

Helping People. Changing Lives.

# **Eastern Idaho Community Action Partnership**

**E.I.C.A.P.**



2005 Annual Report

# Board of Directors

## Eastern Idaho Community Action Partnership Board of Directors 2005

### Class "A" – Public Officials

Janice McGeachin  
Lee Staker  
Roger Muir  
Shawn Larsen

Legislative Representative  
Bonneville County Commissioner  
Madison County Commissioner  
Mayor, City of Rexburg

### Class "B" – Participant Representatives

Michael Hinman  
Hugo Arias  
Debbie Horton  
Penny Pinson/Lorraine Hiltbrand  
Sandy Hansen

Idaho Legal Aid  
Hola, Inc. Translations  
Regional Council of Christian Ministry  
District VII Health  
E.I.C.A.P. Head Start

### Class "C" – Community Organizations

Otto Higbee  
Paul Hepworth  
Lewis Blurton  
Robert Pearson  
Seeley Magnani

Mayor, City of Mackay  
Charter Mortgage Co– Idaho Falls  
Falls Southern Baptist Church  
Rotary Club of Idaho Falls  
Catholic Charities of Idaho

### Officers for 2005

President	-	Shawn Larsen
Vice-President	-	Debbie Horton
Secretary	-	Lewis Blurton
Treasurer	-	Hugo Arias
Assistant Secretary	-	Lois Perry
Assistant Treasurer	-	Jay Doman

## Letter from the Board President

I recently read the book “Who Moved My Cheese?” by Dr. Spencer Johnson. I would highly recommend each of you that are a part of the EICAP organization to read this simple book. It teaches us the importance of not fearing the changes that will surely take place in each of our lives. The challenge that we have is to make sure we are ready and adaptable to change and that we enjoy the process of change because it can bring us “cheese” we never knew we could enjoy.

Understanding the power of change can not only help our organization as we go through a name change, a change in leadership, and ever increasing changes in funding; but it can be powerful as we fulfill the promise of Community Action to those we serve:

*Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.*

As a Board, we are proud to be associated with Eastern Idaho Community Action Partnership and we believe in the mission of creating communities where all people have access to essential services and the opportunity to achieve the highest possible level of independence and self-sufficiency. We also appreciate the service of our dedicated staff, our volunteers, and our community partners. Eastern Idaho Community Action Partnership is changing lives as we continue to grow and change as an agency.

Sincerely,



Shawn Larsen  
Board President

## Letter from the Executive Director

The 2005-2006 year at Eastern Idaho Community Action Partnership has been a year of CHANGE, to say the least. In late October, the agency's name changed from the long established EASTERN IDAHO SPECIAL SERVICES AGENCY (EISSA) to the current EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP upon approval by the Secretary of State's office. Eastern Idaho Community Action Partnership (EICAP) better reflects to the community who we really are and what we do. During May, Community Action Month, we will be putting special emphasis on our new name and the programs that EICAP offers.

In late 2005, long time Executive Director Jim Hall left to pursue other opportunities in Pocatello. On December 1, 2005, I officially tried to fill Jim's shoes and lead the agency into the future.

Over the next several months, there will be some internal changes that are being made with the help of the Board. Following on an initiative started by Jim, the Board, Leadership Team and staff will be finalizing a Strategic Plan for the agency this year and continue the self-assessment that will lead to the completion of the Pathways to Excellence Program. The phrase we have used within the agency in the last month will continue through 2006 and beyond; "Change is Good".

The major issues we will be following closely this year will again be funding challenges at the national level. Community Services Block Grant (CSBG), the base funding for all Community Action Partnerships in the country, is again the target of the Bush Administration. We will be working with our Congressional Delegation to restore CSBG funding in the 2007 federal budget, as well as restoring the proposed Bush Administration cuts to Weatherization, Head Start, LIHEAP and the Older Americans Act.

The continued support of Board, staff, volunteers and the community remains the base for Eastern Idaho Community Action Partnership as we look to the future fighting the War on Poverty in Eastern Idaho. Bigger and better opportunities will come our way in the remainder of 2006 and 2007 that will allow EICAP to GROW and continue to CHANGE. We thank all who are participants in that CHANGE, and we look toward our future of service to the clients, young and old, of eastern Idaho.



**Russell K. Spain**  
Executive Director

## Letter from the Past Executive Director

From the beginning of 2005, we knew it was going to be a busy year for Eastern Idaho Special Services Agency.

January found the agency in the midst of a major rehabilitation project for Camas Street Apartments in Blackfoot. The apartment complex had been acquired in 2004 after a two-year process and Rural Development had committed one million dollars for the rehab. Work had begun in September 2004 with a targeted completion date of May 1<sup>st</sup>, 2005. As it turned out, the project kept the Housing and Property Management Division busy for a good part of the year, but the project was finally completed in October 2005.

While the Housing Division was busy with Camas Street, the Head Start Program spent the first part of the year preparing for their PRISM Review, which was scheduled for late April. Each Head Start Program undergoes a PRISM review every three years and our Head Start Program had the added pressure of recovering from a less-than-stellar review in 2002. With a great deal of hard work by the Head Start staff, the parents, the Policy Council and the Board of Directors, the review was successful.

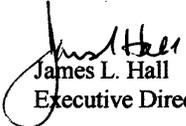
While these two special activities were occupying a lot of attention from the Board and the staff, the everyday activities of the agency also kept us busy. The Area Agency on Aging had the challenge of helping people understand the new prescription drug program and helping people choose the best plan for themselves.

The Community Services Division faced their usual challenges of helping people with day-to-day problems. The Energy Assistance Program assisted 4,088 households with their energy needs during the winter of 2004-2005. The Haven Transitional Shelter and the Homeless-to-Homeownership (H2H) assisted eight families start the journey toward self-sufficiency. By the end of the year, the Division was making plans to add an IDA (Individual Development Accounts) Program that would expand their efforts to increase their self-sufficiency.

In June the Board of Directors made an important decision when they chose to rename the agency Eastern Idaho Community Action Program. Not only does the name better align the agency with our national affiliate, the Board felt it more accurately reflected the role of the agency in our community.

In conclusion, 2005 was a busy year that began with high expectations. It was also a sad year for me personally as I announced in September that I was leaving the agency after more than sixteen years to pursue other interests. In November the Board of Directors chose Russ Spain to become only the fourth Executive Director for the agency. Russ brings experience, enthusiasm and strong leadership qualities to the position and I know he will lead the agency to greater heights.

So I end this note with thanks for great years and best wishes for many more years of work on behalf of the people of Eastern Idaho.

  
James L. Hall  
Executive Director

# Housing & Property Mgmt.



*Lost Rivers Elderly Housing*

## Housing Department 2005 30<sup>th</sup> Anniversary Year

**Eastern Idaho Community Action Partnership's Housing Department has been involved in the development and management of housing projects since 1975. Lost Rivers Senior Housing Phase I, is the first property developed and managed by EICAP.**

**1975: Existence of Eastern Idaho Special Services Housing Department became a reality with the completion of a 16-unit senior property in Arco. The property consisted of six two-bedroom and ten one-bedroom units. The Lost Rivers Elderly Housing projects site in Arco was purchased in April 1975 by E.I.S.S.A. (now E.I.C.A.P) for \$10,000. The total size of the tract was 3.02 acres.**

**Quoting from the 1976 Annual Report:**

**"In the past two years, the most significant development has been the movement of the agency into the direct provision of housing for the elderly."**

**Since that time E.I.S.S.A. (now E.I.C.A.P.) housing department has continued to develop.**

## Additional 30<sup>th</sup> Anniversary Year Milestones



### **April 2005**

The South Fremont Senior Housing mortgage was paid-in-full! South Fremont is the only property to have the distinction of no mortgage payments.

### **October 2005**

Completion of the Camas Street Apartments re-habilitation. Camas Street Apartments, located in Blackfoot, was purchased in October 2003. The one-million dollar re-habilitation consisted of the addition of four handicapped accessible units, bringing the total number of units to 68. All existing buildings were re-roofed and re-sided.



*before*



*during*



*Oct. 2005*

**The Housing Management Department currently has eight properties with a total of 120 units of Senior Housing and 196 units of family housing:**

- Aspen Park Apartments, Idaho Falls
- Lost Rivers Senior Housing Phase I, Arco
- Lost Rivers Senior Housing Phase II, Arco
- Camas Street Apartments, Blackfoot
- Riverside Senior Housing, Idaho Falls
- Teton View Senior Housing, Idaho Falls

# Area VI Agency on Aging

The Area VI Agency on Aging (AAA) serves the seniors of Eastern Idaho through the parent organization of the Eastern Idaho Community Action Partnership, Inc. We cover a nine county area; Lemhi, Custer, Butte, Clark, Fremont, Jefferson, Madison, Teton, Bonneville. The AAA provides a wide variety of services to meet the needs of seniors and their families to maintain their right to remain independent within their communities.

In addition to in-home services, Adult Protection, Case Management, Congregate Meals, and Information & Assistance Services, we provide several other programs to meet community needs. Such programs include Caregiver Support and Health Promotion including an extensive lending library; Grandparents Raising Grandchildren, some Transportation and Legal Assistance; Ombudsman for the Elderly as well as VOICE (Volunteer Ombudsman Improving Care for the Elderly); and Retired and Senior Volunteer Program (RSVP).

Our diverse programs offer something for the newly retired person to stay connected through volunteer service; through those making plans for long term care.

With the number of Assisted Living and Skilled Nursing Facilities growing at an alarming rate, the need for the Ombudsman Program has never been greater. However, funding for this program is extremely low compared to the level of need for their services. That is why in Area VI we have piloted a program which recruits, trains, and supervises volunteers to be a regular presence in many of our area facilities.

We have researched and designed a series of training sessions followed by one-on-one mentoring sessions for each recruited volunteer. We developed a method of supervising and providing on-going education. If



an individual is unable to volunteer to visit residents weekly, the volunteer has a way to encourage volunteering that suits their needs. Miss Idaho Rodeo USA was recruited to assist with promotional activities, such as Residents' Rights Week. The volunteers visited nursing homes and assisted living centers during that week to recognize the residents and their right to be involved in their own care.



The Ombudsman Program has recruited and trained eight volunteers. From October to December, 2005; the volunteers spent 122 hours with residents in the care facilities. They provided one-on-one time to be sure the residents were not lonely and their care needs were being met. From January-December, 2005; the volunteers have donated their mileage reimbursement to the program as well as their hours. The total in-kind donation was \$14,878.

Recruiting volunteers to go into long term care facilities is challenging. Many older people are reluctant to face a situation that appears too close to their own future; while younger people may not understand the concerns of the older person and may not relate to their situation. Yet, the volunteer ombudsmen of Area VI have set aside those feelings to focus on the needs of the residents in all of the various care facilities.

# Community Services

The Community Services Division of EICAP had a difficult year in 2005. Because of consistently rising overhead costs and consistently decreasing grant funding, the Community Services Division was forced to lay off 3.5 staff. This has put a huge burden on the remaining staff, trying to keep the level of service up with diminishing resources. But through all of this, they have assisted a multitude of people with a multitude of needs:

- LIHEAP assisted 4,088 households with an average benefit of \$304 during the 2004-05 heating season. A total of \$1,244,728 went to local utilities to help low-income households heat their homes and consequently have that much more money to sustain their families needs. In those 4,088 households there were:



- 3,350 children ages 0-5,
- 1,126 individuals over 60, and
- 1,961 disabled individuals.

Haven/Family Development staff assisted more than 260 people with emergency and transitional housing.

- 65% of those individuals were children.
- More than 51% of the households moved into permanent housing.
- Seven families successfully exited the Haven Shelter program and began the next stage of their move toward home ownership and self-sufficiency in the Homeless to Homeowners (H2H) program.
- Salmon office staff worked with more than 5,000 individuals. They provided everything from a food box to family development counseling to an energy (or emergency) assistance benefit.
- The Nutrition Program provided food for more than 17,000 individuals by delivering commodities and donated food to area food pantries and soup kitchens.

## **The Poverty Around You** *(excerpt from Post Register article written by Anne Johnson, Haven Shelter Manager)*

The stereotypical picture of poverty we have is that “those” people are lazy, good-for-nothing irresponsible bums that want to live off the system. They like their lifestyle and just want to keep having more kids to get more welfare money. **THIS IS FAR FROM THE TRUTH.** The majority of low-income individuals want a better life. They just do not have the tools or the resources to change. Underemployment, undereducated, elderly abuse, domestic violence, drug addiction and a family crisis are reasons people come to the Haven. They are expected to work hard to turn their lives around. Provided the tools of safe housing, teachers and tutors, they have the opportunity to successfully leave the Haven well-prepared not to end up in this situation again. They become stable, taxpaying members of our communities. The state government is looking into building more prisons. This money would be better spent on job training, education, drug treatment, mentoring programs and parenting programs. These are all education issues, and education is the only way out of poverty. It costs more to keep a family on welfare and in prison than it does to work with them and give them the tools to move them out of poverty. But there is less funding available from the state and federal government for these necessary supportive services.

*“The majority of our families want to leave poverty, they just don’t know how to”*

# Head Start

*Trudy is a child who entered kindergarten this year. She entered kindergarten after being in Head Start for two years. Her kindergarten teacher reports that she is excelling in school. Her test scores are high. She is a peer model for reading, and she gets along with all the children in her class. Her mom and dad tell us her kindergarten teacher says it is because of the experiences she had in Head Start.*

*Trudy's success in school is only part of the story. Her dad decided he wanted to go back to school as well. The Family Advocate facilitated his desire to be enrolled at EITC in the nursing program. For the two years Trudy was enrolled in Head Start he worked hard at a job and at going to school. Mom stayed home and took care of her children and volunteered in the Head Start classroom. Dad is going to graduate in June. Head Start works for the whole family.*



Here are some interesting facts about Head Start in the 2004-2005 school year:

- We served 193 children with federal funds and 31 children with TANF (Temporary Assistance for Needy Families) funds.
- Counting families that dropped from the program we served a total of 267 families for some period of time during the grant year.
- 83 of the children were three-years-old and 184 were four-years-old.
- 39 of the families spoke Spanish as their primary language, one family spoke an East Asian language, and 227 families spoke English as their primary language.
- 25 of our staff are former or current Head Start parents
- 220 of our 282 volunteers were parents
- 17 of our teaching staff have a CDA degree or higher
- Seven of our Family Advocates have five or more years of experience
- 248 families had a medical home at the end of the school year.
- 131 of the children were up-to-date on their immunizations by the end of the school year.
- 212 families had a dental home by the end of the school year.
- 19 children received mental health services from our mental health consultant.
- 12 children had diagnosed disabilities when they came to Head Start and 13 additional children were identified during the school year.
- 149 families had at least one parent working outside the home.
- 25 of the families had at least one parent going to school or in job training.



# Mutual Self-Help Housing

Self-Help Housing is an opportunity for people without resources for a cash down payment to fulfill the dream of homeownership. The program is intended to help eligible families build their own homes by working cooperatively with other families on each others houses. Participants' labor serves as the down payment in the form of "sweat equity".

Organized into groups of 6 to 12 participant families, the group works under the guidance of a construction foreman provided by Eastern Idaho Community Action Partnership. The participants perform at least 65% of the labor to construct their homes. EICAP provides the guidance and the power tools.

Self-Help homes are designed to be affordable and energy efficient. Monthly mortgage payments do not start until after homes are complete. Many times the monthly cost of homeownership is less than rent. All homes are three or four bedrooms, have two baths and a double car garage.

Hard work is the key to success in this program, along with a willingness to work cooperatively with others who share the common goal of homeownership.

USDA Rural Development provides program participants with both construction and mortgage loans. Loans are made directly to participating families. The family must meet income guidelines and have repayment ability. Credit-worthiness is also a necessity. All project participants households must meet the designation of low or very-low-income.

At time of move-in, before mortgage payments begin, homeowners will have approximately \$20,000 in equity.

"This is definitely the only way we'd be getting in a house of this quality any-time soon"

*Myra Judkins*



A year after they began, Myra Judkins & husband Damion are ready to realize their dreams of home ownership in Teton City as she paints the molding in advance of late October 2005 move in date.

## Location of Self-Help Housing Homes

- 21 homes in Rigby
- 9 homes in Sugar City
- 14 homes in Rexburg
- 8 homes in Roberts
- 24 in Shelley
- 6 in Teton City
- 10 in Bonneville County  
*just outside of Ucon*

Sixteen homes were constructed during 2005 bringing the total of completed homes to ninety-two.

The 92 participant families had at time of move-in, 232 children.

13% of the 92 are Hispanic

7% are persons with disabilities

32% are single parents

Starting in 1998 with the first self-help housing group of nine houses, Mutual Self-Help Housing construction has added \$7,544,000 to the local economy. This amount does not include the property taxes paid by each homeowner.

The self-help housing department consists of four full time employees: two on-site construction foremen, a construction supervisor and one group worker who does all mortgage application processing. All management costs are paid from a USDA Rural Development grant that has no impact on the cost of home construction.



# Weatherization

The Weatherization Assistance Program reduces energy costs for low income households by increasing the energy efficiency of their homes, while ensuring their health and safety. The program provides energy efficiency services to more than 150 homes every year. These services reduce the average annual energy costs by \$218 per household.

The program prioritizes services to the elderly, people with disabilities, and families with children. These low income households are often on fixed incomes or rely on income assistance programs and are most vulnerable to volatile changes in energy markets. High energy users or households with high energy burden may also receive priority.

Weatherization alleviates the heavy energy burden on low income households and helps them become self-sufficient, it revitalizes communities by spurring economic growth and reducing environmental impacts. For every \$1 invested, Weatherization returns \$2.79 in energy and non energy related benefits.



By reducing energy consumption in low income homes, Weatherization reduces the export of local energy dollars and keeps more money in the community. It improves energy affordability, making housing more affordable. This reduces cases of homelessness and frequent forced mobility, and lowers demand for public assistance. It also decreases electricity generation and resulting pollution. This improves local air quality and reduces adverse health effects, particularly asthma. Weatherization measures reduce carbon dioxide emissions by one metric ton per weatherized home, or one third the average emissions of an automobile. Nationwide it directly supports almost 12,000 jobs, and reduces demand for imported oil. It decreases the national energy consumption by the equivalent of 18 million barrels of oil annually.



Energy consumption in America has almost tripled since 1950 from 34.6 quadrillion BTUs to 97.4 quadrillion per year and household energy use comprises 22% of the total energy consumption. Americans spend \$156 billion each year on home energy. Low income households pay a disproportionate share of this energy bill. Low income households typically spend 14% of their total annual income on energy, compared with 3.5% for other households. The average expenditure in low income households is nearly \$1,267 annually. Low income families must often cut back on other necessities, such as groceries or medicine, to pay their energy bills. Sixty five percent of the low income households we served last year have an annual income under \$15,000, two-thirds have an annual income under \$8,000, and 23% have an annual income under \$2,000.

Professionally trained weatherization crews use computerized energy audits and blower doors to determine the most cost effective measures appropriate for each home. Typical measures may include installing insulation; sealing ducts; tuning and repair of heating and cooling systems; mitigating air infiltration; and reducing electric base load consumption.



Weatherization crews also perform health and safety tests that may include, testing heating units and appliances for combustion safety, carbon monoxide, and gas leaks; assessing moisture damage; replacing unsafe heating and cooling systems; repair or replacement of water heaters; window and door replacement; storm windows; and installing smoke and carbon monoxide detectors.

In 2005 the weatherization program worked on and completed 172 homes with an average cost of \$3,061 dollars per home. This amounted to 538 people receiving weatherization assistance. Of the 538 people, 93 were disabled, and 232 were children. The weatherization program spent \$526,492 total dollars on the 172 homes completed. Of the \$526,492 spent, utility companies contributed \$199,249 and landlords invested \$3,906 in their rental units.

# Pathways to Excellence

If someone asked if you work for a “QUALITY” organization, how would you respond? What if someone asked you to PROVE IT? On what basis would you make your claim and how would you document and support that claim? For example, how good are you, and compared to what? Are you able to say with certainty that your organization is “world-class” or even “best-in-class”? Responses to such questions in the past have been highly debatable.

That is why the National Community Action Partnership developed the Pathways to Excellence Initiative and the Award for Excellence. These initiatives serve as a vehicle both to recognize and reward the very best Community Action Agencies and, of equal importance, to provide the means to improve how they conduct business and deliver services.

The basis for the excellence initiatives is provided by the Malcolm Baldrige Criteria for Performance Excellence. It is a proven framework that affords any organization the opportunity to measure quality and performance against the very best. The Malcolm Baldrige Framework and performance requirements are recognized worldwide as a proven system for assessing organizational effectiveness and excellence.

Congress established the National Malcolm Baldrige Quality Award program in 1987 to recognize U.S. organizations for their achievements in quality and performance and to raise awareness about the importance of quality and performance excellence as a competitive edge.

In 2005, Kate Howard, Russ Spain, Sheryl Bailey and Jim Hall attended a training to bring back to EICAP the Pathways to Excellence process. The leadership and board of EICAP felt it would be a great process for the partnership to conduct.

## What Makes an Excellent Organization?

### *At a Glance*

- Visionary Leadership
- Customer-Centered
- Organizational and Personal Learning
- Valuing Staff and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Public Responsibility and Citizenship
- Focus on Results and Creating Value
- Systems Perspective

Over the next year we plan to examine our agency in the areas of:

- 1) Organizational Leadership,
- 2) Strategic Planning and Direction,
- 3) Customer, Constituent, and Partner Focus,
- 4) Measurement, Analysis, and Performance Mgmt.,
- 5) Human Resource Focus,
- 6) Organizational Process management, and
- 7) Organizational Results.

These categories and the framework form the backbone of the organization-wide self-assessment or self-study process.

## Why Bother?

In an era of increasing competition for public and private funding, organizations must continuously improve their quality and effectiveness and demonstrate a record of accomplishment for achieving excellent results. These attributes are essential to survival in the 21st Century.

*We hope for very productive changes over the next year that will be generated by our Pathways to Excellence journey!*



## **THE PROMISE OF COMMUNITY ACTION**

---

*Community Action changes people's lives,  
embodies the spirit of hope,  
improves communities,  
and makes America a better place to live.*

*We care about the entire community,  
and we are dedicated  
to helping people help themselves  
and each other.*