



Partners for Prosperity Annual Report 2003-2004

Introduction

The following report details the activities and measurable outcomes of Partners for Prosperity (P4P) from December 2003 (end of the strategic planning phase) through February 2005 (end of first year operations). The document outlining the objectives, activities, benchmarks and outcomes reflected in this report has been called “Attachment B”.

The annual report is structured in such a way that information from Attachment B is listed before a narrative that describes activities and outcomes in more detail. This will enable the reader to understand the specific outcomes related to the narrative. For the purposes of this report all of the benchmarks have been removed from the table of activities and outcomes. The reason is twofold: (1) according to the Northwest Area Foundation (NWAFF) benchmarks are the evidence of the results achieved toward completing an outcome. The completion of the outcome is the significant factor in this case and the outcome results speak for themselves. In other words, the benchmarks were already reviewed during mid-course evaluations to determine if we were on track for the outcomes. Therefore this evaluation will focus on the achievement of the outcomes; and (2) since developing Attachment B, P4P has come to understand the use of benchmarks to a greater degree and therefore we recognize that some of the benchmarks in Attachment B were not adequate.

In addition to the details about outcome achievement, we have also outlined the outcomes that are still pending and the outcomes that have changed due to mid-course corrections. An explanation and target date of completion is listed for the pending outcomes and an explanation is given for the changed outcomes.

Finally, we summarize the report with a brief overview of first year successes and the value added bonuses P4P received as a result of poverty reduction efforts. As you will note in the following report, the Eastern Idaho Regional community is energized and committed to poverty reduction.

Attachment B—Strategy 1

PARTNERS FOR PROSPERITY will transition from a planning initiative to a functional, innovative and sustainable organization dedicated to reducing poverty and increasing prosperity for people living in the lowest economic quartile throughout Eastern Idaho.

Objective	Activities	Measurements	Status
Strengthen the Governance Structure	Operate with Idaho State University (ISU) as the designated grant administrator for transition period of at least one year.	MOU signed with ISU.	Complete
		Grant agreement with NWAFF, ISU and P4P.	Complete
		10% indirect costs for overhead to ISU.	Complete
		10 hours of oversight per month during the first year	Complete



Objective	Activities	Measurements	Status	
		from the Fiscal Office in the College of Technology.		
		ISU accounts established.	Complete	
		Staff hired through the ISU Human Resources Dept.	Complete	
		ISU Purchasing card issued to P4P.	Complete	
		ISU Office of Research review and approval of P4P research methods for compliance with the Office of Human Subjects and federal research standards.	Complete	
	Board of Directors replaces Executive Committee formed during strategic planning phase.	Transition team becomes temporary Board members	Complete	
		Board adopts Articles of Incorporation and By-laws.	Complete	
		Regular Board members selected/appointed/elected from Steering Committee within 180 days of incorporation.	Complete	
		Board members reflect diverse community membership including: people in poverty, Native Americans, Latinos, and other people of color according to the bylaws.	Complete	
	Achieve nonprofit status during the transition year(s).	Nonprofit status.	Pending	
	Board reviews status with ISU during transition period.	Internal evaluation of organizational capacity and resources.	Complete	
		Board vote on continuation of ISU as Fiscal Sponsor beyond first year.	Complete	
	Transition from a Planning Organization to Implementation	Steering Committee transitions to a Regional Prosperity Task Force (RPTF) using open model of inclusion developed during planning phase.	Steering Committee vote to terminate Ad Hoc strategic planning Steering Committee and transition to RPTF.	Complete
			New member orientation conducted before each meeting.	Complete & Ongoing
			RPTF reviews/adopts ground rules for participation.	Complete
RPTF meets quarterly.			Complete	



Objective	Activities	Measurements	Status
		RPTF uses a professional meeting facilitator at all meetings.	Complete
		Orientation video created.	Pending
	Recruit regional community for RPTF participation.	Outreach plan developed to recruit people traditionally excluded in community development.	Complete
		RPTF develops benchmarks for regional participation.	Complete
		Listserv developed.	Complete
Transition Staff and Organization	Organizational Development for Community Venture Coalition.	Approve Executive Director.	Complete
		Hire support staff.	Complete
		Conduct new employee training and orientation.	Complete
		Conduct staff evaluations.	Complete
		Confidentiality agreements signed.	Complete
		Ethical guidelines developed, reviewed and signed.	Complete
		Primary office open in centralized area.	Complete
		Outreach offices maintained in Pocatello, Idaho Falls and Fort Hall.	Complete for Pocatello & Idaho Falls, Change in Fort Hall
Establish Sustainability	Leverage resource opportunities.	Hire grant writer.	Pending
		Develop leveraging plan.	Pending

Objective 1: Strengthen the Governance Structure

Operate with ISU as the Grant Administrator

From December 2003 through March 2004, P4P staff negotiated with representatives from Idaho State University (ISU) and the NWAFF to develop a Memorandum of Understanding (MOU) (ISU/P4P), a partnership agreement (NWAFF/P4P), and a grant agreement (ISU/NWAFF). P4P retained the services of local attorney, Eric Olsen, to assist with this process; all agreements were signed during the month of March 2004. The MOU and Grant Agreement expire on March 31, 2005 due to the anticipated separation from ISU into 501(c)3 status. On February 28, 2005 the MOU with ISU was extended through June 30, 2005 in order to provide continued transition services until the Letter of Advance Standing is received from the Internal Revenue Service (IRS).



An indirect amount of \$118,182 was paid to ISU for overhead costs. This amount reflects 10% of the first year budget. In addition, Byron Miles, Financial Officer for the College of Technology, provided 10 hours of oversight each month. Mr. Miles worked with the P4P staff accountant, Ken Bullock, to establish an accounting system as well as on the routine accounting functions such as accounts payable.

Five P4P staff were transitioned from the planning phase to the implementation phase: Jessica Sotelo, Executive Director; Karleen Lynes, Associate Director; Thomas Putnam and Henry Evans, Program Planning and Development Specialists; and Bonnie Fields, Technical Records Specialist. Additional staff were hired through the ISU Human Resource Department following state and university guidelines: Ken Bullock, Judy McClanahan, Ramona Higley, Lori Padilla, Sonia Martinez, Christelle Edmo and Delverne Seamon. Kathy Miller was transitioned from a part time employee to a full time employee.

Three P4P staff members have access to a purchasing card: Ken Bullock, Bonnie Fields and Lori Padilla. All transactions are reconciled online using ISU's accounting software.

Finally, P4P has not conducted any research involving human subjects during fiscal year 2004, therefore it has not been necessary to seek a review and approval from the ISU Office of Research Human Subjects Committee. However, the P4P research team developed a report on federal Human Subjects guidelines for future social science research. The report recommends that after separation from ISU, P4P follow the same laws of research methods and processes as well as establish an internal review board to look at all research. The internal board will be a subcommittee of the Primary and Secondary Data Working Group.

Board of Directors Replaces Executive Committee

The P4P Steering Committee formed a Transition Team to work on implementation and became temporary first board members. They developed Articles of Incorporation and By-laws necessary to become a nonprofit organization. The By-laws were written in such a way that the permanent Board of Directors reflects the regional diversity in terms of race, ethnicity, age, gender, geographic location and economic status.

The board structure requires three representatives from the Shoshone Bannock Tribes; 3 members elected from the Regional Prosperity Task Force; and 9 members appointed by the sitting Board of Directors that reflect regional diversity in terms of race, ethnicity, age, gender, geographic location and economic status. All members of the RPTF received an invitation to become part of the board and the first board (Transition Team) oversaw the appointment of the new board members. The board had their first meeting in October.

Achieve Nonprofit Status

The 501(c)3 application was submitted in late September to the IRS. In November, P4P staff received notification of the receipt of the application and information regarding next steps in the process. P4P anticipates receiving the Letter of Advance Standing before April 1, 2005 therefore this outcome is still pending.

Board Review of Grant Administrator Status

During the January board meeting, the board conducted an internal evaluation of organizational capacity and resources. They recommended that the job functions of research



and community development be given their own department in order to better meet outcomes. The Executive Director recommended transitioning Ramona Higley and Henry Evans to the research staff and hiring two additional Community Development Specialists to take their place. It was also recommended that staff should take an inventory of equipment before the separation from ISU in order to benefit from any purchasing discounts prior to separation.

In addition, the board voted to seek an extension of the MOU with ISU through the end of ISU's fiscal year on June 30, 2005. This would give P4P extra time in case the Letter of Advance Standing from the IRS does not arrive before the expiration of the MOU. The board also voted to seek a different fiscal administrator on July 1, 2005 if there is a further delay with the IRS.

Objective 2: Transitions from a Planning Organization to Implementation

Steering Committee Transitions to the RPTF

In the first quarter of 2004, the P4P Steering Committee voted to terminate ad hoc status and transition to the Regional Prosperity Task Force. They voted to meet quarterly, continue new member orientation and continue to utilize a professional facilitator. In addition, they voted to form an ad hoc working group: the Communication and Outreach Working Group. This group was charged with meeting the outcomes related to the RPTF: review and make recommendations on the ground rules; public relations and communication; and outreach to all populations.

P4P staff has also been working on an orientation video that will give a consistent, visual message throughout the region on the mission and programs of P4P. We recently formed a partnership with a local access television station who will help create this video at a greatly reduced cost since it also meets their mission of public outreach. They have also offered to televise the video on an ongoing basis.

Recruit Regional Participation for the RPTF

The Ad Hoc Communication and Outreach Working group met several times and developed an outreach plan to include people traditionally excluded from community development work as well as benchmarks for regional participation on the RPTF. The working group developed a plan that outlines the roles of the P4P board, staff and RPTF members in outreach efforts. In addition, benchmarks were set for small, medium, and large counties; as well as communities of interest such as Native Americans, Latinos and people in poverty. The specific benchmarks for participation are listed as outcomes in Year 2 Attachment C.

Finally, the P4P staff has begun utilization of a listserv to communicate with members. At this time the listserv is one-way, although plans call for a two-way listserv in year two that will enable members to communicate directly with each other.



Objective 3: Transition Staff and Organization

Organizational Development

The P4P board approved Jessica Sotelo as the Executive Director as its first order of official business. Several staff members from the planning phase were also transitioned and new staff members were hired (see above). In August, the P4P staff participated in an extensive training and orientation. Staff became familiar with the mission, goals, strategic plan, Attachment B and other documents relative to P4P, through in-house training sessions conducted by senior Partner for Prosperity staff members and community members. Staff members were also introduced to ISU as the fiscal agent including rules, regulations, procedures, and programs relative to individual jobs and responsibilities.

During August, the NWAFF Venture Community Liaison Team had a site visit, including a two day training session on writing outcomes. The NWAFF team also attended a meeting with Latino community members to begin the discussion about a “Mercado” type project in Bingham County.

Also during August, research and development staff attended a three day policy analysis training session led by Dr. Mark McBeth from ISU. Other training on Social Welfare Policy was provided by Dr. Don Pierson, also from ISU, and by staff from the Idaho Department of Health and Welfare. Staff members were also introduced to some of the other regional stakeholders and service providers in a two day orientation. Through the months of August, September and October at least 10 full days of training were devoted to understanding the diversity of people who reside in Eastern Idaho and the histories of various groups. Training was given on community assets and the facilitation of working groups. It is anticipated that staff will continue to receive training relative to reducing poverty in Eastern Idaho as outlined in the strategic plan.

First year staff evaluations were conducted with appropriate staff members and six month probationary reviews were conducted with applicable staff. Confidentiality agreements were developed and signed by all staff members and ethical guidelines were reviewed.

A primary, central office was established in Blackfoot and the Board of Directors approved renovations to a former medical building to bring the facility up to code. In addition, P4P purchased office furniture from Correctional Industries, which is a program that teaches inmates a trade in order to prevent poverty upon completion of their prison sentence.

One outcome has changed: “Outreach offices maintained in Fort Hall, Pocatello and Idaho Falls.” Currently P4P has offices in both Pocatello and Idaho Falls (completely separate from ISU). The office P4P used in Fort Hall through LIFE, Inc. was closed down due to irregularities on the part of LIFE, Inc. staff. P4P looked at several alternatives, however it should be noted that any kind of office space is difficult to find in Fort Hall due to a reservation-wide shortage of capital infrastructure. Darrell Shay, Vice President of the P4P Board and designated Tribal Representative, has suggested that P4P staff move slowly in acquiring another office space due to political constraints. In the meantime, P4P staff has access to space in the Planning office as well as conference room space in the Housing Department where numerous events have already taken place.



Objective 4: Establish Sustainability

Leverage Resource Opportunities

During the reporting period, Tom was instrumental in assisting the Early Learning Working Group in the successful application for the Early Learning Opportunities Act Grant for nearly \$1 million. Henry acted as an assistant to Tom in the facilitation of this working group. The money obtained from this grant will be used to improve early learning opportunities in several counties and cities through-out the region. Most of the activities and projects associated with this grant assist children, families, and even child care providers who are currently living in the lowest economic quartile.

Sonia Martinez has also conducted a cursory search of funding opportunities for members of the Prosperity Creation Working Group. She is working to connect Mercado group members, Fort Hall community members, and other community members with grant opportunities including “Woman of Color Alliance” and “The Presbyterian Committee on the Self Development of People.” Both organizations may offer some funding for cooperative small business ventures in the future.

The following outcomes in Objective 4 are still pending:

- Hire a grant writer—The ISU hiring process is arduous and eliminates potential candidates from consideration unfairly. This is due to the requirement that all candidates possess a Bachelor’s Degree. In addition, each “search” takes approximately four months to complete and requires high level approval. It has been difficult to begin the search process for this position. P4P brought forth a candidate with over 20 years experience in grant writing, including extensive experience in Indian country and the university did not give its approval for the hire. A new target date to fill the position is April 1, 2005.
- Develop a Leveraging Plan—The grant writer will play a critical role in the development of this plan. We anticipate the plan including a breakdown of leveraging sources and target percentages, as well as a solid fundraising plan. The new target date for this outcome is July 1, 2005.

Attachment B—Strategy 2

PARTNERS FOR PROSPERITY will marshal existing resources, build relationships, form partnerships, and provide technical assistance in order to strengthen existing programs, and develop new ones that prevent future poverty for community members and reduce poverty for people currently in the lowest economic quartile.

- P4P will act as a catalyst for positive systemic change by identifying, publicizing, and advocating action on poverty issues and by endorsing prosperity-enhancing programs for people living in the lowest economic quartile.
- P4P will act as a connector of people by promoting and advancing collaboration among all regional stakeholders, including business, government, and nonprofit sectors, as well as people in the lowest economic quartile to collectively address poverty issues and policies related to identified gaps, on an individual, community and regional level.



- P4P will continue collaboration and partnership with the Shoshone-Bannock Tribes at the Fort Hall Indian Reservation as recognized by the Tribal Council Resolution of January 11, 2002, designating the Tribal Planning Department as the official representative on behalf of the Council.
- P4P will actively recruit the participation and empowerment of people in the lowest economic quartile in order to strengthen their voices and leadership capacities in both poverty reduction efforts and general community development.
- P4P will strengthen existing programs and develop new model programs that recognize and respect the cultures of community members and can be customized for implementation on a regional level by resource sharing.

Objective	Activities	Measurements	Status
Build Relationships and Form Partnerships	Link the Eastern Idaho Community together including: people in poverty, the Fort Hall Indian Reservation, Latino community, African Americans, Asians, and other people of color in a regional network dedicated to poverty reduction.	Hire Area Coordinators.	Complete
		Develop a regional clearinghouse of poverty information.	Complete & Ongoing
		Web access in place for clearinghouse information.	Complete & Ongoing
	Build relationships and form partnerships with the Shoshone-Bannock Tribes.	MOU and/or resolution signed with Shoshone-Bannock Tribes.	Pending
		Designated tribal representatives identified.	Complete
		Tribal representation on Board of Directors.	Complete
		Program specialist hired for Fort Hall.	Complete
		Fort Hall business license acquired.	Complete
		Annual presentations at tribal district meetings.	Pending
		Outreach plan developed with and for the Shoshone-Bannock tribes and other Native Americans.	Complete
Build relationships and form partnerships with Latino individuals and	Outreach plan developed with and for Latino community.	Complete	



Objective	Activities	Measurements	Status
	organizations.	Bilingual/bicultural project specialist hired.	Complete
	Sponsor diversity training.	Conduct biannual diversity training for P4P staff, Board and RPTF.	Complete & Ongoing
		Attend, make presentations, and conduct community meetings, Tribal district meetings, and cultural events.	Complete & Ongoing
		Community assessment and outreach plan developed.	Complete & Ongoing
	Outreach to business, faith based, agriculture, government, nonprofit, service clubs and other community stakeholders.	Benchmarks developed for participation on working groups.	Complete & Ongoing
		Seven Working Groups meet on a regular basis.	Complete
	Solicit poverty-reduction ideas and projects.	Reconvene Idea Forum.	Change
	Conduct outreach to all regional stakeholders including the business community, economic development groups and labor agencies, hunger-based organizations, housing providers and authorities, transportation planners, cultural and faith-based initiatives, health care practitioners, legal and law enforcement representatives, technical personnel, and other relevant stakeholders.	Hire Area Coordinators.	Complete
		Develop criteria for outreach plan.	Complete
		Develop outreach plan.	Complete
	Participate on boards, coalitions, and alliances that relate to poverty indicators and general community	Membership on regional and community Boards, coalitions, alliances and other community organizations.	Complete & Ongoing



Objective	Activities	Measurements	Status
	initiatives.		
Learn about Poverty Issues and Policies	Conduct research on poverty issues, policies, and social service delivery systems, using the multi-methodological approach developed during the planning phase.	Reconvene Primary and Secondary Data Working Group.	Complete
		Ground rules for participation on working group developed.	Complete
		Research criteria and methodology developed.	Complete
		Planning stage methods are reviewed and revised.	Complete
		Research and Development Supervisor hired.	Complete
	Conduct research to compensate for existing gaps in Latino and Native American data.	Coordinate with Tribal representatives and leaders in the Latino community to develop appropriate data gathering methods.	Complete
		Produce a report on existing gaps including a research proposal for the second year of Phase 1.	Complete
	Share data and knowledge with researchers from universities, centers, and institutes. Develop a user-friendly web accessible database.	Hire a Database manager (staff).	Complete
		Hire Web Developer (staff).	Complete
		Design a regional database.	CHANGE
		Announce a request for proposals from database service providers.	CHANGE
		Sign MOU and contract with database provider.	CHANGE
		Create database.	CHANGE
		Develop user evaluation for database.	CHANGE
	Provide Technical Assistance	Provide technical assistance to the working groups, community organizations and other initiatives in the region, state and nation.	Staff regularly attend and support meetings of seven working groups.
Staff prepares and delivers topic-specific reports on current issues for each working group.			Complete & Ongoing
Develop capacity for		Develop a referral and	Complete



Objective	Activities	Measurements	Status
	community organizations and people in the lowest economic quartile.	tracking system for people in poverty who contact P4P for assistance.	
		Hire a Community Resources and Referral Specialist (staff).	Complete
		Develop a system for feedback on service delivery.	Complete
		Produce and distribute regular reports to service providers on service delivery issues.	Complete
		Develop asset mapping protocol.	Complete
Create Public Awareness and Share Knowledge	Create public awareness on poverty issues.	Media and public awareness campaign developed.	Pending
		Website created.	Complete
		Website receives 5000 hits Year 1.	Complete
		Website printed on letterhead, business cards.	Complete
		Quarterly newsletter delivered to 500 stakeholders.	Complete
		Annual report will be produced and distributed throughout the region.	Complete
	Promote and participate in human rights events, conferences, seminars and other events related to poverty and prosperity.	State, regional, and local human rights events posted on P4P web page.	Complete
	Publish and present reports and papers.	Two papers on lessons learned are written.	Complete
		Poverty-related papers and reports posted on website.	Complete
	Perform community service projects.	Quarterly service projects for P4P staff, Board and RPTF.	Complete
Regional service projects on website.		Pending	



Objective	Activities	Measurements	Status
		Develop Service Learning project.	Pending

Objective 1: Build Relationships and Form Partnerships

Link the Eastern Idaho Community

The main area of focus for linking the Eastern Idaho community involves the creation of a regional clearinghouse of poverty information. This outcome is linked to multiple other outcomes reflecting a multi-faceted approach: web access for poverty information; area coordinators to conduct both research and outreach in the rural areas; poverty research; and the publication of papers and information about poverty. All three outcomes were met, including the hiring of area coordinators (now called District Coordinators); and web access for clearinghouse information. This outcome will be ongoing as P4P strengthens its status as a clearinghouse of information.

Build Relationships and Form Partnerships with the Shoshone-Bannock Tribes

During the planning phase the Shoshone-Bannock Tribes passed a resolution to participate with the Eastern Idaho community. A new resolution is pending continuing the participation and designating the Tribal Planning Department as the local liaison with Darrell Shay acting as Tribal Representative.

Currently there are five Native Americans on the P4P Board. Three are appointed by the tribal council and two were selected by the Transitional Board. P4P hired Christelle Edmo to act as staff liaison to the Shoshone-Bannock Tribes and Program Specialist. The Fort Hall Business License was also extended an additional year.

Over the past five months, Christelle has exceeded expectations related to her position. P4P has been invited to attend several planning meetings related to: education; substance abuse (and links to poverty); and community services. Currently, Christelle is an active member of the Substance Abuse Task Force in Fort Hall. In addition, P4P staff made a brief presentation to the Tribal Council in October and a more in depth presentation to about 50 department managers in Fort Hall during the month of November. Finally, in mid-November, P4P staff spent three days in Fort Hall as the first stop on a city/county tour of the regional community. There P4P staff heard presentations by numerous tribal departments as well as tribal dancers and singers. At the end of the presentations, P4P staff participated in a friendship dance with tribal members. The trip culminated in a day long tour of reservation lands guided by a tribal elder.

The following outcomes are pending:

- The new resolution is scheduled to be signed at a March Tribal Council meeting.
- Permission to speak at District meetings is also expected to be granted at the March meeting.

Build Relationships and Form Partnerships with the Latino Community

P4P hired Sonia Martinez to act as staff liaison to the Latino Community and Program Specialist. Sonia has been diligent in conducting outreach and over 30 members of



the Latino community are now actively involved in P4P projects. She arranged and facilitated a day-long training session introducing the P4P staff to members of the Hispanic/Latino community in August. Included in this training were a history of Hispanics/Latinos in Eastern Idaho, and a presentation of the some of the legal, community, educational, and employment issues faced by the community. Community members were also invited to this meeting. As a result, staff members were given the opportunity to network with multiple stakeholders from the Latino community.

Sonia also facilitated the formation of the Mercado Group, a sub-committee of the Prosperity Creation Working Group and arranged for representatives from this group to travel to Minneapolis to learn more about the Mercado model and network with small business owners in the Latino community of the Twin Cities.

Currently Sonia is working on implementing an outreach plan aimed at increasing participation from the Latino community across the region. She will be assisted in this effort by the newest District Coordinator who is bilingual Spanish/English.

Sponsor Diversity Training

Diversity Training continues to be a high priority for P4P. Over the past year we have sponsored several large events:

- P4P staff planned and held the 2nd Annual Partners for Prosperity Multi-cultural Festival in May of 2004. Over 900 community members attended the event and were served foods representing many of the diverse populations in Eastern Idaho. A community information fair was held in conjunction with the event to give people an opportunity to learn more about services for the lowest economic quartile.
- In August P4P sponsored a 10-day seminar “Introduction to Regional Diversity.” Participants learned about Native American culture and Indian policy; Latino culture and heritage in Eastern Idaho; African American culture and history of the region; Pioneer and Western European culture; and Japanese culture and history in Eastern Idaho. The event was very successful and plans are currently being made to offer this training again in 2005.
- In January, P4P sponsored a diversity training with White Bison for the entire regional community. White Bison teaches a philosophy of acceptance and mutual dependence on all races and people.

Solicit Poverty Reduction Ideas

This outcome called for the Idea Forum to be reconvened. The purpose of the Idea Forum was to give any community member the opportunity to present an idea to P4P regarding poverty reduction. Due to the success of the working group model, this outcome was changed and the Idea Forum will not be reconvened. Instead, each working group will offer community members the opportunity to present ideas.

Outreach to Regional Stakeholders

During this initial reporting period, most of the staff activities have been related to building relationships and forming partnerships. Extensive outreach has taken place to ensure strong participation on all working groups. Benchmarks for participation in the working groups has been established and all seven working groups meet on a regular basis:



- Early Learning Working Group
- Prosperity Creation Working Group
 - Mercado Subcommittee
 - Fort Hall Subcommittee
 - Regional Small Business & E-commerce Subcommittee
- Primary and Secondary Data Working Group
 - Research Review Subcommittee
- Adult Education and Training Working Group
- Prosperity Preservation
 - Leadership Subcommittee
 - Mentorship Subcommittee
 - Wealth Retention Subcommittee
- Prosperity Indicators
- Math, Science and Technology K-12 Working Group.

Tom, assisted by Henry, convened the Early Learning Working Group. Through this partnership, the working group was able to secure a \$1 million grant. They have also worked to write a strategic work plan that will direct the efforts of regional partners to reduce poverty by expanding and enhancing early learning opportunities around the region. One of the areas affected will be in Fort Hall. Currently over 15 children are on a waiting list for Head Start services. This grant will enable the Success by 6 program to take an “On Wheels Learning Mobile” to Fort Hall to provide services to children on the waiting list.

The P4P staff has become members on multiple regional and community boards, coalitions, alliances and other organizations. Multiple events were utilized to not only present P4P’s mission and plan, but to learn about the regional community and its stakeholders. Highlights of the past year include:

- Judy made two trips to the southern counties during this time period to become better acquainted with the regional community. In December, Judy and Jessica were invited to make a presentation to the GEM Communities team in Montpelier. Over 25 community members came to a 7:00 am meeting in order to hear about P4P and upcoming projects in the community.
- P4P staff and members of the RPTF attended an asset mapping training offered by Deb Krum of the Mountain States Group. P4P sponsored this training for regional community members in both Salmon and Blackfoot. Over 60 regional community members learned about asset based community development work.
- Several P4P staff and board members attended the Grassroots and Groundwork conference in St. Paul in September. In addition, board members, staff members and community members all participated in a Joint Learning Meeting with the Montana Ventures Community in October.
- Jessica attended several state and national events, including: The annual Idaho Economic Development Conference; the “No Room for Poverty” National conference in Washington, DC (including a poverty rally marking the 40th anniversary of President Johnson’s War on Poverty); The Ventures Program Learning Network; and the National Funding Conference sponsored by the Foundation Center. In addition, Jessica has been working with the director of the Southeast Idaho United Way to develop a Nonprofit Association in order to improve service delivery and to help nonprofits become more efficient in their use of resources. Jessica is on the board for the Idaho Community Review and the Center for New Directions at Eastern Idaho Technical College.



- Ken has been actively pursuing statewide partnerships to create a database of poverty information that will help P4P fulfill its commitment to become a regional clearinghouse of information. Ken is on the Priority 2 Subcommittee of the Governor's Coordinating Council for Families and Children. This subcommittee is responsible for coordinating statewide efforts for a database. Ken has taken a lead role in the development of the database and is currently leveraging funds and opportunities for implementation.
- Sonia participated and attended meetings as a member of Image of Idaho; the Governor's Commission on Hispanic Affairs; and the ISU Hispanic Task Force. She also attended a Hispanic Issues Conference in Boise and made several contacts with Hispanic organizations throughout the state including the Governor's Commission on Hispanic Affairs; Women of Color; and Image of Idaho. She also conducted outreach to Latino businesses, religious organizations, agriculture workers, and other community members.
- Sonia and Judy both attended the Idaho Life Long Learning (ILLA) in Sun Valley. This seminar provided an opportunity to build knowledge about adult education and to network with professionals who focus on adult education.
- Henry attended several Pocatello Homeless and Housing Committee meetings, and Idaho Fair Housing Association meetings. He also attended the Governors Roundtable meeting in Boise; the regional transportation meeting in Idaho Falls; the Northwest Community Development Institute in Boise; and the National Rural Funders Collaborative in Cambridge, Ohio.
- Henry and Tom participated as visiting team members of the Rexburg (Madison County) Community Review as part of the Idaho Community Review Program.
- Tom attended an Idaho Economic Development Association (IEDA) meeting in Boise with the director of the Idaho Department of Labor. He also met with economic development directors in Bonneville and Bingham Counties. In March, he attended the Governor's Round Table for Strengthening Families. He has presented information about P4P to the Rural Development Partners in Iona; the Gem Community members and other community stakeholders.
- In July, Tom and Judy attended the Shoshoni Language Institute at ISU for two weeks. This was a submersion course that involved learning both language and the culture of the Shoshoni people. In addition, P4P sponsored a Shoshone Tribal member who also attended the training.
- Tom, Henry and Christelle attended the Early Learning Cross Systems Task Force in Idaho Falls and in Pocatello. This task force is an outcropping of an initiative sponsored by Governor Kempthorne. The purpose of the meeting was to obtain information from service providers on early learning needs in our communities. Tom and Christelle also attended the Science Fair in Idaho Falls on that same day. They were able to use the science fair to begin to network with individuals who may have an interest in the Math, Science and Technology K-12 Working Group.
- Sonia and Christelle attended a Community Services Provider lunch in Blackfoot in September. The lunch is a forum for community stake holders to meet and network, as well as share and promote their services. A presentation about P4P was made at that meeting.
- Tom and Ramona attended a meeting of the Blackfoot Chapter of the Kiwanis Club and made a presentation about P4P at that event.



- Partners for Prosperity held an open house in October. Community stakeholders were invited to visit our new office space in Blackfoot and to meet the P4P staff. Staff members were all at this open house. Individuals gave tours, discussed the strategic plan and got to know community members who attended this event.
- In February, Judy and Deb Krum (Mountain States Group) presented an evening asset mapping training in Montpelier. Over 50 community members came together to talk about community vision and a strength based approach.

Objective 2: Learn about Poverty Issues and Policies

Conduct Research on Poverty Issues

The Primary and Secondary Data Working Group was reconvened and ground rules and benchmarks were adopted. Planning stage methods were reviewed and Ramona wrote a report detailing the findings. In addition, she also developed future research criteria and methodology along with the working group. Highlights of the research include:

- Tom and Henry completed writing the synopses of the interviews conducted during the planning stage. Henry wrote final reports concerning the methods used to gather and assess the qualitative data: “Data Storage Protocol for P4P;” “Successes and Failures of the Ethnographic Interview Process.” Henry also wrote the overall analysis and summary of the ethnographic interviews and updated the report of regional trends that emerged from the dialogue meetings, interviews and initial asset mapping activities. Tom and Henry also wrote an Economic Drivers report that was updated in March 2005.
- Tom developed a basic research form for tracking the strengths and weaknesses of Early Learning across the region. The form assisted early learning professionals and providers in identifying the gaps or weaknesses within the region in relation to early learning.
- In August and September, Ramona and Christelle worked to extract census data from the 2000 census reports and compile that data for each county in the region. Preliminary analysis of this data identified several prevalent patterns of poverty in Eastern Idaho.
- Ramona and Henry facilitated and attended meetings at ISU and BYU-Idaho in an effort to begin the collaborative effort of sharing research as it relates to Eastern Idaho. Both also presented information concerning P4P and poverty in Eastern Idaho in the Communities course offered at ISU by Dr. Cyd Crue.
- A comparison of population characteristics for the region was prepared for two different organizations that sought funding for the Kroc Center.
- Ramona has been working with Ken in obtaining computer software suitable for P4P and regional use. Contacts have been made with representatives from SPSS. Ken and Ramona have also begun laying the foundation for a regional asset mapping database.

P4P had a mid-course correction related to poverty research. Although it was anticipated that the research and development staff could dedicate half their time to research and half to community development, the reality is that 90% of the time was spent on community development due to the success of the working groups. In a review of outcome status it was apparent that poverty research had inadvertently taken a back seat to community development which is in conflict with the ten-year strategic plan. In order to formulate new



strategies and promote systemic change, P4P must conduct poverty research. Therefore a staff restructure occurred in January that would dedicate two employees to full time poverty research.

Conduct Research on Gaps in Data in Native American and Latino Communities

Ramona, Sonia and Christelle met with Tribal and Latino representatives to address the gap in data and to develop appropriate data gathering methods. Ramona wrote a report and a proposal on how to address these gaps during Year 2 of Phase 1.

Share Data and Knowledge

P4P hired a combination database manager and accountant in June, 2004 and a web developer in March 2005. This area has experienced the most change related to the development of a regional database. Initially, P4P planned to develop a regional database that would encompass the 16 counties of Eastern Idaho. However representatives from several statewide agencies and organizations including the Governor's Coordinating Council approached P4P with the opportunity to work together for a statewide database. This opportunity will allow P4P to more effectively leverage other resources while at the same time give P4P access to more data. In addition, the resource expenditure on the part of P4P will be about the same as if this were still a regional database, so the investment of P4P resources will pay off to a greater degree.

Therefore with the exception of hiring staff, all the outcomes related to the database have changed and are reflected in Year 2 Outcomes.

Objective 3: Provide Technical Assistance

Provide Technical Assistance to the Working Groups

P4P staff have been very active in the development and implementation of the working group model. Staff members provide technical assistance to the working groups in terms of strategic planning; models of success; and community outreach. In addition, staff are responsible for logistics related to meetings: facilities, minutes, etc.

The Working Group model has experienced a high degree of success over the past nine months. Most working groups have over 30 active members. The Prosperity Creation Working Group has held meetings with over 50 participants not counting those involved in subcommittees who are unable to attend the larger meetings.

Develop Capacity for LEQ and Service Providers

Although P4P received numerous calls from individuals seeking assistance during the planning stage, the requests have decreased. Currently, P4P receives approximately two telephone calls per month. These calls are forwarded to Judy who helps the caller with referrals to appropriate service providers. Judy has developed a tracking system for these referrals and when P4P receives sufficient feedback on service delivery, a report will be generated and distributed to the service providers. One example of the referral process is with a man seeking assistance to purchase a car. He was referred to several different service



providers but, he was also invited to participate on the Prosperity Creation Working Group since he has an interest in developing a painting business.

The only change in Objective 3 is the development of asset mapping protocol. Early this spring P4P was approached by several statewide stakeholders who are actively involved in the Idaho Careline and 211 Program (information assistance). Both of these programs have been working on a statewide asset mapping project but, due to budget cuts and other problems have not been able to adequately finish the asset mapping in Eastern Idaho. P4P is negotiating with these groups to finish asset mapping using their protocol versus developing our own protocol (as outlined in outcome 7).

Objective 4: Create Public Awareness on Poverty Issues

Create Awareness and Share Knowledge

The following outcomes are complete: creation of website; 5000 hits in year 1; website printed on P4P materials; quarterly newsletter delivered to over 500 stakeholders; events published on the web page; and the creation and distribution of an annual report. The outcome still pending is the development of a media and public relations campaign. This area has been assigned to the PR and Marketing subcommittee of the P4P board and the target date for completion in July 1, 2005.

Publish Reports and Papers

P4P staff wrote numerous reports over the past year but specific to this outcome two papers were written with the intent to seek publication: a case study of the Early Learning Working Group and an analysis of planning stage methods and their efficacy. Both reports will be posted on the website by March 15, 2005 and included in the supplement to the annual report.

Perform Community Service

P4P staff and community members participated in several service projects including making food baskets at both Christmas and Thanksgiving. Judy is currently working with area universities on a service learning project. In addition, she is gathering information on area projects to post online. Currently, she sends information out on the listserv regarding any applicable service projects.

Attachment B—Strategy 3

PARTNERS FOR PROSPERITY will work in a phased approach to implementation by identifying and addressing critical poverty issues during each phase of the plan, thereby triggering a thoughtful and realistic approach to strategy development and the allocation of resources to benefit people in the lowest economic quartile.

- P4P will implement the first phase of the plan by strengthening existing, and developing new, education and empowerment programs to increase prosperity that are responsive to issues identified by people in the lowest economic quartile during the planning initiative.



- P4P will continue to evaluate and update all poverty indicators in order to identify emerging trends, policy initiatives, general community improvement pursuits, as well as to take advantage of opportunities that will benefit people in poverty, service providers, the business community and the regional community¹.
- P4P will evaluate and revise the strategic plan on an ongoing basis in order to create a living, breathing document that is adaptable to changing circumstances, responsive to the regional community, and addresses the needs of people living in the lowest economic quartile.

Objective	Activities	Measurements	Status
Evaluate Organizational Effectiveness and Develop Phase 2	Implement Phase 1 of Strategic Plan.	Update Phase 1 of strategic plan with measurable outcomes.	Complete
		Annual report on research produced and distributed to RPTF.	Complete
		Input from RPTF, community dialog meetings, and interviews is analyzed.	Complete
		Year two priorities and measurable outcomes are updated.	Complete
	Evaluate Phase 1.	Evaluate first year of Phase 1.	Complete
		Produce annual written report.	Complete
		Distribute annual report to Board, RPTF and NWAFF.	Complete
		Schedule annual meeting with NWAFF.	Complete
Explore connections and opportunities with all Prosperity indicators	Explore opportunities associated with indicators not addressed during phase 1.	Convene Prosperity Indicators Working Group.	Complete
		Recruit regional participation on working group.	Complete
		Develop ground rules for participation on working group.	Complete
		Produce annual report on links between indicators and future strategies/activities.	Complete
		Distribute the report to the	Complete

¹General community improvement pursuits would include projects such as: hunger, employment, housing, transportation, health care, and crime and safety.



Objective	Activities	Measurements	Status
		Board and RPTF.	

Objective 1: Evaluate Organizational Effectiveness and Develop Phase 2

Implement Phase 1

Measurable outcomes were updated for both the first and second years of phase one. Jessica traveled to NWAFF headquarters and met with the community liaison team to develop the outcomes.

In addition, input from the RPTF, community meetings and interviews have been analyzed and will continue to be analyzed on a regular basis. The research staff produced an annual report on research that will be posted on the web site and distributed throughout the region to any interested community member.

Evaluate Phase 1

The P4P board of directors will complete the evaluation of the first year of phase one at the annual meeting in late March. They have already evaluated organizational capacity and resources and will next evaluate outcome achievement.

The annual report is complete and will be distributed to throughout the region as well as to the board, RPTF and NWAFF. In February of 2005, Jessica met with the Community Liaison team at NWAFF to work on second year outcomes and other business during the annual meeting.

Objective 2: Explore Connections and Opportunities with all Prosperity Indicators

Explore Other Poverty Indicators

The Prosperity Indicators Working Group was convened in February 2005. Henry is the team lead for this group and recruited regional participation through email, the P4P meeting and event hotline and the listserv. The Working Group adopted the ground rules established by the RPTF.

Henry also produced a report on the links between indicators and future strategy development. This report will be distributed to the board, RPTF and regional community in late March.

**NWAFF Requested Process Strategy and Outcomes
(Estimated time – April 2004 – March 2006)**

Attachment B—Strategy 4



In its first year of partnership with Northwest Area Foundation, PARTNERS FOR PROSPERITY will prepare a set of 5 objectives to meet NWAf funding requirements in partner performance that will result in accountable and measurable terms so that P4P is better situated to reduce poverty in its Eastern Idaho Region.

Objective	Activities	Benchmarks	Measurements	Status
<p>Each strategy statement in the P4P Plan will be revised so that: Strategies address poverty reduction in a systemic way, including the following four components:</p> <ul style="list-style-type: none"> • What will be done • To meet what needs • To achieve what ends • For the benefit of whom <p>Strategies are clear about who will be affected, what will change, who will be responsible, and how the change will increase assets. Strategies serve as “decision screens” through which potential actions for the Venture can be assessed (strategy statements should not be so specific that they state methodologies or programs that may change over time). E.g., an Individual Development Account (IDA) program may be an initial action to implement as part of meeting this strategy, but the action could change in the future to another type of approach that would still meet the requirements of a wealth</p>	<p>Establish each benchmark or indicator and determine feasibility of measurements to meet the requirements requested by NWAf.</p>	<p>Foundation reviews benchmarks and measurement feasibility assessment, provides feedback, and possibly requests additional revisions so that requirements are met by the end of the first year of partnership.</p>	<p>Completeness of benchmarks and measurement feasibility information with regards to requirements requested by NWAf.</p>	<p>Complete</p>



Objective	Activities	Benchmarks	Measurements	Status
<p>creation strategy. Strategies provide a link or bridge between the strategic direction areas and the actions.</p>				
<p>For each strategy revised in #1: Benchmarks are established, in accordance with the following definition: A benchmark is evidence or a marker of : results achieved in intended outcome; or action taken in the course of implementing a plan Each established benchmark or outcome/process indicator is assessed as to how progress will be measured, including determining the feasibility of measuring individual benchmarks.</p>	<p>Establish each benchmark or indicator and determine feasibility of measurements to meet the requirements requested by NWAF.</p>	<p>Foundation reviews benchmarks and measurement feasibility assessment, provides feedback, and possibly requests additional revisions so that requirements are met by the end of the first year of partnership.</p>	<p>Completeness of benchmarks and measurement feasibility information as requested by NWAF.</p>	<p>Complete</p>
<p>Develop integrated regional economic development strategies which incorporate Eastern Idaho-based economic opportunities, tourism opportunities for tribes, along with other opportunities appropriate for the members of the Eastern Idaho community. (a) Employment and economic development strategies will be revised and expanded such that these include: Additional detail on the economic drivers (including private sector,</p>	<p>Establish each benchmark or indicator and determine feasibility of measurements to meet the requirements requested by NWAF.</p>	<p>Foundation reviews benchmarks and measurement feasibility assessment, provides feedback, and possibly requests additional revisions so that requirements are met by the end of the first year of partnership.</p>	<p>Completeness of benchmarks and measurement feasibility information as requested by NWAF.</p>	<p>Complete</p>



Objective	Activities	Benchmarks	Measurements	Status
<p>public sector, and entrepreneurial activities) that will provide the pathway to creating sustainable livable wage jobs (including entrepreneurial opportunities) in the community.</p> <p>Reflection upon some of the constraints to creating living wage jobs (including entrepreneurial opportunities) in the community.</p> <p>Development/expansion of a detailed analysis of your region's economic niches and the Venture's role in either developing new economic niches and/or accessing existing economic niches.</p>				
<p>Strategies in Personal Empowerment, Education, Health Care, Housing, Transportation, Community Characteristics (children, youth, families, senior citizens), Food Security, Crime & Safety, and Technology will be revised and further detailed such that these include an analysis of how progress in these strategic directions, strategies, and actions will serve to further employment and economic development strategies</p>	<p>Establish each benchmark or indicator and determine feasibility of measurements to meet the requirements requested by NWAF.</p>	<p>Foundation reviews benchmarks and measurement feasibility assessment, provides feedback, and possibly requests additional revisions so that requirements are met by the end of the first year of partnership.</p>	<p>Completeness of benchmarks and measurement feasibility information as requested by NWAF.</p>	<p>Complete</p>
<p>Prepare a set of</p>	<p>Establish each</p>	<p>Foundation</p>	<p>Completeness</p>	<p>Complete</p>



Objective	Activities	Benchmarks	Measurements	Status
measurable outcomes for the balance of strategies as established in the P4P plan to cover the 10 year partnership period.	outcome and determine feasibility of measurements to meet the requirements requested by NWAF	reviews outcomes and feasibility assessment, provides feedback, and possibly requests additional revisions so that requirements are met by the end of the first year of partnership.	of outcomes feasibility information as requested by NWAF.	

Objective 1: Revise Strategies

Shortly after receiving notification of Venture status in December 2003, P4P began revising both strategies and benchmarks with the assistance of the community liaison team. Each strategy area includes the four components: what will be done; to meet what needs; to achieve what ends; and for the benefit of whom. In addition the strategies were formatted in such a way that they serve as decision screens. For instance, the early learning strategy states:

“P4P will strengthen and improve existing education programs that prevent future poverty by developing, enhancing and supporting early learning opportunities for all children, with a particular emphasis on children in poverty.”

- What will be done—“Develop, enhance and support early learning opportunities”
- To meet what needs—“prevent future poverty”
- To achieve what ends—“Strengthen and improve existing education programs”
- For the benefit of whom—“for all children, with a particular emphases on children in poverty”

The statement is not specific regarding methods or programs because the methods or programs will definitely change over time. For instance, the Early Learning Working Group has already identified different programs for different parts of the region in order to meet community specific needs. Although the strategy for improving early learning is region-wide, the methods and programs vary according to the community and culture. All working groups utilize this same method of developing strategies in each of the three areas of Phase 1: education, economic development and empowerment.

Objective 2: Establish Benchmarks

In February 2004, Jessica met with the community liaison team to discuss establishing benchmarks for year one. As a result of that meeting, “Attachment B” was



created outlining the benchmarks for beginning implementation. In February 2005, Jessica met with the community liaison team again to work on year two benchmarks outcomes. Although this area continues to generate confusion for both the P4P staff and community members, the benchmarks for year 2 outcomes reflect the definition of the NWAFF.

Objective 3: Economic Development Strategies

A report on the economic drivers of Eastern Idaho was produced in early 2004 and updated in 2005. This report outlines the key economic engines (private, public and entrepreneurial), as well as details on living wage jobs (opportunities and constraints). This information will be utilized in the working groups to evaluate and explore opportunities related to economic development although the primary area of focus in entrepreneurial opportunities.

The Prosperity Creation Working Group has concentrated its efforts on economic opportunities including subcommittees and projects in the following areas:

- The Mercado Subcommittee includes members of the Latino community, business owners, economic development professionals and other who are interested in increasing activities for Latino entrepreneurs. The subcommittee is currently working on a “Mercado” or association of businesses who come together under one roof in a “mini-mall” type setting to provide goods and services. Research indicates that Blackfoot is the best location due to the highest Latino population in the region as well as being centrally located between two large urban areas to draw from. Plans also include marketing to tourists and non-Latinos.
- The Fort Hall Subcommittee includes members of the Shoshone Bannock Tribes, economic development professionals and others who are interested in forming a Fort Hall Business Association or Chamber of Commerce type organization. The group is currently working with Onaben to learn about Native American business development and also basic steps in small business development.
- The Regional E-Commerce and Small Business Development Subcommittee will pursue opportunities related to technology and marketing; small business training and nurturing small business development. Multiple regional stakeholders have been invited to participate in this process including economic development professionals.

Objective 4: Develop Strategies in Poverty Indicators

All working groups are currently working on strategy development specific to some of the areas listed in this objective. These strategies will include an analysis of how progress in strategies and actions will serve to further employment and economic development strategies. The particular areas of concentration during years one and two of Phase 1 are: empowerment, education, and community characteristics. These areas are met through the Early Learning, Math/Science, and Adult Education Working Groups as well as the Prosperity Creation and Preservation Working Groups. The Prosperity Indicators Working Group has begun reviewing strategies and opportunities related to health care, housing, transportation, food security, crime and safety, and technology. These are all areas that P4P does not address in Phase 1 of the strategic plan.

Our strategic plan uses a phased approach to strategy development based on action oriented research. Phase 2 strategies will be developed based on current research of critical poverty issues as well as existing or potential opportunities. Therefore we may not develop



strategies related to transportation until year 7 of implementation, however when strategies related to transportation are developed, they will include an analysis of how these strategic directions, strategies and actions relate to economic development opportunities and employment.

Objective 5: Develop 10-Year Strategies

The P4P staff is currently working on ten year outcomes related to the balance of strategies as established in the strategic plan. These outcomes will focus primarily on the core strategies of relationship building and partnership formation. They will also include ten year outcomes related to governance structure, sustainability and continued prosperity creation, growth and preservation. These outcomes will be delivered to NWAFF on March 15, 2005.

Summary

Partners for Prosperity has experienced a successful first year both in terms of meeting measurable outcomes and in terms of implementation as a whole. With few exceptions all outcomes have been completed and a few are pending completion. In addition, the outcomes that changed were a result of mid-course corrections that reflect the ability of P4P to adapt and change based on new knowledge and circumstances. All outlines in Attachment B can be categorized as: Complete (88%); Pending (7%); and Changed (5%).

Pending Outcomes

Outcome	Target Date	Comments
Nonprofit status	April 1, 2005	Application submitted; waiting for determination from IRS
MOU and/or resolution signed with Shoshone-Bannock Tribes	April 1, 2005	Resolution updated; Tribal representative waiting to be put on Council Agenda
Annual presentations at tribal district meetings	April 1, 2005	This is the target date for permission to present at district meetings. The actual presentations will take place during the first 6 months of 2005 fiscal year dependent on election schedules.
Hire grant writer	April 1, 2005	On February 28, 2005 we received ISU permission to hire this position as a temporary emergency hire. We have several candidates and will make a decision by April 1, 2005.



Develop leveraging plan	July 1, 2005	The new Grant Writer will have the primary responsibility to create this leveraging plan. We feel that 90 days for training and research as well as producing the plan is necessary.
Orientation video created	July 1, 2005	We are currently utilizing services of the local access television studio/station. Several things have already been filmed and the video will be complete by July 1.
Media and public awareness campaign developed	July, 2005	The PR and Marketing Subcommittee of the P4P Board will meet in April and May to develop this campaign. In addition, we are hiring a graduate intern to assist.
Regional service projects on website	July 1, 2005	Staff is currently gathering information and the appropriate database protocol to list this info on the web page. Currently the information is distributed via the listserv.
Develop Service Learning project	July 1, 2005	Staff is working on a service learning project with area universities. Final details will be complete by July 1, 2005.

Changed Outcomes

Outcome	Target Date	Comments
Fort Hall office space	Unknown at this time	Our Tribal Representative has asked us to postpone opening a Fort Hall office due to the lack of capital infrastructure and the current political situation. In



		the meantime, we have been provided with meeting space at Tribal Planning, Tribal Housing and Sho-Ban Gaming.
Design, create and evaluate a regional database of poverty information (multiple outcomes)	See outcomes for Year 2	The outcomes related to a regional database changed due to the opportunity to form statewide partnerships, leverage greater resources and more effectively address policy change. Staff have already begun working with multiple statewide database sources and the development of the database will be in a phased approach over the next 5 years (see 10 year outcomes).
Reconvene Idea Forum	Cancelled	The Idea Forum functions are being addressed in each of the working groups, therefore having a separate forum would be redundant.

Planned Successes and Value Added Bonuses

The 2004 fiscal year has been successful for P4P in many ways. Some ways can be measured, such as the success of the Early Learning Working Group. Others are less tangible, such as the bonds and relationships that have been formed. It is difficult to measure things like people working together who have had barriers and problems in the past. It is also difficult to measure the capacity that is developed through empowerment. In some cases, the true effects of relationship building and capacity development are not even seen directly by P4P staff or board members.

An additional aspect to our work this past year is the name recognition and the invitation to “sit at the table” on a number of regional and statewide projects. P4P represents the voice of people in poverty, and in many ways people are now included who in the past were traditionally excluded. Ideally, local leaders will continue to emerge in representing the community in poverty reduction efforts.

The working group model has been very successful in terms of participation and outcomes. The first working group, the Early Learning Working Group, spent over five months developing strategies, benchmarks and outcomes. They applied for and received approximately a \$1 million grant to implement their plan. P4P staff is now providing technical assistance to help leverage this money and create sustainability. A value added bonus is the fact that members of this working group provide oversight on the grant. This gives members who have never been involved in community development work the opportunity to develop leadership skills as well as practical skills in grant management.



The other working groups have also experienced success. In particular, the Prosperity Creation Working Group is energized and committed to several projects over the next few years. Local leaders have been identified, experts have been invited to the table and opportunities are being explored to create wealth for several of Eastern Idaho's communities most affected by poverty.

The change from a regional to a statewide database is also a value added bonus. This gives P4P the opportunity to more directly affect policy change as well as leverage multiple funding opportunities. The information on the database will be critical in order to keep current on poverty issues, data and community assets. This will be a tool for both P4P and for the entire state.

Recently, P4P formed a partnership with the Marshall Public Library to expand the Eastern Idaho Funding Information Center. This partnership is a value added bonus since it goes beyond the scope of our original plan and it offers the Eastern Idaho community innovative tools to strengthen and enhance existing services. Both organizations and individuals will be able to access both written materials and online resources related to small business development and funding; grant writing; nonprofit management and financial management. In addition, P4P will assist the Marshall Library in expanding this opportunity throughout the region, particularly in the far rural areas—an additional value added bonus.

Through a partnership with the Idaho Kids Count program and the Annie E. Casey Foundation, P4P will publish a five part series on 18-24 year olds in poverty in Idaho. This will include causes, aggravating factors and barriers to success. This partnership was made possible through a concentrated effort at deliberate relationship building. This value added bonus will help P4P with research efforts beyond the original scope in addition to leveraging financial resources to complete the research.

P4P has become a movement and it is difficult to measure a movement. Just as it is difficult to explain and capture the spiritual element of P4P, it is next to impossible to put the names and faces and hopes and dreams on paper. In essence, the biggest value added bonus we have experienced to date is the tremendous hope this work brings to the regional community. A deliberate and strategic emphasis on relationship building and partnership formation provides a solid foundation for the work to grow and continue not only in Year 2 but throughout the life of the poverty reduction work.

P4P Staff

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