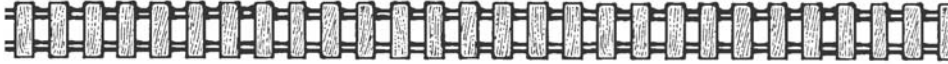
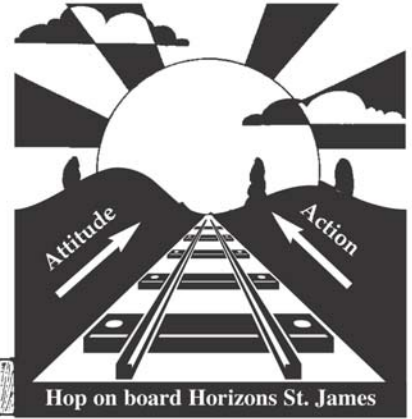


HORIZONS

COMMUNITY LEADERSHIP TO REDUCE POVERTY

St. James



June 2008

St. James Horizon Team
Work Plan Agreements—January 2008

Horizon Team composition:

Future Squad liaisons, Local Organizer, and Community Bloggers

This Horizon's Team's purpose is to

- Sustain the vision around poverty reduction and leadership development in the community
- Coordinate Future Squad work to avoid scheduling conflicts or duplicating funder requests
- Come to a consensus on distribution of grant funds based on requests/plans submitted by Future Squads
- Share information and materials and support joint Future Squad events or activities

INFRASTRUCTURE

Meeting schedule

- First Monday of each month from 7:00-9:00 p.m.

Leadership roles

- Co-leaders:
 - Request agenda items from Team members 3 days prior to meeting
 - Develop agenda, determine meeting location, reserve room
 - Send out a meeting reminder to all members with meeting location and directions
 - Act as timekeeper for meeting and back-up for fellow co-leader
- Fiscal Agent Liaison
 - Coordinate with School (fiscal agent) and Future Squads to implement decisions on funds distribution
- Meeting action recorders
 - Youth bloggers will take minutes of meeting and send minutes to co-leaders to distribute (also use the minutes for blogging)
- Community Organizer: serve as a chief spokesperson for the Horizon's Team

Member's responsibilities are to:

- Attend meetings prepared to participate
- Eat before the meeting or bring their own brown bag lunch or some food to share
- If members have a discussion item for the meeting, send co-leaders supporting materials to distribute prior to the meeting

Additional/new members

- All future squads will invite people from the Hispanic community to join as their interest dictates

DECISION-MAKING PROCESS/TEAM CULTURE

Ground rules (see attached)

Decision making protocol

- Thumbs up/thumbs down: the goal is to reach consensus on key requests in a timely manner that recognizes all people's voice as equals at the table

RESOURCE LEVERAGING AND ALLOCATION

Fiscal Agent: the school

Criteria/guidelines See attached “Funds Grant Application” form.

Criteria for awarding grants include the following:

- Projects should have a goal of reducing poverty and/or building leadership in the community
- Involves partners or collaborators on the project
- Projects should have a plan for accessing funds/support from the community to augment Horizon’s funds such as matching funds from corporations or foundations, in-kind contributions, individual donations (adopt-a-project), fundraising events, revenue generating services, etc.
- Loans: requests will be assessed on a case by case basis
- Horizon Team Meeting Expenditures: Team members will provide for administrative costs such as copies and food at meetings from their own resources (business, home)

The Horizon Team also requires a wrap-up report from any project receiving funds. The report is due approximately a month after the conclusion of the project (at the next Horizon Team meeting). This report should include the following:

- What worked well and what could be improved (**lessons learned**)
- Impact on poverty reduction and/or leadership development
- Numbers: How many people attended, were affected, etc
- Collaboration –who was involved in project
- Final actual budget expenditures with receipts attached

The Horizon Team agreed that approved projects would receive 75% of their requested funds up front and then would be reimbursed for the final 25% upon submission of wrap report and actual expenses report. (Receipts are required for reimbursement).

COMMUNICATION SYSTEMS

Community Blog: Bloggers will update the community website with information presented at the Horizon’s Team meeting. Horizon Team members can also submit material to be posted on the site such as news articles, community event dates, etc. (Bloggers will receive blogging training from the Extension office)

Broad community communications: The Community Organizer will be the public contact for the Horizon’s Team. Mark Anderson will be the contact for the local newspaper and others will provide connections to cable TV, etc.

VISION AFFIRMATION/SUSTAINABILITY

Regroup and re-energize Future Squads

- Future Squads will be invited to attend the March Horizons Team Meeting to revisit the vision and review the work already accomplished, and re-energize around keeping the community engaged in addressing poverty issues
- In June, the Horizon’s Team will participate in a Horizon’s Project Culmination to celebrate successes of the Future Squads

Training or coaching in specific goal areas

- Currently, team members are requesting training in
 - Blogging
 - Meeting facilitation and record keeping
 - Grant writing/fundraising

ST. JAMES FUTURE SQUAD PLANNING WORKSHEETS

Future Squad: Education

Future Squad Co-Leaders: Shiree Oliver, James Piper

Future Squad Goal(s): To build St. James' long-term prosperity by increasing educational opportunities from early childhood through adulthood.

Projects	Desired Outcomes	Actions	By When Implemented	Details
Adult ESL and Financial Literacy Classes	Provide free and low-cost educational opportunities for adults, focusing on English as a second language, financial literacy, and home maintenance.	<ul style="list-style-type: none"> • Work with community education to plan curricula and schedule classes. • ESL and financial literacy classes offered summer/fall 2007, home maintenance added in 2008 	Fall 2007	<ul style="list-style-type: none"> • These course offerings were a direct outcome of Study Circles – the resources were requested by the community, and Horizons facilitated the addition of services by Community Education.
Bilingual Certified Nursing Assistant Program	Provide access to well-paying jobs for new English speakers by assisting them in preparing for English-language certification test Improve elder care in the community by increasing Certified Nursing Assistant labor pool	<ul style="list-style-type: none"> • Collaborate with senior care facility to determine need for additional CNAs • Schedule classes to help English-learning Latina residents prepare to take CNA certification class in English 	Summer 2008	<ul style="list-style-type: none"> • So far, about 8 women have received preparation help for their CNA exams
Bilingual Day Care Worker Training Program	Provide access to well-paying jobs for new English speakers by assisting them in preparing for English-language certification test Facilitate growth for St. James' largest employer by building child care resources which have limited work force Increase school district's early childhood education offerings	<ul style="list-style-type: none"> • Working with employers and school district, determine need for additional child care in the community • Schedule child care worker training through Community Education • Establish plans for child care offerings through school district 	Spring 2009	

<p>Bus shelters</p>	<p>Build shelters to protect school children from the elements while waiting for school buses</p>	<ul style="list-style-type: none"> • Research other communities' approach to school bus shelters • Work with local contractors to design 3 shelters and get commitments for donated labor and materials • Work with city, school district, and transportation company to determine best locations for initial round of shelters • Solicit donations from area employers • Construct shelters for use in '08-'09 school year 		<ul style="list-style-type: none"> • Most of these actions were spearheaded by a group of Latina mothers who participated in Study Circles through their family literacy class, in collaboration with other Horizons participants with employer and school district connections. • This project has been a subject of some controversy in the community, but after months of work, is building broad-based support. • The need for shelters is based on early work schedules, limited transportation options, and inadequate winter clothing among low-income families.
<p>Weekly Coffee Hour</p>	<p>Institute weekly, informal, community gathering to build community connectedness</p>	<ul style="list-style-type: none"> • Publicize open coffee hour to broad range of community members, including formal and informal leaders, youth council members and others. • Collaborate with Community Club or coffee shop to host. 	<p>First coffee hour is June 6th at 9 am</p>	
<p>Resource Directory</p>	<p>Create a community resource directory for distribution.</p>	<ul style="list-style-type: none"> • Work together to create a resource directory that is inclusive and available for community residents. 	<p>Spring 2008</p>	<ul style="list-style-type: none"> • Will be updated yearly every fall through MVAC-multiple partners will receive yearly updates – Printing will be left to each agency's need. Publication access will be at the school's library, chamber and MCAC.

**ST. JAMES
FUTURE SQUAD PLANNING WORKSHEETS**

Future Squad: **Unity**

Future Squad Co-Leaders: **Emily Boelke, Joe McCabe**

Future Squad Goal(s): Horizons has helped St. James make significant progress in cross-cultural community engagement, and in holding public conversations about the impacts of the rapidly-increasing Latino population. This Future Squad hopes to continue that momentum and create more opportunities for the whole community to gather, connect, and engage.

Connection to Poverty Reduction: Fight racism; Focus on youth and schools;

Projects	Desired Outcomes	Actions	By When Implemented	Details
Study Circles on Racial Equity	<p>Improve community dialogue on diversity issues</p> <p>Rally community to take action to improve racial equity and intercultural exchange in St. James</p>	<ul style="list-style-type: none"> Recruit diverse team of 4 residents from a variety of sectors to attend Everyday Democracy Conference in Denver, June 2008 Organize facilitator training for Study Circles on racial equity Organize Study Circles for sometime in late 2008 	December 08	<ul style="list-style-type: none"> St. James has an estimated 30% Latino population, both long-term residents and recent immigrants. Racial tensions have flared over the past several years, and related issues have come up regularly through the Horizons work. Study Circles on Poverty were a great success in St. James, and the community is eager to apply the model to racial diversity issues.
Youth sports program	<p>Increase Latino youth participation in high school sports</p> <p>Create opportunities for multicultural high school athletes to mentor and coach younger kids</p>	<ul style="list-style-type: none"> Work with school district and sports programs to develop and advertise sports programming for grade-school age children Collaborate with Youth Council to recruit bilingual high school athletes to coach/mentor Begin programming summer 2008 	<p>Fall Sports Aug. 2008</p> <p>Winter. Sports Nov. 2008</p> <p>Spring Sports March 2009</p>	<ul style="list-style-type: none"> Each season of sports will have a feeder process prior to the season beginning

HORIZONS

COMMUNITY LEADERSHIP TO REDUCE POVERTY

ST. JAMES FUTURE SQUAD PLANNING WORKSHEETS

Future Squad: **Youth**

Future Squad Co-Leaders: **Caitlin Olsen, Tory Clark**

Future Squad Goal(s): To build youth involvement in public life in St. James, to help youth gain leadership skills, and to make St. James a place young people will want to stay.

Connection to Poverty Reduction: Focus on youth and schools;

Projects	Desired Outcomes	Actions	By When Implemented	Details
Youth Council	Form youth organization that can participate as an equal partner in community work and decision making	<ul style="list-style-type: none"> • Beginning with youth who participated in Study Circles and LeadershipPlenty and recruiting additional members from St. James High School, form an initial Council • Schedule regular Council meetings and participate formally in Horizons Team, as well as other community meetings • Collaborate with other Future Squads on Unity, Earth Day, and other projects • Collaborate with Community Ed on young students' multicultural sports "feeder" program 	Fall 2007	<ul style="list-style-type: none"> • The high level of youth participation in St. James Horizons has lent amazing energy and exciting new ideas to the process. • The Youth Council was originally formed as an action item from an all-youth Study Circle, and has evolved, grown, and gained community support over the last year. • The Youth Council was a key component in the St. James schools' acquisition of a large grant from the Department of Education for after-school programs

<p>Pay-it-Forward Spring Trip</p>	<p>Give St. James youth an opportunity to travel and serve in high-poverty communities in urban areas</p>	<ul style="list-style-type: none"> • 5-6 Youth from the St. James youth council attend the 2008 Pay it Forward trip. 	<p>June 2008</p>	<ul style="list-style-type: none"> • Integration funding through the school provides scholarship funds for low income students to attend. • Youth who attend will be asked to join the youth council as a vehicle for the youth service learning.
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**ST. JAMES
FUTURE SQUAD PLANNING WORKSHEETS**

Future Squad: Green Team

Future Squad Co-Leaders: Jill Henderson, Mark Anderson

Future Squad Goal(s): St. James is well-positioned to profit from increased investment in alternative fuels, both in wind power and biofuels. The Green Team is interested in making this a community-based effort in order to maximize the economic benefit to St. James. In addition, they will be providing information and education on other environmental issues and impacts throughout the community.

Connection to Poverty Reduction: Invest in basic community resources; Focus on youth and schools

Projects	Desired Outcomes	Actions	By When Implemented	Details
Reusable Shopping Bags	<p>Reduce costs for local retailers</p> <p>Reduce number of disposable shopping bags used in St. James</p> <p>Build awareness of Horizons and the collaboration with other local organizations</p>	<ul style="list-style-type: none"> • Research alternatives to disposable shopping bags and relative costs • Collaborate with Chamber of Commerce and service organizations to design and fund initial order of bags • Arrange for bags to be sold at local businesses, with profits to be contributed to Horizons scholarship fund • Continue to promote and distribute bags, in partnership with Chamber and service organizations 	June 2008	<ul style="list-style-type: none"> • This project represents an important new connection between Horizons, Chamber, and service organization.
Recycling	<p>Reduce community-wide waste stream by increasing public recycling options for household and building waste</p>	<ul style="list-style-type: none"> • Research options through city and county for possible recycling services • Discuss options for building materials recycling with local builders and contractors 	Spring 2008	<ul style="list-style-type: none"> • Further details on the actions involved in this project will emerge as options are further explored.

Earth Day Programs	<p>To educate youth on their natural environment and on environmental responsibility.</p>	<ul style="list-style-type: none"> • Collaborate with school district, library, and local nature area to hold outdoor educational events for all ages of school children during Earth Week, 2008. • Evaluate efficacy of 2008 programming, and begin planning for expansion in 2009 	<p>Spring 2008</p>	<ul style="list-style-type: none"> • Several emerging leaders are key members of the Green Team, and have built important new relationships in the community through this effort.
Energy Conservation Education	<p>Give low-income residents equal opportunity to reduce their environmental impact</p> <p>Help residents save money by learning more efficient, lower-cost and lower-impact ways of using and maintaining their homes</p>	<ul style="list-style-type: none"> • Determine what resources residents might need in order to reduce energy use, regardless of income. • Develop educational programs on energy efficiency and related home-maintenance and personal finance issues. 	<p>Spring 2009 Ongoing</p>	