



2. Partners for Prosperity Organization

2.1 The Past—Conflicts, Challenges, and a New Beginning for Eastern Idaho

2.1.1 The Region

The Eastern Idaho Regional Community consists of 16 counties and the Fort Hall Indian Reservation.¹ The region is located in the heart of one of the West's spectacular outdoor recreational areas and shares borders with Montana, Wyoming, and Utah. Eastern Idaho has a population of 317,038, or 24.5% of the state's total population. Roughly half of the region's population lives in rural areas of less than 20,000 people per county. The total area is 28,455 square miles, although two of the largest counties account for 10,000 square miles and only 12,000 people.²

Two cities are categorized as metropolitan areas: Pocatello in Bannock County, and Idaho Falls in Bonneville County. Although Pocatello and Idaho Falls compete for the distinction of being the third or fourth most populated city in Idaho, the 16 county area is largely defined by its agricultural nature and rural demography. Each of these cities boasts a population of over 50,000 people and serves as a regional service delivery center for people living in nearby communities. Pocatello is the service center, covering seven southern counties for such entities as Region V Idaho Department of Labor, Region VI Idaho Department of Health and Welfare, the Southeastern District Health Department, and the Sixth Judicial District; and Idaho Falls similarly serves as the regional center for nine northern counties, for similar entities.

The top industry is manufacturing, contrary to the popular perception that agriculture, particularly potatoes, is the top business. In addition, the region has gained national attention as a Technology Corridor, rich in technology-based companies. This link with technology is strengthened by four universities and the U.S. Department of Energy's Idaho National Laboratory (INL), located near Idaho Falls.

Eastern Idaho has long been an established stop for migrant and seasonal farm workers who come to the area during the agricultural season to work in the fields and food processing plants. According to the U.S. Census Bureau, several Eastern Idaho counties grew by as much as 30% during this time. Bingham County has the fourth highest population of Hispanic people in the state of Idaho and has the fastest growing Hispanic population for the state, as well.³

¹Bear Lake, Franklin, Oneida, Caribou, Bannock, Power, Bingham, Bonneville, Butte, Jefferson, Custer, Lemhi, Madison, Teton, Fremont and Clark

²Custer County has a population of 4,292 and an area of 4925 square miles, while Lemhi County has a population of 7,606 and an area of 4564 square miles.

³U.S. Census Bureau. <http://www.census.gov/prod/2002pubs/p23-206.pdf>. Accessed June 16, 2003.



The Fort Hall Indian Reservation is located in the center of Eastern Idaho and is divided by four counties: Bingham, Bannock, Power and Caribou. According to the 2000 U.S. Census, the population of Native Americans living on the reservation and off-reservation trust land is 3,648 compared to 3,035 in 1990. The per capita income in Fort Hall is \$9,544, and roughly 30% of the residents of Native American lands are in poverty. The leading industries in Fort Hall have been typically extractive, although gaming is now a top income source.

A Cultural History of Idaho

Prior to the arrival of **European** and **Mexican** explorers, roughly 8,000 Native Americans inhabited Idaho. Today **Native American** heritage, their tribes and their chiefs are reflected in county names like Nez Perce, Benewah Shoshone, Bannock and Kootenai counties and the communities of Shoshone, Pocatello, Blackfoot, Nezperce, White Bird, Kamiah, Lapwai, Weippe, Kooskia, Picabo and Tendoy.

Spanish explorers made trips to the Northwest beginning in 1592. Lewis and Clark were the first Euro-Americans to set foot on what is now known as Idaho. They encountered Spanish-speaking Native Americans as well as those who spoke their tribal language. They were followed by **French-Canadian** fur trappers. Even the impact of **Hawaiian Islanders** employed as laborers in the Northwest fur trade received recognition through the naming of Owyhee County. Almost the entire staff of Fort Boise from 1834-1844 were from the Hawaiian Islands.

Mountain men, including some Spaniards and **Mexicans**, lived off the land as trappers and hunters. In the 1860s, there were a number of Mexican vaqueros (cowboys) living in the Treasure Valley. The 1870 census included 60 Mexican-born individuals.

York, William Clark's **African American** servant, traveled through what is now Idaho in 1805 with the Lewis and Clark Expedition. Until after the Civil War, only free Black or escaped slaves came West unless brought by their owners. The entry of the railroad through southern Idaho starting in the 1880s resulted in a number of African Americans settling in Pocatello. The 1900 census listed 940 African Americans.

During the Gold Rush of the early 1800s, Idaho's population was one-quarter **Chinese**. By 1870, a majority of all Idaho miners were Chinese. In 1896, Idaho became the fourth state in the nation to give women the right to vote. In 1972, Idaho became the first state in the Nation to ratify the Equal Rights Amendment.

During the 1890s, there were several thousand **Japanese** laborers constructing the railroad through Idaho. Between 1900 and 1920, a large number of **Basque** immigrants came to Idaho from the Pyrenees to work as sheepherders.

Idaho was the first state in the nation to elect a Jewish governor. Moses Alexander was elected in 1914 and re-elected in 1916. In 1990, Larry EchoHawk was the first Native American to be elected attorney general.

—Idaho Department of Commerce, Division of Tourism Development, www.visitid.org



2.1.2 The Invitation

On January 18, 2002, the Eastern Idaho region formally accepted an invitation by the Northwest Area Foundation (NWAf) to compete for the opportunity to become a Community Ventures Partner for the purpose of reducing poverty in the region. As early as 1998, community leaders throughout the region expressed interest in being considered by the NWAf for this partnership exploration effort. In December of 2001, the communities of Eastern Idaho, including Pocatello, Idaho Falls, Blackfoot, and the Fort Hall Indian Reservation, were invited to come together as a region and participate in an eighteen month planning process.

Interested community members met to discuss the formation of a regional Steering Committee to guide the planning process. To address the NWAf criteria of inclusiveness, it was agreed that the membership of the Steering Committee should be fluid, with new members and ideas welcome at any time. This approach assures that each person has a voice, and the committee serves as a forum for creative ideas and consensus building.

Much time and discussion were given to naming the organization. Those present in the early stages of the project wanted the name to be reflective of the positive approach the group wanted to take toward the reduction of poverty. They also believed that partnerships formed through this process would be the crux of the project. *Partners for Prosperity—New Beginnings for Eastern Idaho* was the culmination of these efforts.

Inclusiveness was particularly important to the original members. The committee developed a process to include people who are not typically involved in a strategic planning process. The meetings were structured so that everyone was respected and had the same level of input—no one dominated the discussions or outranked anyone else.

A concerted effort was also made to involve stakeholders beyond agency service providers. The committee specifically targeted people in poverty, members of the faith based community, business and industry representatives, ethnically diverse constituencies, educators, farmers, environmentalists, and individuals from other sectors who reflected the diversity of regional residents. The Steering Committee typically met, and continues to meet, once a month in various locations and times throughout the region to encourage broad-based awareness and participation.

An Executive Committee was formed that consisted of local government officials in order to formally accept the invitation. The Executive Committee provided an authority structure for the investment and commitment of key communities identified by NWAf as “Rural Regional Centers.” The Executive Committee includes: a Shoshone Bannock Tribal Government Representative, Mayors from Blackfoot, Pocatello, and Idaho Falls; and County Commission Chairs from Bannock, Bonneville, and Bingham Counties. The Executive Committee chose Idaho State University as the Grant Administrator, and selected two Communicators (from Fort Hall and Idaho Falls) and an Alternate (from Pocatello) to be liaisons with the NWAf.



The core group for making interim recommendations to the Steering and Executive Committees includes the two Communicators, Alternate Communicator, the Director of Partners for Prosperity (P4P), and the Grant Administrator.

2.1.3 The Expansion

Although the NWAFF originally proposed a ten county region for the initiative, the Steering Committee made a decision to expand the initiative to include all 16 counties of the region. There were several reasons for this decision: (1) preliminary data indicated that two counties with the highest percentage of people in poverty were excluded from the initial invitation; (2) regional service delivery centers are located in Pocatello in the south and Idaho Falls in the north, making it difficult to divide the region and its stakeholders; (3) in order “to do no harm,” all of the counties within the region should be incorporated into the planning process. The NWAFF concurred with the local analysis, and a service area of 16 Eastern Idaho counties and the Fort Hall Indian Reservation was established. Figure 2-1 provides a graphic representation of the initial 10 county region, while Figure 2-2 shows the expanded 16 county region. Figure 2-3 diagrams existing service areas in Eastern Idaho.

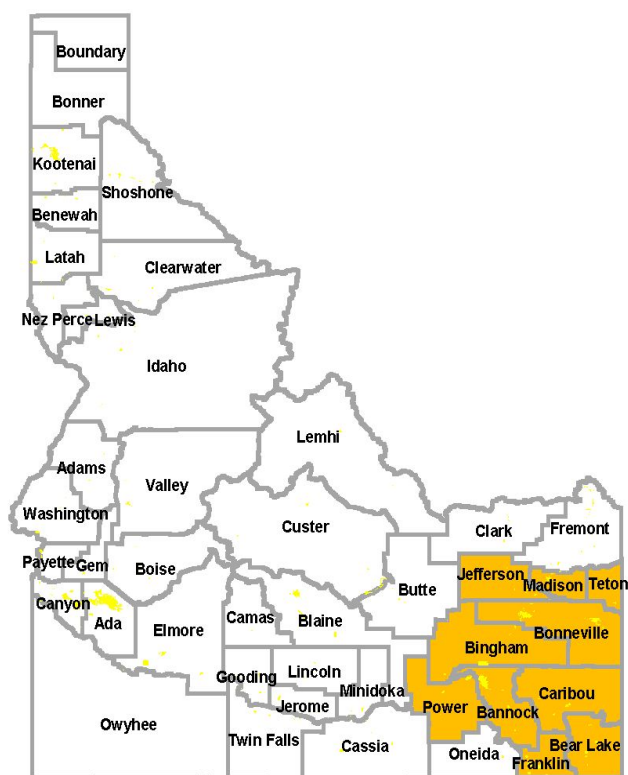


Figure 2-1. Initial Ten County Region of Partners for Prosperity

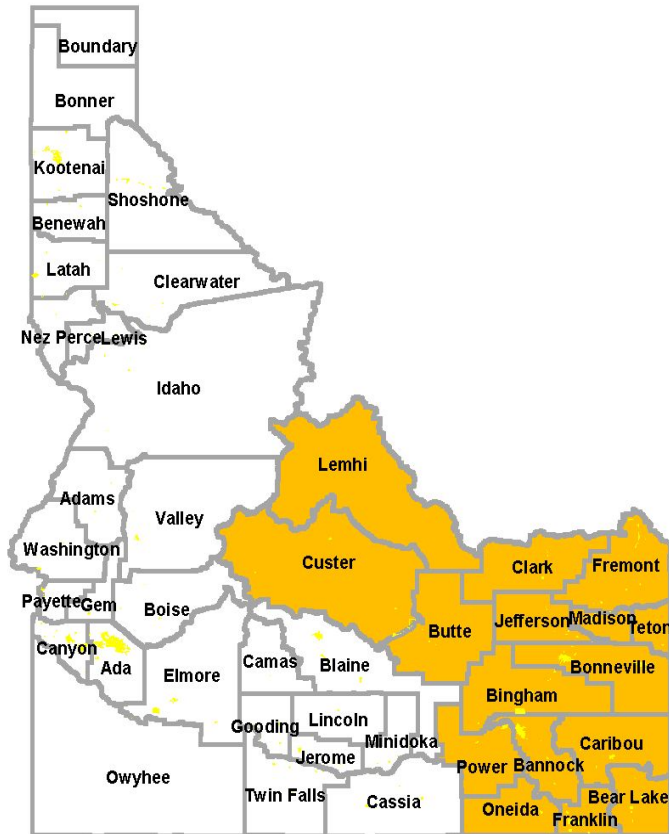


Figure 2-2. Expanded 16 County Region of Partners for Prosperity

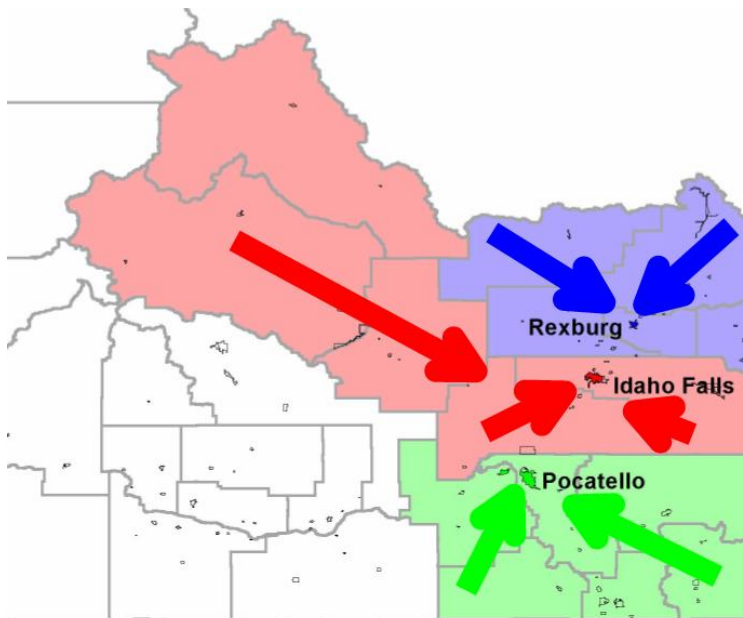


Figure 2-3. Existing Service Areas of Eastern Idaho



2.1.4 Relationships and Outreach

Capacity building during the planning initiative followed a traditional model: “forming, storming, norming, and performing.” After the Steering Committee formed, the group moved into a “storming” stage. Many groups did not have experience working together and in some cases there was a level of suspicion and distrust based on past experiences. The committee agreed early in the process to use a neutral facilitator to conduct meetings and the use of the impartial, professional facilitator moved the meetings to a logical, organized conclusion. During the “norming” stage, participants shared their insights and the hidden agendas or prejudices were minimized, and prevented from influencing outcomes. One significant challenge was to determine the decision-making process in harmony with the six criteria, and to adopt a defining statement of common purpose.

The committee spent one day writing and adopting a “Defining Statement,” that eventually became the foundation of the mission statement for P4P:

Continue a self-sustaining, well-documented process of working, learning, adapting, and celebrating together with trust and respect in order to create a shared awareness of poverty issues. Work to limit poverty by identifying resources and implementing actions to create a successful “venture” community, one where all members understand the effects of poverty, what is at stake if not addressed, and are committed to working together for the betterment of the Regional Community.

—P4P Original Defining Statement

The agreement to employ an egalitarian framework as opposed to a hierarchical structure was critical to facilitating the goal of inclusiveness. Another objective of the committee was to encourage “out of the box thinking” instead of “business as usual thinking.” The Steering Committee also made a commitment to participate in diversity training throughout the planning phase of the initiative.

Idaho State University (ISU) was selected to be the grant administrator for several reasons: the selection assured neutrality; ISU has a regional mission encompassing all 16 counties in Eastern Idaho and previous experience with the NWAFF; and ISU has the infrastructure and capacity to provide legal and fiscal oversight, resource support, and technical assistance for the grant. In addition, the Shoshone Bannock Tribes expressed confidence in and preference for ISU to be the grantee on the basis of other successful partnerships with the Fort Hall Indian Reservation.

P4P established offices in Pocatello, Idaho Falls and Fort Hall (through a partnership with the LIFE Inc. program).⁴ The Steering Committee and staff members engaged in outreach to

⁴ LIFE Inc., (Living Independently For Everyone) is a nonprofit agency that works to help disadvantaged populations live independently.



include a diverse representation of the regional community, especially those who are traditionally excluded from a community development initiative. Area Coordinators were hired in each county to conduct outreach on a local level and five bilingual/bicultural staff members were hired to work with the Hispanic Community.

2.1.5 The Tribal/Non-Tribal Collaboration

2.1.5.1 Tribal/Non-Tribal History in Eastern Idaho. The Fort Hall Indian Reservation is located in the southern part of the Eastern Idaho region. It is home to the Shoshone Bannock Tribes who are aboriginal to areas known today as Idaho, Oregon, Nevada, Utah, Wyoming, Montana, as well as parts of Canada and Mexico. According to the *Shoshone Bannock Tribes*, “The Bannocks originally were Northern Paiutes who left Nevada and Utah for the prairies and mountains of Southern Idaho. There they acquired horses and began to travel with bands of Shoshones pursuing buffalo across the Plains.”⁵ It was there they became known as Bannocks.

The first whites to appear in the area were Lewis and Clark, who visited the Shoshones in 1805. Their guide was a Salmon Eater Shoshone (also known as Lemhi) woman. Sacajawea (Shoshone term translated as “one who pulls the boat”) had been captured by Plains Indians before she was allowed to join the explorers. Early trappers began appearing in 1810, and in 1834, Nathaniel Wyeth founded Fort Hall as a trading post. Many travelers on the Oregon and California trails stopped in Fort Hall for supplies. Settlements appeared in the entire region by 1843.

Tensions began to build as people who were traditional hunters and gatherers ran into barbed wire fences. The settlers feared the Indians (unprovoked) and pressured the Idaho Territorial Governor, Caleb Lyon, to draw up treaties with the tribes that would contain them. None of the treaties were ratified, and in 1867 an Executive Order established the Fort Hall Reservation. The Fort Bridger Treaty was made and concluded on July 3, 1868, by and between the United States and the Chiefs and headmen of the Shoshone Bannock Tribes.

The original treaty defined boundaries that included about 1.8 million acres and included Fort Hall within its borders. In 1872, the reservation lands were decreased to 1.2 million acres by a surveying error. The tribes were allowed to leave the reservation to hunt and gather on “unoccupied” government lands, but white settlers were fearful and the tribes were historically confined to the reservation. The Bannock Wars of 1878, one of several uprisings, erupted as a result of the loss of traditional existence and hunger. Military force was used to quell the uprisings.

Hunger was the most serious issue on the reservation because the tribes were no longer able to hunt for their food. Government rations were meager or nonexistent, and poverty swept the reservation. The U.S. government produced the General Allotment Act of 1887, also known as the Dawes Act, which has been considered the most disastrous piece of Indian legislation for Native Americans. It decreased the reservation by allotting acreage to individual tribal

⁵ Published by the Shoshone Bannock Tribal Cultural committee and Tribal Elders, funded in part by Idaho International Technologies. May, 1999. This publication provided most of the information for this section.



members, thus allowing for land sales. “Surplus” land was ceded through two different actions, one in 1887, and the other in 1900. June 17, 1902 was the “Day of the Run” as general citizens rushed to stake a claim and rush back to the land office to file their claim. Lead by the powerful Union Pacific Railroad, lands within the “5-mile rule” were sold, creating the present day city of Pocatello. The policy also allowed non-Indians to buy land within the reservation, resulting in the checkerboard patterns of land ownership today.

The Wheeler Howard Act (Indian Reorganization Act of 1934) created the modern tribal government. Like all Indian Tribes, the Shoshone Bannock Tribes were forced to adopt a constitution and bylaws, and a Federal Corporate Charter, in 1936. The current governing body is the Fort Hall Business Council, composed of seven elected members.

Today there are approximately 4,500 enrolled tribal members, although many do not live on the reservation. Reservation lands have been decreased to 544,000 acres, of which 97% is owned by the Shoshone Bannock Tribes or individual tribal members.

2.1.5.2 Current Challenges. There are long-standing conflicts between the Shoshone Bannock Tribes and the surrounding communities based on a history of abuse, ill-treatment, and ongoing prejudice. One of the biggest conflicts involves tribal sovereignty and the jurisdictional issues it raises. Tribal sovereignty, the supreme inherent power of an Indian people, does not derive any power from the United States, and their sovereignty does not depend on provision within the United States constitution. The first Chief Justice of the United State Supreme Court, John Marshall, established that Indian tribes possess powers of inherent sovereignty, arising from their status as independent nations before the time of European contact.

It should be understood that Indian treaties were not a grant of rights to Indians by the federal government, but a grant of rights from them. The purpose of Indian treaties was to take certain inherent rights and lands the Indian tribes possessed not to give rights to Indians.

—*Shoshone-Bannock Tribes*, published by the Shoshone-Bannock Tribal Cultural Committee and Tribal Elders, May 1999

The Fort Hall Business Council has taken a proactive approach to increase understanding about tribal sovereignty, bridge communication between tribal and nontribal communities, and dispel stereotypes about tribal members by hosting two Tribal Summits. Legislators, city and county officials, and other entities participated in the summits, which were organized because of ongoing disputes between tribal leaders and local leaders.

One of the disputes involved law enforcement jurisdiction. In May, 2002, Fort Hall authorities intervened when Bannock County Deputy Sheriffs attempted to arrest two suspects who were inside the reservation boundaries. The suspects were set free and the County deputies were ordered off the reservation. Officials on both sides believed they had the jurisdictional authority. During the summit, representatives from both sides met to



discuss issues and work towards a memorandum of understanding. Earlier that year the tribes had signed an agreement with Power County on similar issues.

Another conflict involved proposed state legislation that would rescind tax exemption status for tribal enterprise and impose cigarettes taxes on the reservation. Although there are over 70 sales tax exemptions adopted by the legislature, the tribal exemption was one of the first singled out for repeal. The Idaho House of Representatives voted 52-18 against forcing Idaho's tribes to collect state cigarette taxes on sales to nontribal members. The legislation had surfaced in several different ways and continued to be brought forward by various legislators until it was finally voted down.⁶

2.1.5.3 Partners for Prosperity and Tribal/Non-Tribal Relations. The success of P4P is based on the participation of the Shoshone Bannock Tribes. The Shoshone Bannock Tribes Planning Department initiated tribal participation in the early phases of the development of the group that became P4P. The Tribal Planning Department secured Council approval to participate, and was designated to represent the Tribes. The Tribal Planning Department had already implemented a policy of constructive engagement in regional initiatives.

Shoshone Bannock Tribal members and the Planning Department were active in setting the agenda and the general direction that the group took. They were strong advocates for "the narrative approach," in which: the categories and terms by which poverty is defined, the situational and systemic causes and context of poverty, the agenda for action, and even the potential leadership are extracted from the narrated experiences, ideas, and life stories of people in poverty.

The Fort Hall influence was crucial in developing P4P's governing structure. Rather than use a hierarchical structure with chair/officers and a board with limited participation, P4P used two "communicators" instead of a Committee Chair, as well as a Steering Committee open to everyone. The Steering Committee also adopted a Native American approach to group discussion called "talking circles" that facilitates listening to and respecting all voices. The Steering Committee is a working board, in which skilled members who can contribute materially to the organization assume a quasi-staff role.

Tribal influence was strong in developing criteria for the selection of the Executive Director. The Fort Hall members of the selection committee supported an approach that placed emphasis on an essay each candidate wrote about poverty. The Steering Committee supported the process and steps were taken by ISU to ensure a comprehensive approach.

Tribal members promoted the notion of "real diversity" in which non-mainstream participants are valued for what they bring to the table, not just "included" to showcase mainstream tolerance. They were also strong advocates of the positive approach: "what are we for, not what are we against," and for avoiding language and thinking that divides "us" from "them".

⁶Garner, Graham. "Echohawk helps defeat tribal tobacco Sales Tax Bill". Idaho State Journal. May 2, 2002.



A potential challenge for P4P has been the quick turnaround in the tribal governing structure since a new Council is seated every year. This can lead to rapid policy shifts. The designation of the Tribal Planning Department as the Tribes' point of contact with P4P indicates a commitment to continued participation and insulates that participation, to some degree, from political changes. Others on the Executive Committee and Steering Committee face similar political dilemmas of continuity.

2.2 The Present—Demonstration of Early Success

Partnerships are more than just a “means to an end” or a means to prosperity; partnerships are prosperity. For the past 18 months, P4P has worked to build relationships, overcome past barriers, and form partnerships for a common goal: poverty reduction. During this time there have been significant achievements—some are of a secular or practical nature, while others are humanistic or spiritual in nature.

One of the most important skills for a nonprofit organization to cultivate is the ability to develop and sustain successful collaborations. Not only is evidence of successful collaboration important from a funding point of view, it is essential in order to have an impact on the regional community. One model of effective collaboration that corresponds to the success of P4P is “The Seven Rules of Successful Collaboration”.⁷ The following is an outline of the Seven Rules and how P4P is successful in each of them.

2.2.1 The Seven Rules of Successful Collaboration

1. Believe in the value of the work you do every day.

The nonprofit world is increasingly recognized as an integral part of society, and nonprofit organizations play an essential role in community well being. The sector has steadily grown in recent years, as more people place a high value on public or community service.

P4P is more than a Steering Committee and staff; it is a commitment from people throughout the region who value our innovative approach and the possibilities, hopes, and dreams inherent in the work we do. Rewards are generated every day as we learn about each other and work together in a meaningful way. Our mission statement reflects our value in the working, learning, adapting and celebrating together. Community members show their value by supporting P4P and believing in our potential. Steering Committee members show their belief in the value of our work through hands on work in areas of expertise or interest. Staff members are vested on both professional and personal levels. They are often heard to say that this is the greatest place they have worked and that while the scope of work is the hardest, it is also the most rewarding.

⁷ Sturm, P. 2000. “The Seven Rules of Effective Collaboration.” *Nonprofit World*. 2000(18):2. p.33-36.



This opportunity is a gift. The potential for what we can accomplish as an organization is incredible, yet obtainable—that's what makes it so worthwhile.

—Karleen Lynes, Assistant Director

2. See your community as a place of abundance rather than scarcity.

P4P adopted a strength based approach by recognizing the abundance of existing resources and the good things already being done to reduce poverty. Our multi-method approach reflects this approach in two ways: 1) by focusing on an untapped community resource—people in poverty and their potential for leadership; and 2) by strategically linking people in poverty to the people and organizations in prosperity. Community assets were identified by mapping individual and community assets. People in poverty were interviewed because of our high value for the abundance of their knowledge and experience. All strategies are linked to existing strengths and the needs expressed by people in the lowest economic quartile. P4P plays a key role in the collaboration by utilizing and strengthening existing resources.

Our approach is also driven by a positive approach versus a negative approach. While our mission is to reduce poverty, our goal is to increase prosperity. P4P not only developed a definition for poverty, we also developed a definition for prosperity. Our poverty indicators became prosperity indicators and we focus on a promising future instead of a problem filled past.

3. Recognize the needs in your community are greater than one organization can meet.

P4P advocates reciprocal partnerships, based on the recognition that poverty reduction cannot be solved by one organization alone. Poverty is like a flood—such as the flood of the Mississippi River in 1993. One sandbag alone was not enough to prevent the destruction of property, but many sandbags together saved homes and towns throughout the region. P4P takes pride in our uniqueness, but at the same time we recognize the value of working together and building capacity in each other. We also recognize the successful existing services and the expertise and enthusiasm they bring to the table.



4. Focus on community needs rather than organizational needs.

P4P is “the vehicle by which we plan and deliver programs and services.”⁸ We are a program that provides a service to the community by means of research and technical assistance in order to solve a problem: poverty. We do not ask, “what’s in it for us as an organization” but rather, “How can this collaboration benefit the people we’re serving?”⁹ Our strategies focus on identified gaps in poverty reduction services and are directly linked to the voices of people in the lowest economic quartile.

One of the most unique aspects of the strategic plan is the commitment for P4P to become “a program”; in essence serving the regional community. This is accomplished by conducting ongoing poverty research that can be used by multiple stakeholders to address specific needs or to develop ongoing strategies. P4P also provides technical assistance by conducting outreach to ensure diverse representation in poverty reduction activities, coordinating working groups to formulate action plans, and leveraging resources on behalf of stakeholders to meet a specific goal in the plan.

Recently, P4P brought together a diverse group of regional stakeholders in a working group to address early learning issues and to take advantage of significant and available grant opportunities. The group called themselves the Upper Valley Council for Kids and included representatives from business, parents, people in poverty, and the child care industry. The group formed a solid partnership with the State of Idaho Governor’s Coordinating Council for Families and Children, and was recently awarded a \$4980 grant to purchase books to give children in regional areas that lack sufficient early learning programs. To date, P4P has assisted the council with four grant proposals totaling over one million dollars that will be used to positively impact early learning activities in our region.

The needs of the many outweigh the needs of the few.

—“Spock”, paraphrased from “A Tale of Two Cities” by Charles Dickens

5. Understand the strength of what you have in common with collaborators.

Most organizations around the region share a similar mission—to make our community a better place. By focusing on similarities, P4P brought together a large, diverse group to develop a 10 year strategic plan to reduce poverty. We are often asked, “How can such a large diverse group accomplish anything, especially in such an open and fluid structure?” Our response is that we focus on the things we all have in common: the need to contribute and make a difference for our community; the desire to learn about each other and begin to

⁸Sturm, P.

⁹ id



break down long standing barriers; and a belief in self sacrifice for the greater good. Our open model reflects a belief that each potential Steering Committee is welcome at any time and that the entire group benefits from dynamic membership.

Although our Steering Committee is diverse, we share a common mission: poverty reduction and prosperity increase. P4P developed a model for conflict resolution and mediation. We appreciate the need to not only listen to each other but to “hear” each other as well.

6. Value diversity and synergy.

P4P exists in an environment that teaches tolerance and expects acceptance. Emphasizing our region’s diversity has been a celebrated success. Rather than focus on “my way” versus “your way”; we focus on finding the “other way,” a combination of best practices and tolerance of new ideas. One example is the structure of the Steering Committee meetings. Many newcomers have struggled with the fact that the meetings are untraditional and that we take the time to build consensus. Some of the biggest critics initially are now the biggest supporters. Although the approach was different and therefore uncomfortable, they were open to new ways of doing business. Extra steps were taken by the group as a whole to support a period of “storming” that laid the groundwork for a successful “performing” stage.¹⁰

P4P made diversity training a priority in order to begin the process of breaking down barriers and learning to work together. Early in the planning phase, a Native American diversity training (WhiteBison.org) had such a profound effect on P4P that some of the principles taught led to current operating procedures. We use talking circles, talking sticks, mind mapping for idea sharing, and an acknowledgement of spirituality in day-to-day operations.

Additional diversity training was given from a Hispanic perspective (Idaho Migrant Council) that lent itself to increased understanding of migrant issues and the problems language barriers pose. This training impelled P4P to provide information in Spanish, as well as hire bilingual staff members. We have participated in activities such as the Cinco de Mayo festivals, Hispanic Women’s Conference, and Farm Worker Appreciation Days. One community dialog meeting, held through a partnership with Idaho Falls School District 91, involved 150 Hispanic families from around the region.

P4P has additionally engaged in diversity training from an African-American perspective. This training gave the Steering Committee and staff new insight about how influential African-American culture has been in the history of the Pocatello area specifically and the Eastern Idaho area in general.

The success of the diversity trainings produced a welcoming environment that enabled the success of P4P’s first annual Multicultural Dinner in May of 2003. P4P hosted over 180 Eastern Idaho residents from many different cultures. Guests enjoyed a variety of ethnic foods and entertainment including mandolin players, a Hispanic youth dance group, an

¹⁰Refers to an organizational model where groups form, storm, norm and perform.



African American drum group, a Japanese drum group and a Native American drum and dance group. The evening culminated with everyone joining together to dance a Native American Round Dance. This event was so powerful and meaningful that it will be an annual event in the Eastern Idaho region.

The openness of P4P has encouraged participation from many diverse groups. Diversity training continues to help us understand one another better in order to overcome barriers.

7. Reject the notions of “turf” and “territory.”

P4P recognizes that reducing poverty and making our community better is not the exclusive territory of any one organization. We stand on common ground and accept the fact that we need all regional stakeholders in order to affect change. We respect the work of existing organizations and the expertise they bring to P4P.

Many positive partnerships have been formed as a result of the collaborative effort behind P4P. Members of the planning departments from Fort Hall and Pocatello published a paper, “Planning with Our Tribal Neighbors,” that describes P4P as a model for other communities to follow. Another example is the collaborative approach developed by TechConnect East (a technology based company) owned by one of our Steering Committee members, and other regional stakeholders with an interest in entrepreneurship and connecting rural communities via technology.

P4P is currently exploring a partnership with the Rural Research Policy Institute (RUPRI) to develop a regional database of poverty information that can be translated into a powerful community development tool using sophisticated GIS mapping. The partnership would provide P4P with a product that can be used by elected officials, government agencies, service providers, and others for work in community and economic development. This fall P4P will team up with RUPRI to present a demonstration of the tool at the Idaho Rural Summit sponsored by the Idaho Rural Partnership Program

2.2.2 Spiritual Achievements

Spirituality is more than religious thoughts or expressions; it is tied to a person’s view of the world. It can be conceptualized as the total process of human life and development, the central force of searching for meaning and purpose through relationships with other people.¹¹ One of the most important dimensions of P4P is the spiritual element. It is also the most difficult to explain. In many ways it is like telling someone, “you had to be there in order to understand.” Spirituality places a strong value on one of the most basic needs: to love and be loved.

Many who attend meetings and events sponsored by P4P comment on the genuine warmth, caring, and love expressed for each other. It goes beyond collaboration, shared mission, or hope for the future. It exists in the here and now and it is P4P’s greatest strength.

¹¹Canda, E. R. Conceptualizing Spirituality for Social Work: Insights from Diverse Perspectives. *Social Thought*. 1980. (14) p. 30.



One model of spirituality in group process is called collaborative ministry. Many collaborative ministries exist to provide spiritual formation opportunities that strengthen personal and communal growth. Although P4P is not a religious organization, we recognize the spiritual element within the initiative. Loughlan Sofied, Senior Editor of Human Development Magazine, points out the 4 C's that all successful collaborative ministries have in common.¹² These elements are also important to the work of P4P.

1. Are we Clear?

Many people have a different understanding and meaning of collaboration. Every group considers itself collaborative. Sofield says that collaboration is based on the concept of gift. In essence we come together with our gifts, both individual gifts and the gifts we create together. In order to build collaboration it is necessary to identify, maximize and put the gifts together in a way that best serves the community.

Members of the Steering Committee recognize the gifts in each other and the gifts of the group as a whole. This is reflected in the strategic plan by forming working groups to address specific actions. This will maximize gifts and use them in the way that will give most benefit to the community.

2. Are we Convinced?

Like collaborative ministry, collaboration is generally messy work. Sometimes it is difficult to come to a consensus, yet Sofield points out that collaboration may mean conflict, anger, and even hostility—the “storming” process of group formation. In order for people to get through the messy part they have to be convinced that the mission is important.

P4P strongly believes in taking a regional approach to reduce poverty and increase prosperity. It is the only path to success. The Steering Committee made it through the storm by believing in the process even more than the end product—the strategic plan.

3. Are we Committed?

Poverty reduction is a “long haul” process. It will not happen overnight. Everyone has fears about staying in for the long run. In order for the regional community to stay committed, P4P promotes an atmosphere where we examine all the obstacles and fears.

The first part of the mission statement focuses on what we do and the next part focuses on how we do it—with trust, respect and tolerance. In order to build trust P4P recognizes the fears some community members have regarding change, even positive change. By acknowledging the fears, we break down the obstacles that keep community members from committing to the initiative.

¹²Sofied, L. “Learn the 4 C's”. Human Development Magazine. Summer, 2003.



Members of the Steering Committee already show their commitment by dedicating their time and energy to the creation and implementation of the plan. There has been a natural evolution of our Steering Committee members into purposeful, working groups and task forces. Several of these have had a primary focus on the preparation of the strategic plan. These groups have membership from people not typically involved in community development, giving them new perspectives and greater insight.

4. Are we Capable?

In order to be capable of collaboration, Sofield points out four requisites: 1) process, 2) compassion as a human being, 3) skills and 4) maturity. Process is important because it helps us identify gifts and vision, moves us along in the process, and holds people accountable. Compassion encompasses sharing and growing as a spiritual person. Skills are important because groups can be life giving or death dealing, depending on how well the members understand group process. Finally, maturity means the group members have the power to be productive or generative people.

P4P developed a model process of collaboration. Compassion is a critical building block within the foundation of the plan. The group developed a unique process that allowed members to pass the storming process and become a life giving organization. Finally, P4P is a generative organization that is capable of producing results.

2.2.3 Summary

P4P has already demonstrated early success. Our model of collaboration is an innovative approach to poverty reduction. All strategies are built on the foundation of collaboration. How does collaboration equate to action?

P4P cultivates trust in the community by: 1) networking or exchanging information such as poverty data; 2) coordinating by become an adaptable organization that alters activities in response to community needs; 3) cooperating by sharing resources such as knowledge, time and energy; and 4) collaborating by strengthening the capacity of regional stakeholders. Poverty reduction will only be achieved by partnerships and collaborative efforts. Such an approach exemplifies the prosperity that comes from living, working, adapting and celebrating together.

Collaboration Defined: a Continuum of Definitions and Strategies¹³

Networking is defined as exchanging information for mutual benefit.

Coordination is defined as exchanging information and altering activities for mutual benefit and to achieve a common purpose.

Cooperation is defined as exchanging information, altering activities, and sharing resources for mutual benefit and to achieve a common purpose.

Collaboration is defined as exchanging information, altering activities, sharing resources and enhancing the capacity of another for mutual benefit and to achieve a common purpose.

¹³Himmelman, A. T. "On the Theory and Practice of Transformational Collaboration: From Social Service to Social Justice." Creating Collaborative Advantage. 1996. p.27-8.

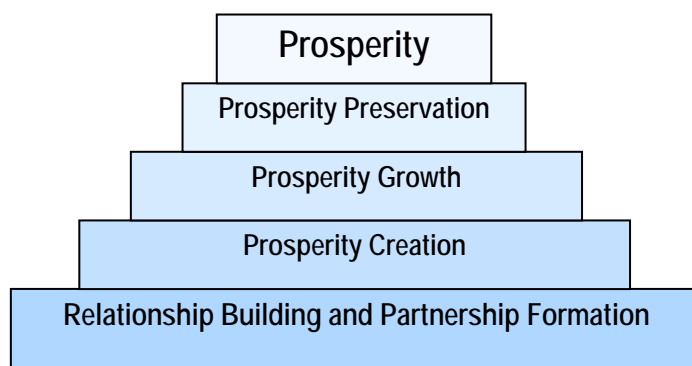


2.3 The Future—Strategically Reducing Poverty in Eastern Idaho

The Strategic Plan capitalizes on the energy, momentum, and spirit of collaboration that was developed during the planning initiative. Strategies were designed based on several critical factors:

- the need to work together and collectively address poverty issues;
- the desire for a regional approach;
- the need for both preventive and rehabilitative poverty reduction programs;
- the need to advocate systems change and the acknowledgement of strength in numbers to affect change;
- the knowledge that comes from listening to the voices of people in poverty;
- the link between knowledge and actions;
- the recognition of poverty reduction programs already in place and existing resources that are a strength to the regional community;
- the need to build on existing resources by forming partnerships that enable community members to address poverty more strategically; and
- the power that comes from sharing.

Relationship building and partnership formation are the core strategies that shape the foundation of the strategic plan. All programs and actions are based on these strategies. Relationships and partnerships are more than just “broad community improvement strategies.” P4P believes they are critical to the success of any strategic effort to reduce poverty.



2.3.1 The Illustration

A popular children’s story provides an illustration of P4P’s Strategic Plan to Reduce Poverty. Although there are several versions of “Stone Soup,” they all focus on working together to meet a need. In the story, a hungry traveler comes upon a village and asks the villagers for food. When he is turned away from the village, the traveler decides to make “stone soup”. The villagers start bringing ingredients and before long they have created a nutritious pot of



soup. The moral is that by working together, with everyone contributing what they can, a greater good is achieved.

P4P takes a similar approach to poverty reduction. We believe that by working together, with everyone contributing what they can, prosperity will be achieved. The following is an illustration of how P4P will help the region achieve prosperity (make “soup”):



Prosperity = Soup



Poverty = A Lack of Soup

Prosperity for Eastern Idaho

P4P will research “soup” for the regional community: What kind of soup does the community need? What kind of soup does it want? What kinds of ingredients are available to make soup?



P4P will help Eastern Idaho make “soup” by providing an analysis of the research and coordinating a collaborative effort among community stakeholders. Many of the ingredients will come from the community and P4P will add to the pot of soup by providing technical assistance, leveraging opportunities, and sharing recipes.

In partnership, Eastern Idaho will have prosperity!



2.3.2 Transition and Implementation

The strategic plan begins with a transition from planning initiative to implementation with four elements:

- governance structure;
- the transition of the Steering Committee to the Regional Prosperity Task Force;
- the role of staff; and
- sustainability of P4P.

In order to transition from planning to implementation in a smooth and orderly fashion, the Steering Committee made the decision to remain with Idaho State University as the grant administrator. ISU has been an “incubator” for P4P during the past eighteen months by providing significant infrastructure and services such as legal, fiscal, human resources, purchasing and information technology. The staff of P4P have access to technical assistance in research, grants and contracts, and program development from some of the region’s leading experts. In addition, ISU has a regional mission, and the decision to remain at ISU respects the sovereignty of the Shoshone Bannock Tribes and jurisdictional difficulties another grant administrator might encounter.

One of the biggest questions facing the Steering Committee was, “what will become of the Steering Committee once the plan is written?” P4P worked to create a diverse and active Steering Committee during the planning phase and it became apparent in strategy development that the committee would need an active role in the implementation of the plan. There were several challenges in creating a future role for the Steering Committee.

- The Steering Committee is an open, fluid, and dynamic organization with over two hundred members.
- There is no hierarchical structure in the Steering Committee; accountability is promoted by keeping a “no one is in charge” philosophy.
- New members have joined throughout the planning phase, some during the last few months of planning.
- The geographic size of the region makes active participation difficult for some members.
- It takes a lot of time to reach consensus.

While each of these challenges may appear to be a weakness in the structure of P4P, they are also our greatest strengths:

- by operating in an open, fluid, and dynamic structure, P4P became an initiative with strong links to the larger regional community and everyone became a potential member; therefore, the plan was entirely grass roots in nature;
- by operating without a hierarchical structure, P4P furthered the link to the larger regional community by leveling the playing field and recognizing each member as an important community stakeholder;
- by including new members at any time, P4P capitalized on human capital and innovative ideas;

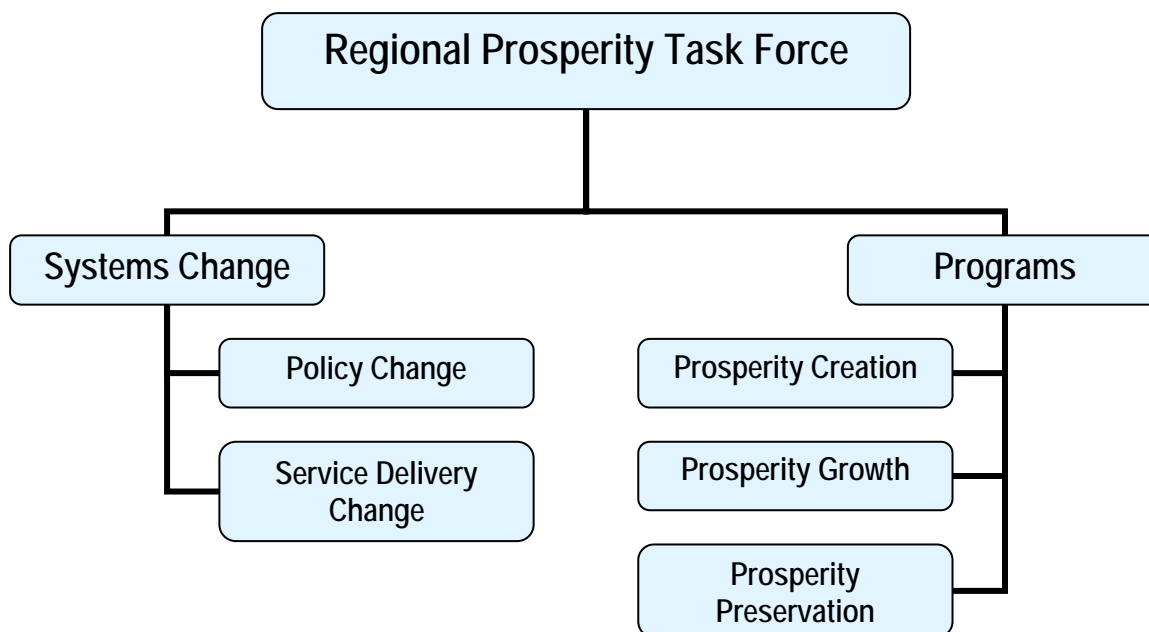


- by expanding the region to 16 counties, P4P recognized the strength of the entire region and the power of linking communities together regardless of geographic distance; and
- although time consuming, consensus building is a must for community buy-in.

In order to capitalize on the expertise, commitment, talent, and strength of committee members, the Steering Committee will transition to a Regional Prosperity Task Force (RPTF).

How will the Regional Prosperity Task Force reduce poverty?

The RPTF will reduce poverty in two direct ways: by advocating systems change and by forming working groups to address program goals. By acting as a collective body, the task force will have more power to advocate changes in poverty related policies and service delivery. Members will also use their talents, resources and strengths to facilitate and develop programs that strategically reduce poverty for people in the lowest economic quartile.



The RPTF will have a strong voice in systems change. Through group action, the RPTF will draw on the resources of the region to advocate change in policy areas that have direct and indirect consequences for people in the lowest economic quartile. For instance, a direct link for people in poverty is the need for more effective social service delivery systems. An indirect link may be related to economic development and the “trickle down effect” that will impact people in poverty. The RPTF has the opportunity to research and explore systems change to meet the needs of not only those in the lowest economic quartile, but also the entire



region. This approach recognizes our “inter-connectedness” and the belief that a butterfly flapping its wings in Salmon may cause a great wind in Montpelier.¹⁴

The RPTF will be active participants in program development by forming smaller working groups to address specific programs within the plan. The working groups will draw upon the expertise and talent of individual members to address challenging program areas. The P4P staff will help coordinate and facilitate the working groups by providing ongoing outreach to new members, ensuring all stakeholders are represented with the group, and providing technical assistance with action plans. Below is a list of working groups and their functions.

Working Group	Function
Primary and Secondary Data	<ul style="list-style-type: none">• Provide P4P staff with technical assistance.• Evaluate methods.
Prosperity Indicators	<ul style="list-style-type: none">• Review the 8 prosperity indicators not addressed in the first phase of the plan and look for links to the indicators addressed in phase one.• Evaluate new phases of the plan.• Look for opportunities related to the other eight indicators .
Prosperity Creation	<ul style="list-style-type: none">• Explore wealth creation opportunities.• Facilitate and develop programs such as Individual Development Accounts and entrepreneurship.• Assist P4P with leveraging opportunities in prosperity creation.
Early Learning	<ul style="list-style-type: none">• Explore early learning programs and opportunities for poverty prevention.• Assist P4P with leveraging opportunities in early learning.
Science and Technology	<ul style="list-style-type: none">• Explore math, science, and technology programs for poverty prevention and to meet the needs of the business community.• Assist P4P with leveraging opportunities in science and technology.
Adult Education and Training	<ul style="list-style-type: none">• Explore programs and opportunities in basic adult education and training that reduce poverty for people in the lowest economic quartile and meet the needs for a skilled workforce in the business community.• Assist P4P staff with leveraging opportunities in adult education and training.
Prosperity Preservation	<ul style="list-style-type: none">• Explore programs for leadership, mentorship, and wealth retention.• Assist P4P staff with leveraging opportunities in prosperity preservation programs.

¹⁴ Salmon is located in the Northwest corner of the 16 county region and Montpelier is located in the Southeast corner. A distance of 300 miles separates the two cities.



P4P will explore several models of organization and structure for the RPTF, including the Longhouse Model of the Iroquois Confederacy.¹⁵

The Longhouse Model

The people of the Six Nations, also known as the Iroquois Confederacy, call themselves the Haudenosaunee, meaning People Building a Long House. The original nations included the Mohawks, Oneidas, Onondagas, Cayugas, and Senecas. The sixth nation, the Tuscaroras, migrated into Iroquois country in the early eighteenth century. Originally there were no chiefs, and the Six Nations comprise one of the oldest living participatory democracies on Earth.

The Longhouse had an important symbolic meaning. The Iroquois conceived of their league as a great longhouse because it represented the Six Nations and the geographic territory of each nation in what is now New York State. The Cayuga guarded the south wall and the Oneida guarded the north. The Onondaga guarded the middle, or as it was described, "central council fire". The Mohawk guarded the eastern door and the Senecas guarded the west.

The most basic unit of Iroquois society is the clan, a group of relatives who trace their ancestry to a single woman. Each clan governs itself and also joins with the other clans in governing the village and the tribe. The Iroquois people organize themselves according to the model of the animal world, and every clan is named for an animal. The Senecas, for example, have eight clans--Bear, Beaver, Deer, Hawk, Heron, Snipe, Turtle, and Wolf. Children are born into their mother's clan and consider all members of their clan relatives. Thus a member of the Turtle clan in one nation is considered a brother to a member of the Turtle clan from another nation.

The Longhouse continues to be an important symbol in Iroquois society and Indian Country because it reflects governance of the people by the people, and it symbolizes a spirit of collaboration.

The Longhouse model may be an appropriate model of organization for P4P because it symbolizes participatory democracy and a spirit of collaboration. Much like the Iroquois Confederacy, P4P includes members from a diverse geographic region. Just as the member nations of the Iroquois Confederacy were called upon to symbolically protect the longhouse, P4P calls upon the Fort Hall Indian Reservation and the 16 counties of Eastern Idaho to symbolically protect people in poverty. Finally, P4P can model the system of clans by using a system of working groups. In essence, the RPTF would be modeled after the Iroquois Confederacy and the working groups would be modeled after the clan system.¹⁶

¹⁵ Information about the Longhouse model was gathered from multiple sources, including the Six Nations Indian Museum in Onchiota, New York, and the Iroquois Indian Museum in Howe's Cave, New York.

¹⁶ The Steering Committee will discuss models of organization for the RPTF during meetings in November and December, 2003. The Longhouse model represents an idea from the Tribal Planning Department at the Fort Hall Indian Reservation.



What is the role of Partners for Prosperity Staff in plan implementation?

The staff of P4P will have several key roles in plan implementation. They will:

- conduct research on poverty issues;
- perform community outreach to ensure participation of people in the lowest economic quartile and other groups not typically represented in a planning initiative;
- coordinate the RPTF Working Groups;
- provide technical assistance to the RPTF, the working groups, social service providers, and emerging leaders; and
- leverage opportunities.

How will Partners for Prosperity use community input?

Figure 2-4 illustrates how P4P will use community input in the strategic plan. P4P uses a multiple method approach in order to understand the many dimensional aspects of poverty. In the P4P model, community input is used to formulate strategies and actions. An evaluation will be conducted and the lessons of success and failure will be taken back to the community for additional input. The parameters are based on values, interests, and cultural identity.¹⁷

Figure 2-5 shows a traditional model using systems theory.¹⁸ In this model the primary input is from bureaucrats and the organization used to convert the input is driven by bureaucrats. The actions are evaluated and the redirection of actions is based on continued input from bureaucrats. The parameters are based on societal and community values.

¹⁷ Easton, David. *A Framework for Political Analysis*. Prentice-Hall, Inc. Englewood Cliffs, New Jersey. 1965.

¹⁸ The Systems Theory model is used to capture and view the complexity of organizations as a system of behavior. The system is influenced by its own environment, and needs to adapt to changing attitudes. There are four elements crucial to the system as a whole: (1) the environment, which consists of inputs or demands that alter or modify the system; (2) the conversion of the inputs, which is the way a system transforms the inputs into outputs; (3) the outputs, or actions that have consequences for the environment, also known as policy; and (4) the feedback, or evaluation of performance, that is necessary to regulate future behavior.

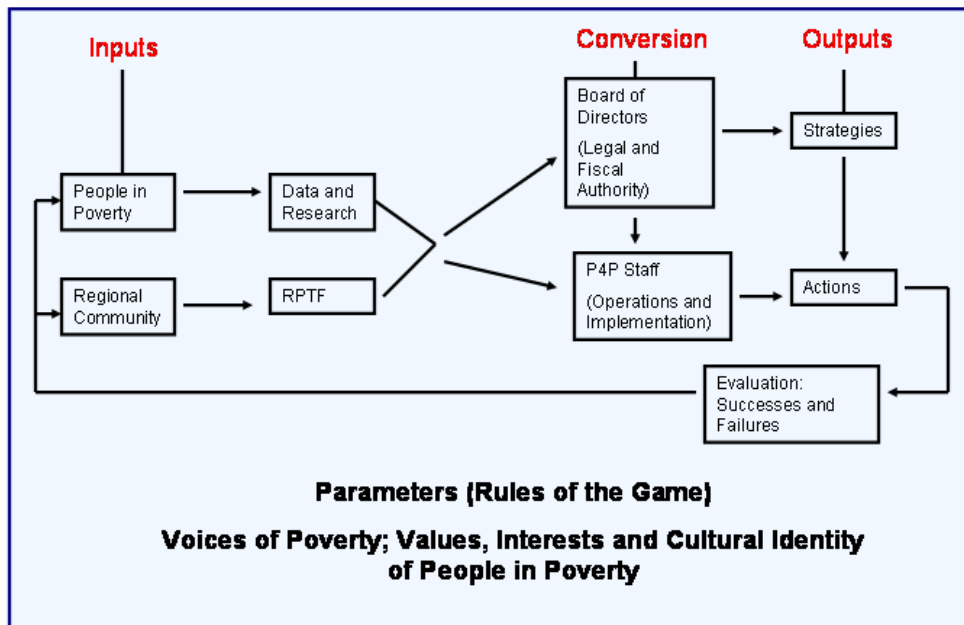


Figure 2-4. Partners for Prosperity Model Using Systems Theory

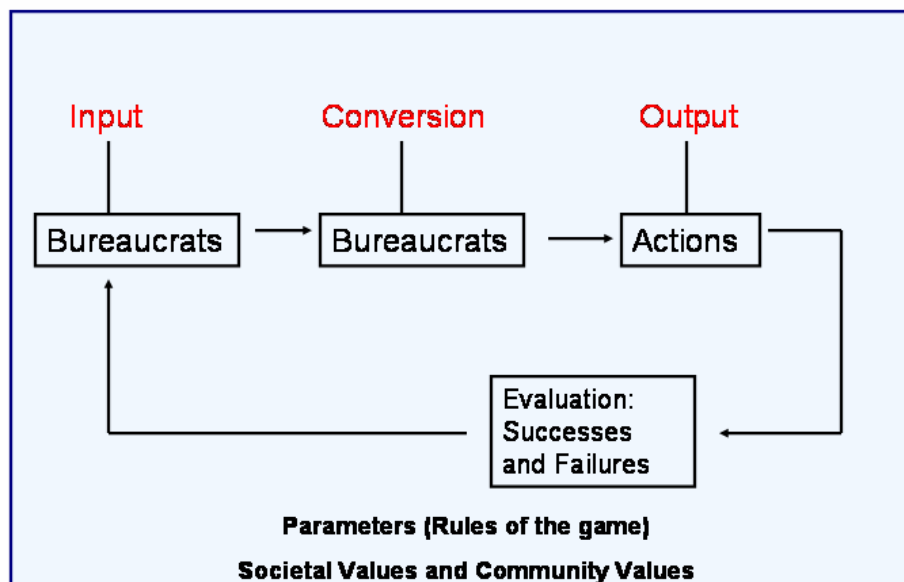


Figure 2-5. Traditional Model Using Systems Theory



Why is research so important, and how does it reduce poverty?

Research is important in poverty reduction efforts and there are direct links to poverty reduction:

- In order to affect systems change there has to be an understanding of the system and the potential consequences policies have for people in poverty. Research gives P4P the ammunition to advocate on behalf of people in poverty.
- Research enables the RPTF to make informed decisions about program facilitation and development.
- Research will keep the initiative at a grass roots level by listening to the voices of people in poverty and linking strategies and actions to the people.
- In order to provide technical assistance throughout the region as well as to multiple stakeholders, P4P needs to understand the strengths, weaknesses, opportunities, and perceived threats in the community—and their dynamic nature.
- Research enables P4P to share knowledge and become a regional clearinghouse of poverty information.

How will a regional clearinghouse of poverty information help people in poverty?

A regional clearinghouse of poverty information will help people in poverty by providing a referral system to existing services. Although there are several referral systems currently in place, P4P will help link these systems to that there is a one-stop shop.¹⁹ In addition, P4P receives requests for assistance on a regular basis from people in poverty. In keeping with the spirit of sharing, P4P will continue to assist anyone who needs information or a referral.

The clearinghouse will also have an indirect link to people in poverty by providing information to service providers, economic developers, and other regional stakeholders. The information can be used in a variety of ways:

- Social service providers can access information to improve services, design new programs, and apply for grants.
- City, county, and state officials can use information for community reviews and development efforts.
- All regional, state, and national stakeholders will be able to effectively visualize poverty, relative to resources and populations, using an internet mapping application of survey data collected by P4P as well as accompanying hard copy maps.

¹⁹ An example of an existing referral system is the new statewide 211 Careline System that provides information on a wide range of services. P4P will not compete with the 211 program. We will assist anyone requesting information by utilizing the 211 service and other resource directories including the P4P database.



- Emerging leaders will access information through a training program featuring user-based scenarios that bring the economic, environmental, cultural, and social aspects of poverty into the mainstream economic and community development initiatives.
- The RPTF will use the information to change systems and reduce poverty at its roots.
- P4P will effectively share knowledge of best practices for poverty reduction.

What private sector activities will provide the pathway to creating sustainable living wage jobs in your community?

P4P will work with the local business communities and economic developers to promote issues regarding people in the lowest economic quartile. These efforts will include:

- Creating an interactive tool for the regional community to use in economic and community development. The tool will include poverty related data and sophisticated GIS mapping technology. This will enable the private sector, such as economic development councils, to create jobs with a focus on living wages for the lowest economic quartile.
- Forming partnerships with private sector organizations, such as chambers of commerce, economic development councils, community revitalization organizations and other organizations will link the private sector to P4P.
- Strengthening existing programs and developing new programs that meet the needs of the business community for a skilled workforce in jobs that typically pay a living wage.
- Conducting research on community issues that have the potential to benefit the private sector in planning and decision making efforts.
- Promoting sound economic development that creates living wage jobs.

How will you keep the initiative at a regional level rather than a series of individual community efforts under one organizational umbrella?

P4P recognizes the unique nature of communities in the region. There are many languages and cultures, economies, and problems within each community. The challenge will be to develop programs on a regional level that are customized for local use. This will be accomplished by:

- Establishing criteria for program support and development that takes into account the needs of the individual communities, the importance of modeling successful programs region wide, and the need for an incremental approach to the regional level.
- Including members from around the region in working groups of the Regional Prosperity Task Force will foster a spirit of collaboration where members build capacity in each other, rather than protecting their own interests.



How will Partners for Prosperity outreach to communities that are traditionally excluded (especially the Hispanic community)?

P4P will take an active approach to outreach in communities that have traditionally been excluded in community development efforts. Our strategic plan focuses on the core values of inclusion and sharing, with a commitment to diversity issues and overcoming barriers to inclusion. The outreach efforts will include:

- area coordinators who will be assigned to identify local resources in human capital, foster leadership development, and provide mentoring opportunities for successful community members to bridge the gap for people in poverty to become effective community leaders;
- public awareness campaign in partnership with local media that informs the regional community about poverty issues and opportunities to join P4P;
- exploration of other communication methods, such as “word of mouth” that can be adopted and utilized by P4P to reach additional community members;
- the use and advancement of technology to connect regional stakeholders (such as distance learning for teleconferencing);
- a Regional Prosperity Task Force that will be commissioned to seek the inclusion of people in the lowest economic quartile, Native Americans, members of the Hispanic community, African Americans, and other groups that represent the diversity of Eastern Idaho;
- P4P will maintain satellite offices to provide local access and a presence throughout the region;
- an annual, multicultural dinner and festival will be held to celebrate each other and share food, conversation, music, laughter and dancing.

In addition, P4P will work to increase the participation of the Hispanic community by:

- hiring a program specialist who is bilingual/bicultural to work with the Hispanic population by identifying issues specific to the Hispanic population, resources, and existing organizations in order to develop relationships and partnerships;
- building relationships with local, state and national Hispanic organizations such as the Idaho Commission on Hispanic Affairs, Idaho Commission on Hispanic Employment and Education, Image de Idaho, Mujeres Unidas de Idaho, Council on Hispanic Education, Hispanic Awareness Leadership Organization, Hispanic Cultural Center, the Idaho Migrant Council and many others;
- strengthening existing organizations in the region by advocating inclusion and participation of all stakeholders on the Regional Prosperity Task Force;
- commissioning the Regional Prosperity Task Force to recruit the participation of members of the Hispanic community, particularly those who may not be involved in any particular organization;
- researching data on the Hispanic population in order to identify policies based on data that does not adequately reflect the Hispanic population in Eastern Idaho and the state;
- Advocating systems change based on knowledge, trust and a spirit of collaboration.



How will the plan impact issues of trust in the community and therefore address negative impacts of systemic change?

Change is difficult for some people to accept and oftentimes many fear the unknown. P4P recognizes that the plan asks the regional community to be an active part of reducing poverty and increasing prosperity. One of the most difficult parts may be to “walk the talk” and practice inclusion. Current community leaders may feel threatened by new leaders and new ideas. P4P will address the potential impact in the following ways:

- the core strategies are based on the importance of relationship building and partnership formation. P4P will continue to build and maintain relationships in order to cultivate an environment where change is not only acceptable but embraced;
- the Regional Prosperity Task Force is an organization of the people and for the people. It is a way to connect P4P with the larger community and thus “ground truth” strategies and decisions. The task force will promote diversity and inclusion, as well as the model P4P developed during the planning phase of creating an open, welcome environment of respect;
- a public awareness campaign will help community members stay connected to the issues and the logic of change. Knowledge will become a powerful tool in systems change;
- P4P will continue to promote a grassroots approach by working closely with communities and individual stakeholders.

How do you plan to use the strategies in your plan to change systems and attitudes about long standing issues and barriers between tribal and nontribal communities?

P4P does not work *with* the Shoshone Bannock tribes as two separate entities vying for position. The Shoshone Bannock tribes are an integral part of P4P. P4P adopted a regional approach, which means that all the regional stakeholders are valued for the “gifts” they bring to the effort and all share in the responsibility to reduce poverty together. We recognize the relationship the Shoshone Bannock tribes have with the federal government as a sovereign nation and the expertise they lend P4P. There are several specific ways the strategic plan will change systems and attitudes about tribal and tribal communities:

- a focus on diversity training that will challenge us to learn about each other and how to work together;
- participation of Native Americans on both the Regional Prosperity Task Force and individual working groups where members will have the opportunity to share knowledge and network with each other to affect systems change;
- a continued focus on an open, fluid, and dynamic structure for the Regional Prosperity Task force will be inclusive, and avoid hierarchical structures that may be cultural inappropriate for some people;



- the core values of P4P are reflected by making relationship building and partnership formation the core strategies for poverty reduction;
- P4P will continue to use talking circles and other methods of organization and communication adapted from Native wisdom
- P4P will explore the Longhouse model for organization of the Regional Prosperity Task force.

In addition to the Shoshone Bannock Tribes, P4P sought the involvement of other Native Americans living in Eastern Idaho. The Northwestern Band of the Shoshone Nation has recently enacted a resolution enabling them to provide services to all Native Americans in Eastern Idaho not living on the Fort Hall Indian Reservation. Their Tribal Housing Authority Director provides data, input, and insight to P4P and works with P4P to maximize outreach and resources.

How will Partners for Prosperity become a sustainable organization?

P4P will utilize a multiple method approach to becoming a sustainable organization:

- The RPTF will help P4P leverage opportunities by forming working groups to address specific areas of need.
- P4P staff will research financial resources and other types of opportunities.
- P4P will work in a phased approach by allocating resources to critical issues which will be identified by ongoing research.
- P4P will become a regional, state and national model for effective collaboration and poverty reduction, gaining the attention of potential funders in both the public and private arenas.
- P4P will promote the utilization of existing resources more strategically.
- P4P will work to enhance existing resources.

How will Partners for Prosperity allocate resources in the first phase?

P4P will focus on the two prosperity indicators identified by the research as critical issues: education and personal empowerment. Education and empowerment are strongly linked to poverty and were identified by multiple stakeholders around the region as two priorities for poverty reduction measures. Three areas were identified for education programs: early learning opportunities, math and science education, and adult basic education and training.²⁰ Several aspects of empowerment were identified for program goals: entrepreneurship, leadership, mentorship, wealth creation, and wealth retention. P4P structured the plan to

²⁰ An analysis of the indicators can be found in Section 4 of this report.



reflect these areas and promote the vision for a prosperous Eastern Idaho. Therefore the programs are categorized as:

<p>Prosperity Creation</p> <p>Prosperity Growth</p> <p>Prosperity Preservation</p>
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Prosperity creation focuses on building wealth through such programs as Individual Development Accounts (IDAs) and entrepreneurship. The Prosperity Creation Working Group will explore programs and opportunities and help facilitate, develop and/or implement programs that create prosperity for people living in the lowest economic quartile.

Prosperity growth is directed at providing educational opportunities that meet the needs of people in poverty and the regional community as a whole. In order to grow wealth, P4P will take a preventive and rehabilitative approach to poverty reduction. The preventive approach will focus efforts on children by giving them the skills and abilities to have future jobs that meet the needs of a technologically advanced society and will also provide living wages. The adult basic education and training component will focus on people currently in the lowest economic quartile. Basic education and short term training will provide living wage jobs as well as meet the needs of the business community.

Prosperity preservation focuses on opportunities to develop and mentor emerging community leaders who will become active community leaders with strong voices in civic matters. An additional component will focus on programs that will protect the wealth of people in the lowest economic quartile by providing information about unreasonable economic practices (like predatory lending).

2.3.3 The Demonstration

Action	Demonstration	Outcome
Research	<ul style="list-style-type: none"> • P4P conducted interviews and community meetings to determine the needs of people living in the lowest economic quartile. • P4P conducted asset mapping for the regional community to identify existing resources in a strength based approach. 	<ul style="list-style-type: none"> • P4P identified education as a critical issue. • P4P identified math and science education as a key to poverty prevention by filling a gap for a skilled workforce in one of the major economic niches in Eastern Idaho. • P4P identified several individuals, businesses, government agencies, and educators as regional assets (see text box following table).
Partnership Formation	<ul style="list-style-type: none"> • P4P will bring regional stakeholders together in a working group to address math, science, and technology education for children K-12. 	<ul style="list-style-type: none"> • P4P will maximize the human, financial, and social capital of the region. • P4P will capitalize on existing resources. • The regional community will collectively address poverty.



Action	Demonstration	Outcome
Technical Assistance	<ul style="list-style-type: none"> • P4P will coordinate the efforts of the working group. • P4P will help leverage opportunities. 	<ul style="list-style-type: none"> • P4P will enhance existing resources. • P4P will create a sustainable program.
Prosperity Growth	<ul style="list-style-type: none"> • The Eastern Idaho region will have a strong math, science, and technology program for children K-12. 	<ul style="list-style-type: none"> • Future poverty will be reduced and prosperity increased. • The business community will have a skilled workforce. • People in the lowest economic quartile will be positioned for living wage jobs.

Examples of Regional Assets

Ed Galindo is a nationally recognized Native American science teacher at Shoshone Bannock Junior Senior High School. His students have the distinction of having the first Native American science experiment aboard a space shuttle mission. In a partnership with NASA, the students have conducted four experiments in space, including a "Spuds in Space" experiment. Dr. Galindo has extensive connections in the national science arena.

Leon Lederman is a world famous scientist and the recipient of the 1988 Nobel Prize in physics. The part-time Driggs resident has received numerous honors and fellowships from the Ford, Guggenheim, and National Science Foundations. He has been a professor at Columbia University and the University of Chicago. Dr. Lederman strongly supports math and science education for children, particularly hands-on K-12 programs.

How will Partners for Prosperity become a learning organization?

Figure 2-6 shows how P4P will become a learning organization. In a traditional model (single loop learning), societal and community values lead to strategies and actions. An evaluation determines whether the action is a match (success) or a mismatch (failure). The failures are redirected to form new strategies without changing the community values



that led to the original strategy development. P4P will use a model based on “double loop” learning. In this model, community values are changed before strategies are redirected. In essence, the underlying norms, standards, and values are modified.²¹

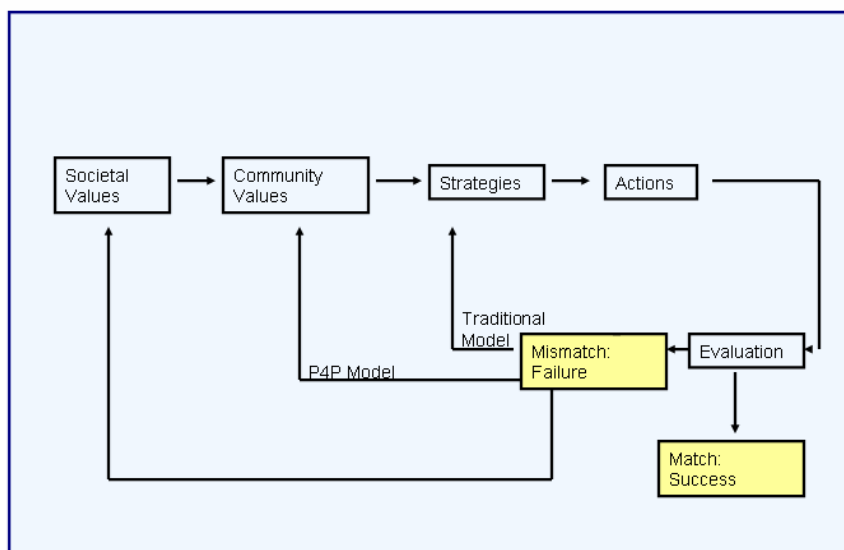


Figure 2-6. Learning Model for Partners for Prosperity

A learning organization is one which facilitates the learning of all its members and continuously transforms itself to reflect the learning that it has acquired.
–Chris Argyris
Organizational Theorist

2.3.4 Summary of Strategic Thinking

The strategic plan was developed during an eighteen month planning process. Multiple voices were heard and the regional community had significant input regarding the development of strategies and outcomes. P4P followed a logical and systematic approach to the strategic plan. First, relationships were built to form a solid foundation for strategic planning. Second, P4P developed capacity as an organization to undertake the mission of researching and writing a strategic plan. Next, poverty data was gathered using a multiple method approach that focused primarily on qualitative, or anecdotal, information. The statistical data was also analyzed in order to understand the scope of poverty. P4P learned about the regional community, people in poverty, and the critical issues. This information formed the basis for poverty reduction strategies.

Each method of data collection was used to validate information gathered using other methods. For instance, the literature review indicated that issues of personal empowerment,

²¹ <http://www.infed.org/thinkers/argyris.htm>



leadership, technology, and education all play a significant role in poverty reduction. Rather than use this information to drive surveys and other methods, P4P adopted a method that listened to the voices of people in poverty without identifying or leading specific issues. The analysis of issues is directly linked to strategy formation.

The development of program strategies was a natural progression during the planning process. Relationship building and partnership formation were critical to the success of planning, so logically they form the foundation for strategies in the plan. Additional goals and strategies focus on Prosperity Creation, Prosperity Growth, and Prosperity Preservation. P4P will use a phased approach in the plan by addressing poverty indicators in a logical and systematic way. Education and empowerment were identified as critical issues by people in the lowest economic quartile and others in the Eastern Idaho region. P4P will seek both resources and opportunities to address these issues.

P4P may have started out as a planning initiative but quickly became a dynamic and united organization with the energy and capacity to implement the plan.

We're going to invest as much of our time, energy, and resources into this effort as we can, and hope other people will do the same.

-Jon Norstog Tribal Planner, Shoshone Bannock Tribes