by the software. The Capstone Team agreed that a provider’s pin on the map should generally reflect the type of service offered and created different pins to symbolize each of the tags used to categorize the providers. The images provided below show the completed Search Dashboard, and examples of how services can be filtered and search:



*This is the home screen that individuals see when they visit the page.*

## Symbology



Disability



Food



Housing



Veteran's  
Services



Education,  
Family, and  
Children



Government



Legal  
Assistance



Employment



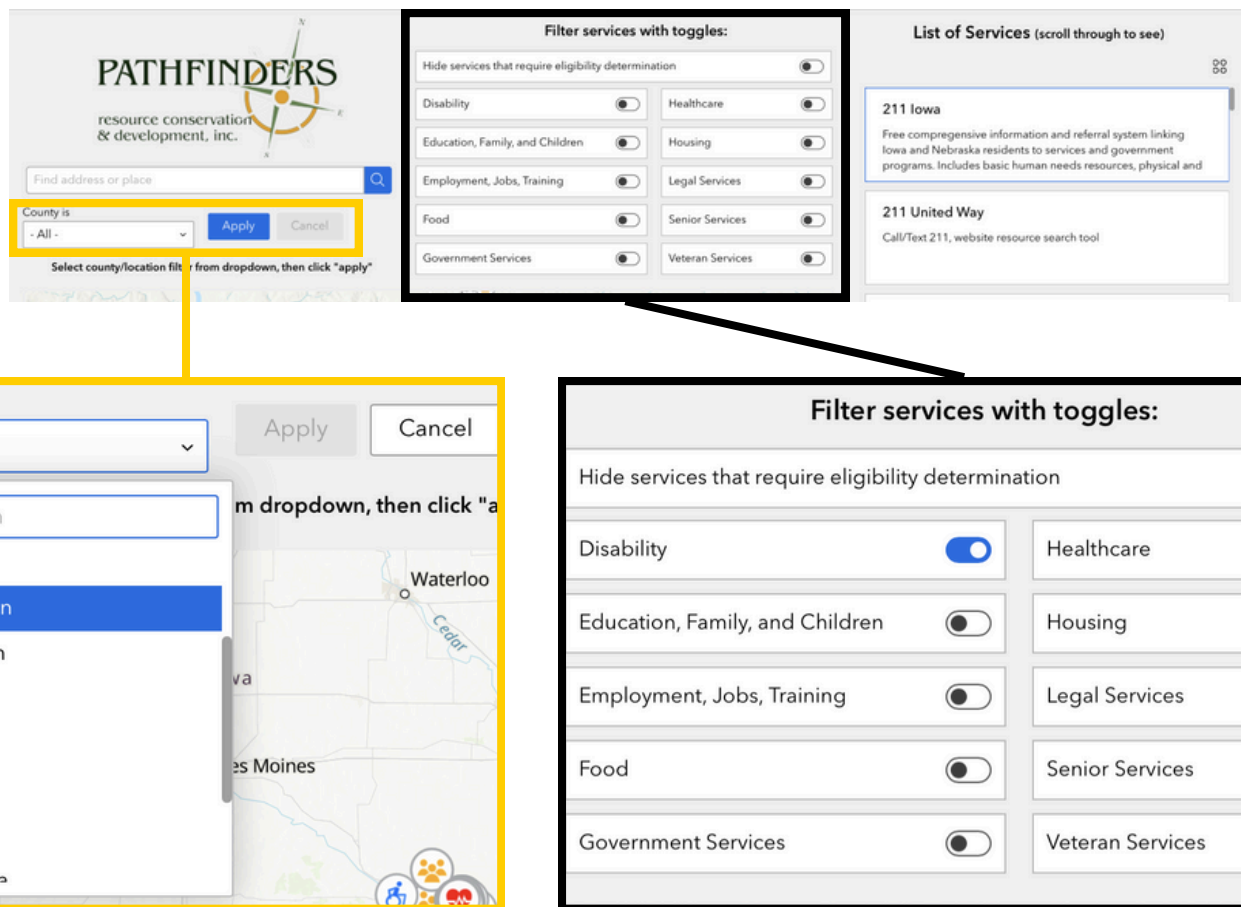
Healthcare



Senior  
Services



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*The left image shows how resources can be filtered by county location. The right image shows how resources can be filtered by type using the toggles.*

## SIRF Promotion

In April, the MPA Capstone Team hosted a virtual webinar on Zoom to share an overview of the project and hear feedback. The invitation to join the informational webinar was sent via email to every provider from the database for which the MPA Capstone Team was able to find an email. Rather than the Capstone Team sending out the invitation, the MPA Capstone Team elected to have Pathfinders share the invitation. Pathfinders has already established relationships with numerous providers in the areas through their other projects, allowing for a familiar face to propose and encourage participation in this project as opposed to a group of outsiders. Pathfinders also shared the information within their other working groups. The virtual webinar did not have a significant attendance, but the two

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providers who attended shared positive feedback and support for the project ideas. The webinar was recorded and shared via email with the same group of providers to allow those who were not able to take time away from work to view the recording at their convenience.

The MPA Capstone Team presented a short introduction of the group in late April during Pathfinders' Rural Youth Prevention and Empowerment Convening. Since this group had many overlapping members with the service providers that the Capstone Team had identified and contacted, Pathfinders felt it would be appropriate to present SIRC to this working group. More information about this group can be found in the Community Convening section. In the recommendations section, the MPA Capstone Team outlines the future goals and initiatives for a working coalition based on this group.

The MPA Capstone Team additionally conducted specific outreach to key stakeholders whom they believed would benefit from using SIRC. These key members encapsulated at least one of the following criteria: (1) consistently referring clients out to additional services; (2) a county or city government; or (3) a prevalent provider in the community that has multiple locations and provides many services. The Well, a nonprofit in Fairfield that often refers clients to other services, was one organization that the MPA Capstone team identified using these criteria. For a complete list of the organizations that self-selected or were directly contacted by the MPA Capstone Team, see Appendix C.

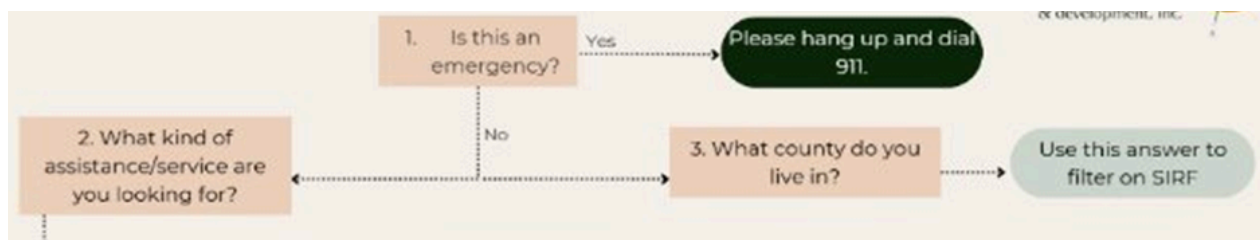
## SIRC Navigation Guide

In order to make the SIRC dashboard easy for providers to use, the MPA Capstone Team designed a Navigation Guide. The guide leads providers through the filtering options to find the most applicable resource for their clients. It doubles as a phone script, prompting providers to ask questions to obtain the information needed for the filters. The MPA Capstone Team intentionally designed the guide to fit a variety of experiences to combat the high turnover of workers and low learning capacity for new tools. The navigation guide quickly teaches providers to use SIRC, regardless of their knowledge of resources or years of experience. This ensures that any clients who call a provider for assistance, especially if they cannot use SIRC themselves, will be able to receive assistance.

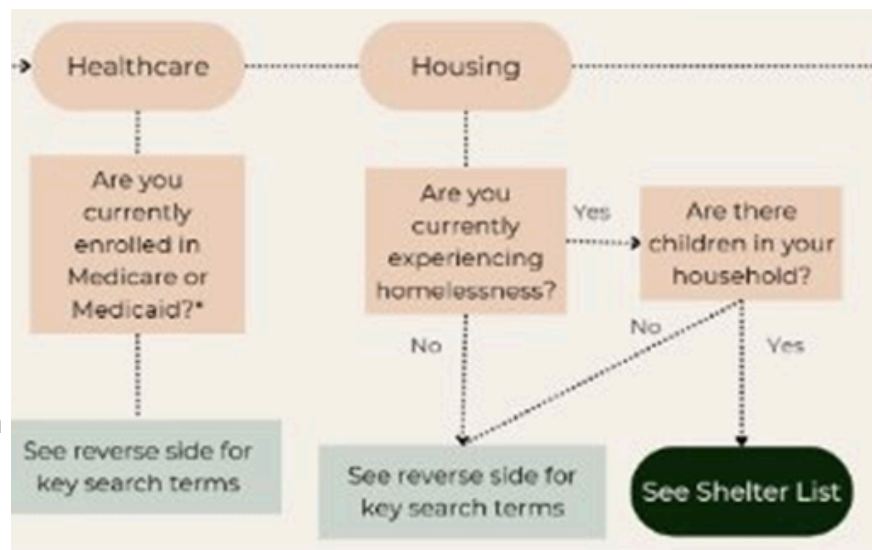
The navigation guide begins by asking clients if their concern is an

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emergency that would best be served by dialing 911. The second two questions correspond to the two main filtering systems on the SIRC dashboard: (1) What kind of assistance/service are you looking for? (2) What county do you live in?. As clients answer the questions, the provider inputs the answers into the SIRC dashboard.



The healthcare and housing responses to question 2 ask additional questions. For housing, the questions indicate to providers whether an emergency shelter is appropriate. For healthcare, the question reminds providers to check what types of insurance are accepted.



All other resources refer to a set of key terms on the reverse side of the guide. For each category of service, the MPA Capstone Team identified common terms in the names and descriptions of resources. The list helps define the broader categories of services, such as "Family, Education, and Youth." Additionally, the backside lists the contact information for emergency shelters in the area. Users can additionally type in a specific word in the search bar on the dashboard if the guide does not list a related key term. For the complete navigation guide, see Appendix G.



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## COMMUNITY SURVEYS

During the fall site visit, the MPA Capstone Team heard directly from a few local service providers that Pathfinders had gathered. The group outlined a clear knowledge gap on the client side about resources available in the community. The same group indirectly outlined that this same knowledge gap existed amongst providers. Multiple of the providers were unaware of what their colleagues' organizations offered.

While the MPA Capstone Team's products – SIRF and the map – provided a remedy to this knowledge gap, the literature supports administrative burdens as a multifaceted issue. The Capstone Team elected to conduct two surveys throughout their project to better understand what the community perceived as the most substantial barriers to service access. The data would be used to guide future work.

The MPA Capstone Team designed two separate surveys, one for providers and one for community members ("clients"). The Team felt that there would be discrepancies in the perceived burdens between these two groups and desired the flexibility to ask questions geared toward each population. Both surveys were designed to be anonymous. The MPA Capstone Team was empathetic to the vulnerability required to complete the survey and share experiences on the community side. As an incentive for community members to complete the survey, participants were eligible to enter their name in a drawing for a \$50 VISA gift card. The last question on the client survey asked participants if they wanted to be entered into the drawing. If "yes" was selected, users would be directed to a separate survey to enter their contact information. The separation of the surveys prevented personally identifiable information from being associated with survey responses.

Both surveys were created through Qualtrics, an online survey and data management program. This platform allowed the MPA Capstone Team to generate both a digital and a physical version of the survey. The physical survey was made available in case clients did not have access to the internet or a mobile device to complete the survey.

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Both surveys were designed to be short and contained a mix of multiple-choice and short-answer responses. The provider survey contained 14 questions: 10 multiple-choice, 3 short answer, and one ranking question. The client survey contained 15 questions – 11 multiple choice and 4 short answer. As previously mentioned, the client survey contained an additional question about the gift card raffle. See Appendices D & E for the complete client and provider surveys.

Many of the multiple-choice questions within the surveys were on a Likert Scale. The MPA Capstone Team selected to remove the midpoint option from some survey questions to avoid central tendency bias from respondents. For example, the provider survey asked respondents, “How knowledgeable are you of other providers in the area who offer similar services to your organization?” The question contained four responses: “Very knowledgeable,” “Somewhat knowledgeable,” “Not very knowledgeable,” and “I am unaware of other providers.” The responses were coded on a numerical scale, with “Very knowledgeable” coded as a 4.

The provider survey opened in late March. Since it was intended for the same recipients, Pathfinders included the survey in their email about the informational webinar. The client survey opened immediately following the informational webinar, but the survey was not shared with providers until after the Rural Youth Prevention and Empowerment Convening in April. Both the digital and physical versions were included, and providers were asked to encourage clients to complete the survey. For the digital version, the MPA Capstone Team created posters with QR codes that the providers could print and hand in their waiting areas or lobbies.

Providers were not the only touchpoint for connecting with clients in the community. The MPA Capstone Team also requested that public centers like the local libraries distribute their surveys as well. For a list of the locations the MPA Capstone Team contacted, see Appendix F. Additionally, the team explored connections through the media, including a search of local Facebook groups that might be appropriate. The client survey was shared in the following Facebook Groups: What’s Happening in Ottumwa, IA; Fairfield, Iowa; and Main Street Ottumwa 2.



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## SURVEY ANALYSIS

At the request of the community partners, the MPA Capstone Team left the surveys open beyond the end of the project. The team completed an analysis of any responses submitted to provider and client surveys by May 2. At the time of this analysis, the provider survey had 7 responses, and the client survey had 7 responses. For the raw data from these surveys, see Appendices H and I. Not all respondents completed the surveys in their entirety.

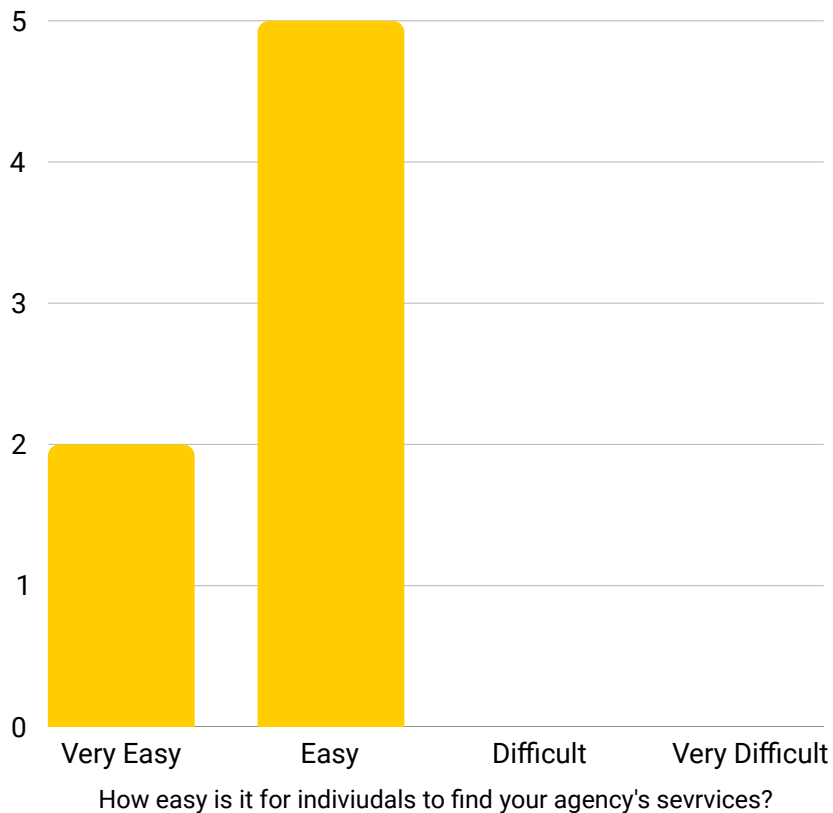
### Provider Surveys

At the time of this analysis, the provider survey had seven responses, but only four respondents had completed the survey in its entirety. One respondent completed 87% of the survey, and an additional two completed 40% of the survey.

All nine categories of service were represented, as well as two additional categories. Since there were only seven respondents, this indicates that multiple respondents work for agencies that provide services in more than one category. Respondents' years of experience ranged from one year to 40 years at their current agency. Since the survey did not include a question about overall years of experience, it is unclear if those with lower numbers of experience have worked at additional agencies. All respondents indicated that they interacted with service seekers either daily or multiple times per week. This indicates that respondents' insights are influenced by their interactions with clients.

Providers indicated that they perceived two main challenges for their clients: (1) finding information about the provider (five responses) and (2) transportation (four responses). The leading response affirmed the need for a tool like SIRF to help community members locate accurate information about services in their area. Despite finding information leading as the biggest challenge, all seven respondents indicated that it was either "easy" (five responses) or "very easy" (two responses) for

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community members to find information about their agency's services. This may indicate that providers have a biased view of their quality of communication and outreach.

Respondents were asked to indicate how knowledgeable they are about service providers in the area, both those who do similar work

and those who do not. The five respondents who completed these questions indicated that they are "somewhat knowledgeable" or "very knowledgeable" of other providers of similar services, but only "somewhat knowledgeable" of providers of other services. This reaffirms the need for a tool like SIRF to help providers direct clients to other resources.

Providers were asked to provide ideas for improving the challenges their community faces. Two notable responses include "streamlined enrollment for multiple agencies" and "one central location for multiple services." These ideas aligned with initial directions the MPA Capstone Team pursued for this project.

## Client Surveys

At the time of this analysis, the client survey had seven responses, but only five respondents had completed the survey in its entirety. The two additional respondents had only completed 18% of the survey, finishing only the first two questions. All five respondents who completed the full survey

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were female and in either the 18-34 or 35-64 age ranges. Three respondents had at least one individual under 18 in their household. Only one respondent was a veteran.

Responses indicate the data is not representative of the target population for a number of reasons. First, four of the five respondents were from Wapello County, and the fifth was from Mahaska County. Davis, Jefferson, Keokuk, and Van Buren counties were not represented. This could be attributed to the MPA Capstone Team's visit to the Rural Youth Prevention and Empowerment Convening, which featured providers from Wapello County. Additionally, respondents' household income ranged from \$0 to over \$100,000. The two respondents who had an income over \$100,000 indicated that they had not tried to receive services previously. Given that the purpose of this survey was to better understand the challenges in receiving services, these two responses are not reflective of the target population.

Like the provider survey, the client survey asked respondents to select the biggest challenge either from a predetermined list or by selecting "other" and providing more detail. The leading answer was that the application was too long or too complex. One client selected "other" and reported that "actually knowing what was available out there" was the biggest challenge. This affirms the need for a tool like SIRC for community members. Most respondents found services through an online source, including social media, or after receiving a referral from another provider. This, again, affirms the need for tools like SIRC that fill the knowledge gap about what services are available in the community on both the client and provider sides of the issue.

Clients were asked to describe positive and negative experiences seeking services. Respondents indicated that they had a positive experience with particular services, like Job Corps, or with individual workers. The negative experiences were much broader. Respondents expressed frustration over literacy levels, the processes being time-consuming, not fitting the requirements, and having to go to a physical space. One suggested improvement was the ability to fill out forms online and email them back.

## Statistical Analysis

Due to insufficient data for both surveys and a non-representative sample in the client survey, the MPA Capstone Team did not conduct any statistical tests on the data.

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## COMMUNITY CONVENING

The MPA Capstone Team visited two community convenings during the project to see the community in action and better inform the team's recommendations. The first convening, although not within Pathfinders's core service area, is an example of an operational coalition of community service providers. The second convening was hosted by Pathfinders.

### Linn County Public Health

At the beginning of the year, Cynthia Fiester, Chronic Disease Coordinator for Linn County Public Health, contacted the MPA capstone Team after hearing a brief mention of the project during a work presentation delivered to Eastern Iowa social service providers by one of the team members. Having previously learned about the capstone project's goals of improving access to care and resources, Cynthia reached out to share information about an established statewide system designed to facilitate closed-loop referrals that address Iowans' health and social needs.

During the meeting with the MPA capstone team, Cynthia explained that while this system exists, it remains relatively unknown and underutilized across the state. The system operates through a coalition of health, social, and community service providers collaborating to meet the needs of individuals and families, organized under the name My Care Community, Partners for Better Care (MCC). MCC is part of a broader initiative in Iowa called CyncHealth, the state's Health Information Exchange (HIE) and Health Data Utility.<sup>36</sup>

CyncHealth offers Unite Us, a social care electronic record system, as part of its suite of services. In Linn County alone, more than 160 organizations are active participants in Unite Us, using the platform for care coordination and the exchange of closed-loop referrals to address social determinants and drivers of health (SDOH).<sup>36</sup> These determinants include critical factors such as housing, employment, healthcare access,

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health insurance, food security, transportation, childcare, and other essential needs.

The MPA capstone team had the opportunity to attend a coalition meeting hosted by My Care Community (MCC). Observing the structure and facilitation of this meeting provided valuable insights into effective coalition management. The experience highlighted key practices such as setting clear objectives, developing working groups, fostering open communication among diverse service providers, and maintaining a strong focus on actionable outcomes. Witnessing firsthand how MCC guided discussions, encouraged collaboration, and tracked progress toward shared goals significantly informed the capstone team's understanding of how to structure coalition meetings for maximum impact. These observations directly influenced the team's recommendation for building and sustaining a coalition in Southeast Iowa that is not only organized and inclusive but also results-oriented and capable of driving meaningful change within the community.

### Rural Youth Prevention and Empowerment Convening

In April, the MPA Capstone Team was invited by Pathfinders RC&D to attend the Rural Youth Prevention and Empowerment Convening in Ottumwa. The event was hosted by Pathfinders RC&D and FHI 360, which is an international nonprofit organization focused on improving opportunities for rural youth. The attendees included a mix of youth representatives and service providers.

Although the convening was focused on tackling issues facing young adults in the area, Pathfinders felt the MPA Capstone Team's project would be heavily used by many of the service providers in attendance. At the end of the convening, the MPA Capstone Team had the opportunity to present their project, discussing how administrative burdens may manifest for clients, including youth and their families. Team members also unveiled SIRC, promoting its use and raising awareness about its existence, and encouraged attendees to complete their service provider surveys to ensure their input was reflected in the project's survey data.

The Team connected with providers from across the Pathfinders RC&D service area, and the consulting firm led the service providers through engaging exercises to identify areas where needs were not being met, as

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well as to establish goals for their future collaborations. The service providers expressed enthusiasm about SIRF and encouraged the team to continue its development, while also expressing gratitude for the MPA Capstone Team's efforts.

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<sup>36</sup>Linn County Public Health. (n.d.). My Care Community. Linn County, Iowa. Retrieved May 9, 2025, from <https://www.linncountyiowa.gov/1281/My-Care-Community>.

<sup>37</sup>CyncHealth. (n.d.). Providers. Retrieved May 9, 2025, from <https://cynchealth.org/providers/>

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## RECOMMENDATIONS

The MPA Capstone Team's recommendations focus on three interrelated strategies aimed at reducing administrative burdens for individuals and families in Southeast Iowa: (1) widespread adoption and promotion of the Southeastern Iowa Resource Finder (SIRF) and phone script tools, (2) sustained maintenance of project deliverables through institutional partnerships, and (3) long-term investment in a cross-sector coalition structure to advance systemic change. These approaches are designed to lower the learning, compliance, and psychological costs associated with accessing public and nonprofit services.<sup>38</sup>

### Recommendation 1: Promote SIRF and Navigation Guide

The MPA Capstone Team recommends that Pathfinders RC&D prioritize the implementation and widespread promotion of the SIRF tool and the accompanying navigation guide as practical, low-cost strategies to reduce informational and navigational barriers. These tools provide residents with a more streamlined entry point into the complex network of available services and enable service providers to guide clients effectively.

To enhance accessibility and awareness, the MPA Capstone Team suggests:

- Distributing service provider business cards with QR codes that link directly to the mobile version of SIRF. This strategy, originally suggested by a local service provider, presents a tangible and low-barrier method for connecting individuals to digital resources in real time.
- Partnering with public libraries, schools, clinics, and community centers to incorporate SIRF into their service referral workflows and public outreach. Public libraries, in particular, frequently function as critical digital access points for low-income and rural populations.<sup>39</sup>
- Integrate the navigation guide as a standard intake tool across



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agencies to promote consistency in client interactions and ensure that providers ask targeted questions to efficiently connect individuals with appropriate resources.

Digital tools like SIRF are designed to reduce learning costs by centralizing information about local service providers in a user-friendly and mobile-accessible format, helping individuals more efficiently identify programs for which they may be eligible.<sup>40,41</sup> While SIRF does not eliminate compliance requirements, it can minimize them by guiding users toward appropriate services, thereby reducing time spent on ineligible applications or missing documentation. The addition of a navigation guide further supports frontline staff in addressing psychological burdens by improving clarity and confidence in the referral process, while also contributing to a reduction in learning costs.

### **Recommendation 2: Fund a Graduate Assistantship for Long-Term Maintenance**

The MPA Capstone Team recognizes the importance of maintaining SIRF in order for it to be an effective tool. The team also recommends that Pathfinders RC&D partner with the Iowa Initiative for Sustainable Communities (IISC) to fund a graduate assistantship focused on maintaining the SIRF database and GIS mapping tools. Sustaining the functionality and accuracy of SIRF is essential. Without regular updates and oversight, the tool could become outdated or misleading, ultimately reintroducing the administrative burdens the project aimed to eliminate. Graduate assistants can offer consistent, low-cost labor while contributing professional-level capacity in database management, public service coordination, and geospatial technology.

This model aligns with the public sector's best practices, which call for leveraging academic partnerships to expand local government capacity.<sup>42</sup> This partnership also addresses the psychological costs identified by Herd and Moynihan (2018), such as frustration or distrust resulting from misinformation or service dead ends. Keeping SIRF current can improve client confidence in public and nonprofit systems,

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encouraging them to seek and secure the help they are eligible for.

## **Recommendation 3: Establish a Regional Working Coalition Focused on Administrative Burden Reduction**

To ensure the long-term success and sustainability of administrative burden reduction efforts in Southeast Iowa, the MPA Capstone Team recommends that Pathfinders creates and oversees a working coalition to continue initiatives to reduce the burdens faced by families in the community. This includes using the data collected by the MPA Capstone Team to identify additional barriers.

The Team advises that the coalition establish three issue-specific working groups. These groups will allow stakeholders to focus on targeted areas of system improvement while promoting accountability, collaboration, and progress tracking. The working groups should include representatives from local and state government agencies, nonprofit organizations, service providers, community advocates, and, where appropriate, individuals with lived experience.

### **Group 1: Policy, System, and Environment (PSE) Working Group**

This working group will focus on upstream solutions that address the root causes of administrative burdens through systemic reform, policy alignment, and environmental improvements. It will serve as the coalition's strategic engine for policy innovation and systems alignment, helping to create the necessary conditions for reduced burden and improved access.

#### **Primary Objectives:**

- Advocate for streamlined processes across agencies by identifying opportunities to standardize application forms, eligibility criteria, and intake procedures.
- Explore policy reforms at the local and state levels that facilitate cross-agency service coordination and remove barriers to integrated service delivery.

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- Identify legal or regulatory obstacles (e.g., privacy laws, funding restrictions) that prevent collaboration or data-sharing between service providers and develop strategies to overcome them.
- Promote interagency collaboration by supporting formalized agreements (e.g., MOUs) and co-location of services.
- Identify sustainable funding mechanisms to support ongoing innovation, technology infrastructure, and capacity building for administrative simplification.
- Address data-sharing challenges by developing shared data protocols that protect client privacy while enabling coordinated care.
- Improve public awareness and accessibility by creating inclusive outreach strategies tailored to rural, low-income, and non-English-speaking populations.
- Ensure inclusive and equitable service delivery by integrating feedback from underserved groups and applying universal design principles to all coalition tools.
- Facilitate ongoing stakeholder engagement through regular updates, public forums, and collaborative decision-making processes.

## **Group 2: Networking and Education Working Group**

The second working group will focus on strengthening relationships among service providers and enhancing knowledge-sharing and training to increase capacity across the region. Building a strong collaborative culture is essential for reducing fragmentation and ensuring that families receive consistent, high-quality support regardless of their point of entry. This group will ensure that the coalition's tools and practices are widely adopted and that frontline staff are supported in delivering services equitably and effectively.

### **Primary Objectives:**

- Strengthening the regional collaborative network by identifying key partners and fostering relationships across sectors.
- Organize coalition-building events such as regional summits, roundtable discussions, and interagency meetups to facilitate

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dialogue and problem-solving.

- Develop and deliver training programs for service providers on topics such as cultural competence, trauma-informed care, effective referrals, and the use of digital tools like SIRF.
- Create shared onboarding and education materials for new staff across agencies to ensure consistency in client intake and navigation practices.
- Coordinate outreach efforts to increase visibility of coalition tools (e.g., SIRF, phone scripts) and raise awareness of administrative burden as a shared challenge across the service landscape.
- Engage trusted community institutions, such as libraries, schools, and places of worship, to help bridge information gaps and extend the coalition's reach.

## **Group 3: Client-Centered Solutions Working Group**

This working group will focus on identifying and addressing client-specific challenges, with an emphasis on improving care coordination, resource navigation, and individualized support. Reducing administrative burdens cannot be achieved through systems reform alone; it also requires centering the lived experiences and practical needs of the individuals and families most affected. By maintaining a client-first perspective, this group will ensure that the coalition's efforts translate into tangible improvements in the day-to-day experiences of families seeking assistance.

### **Primary Objectives:**

- Examine patterns in client needs and service gaps through data analysis and direct input from individuals with lived experience.
- Identify common pain points in navigating the service landscape, such as redundant paperwork, unclear eligibility rules, or digital barriers.
- Propose client-facing tools that streamline navigation, including simplified guides, translated materials, and culturally responsive resources.
- Develop solutions for care coordination, such as client advocates

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case managers, or shared referral platforms that help families access services holistically rather than in isolation.

- Pilot and evaluate strategies for reducing psychological burdens, including user feedback mechanisms, warm handoffs between agencies, and support for first-time applicants.
- Ensure client voices are continuously integrated into coalition decision-making through storytelling initiatives, advisory panels, or compensated focus groups.

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<sup>38</sup>Herd, P., & Moynihan, D. P. (2018). *Administrative burden: Policymaking by other means*. Russell Sage Foundation

<sup>39</sup>Real, B., Bertot, J. C., & Jaeger, P. T. (2014). Rural public libraries and digital inclusion: Issues and challenges. *Information Technology and Libraries*, 33(1), 6–24. <https://doi.org/10.6017/ital.v33i1.5141>

<sup>40</sup>Herd, P., & Moynihan, D. P. (2018). *Administrative burden: Policymaking by other means*. Russell Sage Foundation.

<sup>41</sup>Heinrich, C. J. (2016). The bite of administrative burden: A theoretical and empirical investigation. *Journal of Public Administration Research and Theory*, 26(3), 403–420. <https://doi.org/10.1093/jopart/muv034>

<sup>42</sup>Bingham, L. B., Nabatchi, T., & O'Leary, R. (2005). The new governance: Practices and processes for stakeholder and citizen participation in the work of government. *Public Administration Review*, 65(5), 547–558. <https://doi.org/10.1111/j.1540-6210.2005.00482.x>

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## CONCLUSION

Forming issue-specific working groups will enable the coalition to maintain focused attention on the interconnected yet distinct dimensions of administrative burden. Each group will serve as a mechanism for sustained collaboration, problem-solving, and continuous improvement. Together, these groups will strengthen the overall capacity of Southeast Iowa's social service system to meet the needs of its residents equitably, efficiently, and effectively. Such a coalition structure operationalizes the principles of horizontal governance, a public management approach that emphasizes decentralized decision-making, cross-sector collaboration, and collective accountability.<sup>43</sup> It also aligns with the concept of policy communities: enduring networks of stakeholders engaged in shared issue areas over time.<sup>44</sup> Coalition-based strategies are widely recognized as effective mechanisms for addressing complex, multi-jurisdictional social problems, particularly in rural contexts where service fragmentation is prevalent.<sup>45</sup> These collaborative efforts foster co-learning, trust-building, and innovation, which are essential for achieving lasting systems change.

As part of this effort, the MPA Capstone Team designed and disseminated surveys to both service providers and community members to better understand how administrative burdens are experienced and perceived in Southeast Iowa. These surveys asked participants to share how they see administrative burdens in their own life experiences, identify specific obstacles they face in accessing or delivering services, and suggest changes they would like to see implemented in the local service ecosystem. This feedback has provided valuable insight into the learning, compliance, and psychological costs that clients and providers encounter, insights that have directly informed the project's recommendations. Importantly, the survey will remain open beyond the duration of the capstone project to serve as a living resource for the coalition. This will allow coalition members to continually reference and analyze emerging data over time, ensuring that decision-making remains grounded in real-time community input. The ongoing availability of this survey tool also

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positions the coalition to track trends, evaluate the impact of interventions, and adapt strategies as community needs evolve.

Taken together, these recommendations offer a sustainable, community-driven strategy to reduce administrative burdens and improve access to essential services. By leveraging digital tools like SIRF, building institutional partnerships such as the IISC graduate assistantship, and establishing a region-wide coalition, Pathfinders RC&D and its partners can help ensure that families spend less time navigating bureaucracy and more time accessing the support they need to thrive.

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<sup>43</sup>Goldsmith, S., & Eggers, W. D. (2004). *Governing by network: The new shape of the public sector*. Brookings Institution Press.

<sup>44</sup>Sabatier, P. A., & Weible, C. M. (2007). The advocacy coalition framework: Innovations and clarifications. In P. A. Sabatier (Ed.), *Theories of the Policy Process* (2nd ed., pp. 189–220). Westview Press.

<sup>45</sup>Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The design and implementation of cross-sector collaborations: Propositions from the literature. *Public Administration Review*, 66(s1), 44–55. <https://doi.org/10.1111/j.1540-6210.2006.00665.x>



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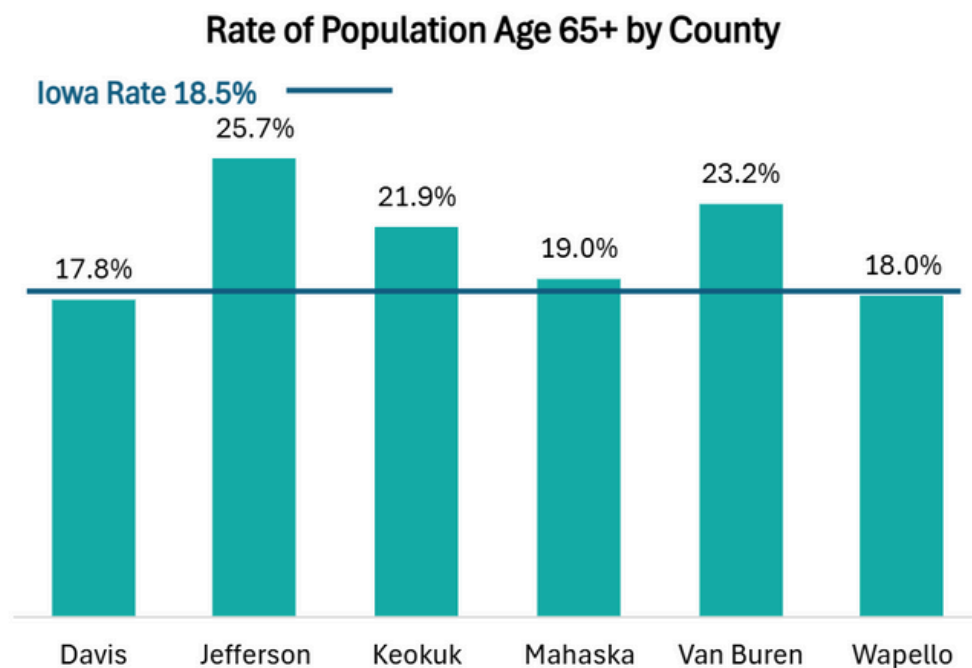
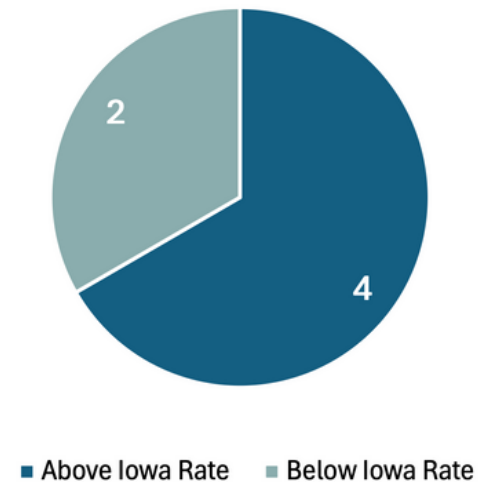
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42

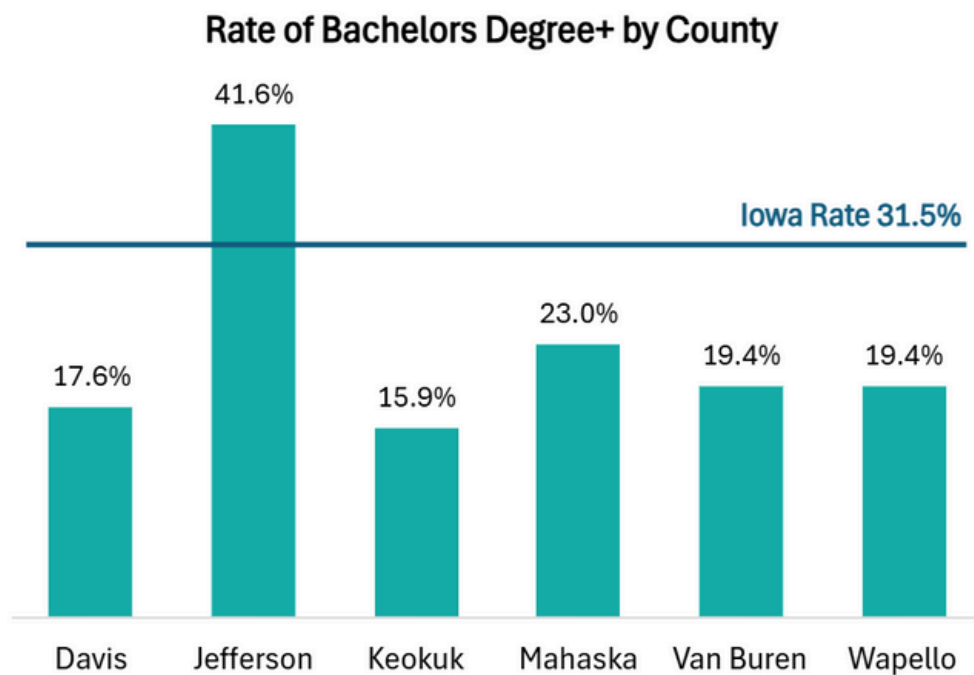
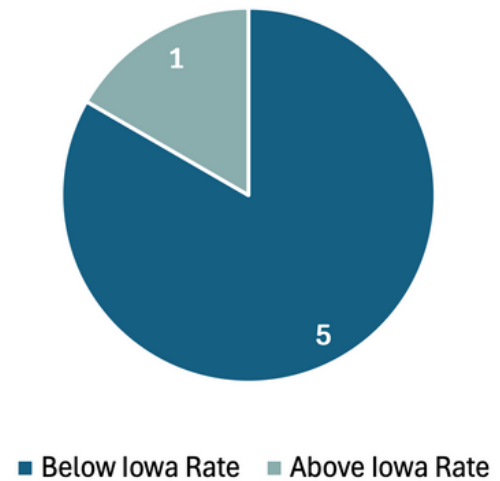
## APPENDIX A: CENSUS DATA

	Rate Age 65+
<b>Iowa</b>	<b>18.5%</b>
Davis	17.8%
Jefferson	25.7%
Keokuk	21.9%
Mahaska	19.0%
Van Buren	23.2%
Wapello	18.0%



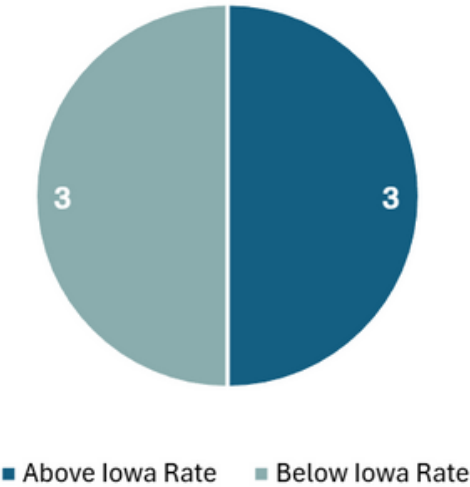
## 43

	Rate Bachelors Degree+
<b>Iowa</b>	<b>31.5%</b>
Davis	17.6%
Jefferson	41.6%
Keokuk	15.9%
Mahaska	23.0%
Van Buren	19.4%
Wapello	19.4%

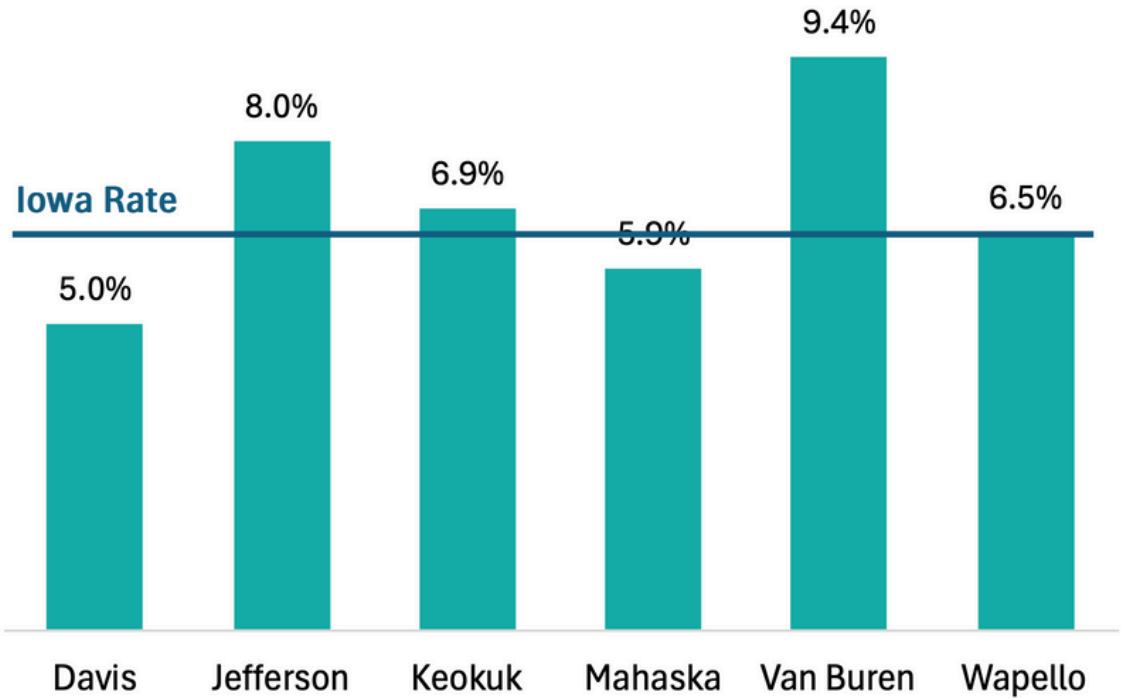


44

	Rate Veteran Population
Iowa	6.5%
Davis	5.0%
Jefferson	8.0%
Keokuk	6.9%
Mahaska	5.9%
Van Buren	9.4%
Wapello	6.5%

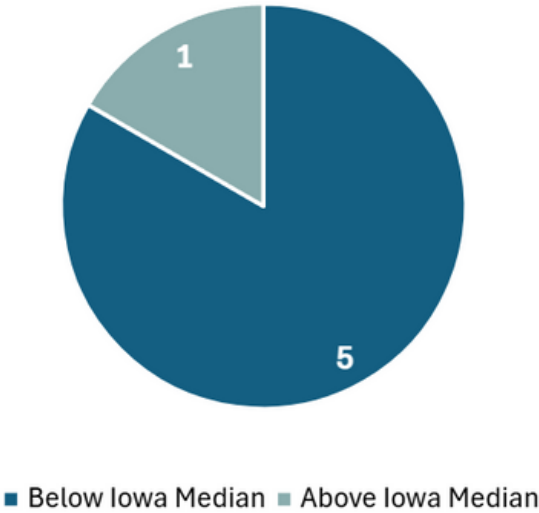


Rate of Veteran Population by County

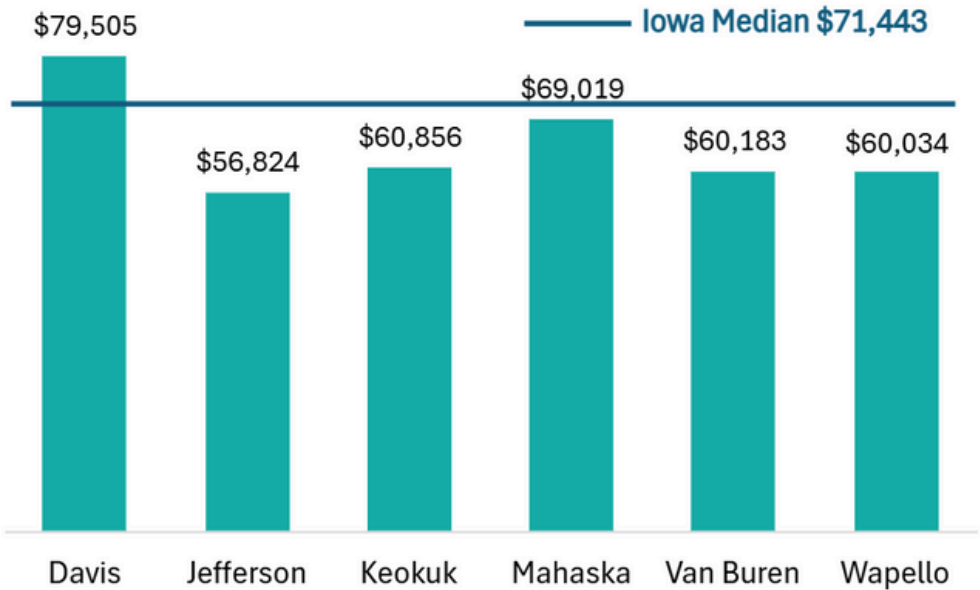


45

	Median Household Income
Iowa	\$71,433
Davis	\$79,505
Jefferson	\$56,824
Keokuk	\$60,856
Mahaska	\$69,019
Van Buren	\$60,183
Wapello	\$60,034



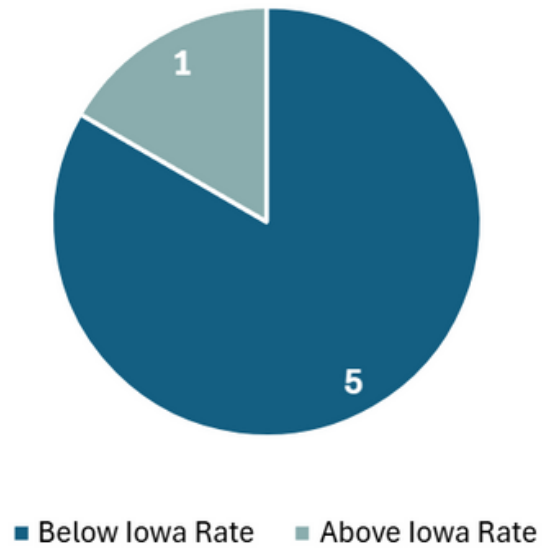
Median Household Income by County



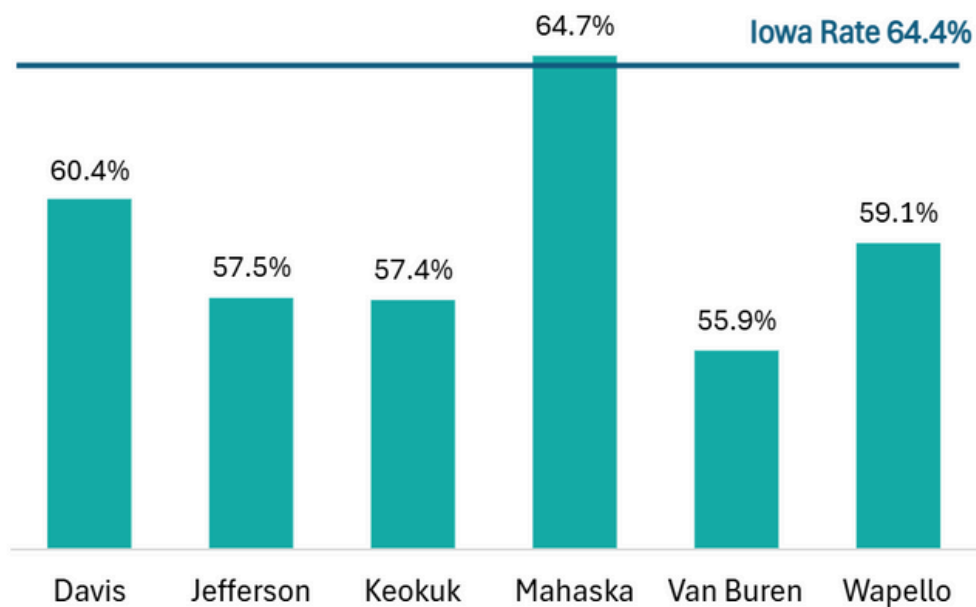


## 46

	Employment Rate
<b>Iowa</b>	<b>64.4%</b>
Davis	60.4%
Jefferson	57.5%
Keokuk	57.4%
Mahaska	64.7%
Van Buren	55.9%
Wapello	59.1%

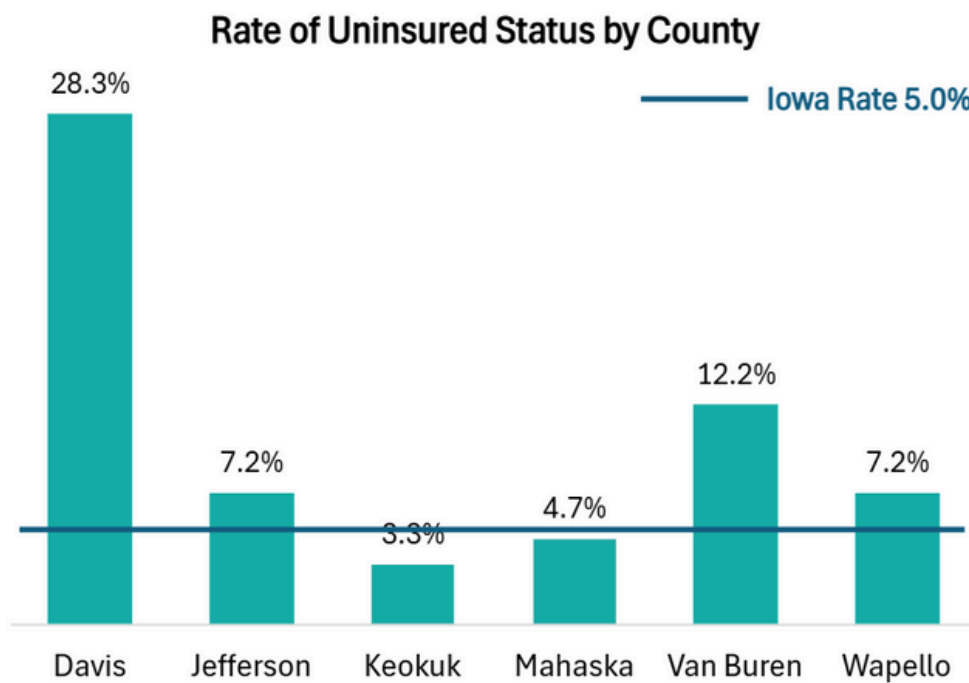
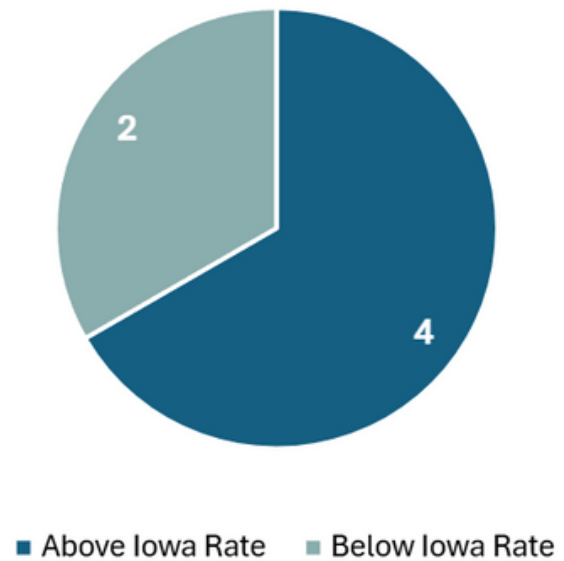


Employment Rate by County



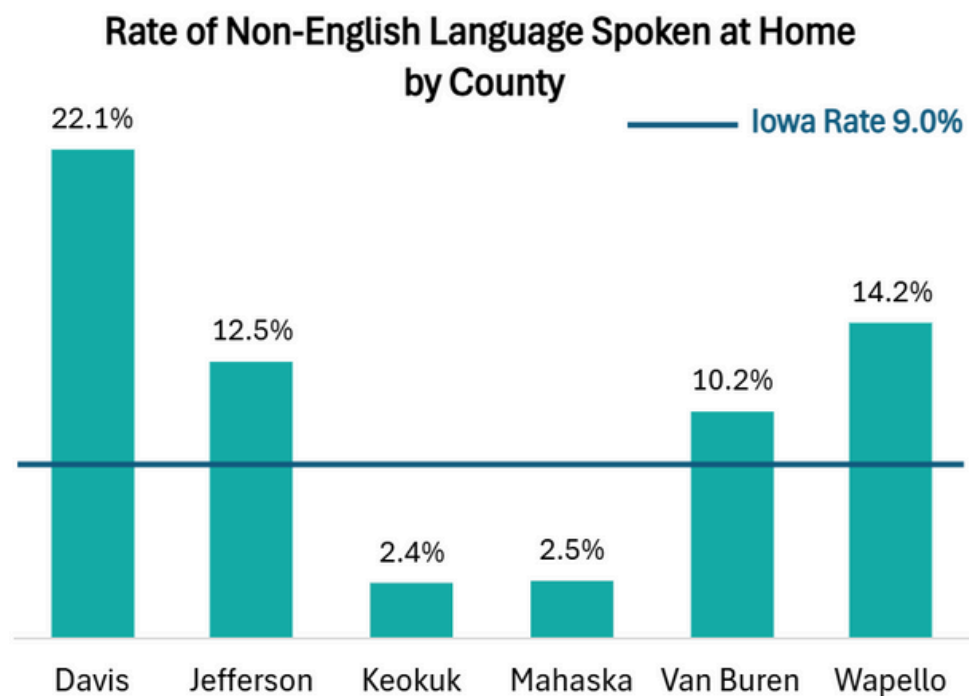
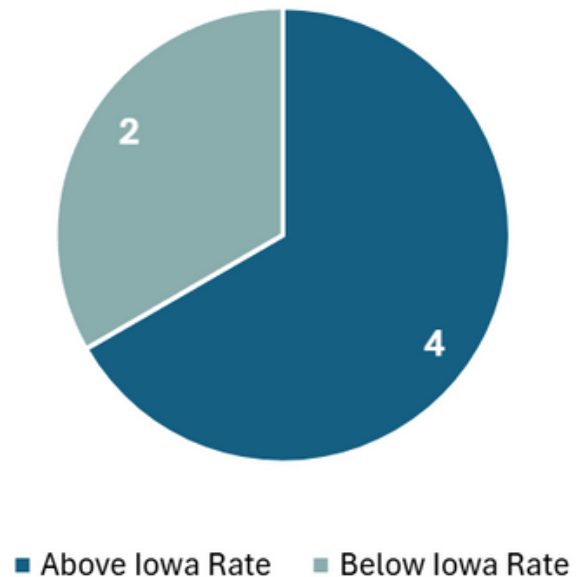
## 47

	Rate Uninsured Status
<b>Iowa</b>	<b>5.0%</b>
Davis	28.3%
Jefferson	7.2%
Keokuk	3.3%
Mahaska	4.7%
Van Buren	12.2%
Wapello	7.2%



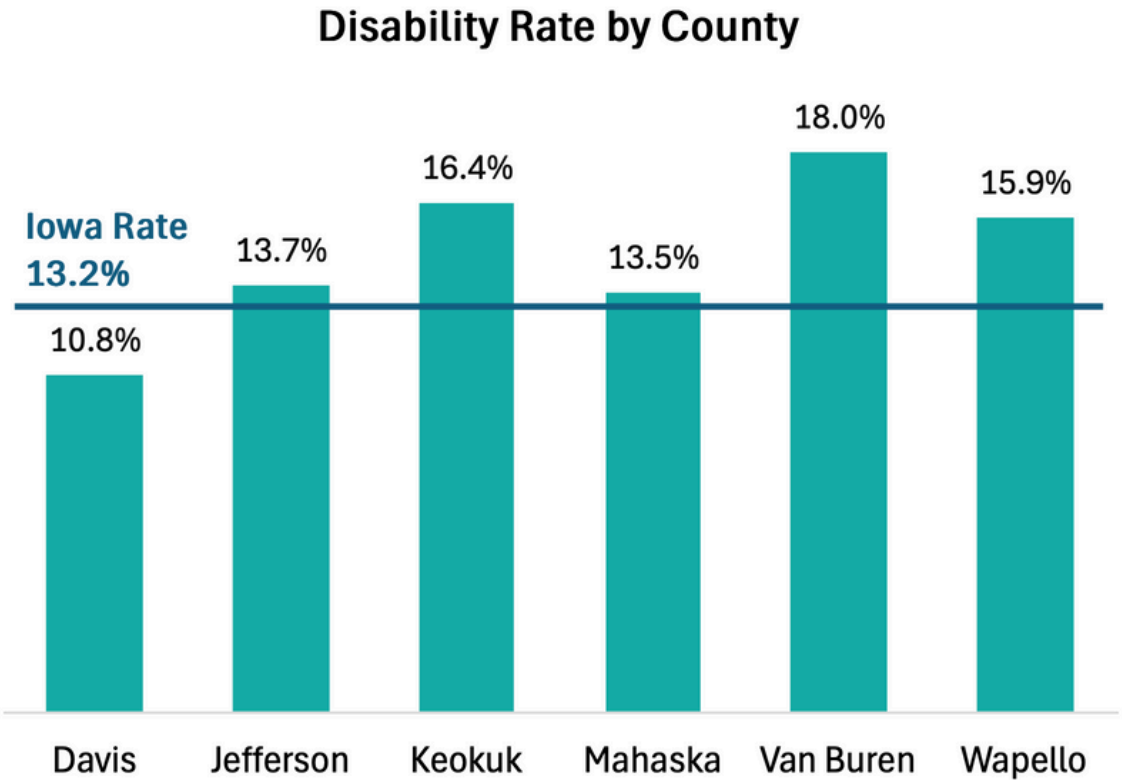
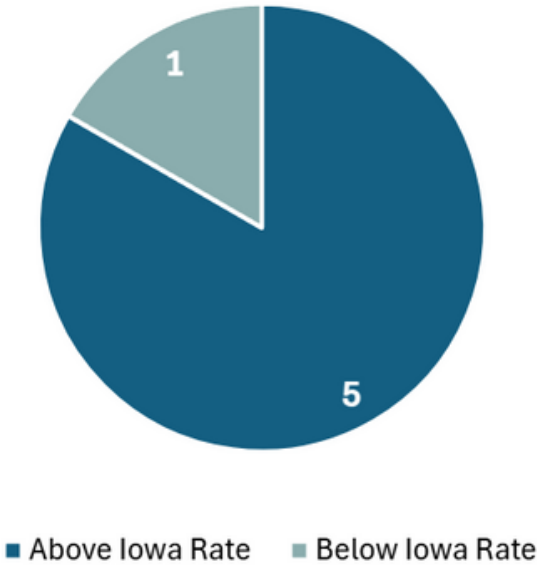
## 48

	Rate Non-English Language Spoken at Home
Iowa	9.0%
Davis	22.1%
Jefferson	12.5%
Keokuk	2.4%
Mahaska	2.5%
Van Buren	10.2%
Wapello	14.2%



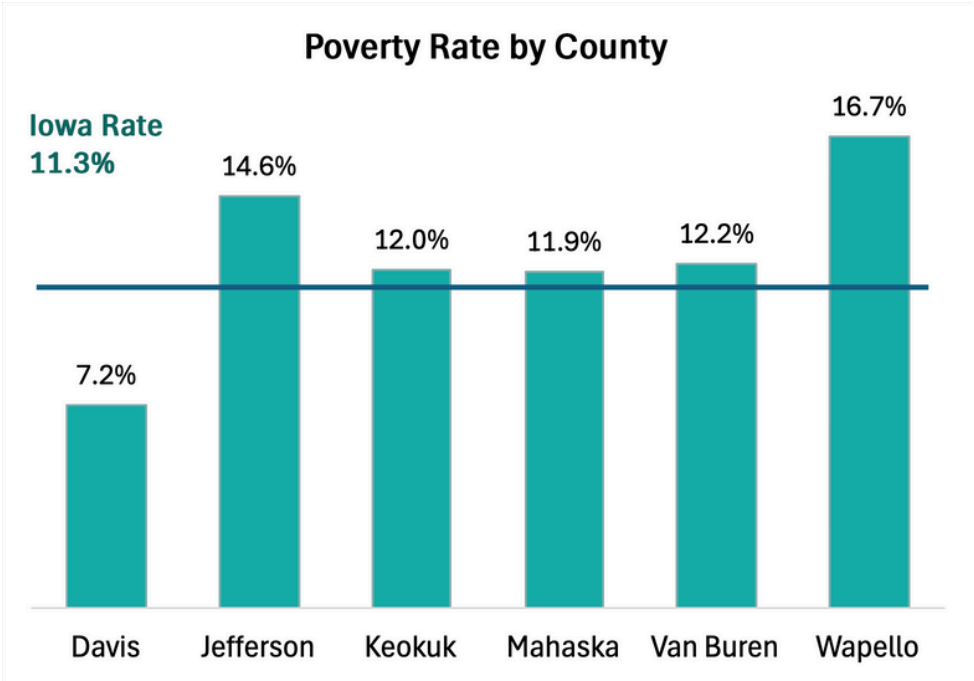
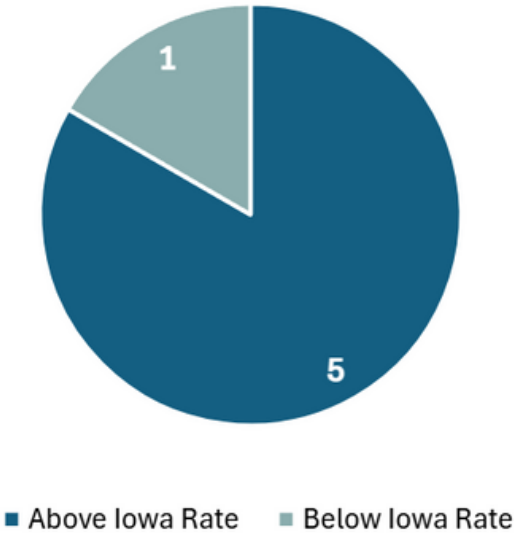
49

	Disability Rate
Iowa	13.2%
Davis	10.8%
Jefferson	13.7%
Keokuk	16.4%
Mahaska	13.5%
Van Buren	18.0%
Wapello	15.9%



50

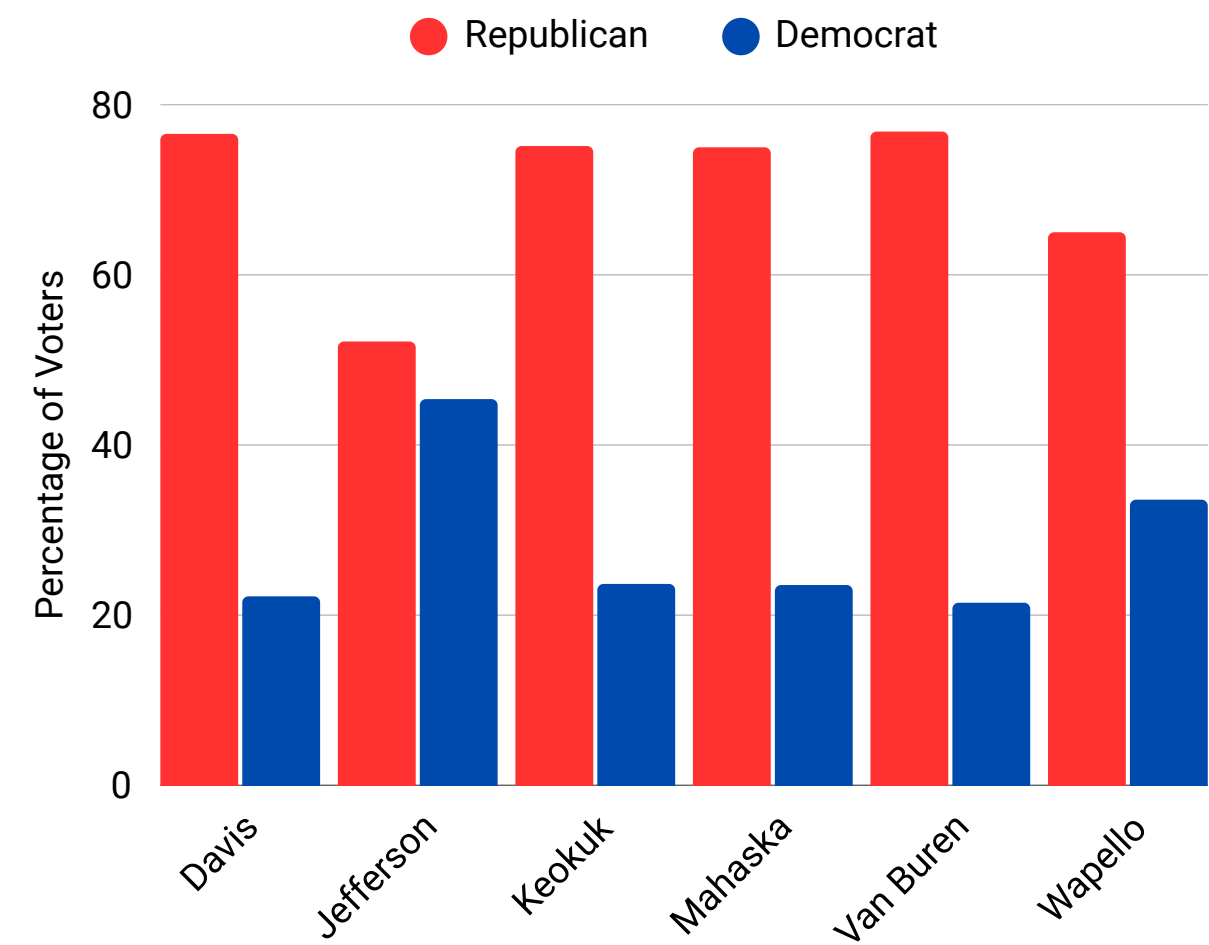
	Poverty Rate
Iowa	11.3%
Davis	7.2%
Jefferson	14.6%
Keokuk	12.0%
Mahaska	11.9%
Van Buren	12.2%
Wapello	16.7%



51

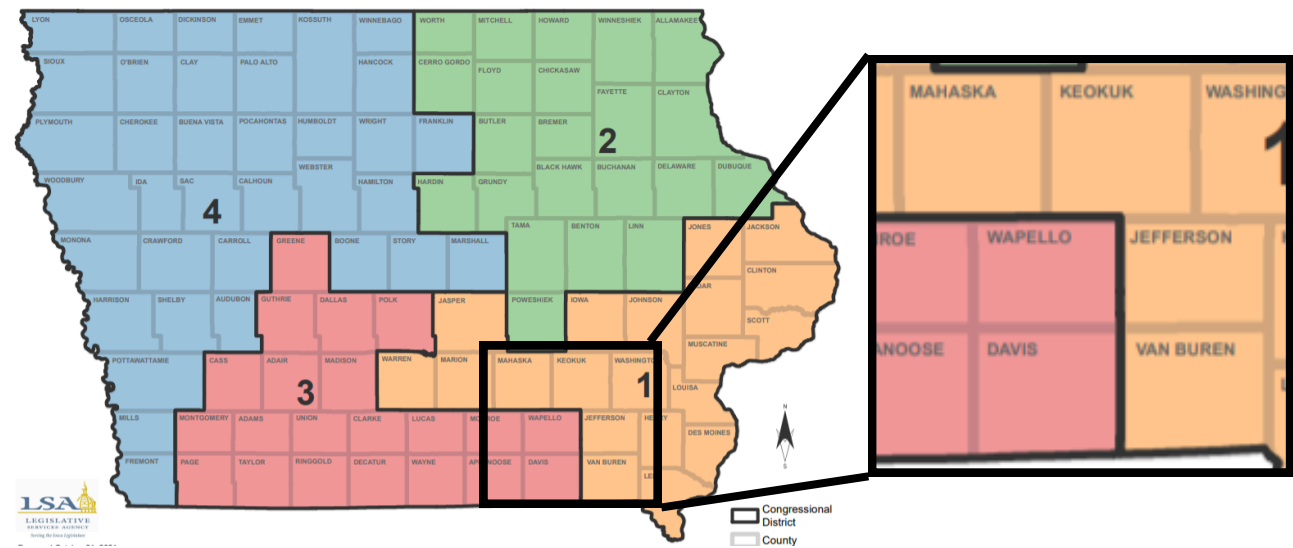
APPENDIX B: POLITICAL DATA

2024 General Election

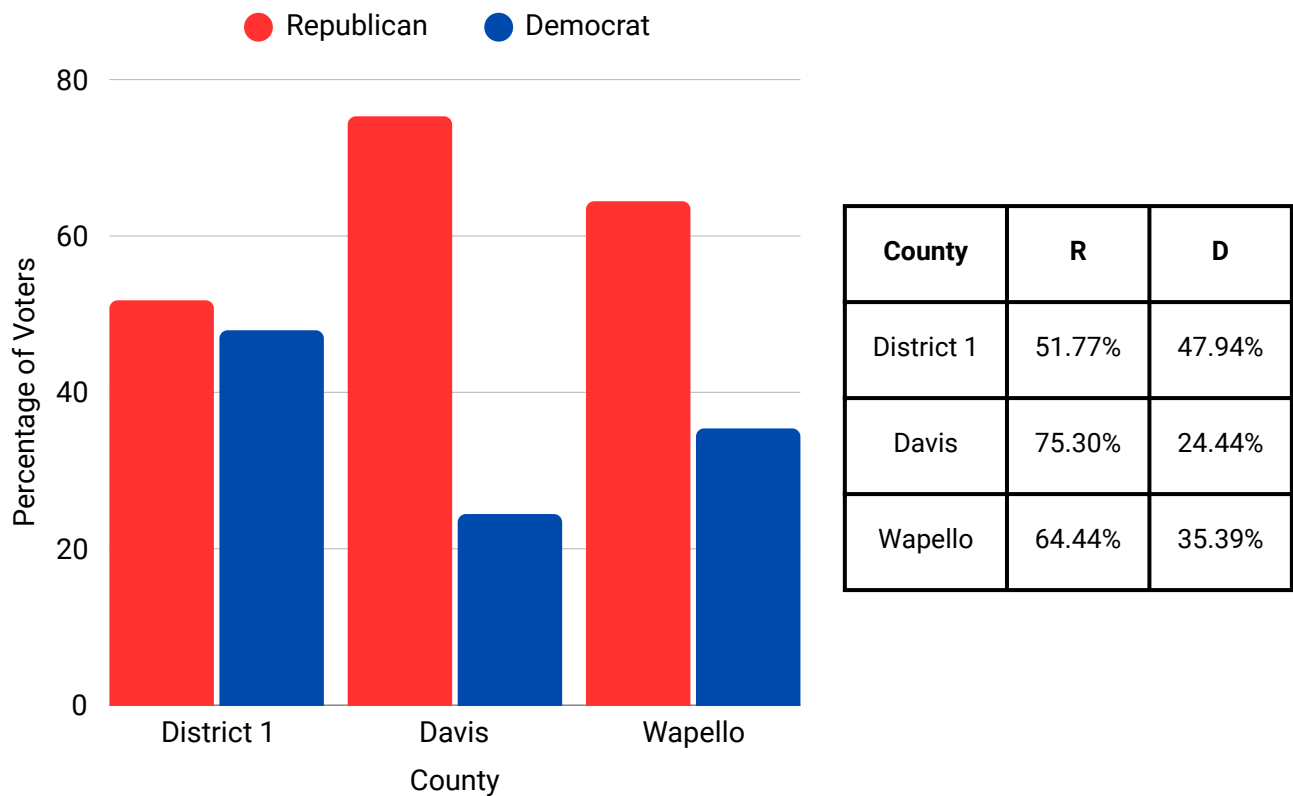


County	Davis	Jefferson	Keokuk	Mahaska	Van Buren	Wapello
Republican	76.56%	52.16%	75.13%	74.98%	76.83%	65.00%
Democrat	22.21%	45.39%	23.67%	23.54%	21.46%	33.57%

52



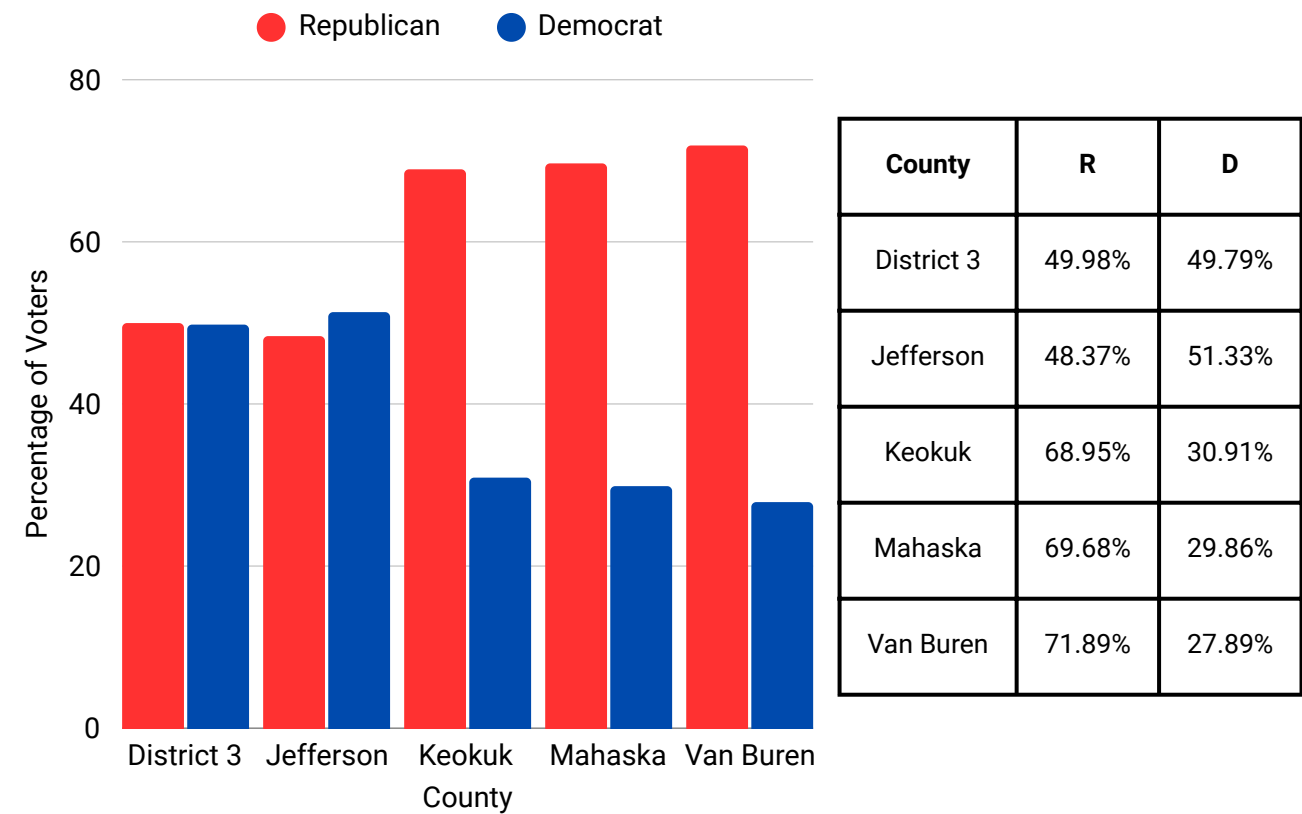
2024 Iowa State Election - District 1





53

2024 Iowa State Election - District 3



## 54

## APPENDIX C: CONTACTED PROVIDERS

The MPA Capstone Team requested existing survey data from the following programs and organizations:

10-15 Transit Administration	Mental Health Center
AARP Foundation	Davis County Community Services Director
African Violet Foundation	Davis County Government
Agency Community Church	Davis County Veterans Affairs
Albia Housing Agency	Disability Rights IOWA
American Home Finding Association	Early Childhood Iowa
Appanoose County	Ecumenical Cupboard
ASK Resource Center	English Valley Care Center
Autism Society of Iowa	English Valleys Community Schools
Best Buddies of Iowa	Epilepsy Foundation of Iowa
Bethel Worship Center	Every Step Home Care
Bonaparte Baptist Church	Fairfield Cares
Brain Injury Alliance of Iowa (BIA)	Fairfield County
Buena Vista University Ottumwa	Fairfield Dental Clinic
EveryStep Care & Support Services	Fairfield Economic Development
Cardinal Community School District	Association
Carry On Bags (COB)	Fairfield First Christian Church
Centerville Community Betterment	Family Crisis Center
Chariton Christian Church	First Pentecostal Assembly of God
Child Health Specialty Clinics	First Presbyterian Church
Children & Families of Iowa	First Resources Corporation
Children's Alliance	Habitat For Humanity ReStore
Citizens Mutual Bloomfield	Hawkeye Area Down Syndrome
City of Fairfield	Association
City of Ottumwa	Hope House
Community Blessings Boxes	Indian Hills Community College
Community Child Care Center	Iowa Association of People Supporting
Community Church	Employment First
Court Appointed Special Advocates (CASA)	Iowa Department for the Blind
CPPC/Community Partners Protecting Children	Iowa Department of Education
Crest Services	Iowa Department of Health and Human
Crisis Intervention Service	Services Centralized Child Care Assistance
Crisis Stabilization with Southern Iowa	Eligibility Unit
	Iowa Department of Human Services
	Iowa Domestic Abuse Hotline

# 55

Iowa DOT Office of Public Transit  
Iowa Foster And Adoptive Parents  
Association (IFAPA)  
Iowa Home Care  
Iowa Housing Search  
Iowa Independent Living Network  
Iowa Judicial Branch  
Iowa State University – Beginning Farmer  
Center  
Iowa State University Cooperative  
Extension  
Iowa's Technical Assistance and Behavior  
Supports (I-TABS)  
Iowa Workforce Development  
Jefferson County Attorney's Office  
Jefferson County Disability Services  
Jefferson County Emergency Management  
Coordinator  
Jefferson County General Assistance  
Jefferson County Mental Health  
Jefferson County Sheriff's Department  
Jefferson County Social Services  
Jefferson County Veterans Affairs  
Keokuk County Disability Services  
Keokuk County Sheriff's Department  
Keosauqua Health Care Center  
Lee County Health Department  
Love INC  
Lucas County Government  
Mahaska County Disability Services  
Mahaska County General Assistance  
Mahaska County Sheriff's Department  
Makeig Law  
Managed Care Ombudsman Program  
Matura Action Corp  
Medicaid Fee for Service (FFS) Program  
Medicaid Managed Care Organizations  
(MCO)  
Mental Health Agency of Southeast Iowa  
Midwest Meals  
Miller Law Office  
Money Follows the Person (MFP) Program  
My Chic Boutique Consignment Store

NAMI (National Alliance on Mental Illness)  
of Iowa  
National Hispanic Family Health Help Line  
Noyes Law Offices  
Occupational Therapy Assistive  
Technology Lab and Services at St.  
Ambrose University  
Office of Public Guardian  
Olmstead Consumer Task Force (OCTF)  
Optimae  
Oskaloosa Public Housing Authority  
Ottumwa Community School District  
Ottumwa Regional Health Center  
Pathfinders Resource Conservation &  
Development, Inc.  
Paula Gordy and Associates  
Pearson Law  
PREP  
Promise Jobs - Iowa's TANF Employment &  
Training  
Rainbows and Friends Christian Preschool  
Reed Law P.C.  
Regional Autism Assistance Program  
(RAP)  
Rolling Hills Housing Coalition through  
Central Iowa Shelter and Services  
Sattva Integrative Therapy  
Share Iowa Inc.  
Sigourney Community Schools  
Sioux Rivers Mental Health and Disabilities  
Services  
South Central Behavioral Health Region  
South Central Iowa Center for Independent  
Living  
South Central Behavioral Health Region  
South Central Iowa Community Action  
Program  
Southeast Iowa Economic Development  
Association (SIEDA)  
Southern Iowa Mental Health and  
Integrated Home Health  
Southern Iowa Mental Health Services  
Southern Iowa Regional Housing Authority

# 56

Southeast Iowa Transit Agency  
St. Mary's Albia  
Statewide Independent Living Council  
(SILC)  
Temp Associates – Fairfield  
The Jefferson County Lord's Cupboard  
The WELL  
Town of Keosauqua  
U.S. Department of Housing and Urban  
Development (HUD) - Iowa  
Van Buren County Courthouse  
Van Buren County Public Health  
Van Buren County SAFE Coalition  
Van Buren County Sheriff's Department  
Wapello County Children's Alliance  
Wapello County Disability Services  
Wayne County Public Health  
Wapello County Sheriff's Department  
Wells Hometown Pharmacy  
YMCA – Ottumwa

# 57

## APPENDIX D: CLIENT SURVEY

We are graduate student researchers at the University of Iowa, working in partnership with Pathfinders RC&D, a nonprofit organization dedicated to supporting sustainable rural communities in Southeast Iowa. Through this project, we are collaborating with local service providers to identify and address the challenges individuals face when seeking assistance in Davis, Jefferson, Keokuk, Mahaska, Van Buren, and Wapello counties.

We are interested in helping to address the challenges related to accessing services by improving the process for individuals in need. Your participation in this survey will provide valuable insights into how services are currently accessed and where improvements can be made.

The estimated time to complete this survey is 10 minutes or less.

Your honest feedback is essential. All responses are anonymous, and no personal information will be tied to your answers. After completing this survey, you will be eligible to enter a drawing for a \$50 Visa gift card.

---

Which services are most urgent to you? Please select all that apply.

- Childcare assistance (subsidized childcare, after-school programs)
- Disability-related services (living arrangements, in-home support)
- Employment assistance (job training and placement)
- Food assistance (food pantry, SNAP, WIC)
- Healthcare services (medical care, prescriptions)
- Housing assistance (rent support, shelter, transitional housing)
- Legal assistance
- Mental health services (counseling, addiction support)
- Senior services (living arrangements, in-home care)
- Veteran's benefits
- Other (Please specify) \_\_\_\_\_

# 58

What are your main challenges with accessing services? Please select all that apply.

- I could not find information about the provider (ex. address or phone number)
  - I did not have access to the technology needed (ex. a computer, Wifi, or phone)
  - Transportation was unavailable, infrequent, or difficult to find
  - The application was too long or complex
  - I did not have or did not know I needed the necessary documents (ex. birth certificate)
  - Documents/materials were not provided in my primary language or there was not a translator available
  - The eligibility requirements were unclear or difficult to understand
  - I have not experienced challenges or have not applied for services
  - Other (Please specify) \_\_\_\_\_
- 

How do you learn about services available? Please select all that apply.

- 211 or other database
  - Advertisement
  - Church
  - From a friend or family member
  - Online search (Google, website, etc.)
  - Public space (library, city hall)
  - Referral from another service agency
  - Social Media
  - Other (Please specify) \_\_\_\_\_
- 

What is your preferred method of communication when seeking services?

- Email
- In-person
- Mail
- Phone
- Other (Please specify) \_\_\_\_\_

# 59

How difficult was it to find services?

- Very difficult
  - Somewhat difficult
  - Neutral
  - Somewhat easy
  - Very easy
- 

Briefly tell us about a time where you had a positive experience seeking services. What made it positive?

---

Briefly tell us about a time where you had a negative experience seeking services. What made it negative?

---

What changes would you like to see when seeking local services?

---

What is your age?

- Under 18
  - 18 - 34
  - 35 - 64
  - 65 or older
- 

What is your sex?

- Male
- Female
- Prefer not to say
- Other (please specify): \_\_\_\_\_

# 60

What is your marital status?

- Single, never married
  - Married
  - Divorced
  - Widowed
  - Separated
- 

How many people under the age of 18 live in your household?

----

---

Are you a veteran of the U.S. Armed Forces?

- Yes
  - No
- 

What is your estimated yearly household income?

- \$0-\$25,000
  - \$25,000-\$50,000
  - \$50,000-\$75,000
  - \$75,000-\$100,000
  - \$100,000 or above
- 

In which county do you currently reside?

- Davis
- Jefferson
- Keokuk
- Mahaska
- Van Buren
- Wapello
- Other \_\_\_\_\_



# 61

If you would like to be entered into a drawing for a \$50 Visa gift card, please fill out the following information. Tear off this page to keep it separate from your responses. If you do not wish to be entered into the drawing, please leave this question blank.

Your personal information will only be used for the raffle and will not be tied to your responses.

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

## 62



# Share Your Feedback

**Pathfinders RC&D and students from the University of Iowa are interested in hearing about community members' experiences accessing services.**



*Participants will be entered to win a \$50 Visa gift card.*

**IOWA**

Initiative for Sustainable  
Communities

**PATHFINDERS**

resource conservation  
& development, inc.

**IOWA**

School of Planning  
and Public Affairs

# 63

## APPENDIX E: PROVIDER SURVEY

We are graduate student researchers at the University of Iowa, working in partnership with Pathfinders RC&D, a nonprofit organization dedicated to supporting sustainable rural communities in Southeast Iowa. Through this project, we are collaborating with local service providers to identify and address the administrative challenges individuals face when seeking assistance in Davis, Jefferson, Keokuk, Mahaska, Van Buren, and Wapello counties.

We are seeking your feedback to help streamline administrative processes and reduce burdens for both service providers and the individuals you serve. Your insights will help us develop recommendations to make the system more efficient and accessible.

The estimated time to complete this survey is 20 minutes or less.

Your honest feedback is essential. All responses are anonymous, and no personal information will be collected or tied to your answers.

---

Which category does your agency's work best align with? Please select all that apply.

- Childcare assistance (subsidized childcare, after-school programs)
- Disability-related services (living arrangements, in-home support)
- Employment assistance (job training and placement)
- Food assistance (food pantry, SNAP, WIC)
- Healthcare services (medical care, prescriptions)
- Housing assistance (rent support, shelter, transitional housing)
- Legal Assistance
- Mental Health Services (counseling, addiction support)
- Senior Services (living arrangements, in-home care)
- Veteran's Benefits
- Other (Please specify) \_\_\_\_\_

# 64

How many years have you worked for this agency?

-----

---

How often do you interact with individuals seeking services?

- I interact with individuals or families seeking services daily
  - I interact with individuals or families seeking services multiple times each week
  - I interact with individuals or families seeking services a few times each month
  - I rarely interact with individuals or families seeking services
  - I never interact with individuals or families seeking services
- 

In your experience, what are the most common challenges individuals face when seeking services? Please select all that apply.

- Finding information about the provider (ex. address or phone number)
  - Access to the technology needed (ex. a computer, wifi, or phone)
  - Transportation
  - Application length or complexity
  - Knowledge or access to necessary documents (ex. birth certificate)
  - Language Barriers - Documents or access to a translator
  - Eligibility requirements are unclear or difficult to understand
  - Other (Please specify) -----
- 

How easy is it for individuals to find your agency's services?

- Very easy
- Easy
- Difficult
- Very Difficult

65

What is the estimated time to complete the intake process for new clients? Please estimate in minutes needed to complete any forms, speak with a provider, and wait times.

-----

- What formats do you provide for individuals to complete documentation?
- Online forms
  - Physical forms
  - In-person assistance
  - Phone assistance
  - Email assistance
  - No forms required
  - Other (Please specify) -----

How accommodating is the intake process for individuals with varying levels of-----?

	Highly accessible and accommodates diverse needs	Generally accessible but could be improved	Somewhat inaccessible with limited accommodations	Very limited or not at all
Language Proficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Literacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# 66

How often do individuals need to provide the same information multiple times during the process (e.g., across different forms, interactions, or service providers)?

- Do not need to provide the same information more than once
  - Occasionally need to provide the same information
  - Often need to provide the same information
  - Frequently are required to provide the same information
- 

Do you feel that individuals are adequately informed about the status of their application or benefits throughout the process?

- They consistently receive timely and complete updates.
  - They generally receive updates, but some information may be lacking or delayed.
  - They receive updates occasionally, but communication is inconsistent.
  - They receive few updates, and the information is often unclear or delayed.
  - They are not kept informed about the status of their application or benefits.
- 

How knowledgeable are you of other providers in the area who offer **similar** services to your organization/agency?

- Very knowledgeable
- Somewhat knowledgeable
- Not very knowledgeable.
- I am unaware of other providers

# 67

How knowledgeable are you of other providers in the area who offer **different** services than your organization/agency?

- Very knowledgeable
- Somewhat knowledgeable
- Not very knowledgeable.
- I am unaware of other providers

---

Please rank the obstacles below based on how easily they can be addressed. The top obstacle is the one you believe can be most easily addressed.

\_\_\_\_\_ Finding information about the provider (ex. address or phone number)

\_\_\_\_\_ Access to the technology needed (ex. a computer, wifi, or phone)

\_\_\_\_\_ Transportation

\_\_\_\_\_ Application length or complexity

\_\_\_\_\_ Knowledge or access to necessary documents (ex. birth certificate)

\_\_\_\_\_ Language Barriers - Documents or access to a translator

\_\_\_\_\_ Eligibility requirements are unclear or difficult to understand

\_\_\_\_\_ Lack of awareness about available services

\_\_\_\_\_ Other (Please specify) \_\_\_\_\_

---

What changes would you like to see to reduce the challenges that individuals face when seeking services?



# Share Your Feedback

**Pathfinders RC&D and students from the University of Iowa are interested in hearing about community service providers' perspectives on service access.**





## 69

## APPENDIX F: LOCAL LIBRARIES



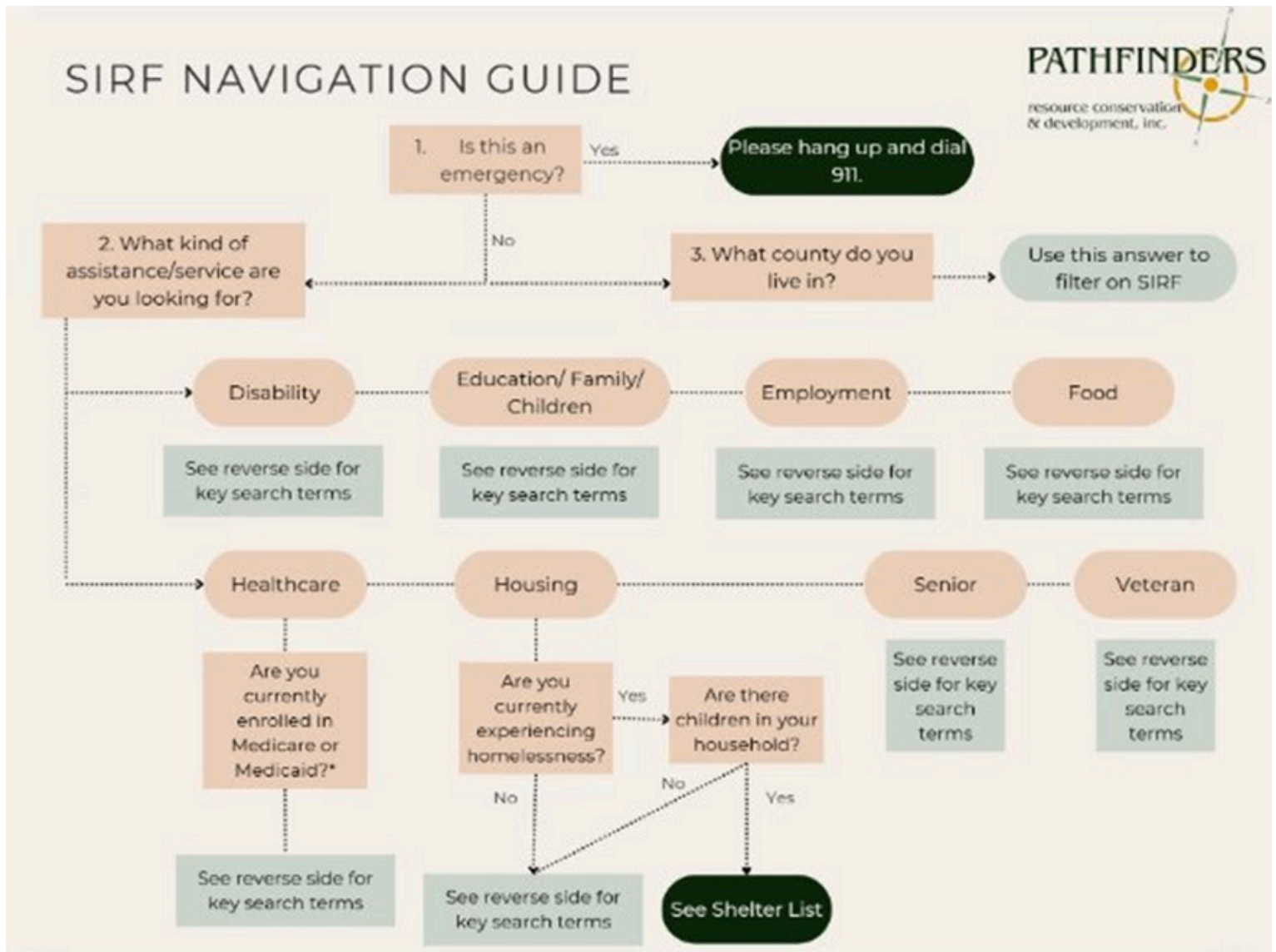
The MPA Capstone Team designed this business card for providers to hand to clients or keep at their front desk. The design was based on a “next appointment” card from one of the providers.

Public Library	County
Agency Public Library	Wapello
Bloomfield Public Library	Davis
Bonaparte Public Library	Van Buren
Cantril Public Library	Van Buren
Eddyville Public Library	Mahaska, Wapello
Eldon Public Library	Wapello
Keosauqua Public Library	Van Buren
Milton Public Library	Van Buren
Oskaloosa Public Library	Mahaska
Stockport Public Library	Van Buren

The MPA Capstone Team contacted these local libraries for SIRF publicity requests. Additional libraries were included in the SIRF database. The MPA Capstone Team recommends that all local libraries in the six core counties have SIRF business cards.

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# APPENDIX G: NAVIGATION GUIDE



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<b>Disability</b> <b>Key Words:</b> Autism, Day Habilitation, Down Syndrome, In-Home Care, Independent Living, Supported Living, Respite, Vocational Training	<b>Education/ Family/Children</b> <b>Key Words:</b> After School Program, Foster Care, Daycare, School, WIC	<b>Employment</b> <b>Key Words:</b> Job, Interview, Resume, Training	<b>Food</b> <b>Key Words:</b> Bank, EBT, Food Stamps, Groceries, Meals, SNAP, Stamps	<b>Shelter List</b>  <b>American Home Finding Association</b> Wapello Emergency shelter care for adolescents and girls (641) 682-3449  <b>Crisis Center</b> Wapello Domestic Violence Confidential Shelter (641) 683-1750  <b>DVIP</b> Keokuk, Van Buren Domestic Violence Confidential Shelter (800) 373-1043  <b>Emergency Shelter Care</b> (641) 937-5415  <b>Iowa Domestic Abuse Hotline</b> Davis, Jefferson, Keokuk, Mahaska, Wapello (800) 464-8340  <b>Rolling Hills Housing Coalition</b> Statewide Re-housing program (515) 284-5719  <b>Sexual Assault Crisis Line</b> (800) 270-1620  <b>Whatsoever You Do, Inc</b> (Wapello) (641) 226-7684
<b>Housing</b> <b>Key Words:</b> Apartment, Homelessness, Housing Voucher, Rent, Unhoused, Utility *See other categories for Senior or Disabled housing	<b>Healthcare</b> <b>Key Words:</b> Addiction, Alcohol, Counseling Dental, Doctor, Drugs, Emergency Room, Hospital, Medicare, Medicaid, Mental Health, Physical, Prescription, Recovery, Rehab, Therapist, Treatment, Vision	<b>Senior</b> <b>Key Words:</b> Job, Interview, Resume, Training  *SIHF includes healthcare providers who do and do not accept Medicare and Medicaid	<b>Veteran</b> <b>Key Words:</b> VA, Veteran's Administration, Veteran's Affairs	

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## APPENDIX H: CLIENT SURVEY DATA

*"Actually knowing what was available out there. This is hard, especially for someone who has never done this before."*

[illegible]



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# APPENDIX I: PROVIDER SURVEY DATA

Response Number/Question	What category does your agency's work best align with?	How many years have you worked for this agency?	How often do you interact with individuals seeking services?	What are the most common challenges individuals face?	How easy is it for individuals to find your agency's services?	What is the estimated time to complete the intake process?	What formats do you provide for individuals to complete documentation?	How accommodating is the intake process for individuals with varying levels of language proficiency?	How accommodating is the intake process for individuals with varying levels of literacy?	How accommodating is the intake process for individuals with varying levels of access to technology?	How often do individuals need to provide the same information?	Do you feel that individuals are informed about the status of their application or benefits?	How knowledgeable are you of other providers in the area who offer similar services to your agency?	How knowledgeable are you of other providers in the area who offer different services to your agency?	Issue you believe can be most easily addressed?	What changes would you like to see to reduce the challenges?
1	Employment	13	(4) Multiple times each week	Transportation, Application Length or Complexity, Knowledge or access to necessary documents, Language Barriers	(3) Easy	45 minutes	Online Forms, Physical Forms, In-Person Assistance, Email Assistance	(3) Generally accessible but could be improved	(4) Highly accessible and accommodates diverse needs	(4) Highly accessible and accommodates diverse needs	(1) Do not need to provide the same information more than once	(5) They receive timely and complete updates	(3) Somewhat knowledgeable	(3) Somewhat knowledgeable	Finding information about the provider	Streamline enrollment for multiple agencies
2	Other: Juvenile Court Services	30	(5) Daily	Finding information about the provider, Transportation, Application Length or Complexity, Knowledge or access to necessary documents, Language Barriers, Eligibility requirements are unclear or difficult to understand	(3) Easy	60-90 minutes	Physical Forms, In-Person Assistance, Email Assistance	(3) Generally accessible but could be improved	(3) Generally accessible but could be improved	(3) Generally accessible but could be improved	(3) Often need to provide the same information	(3) They receive updates occasionally, but communication is inconsistent	(4) Very knowledgeable	(3) Somewhat knowledgeable	Transportation	One central location for multiple services
3	Healthcare	40	(5) Daily	Other: Providers that accept Medicaid	(4) Very Easy	15 minutes	Online Forms, Physical Forms, In-Person Assistance, Phone Assistance, Email Assistance	(2) Somewhat inaccessible with limited accommodations	(3) Generally accessible but could be improved	(4) Highly accessible and accommodates diverse needs	(1) Do not need to provide the same information more than once	(3) They receive updates occasionally, but communication is inconsistent	(4) Very knowledgeable	(3) Somewhat knowledgeable	Transportation	Have Medicaid actually pay providers so they will accept patients... no one in SI Iowa seems to accept new DWP
4	Disability, Senior	1	(5) Daily	Finding information about the provider	(3) Easy	10-15 minutes	In-Person Assistance, Phone Assistance, Email Assistance	(3) Generally accessible but could be improved	(3) Generally accessible but could be improved	(3) Generally accessible but could be improved	(2) Occasionally need to provide the same information	(5) They receive timely and complete updates	(3) Somewhat knowledgeable	(3) Somewhat knowledgeable		
5	Legal Assistance	6	(5) Daily	Finding information about the provider, Transportation	(4) Very Easy											
6	Other: Education	2	(5) Daily	Finding information about the provider, Access to the Technology, Transportation, Application Length or Complexity, Knowledge or access to necessary documents, Language Barriers, Eligibility requirements are unclear or difficult to understand	(3) Easy											
7	Childcare Assistance, Food, Housing, Mental Health	7-8	(5) Daily	Finding information about the provider	(3) Easy	45-60 minutes	No Forms Required	(1) Very limited or not at all	(3) Generally accessible but could be improved	(1) Very limited or not at all	(3) Often need to provide the same information	(1) They are not kept informed about the status of their application or benefits	(3) Somewhat knowledgeable	(3) Somewhat knowledgeable	Transportation	Being connected with their families and communities