



Working Together for a Stronger Rural Idaho

STRATEGIC PLAN

2024 - 2029

PREPARED BY:
IDAHO PARTNERS FOR
GOOD

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Working Together for a Stronger Rural Idaho



Working Together for a Stronger Rural Idaho



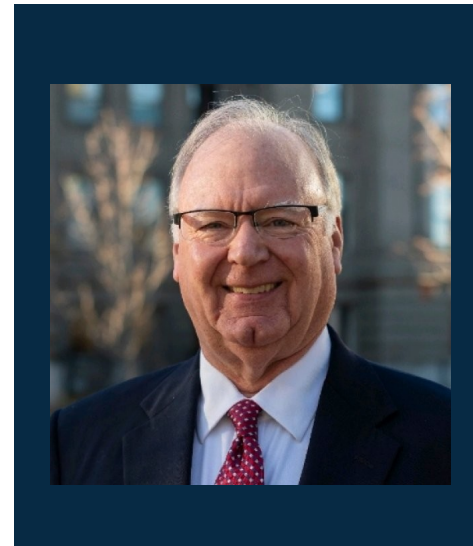
The Strategic Plan Project was funded through a grant with USDA-RD, RIVDA, & Idaho Commerce

A Message from the IRP Chairs

TOM KEALEY DIRECTOR, IDAHO DEPARTMENT OF COMMERCE

On behalf of the Idaho Rural Partnership Board, we want to thank the U.S. Department of Agriculture – Rural Development, the Region IV Development Association, and Idaho Partners for Good for their work in developing the attached strategic plan. Also, we would like to thank the many stakeholders who took their time to complete surveys, participate in interviews, and join focus groups that were foundational to developing this strategy. Your efforts along with additional strategic projects occurring simultaneously across Idaho for economic development and growth i.e. Idaho Rural Strategy, Policy Academy Partnership, Idaho Manufacturing Alliance, advanced energy initiatives, etc. will bolster and produce significant and long-lasting benefits for rural Idaho which includes most of our state.

As the lead economic development agency for the State of Idaho, the mission of the Idaho Department of Commerce is to foster a business-friendly environment to aid in job creation, support existing companies, strengthen communities, and market Idaho. Rural Idaho plays a significant role in achieving these results. And IRP has been a valuable partner in helping Idaho Commerce serve its mission.



Powered by a robust strategic plan and collaboration with private sector, state, tribal, not-for-profit, and Federal partners, opportunities exist for Idaho's rural communities to meet challenges and advance their prosperity. Idaho Commerce is committed to the success of the Idaho Rural Partnership by increasing its potential with a strategic plan to improve the economics and quality of life in rural Idaho.

KELLY PACKER EXECUTIVE DIRECTOR, ASSOCIATION OF IDAHO CITIES



The Idaho Rural Partnership is an important component when looking for ways to support rural jurisdictions in Idaho. There are hundreds of communities that cannot and will not succeed without a focused effort to funnel resources to the leaders in those rural communities. IRP can and should be a central repository for rural tools, grants, and partners; a place where local leaders can go to explore options for the varied needs in their area of responsibility.

The Idaho Rural Partnership 2024-2029 strategic plan has identified things needed to ensure IRP's success and longevity. It will guide our board on the next steps to improve and increase IRP's influence. I'm grateful for everyone who has participated in the data collection and am excited for the possibilities that lay ahead. Rural Idaho is too important to shortchange. The state's success depends on the success of all its communities, including its most rural. IRP will help ensure our success.

INTRODUCTION

Mission Statement

“The Idaho Rural Partnership (IRP) joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho”.

Vision: IRP is widely known and valued as an accessible organization that listens to local problems and collaborates to develop system-wide solutions.

- A diverse Board of Directors and general membership that includes all rural perspectives and carries information to and from local communities.
- It is recognized as a safe place to resolve conflicts, work on issues, and come together on opportunities.
- Using affiliated work groups of IRP members and current technology for delivery, IRP supports communities with new products, training, information, and streamlined regulation.
- IRP is known as an action-oriented network that anticipates issues and works behind the scenes to benefit rural Idaho.

BOARD COMPOSITION (Adopted 8/96, Amended 4/00)

Federal	1 - USDA - Rural Development 2 - Agency senior managers appointed by Federal Executive Committee
State	1 - Idaho Department of Commerce 1 - Idaho Department of Agriculture 1 - Governor’s Office 1 - Agency senior manager appointed by governor 4 - Idaho Legislature
Local	1 - Association of Idaho Cities 1 - Idaho Association of Counties 1 - Idaho Economic Development Association (EDDs) 1 - Idaho Resource Conservation & Development Association
Tribal	1 - Requested through the Alliance of Idaho Tribes
Private For Profit	1 - Idaho Association of Commerce and Industry 2 - Self-nominated
Private Nonprofit	3 - Self-nominated
Past-Chair	0-1 Not applicable if term not expired
At -Large	0-3 Selected by out-going Board to ensure broad representation
TOTAL	22-26

Stakeholders: There are two distinct stakeholder groups that benefit from the IRP; rural communities and those that support them.

STRATEGIC GOALS AND OBJECTIVES FRAMEWORK

STRATEGIC FOCUS

Alignment of the strategic goals and objectives are framed within the key domains of the Organizational Assessment tool provided by the AmeriCorps Office of Research and Evaluation. It is meant to position the Idaho Rural Partnership for sustainable success.

KEY CAPACITY DOMAINS

- Strategy 1:** Leadership
- Strategy 2:** Management and Operations
- Strategy 3:** Service Capacity
- Strategy 4:** Community Engagement
- Strategy 5:** Evaluative

Figure: AmeriCorps Organizational Capacity Assessment Tool Domains



STRATEGIC GOAL 1

STRATEGIC GOAL 1: Build an innovative collaboration environment to strengthen communities and improve life for rural Idahoans

STRATEGIC FOCUS - Leadership

This domain focuses on capacity functions that are typically the responsibility of senior leadership and executive board members to guide or execute.

Capacity Functions

1. Vision and Mission
2. Leadership and Governance
3. Strategy and Planning
4. Culture and Values

STRATEGIC OBJECTIVE 1.1 Curate the data to be able to forecast the needs of rural Idaho over the next 10 years and help solve them.

Strategies

- 1.1.1** Identify events/conferences attended by rural leaders to gather the forecasting information needed to gain insight into the future of rural communities, on an annual basis. This data informs annual action plans and presentations to the Governor and legislature.
- 1.1.2** Develop a compelling non-partisan narrative of rural community needs collected from a diversity of perspectives. Ensure it reflects a shared commitment to resource rural communities.

STRATEGIC OBJECTIVE 1.2 Align the Idaho Rural Partnership strategic plan with the rural economic development plan to identify where IRP fits as a long-term partner.

Strategies

- 1.2.1** Work collaboratively with the Idaho Department of Commerce to support the implementation of the rural economic development strategic plan to help synchronize strategic initiatives at all levels (state, national, city, county, region) so that resources are used more effectively.

STRATEGIC OBJECTIVE 1.3 Strengthen the environment for high-level collaboration, coordination, and sharing of resources by bringing together those with resources and support on a regular basis.

Strategies

- 1.3.1** Evaluate current mission and vision statements to ensure they still support the purpose, direction, and set parameters for what they will focus on.

STRATEGIC GOAL 1

- 1.3.2 Identify key values that guide how the IRP interacts with others. Strong organizations have key values. These are options that emerged from the data: force for collaboration, source of inspiration (what's possible), community-centered approaches, coordinating body, innovation, adaptability, rural-driven, advocacy, action-oriented, problem-solvers, resilience, inclusivity, best practices, and rural independence.
- 1.3.3 Explore different approaches to IRP Board meetings to improve attendance, adherence to key duties and values, increase learning and sharing, and to meet the requirements set forth in code.
- 1.3.4 Evaluate current Board membership to ensure underserved and marginalized groups are represented. Then, design the appropriate recruitment efforts to ensure their participation.

STRATEGIC OBJECTIVE 1.4 Develop a communication and continued engagement plan for legislative education and support to ensure IRP is known, credible, valued, and resourced appropriately.

Strategies

- 1.4.1 Use the data from the Idaho Rural Partnership and the economic development strategy planning processes and design interactive presentations, white papers, and reports to demonstrate the need for greater authority that cuts across all state agencies to improve cohesion to better serve rural communities.
- 1.4.2 Coordinate with Economic Development professionals to provide consistent reports to the Governor, Legislature, and State Agencies.
- 1.4.3 Share the intelligence gathered from rural communities (via listening sessions, community reviews, feedback loops and other events) and share it with the legislature, Governor, and other agencies to help inform their work and to make IRP indispensable.
- 1.4.4 Improve advocacy for policy changes to regulations at the state and national levels to remove barriers and challenges that adversely affect rural communities.

STRATEGIC OBJECTIVE 1.5 Work with the Governor's office to formulate a comprehensive rural strategy and policy that cuts across all state departments and agencies, coordinated under an intergovernmental rural-focused organization like the IRP.

Strategies

- 1.5.1 Collaborate with the Department of Commerce, Policy Academy participants, Community Economic Development professionals and other stakeholders to work with the Governor's office to design a plan based on what's possible for and with rural communities.
- 1.5.2 Map each of the roles and responsibilities in code to each IRP Directors mandates to streamline and focus efforts on what only the IRP can do.
- 1.5.3 Based on results of the mapping activity (1.5.2) and IRP historical impact, submit code changes that best reflect future priorities. Be careful not to remove redundancies.

STRATEGIC GOAL 1

- 1.5.4** Work with the Governor to adopt an innovative comprehensive rural strategy and policies to pilot in Idaho. It must have the authority needed to cut across all state departments and agencies to be successful.

STRATEGIC GOAL 2: Build a strong sustainable operating model to support the mission of the Idaho Rural Partnership

STRATEGIC FOCUS - MANAGEMENT and OPERATIONS

This domain focuses on internal-facing capacities, including the capacity of an organization to manage its finances; recruit, develop, and retain talent; and maintain critical infrastructure and systems.

Capacity Functions

1. Financial Management
2. Human Resources
3. Infrastructure and Information Technology

STRATEGIC OBJECTIVE 2.1 Determine appropriate organizational structure to support the IRP strategic plan.

Strategies

- 2.1.1 Research 1-3 business structures to identify which organizational structure will best meet the roles and responsibilities of the IRP to further support the needs of rural communities (See business structure options report).
- 2.1.2 Conduct the AmeriCorps full Organizational Capacity Assessment to focus on the areas for development, further evaluation, and realignment to build the foundation of the IRP organization. Consider Building in a regional coordination model to be able to respond to the needs of the rural communities being served.

STRATEGIC OBJECTIVE 2.2 Develop the operational and financial infrastructure to support the strategic plan.

Strategies

- 2.2.1 Based on the business model selected (2.1.1), build the financial operating system.
- 2.2.2 Explore appropriate funding models (See funding options report).

STRATEGIC OBJECTIVE 2.3 Develop Sustainable funding pathways.

Strategies

- 2.3.1 Prioritize strategies that ensure the continuity and effectiveness of Idaho Rural Partnerships' work beyond short-term projects or grant cycles.
- 2.3.2 Establish a fund development committee to design and implement the draft funding plan.
- 2.3.3 Develop a clear value proposition statement for the Case for Support for funding proposals.

STRATEGIC GOAL 2

STRATEGIC OBJECTIVE 2.4 Develop relationships with large Eco-system industries, agencies, and corporations that depend on rural communities for resources.

Strategies

- 2.4.1 Work with the state agencies to identify the large companies that operate in Idaho and depend on rural communities for resources.
- 2.4.2 Design targeted marketing collateral for IRP directors to begin building relationships and engage with companies for support.

STRATEGIC OBJECTIVE 2.5 Develop internal policies and procedures defining how IRP will execute its responsibilities in code.

Strategies

- 2.5.1 Develop the policies and procedures needed to support collaboration and a nonpartisan approach among the variety of agencies (state, federal, regional, local), their resources, and their expertise to better leverage these assets to support the ever-changing needs of rural communities.

STRATEGIC OBJECTIVE 2.6 Build the appropriate Board structure to support the strategic work.

Strategies

- 2.6.1 Design on-going regular opportunities for the Board and IRP committees to learn, share, collaborate, coordinate and problem solve together.
- 2.6.2 Address the operational structure of governance for the future including the ideal number of directors, formal on-boarding, skills matrix, committee structure, Governor/legislative appointments, quorum requirements, etc.
- 2.6.3 Once Identified, capitalize on each directors' areas of skills and strengths to support the IRPs strategic goals.

STRATEGIC GOAL 3

STRATEGIC GOAL 3: Design a system to support a resource network for rural communities

STRATEGIC FOCUS – COMMUNITY ENGAGEMENT

This domain is primarily external facing, focusing on an organization’s capacity to draw on strategic relationships with funders, community partners, corporations, media, and individuals to access resources and expertise and to leverage time and in-kind contributions.

Capacity Functions

1. Fund Development
2. Communications and Advocacy
3. Volunteer Management
4. Community Partnerships

STRATEGIC OBJECTIVE 3.1 Assess the collaboration system of community and economic development stakeholders investing in rural communities.

Strategies

- 3.1.1 Collaborate with partners to conduct a comprehensive rural needs assessment. This assessment should include input from diverse stakeholders, such as community members, businesses, local government officials, marginalized populations, and organizations working in rural areas as well as work already being done to assess the rural needs of Idaho.
- 3.1.2 Collaborate with key stakeholders to identify the rural-focused resources (funding, capacity building, technical assistance, etc.) using a systems map approach to develop a resource directory network.
- 3.1.3 Identify where and how future service delivery should be operationalized to support economic development and community stakeholders.

STRATEGIC OBJECTIVE 3.2 Enhance communication and outreach efforts to raise awareness of Idaho Rural Partnership resources and network

Strategies

- 3.2.1 Design and implement a targeted communication strategy.
- 3.2.2 Enhance current IRP communications channels, such as website, social media, newsletters, workshops, and conferences, to disseminate information, share success stories, and engage stakeholders.
- 3.2.3 Design feedback loops to deliver stories, updates, and informational data to use in an on-going communications strategy.

STRATEGIC GOAL 3

STRATEGIC OBJECTIVE 3.3 Identify, stabilize, leverage and advocate for rural development funding for capacity building and technical assistance.

Strategies

- 3.3.1 Stay current on rural-focused resources at the state and federal levels.
- 3.3.2 Provide leadership to inform the work of other agencies and help move all stakeholders from a competitive to a collaborative environment.
- 3.3.3 Rebuild relationships with congressional team so they recognize the IRP as the go-to place for insight into rural needs.

STRATEGIC OBJECTIVE 3.4 Cultivate positive relationships with rural communities to improve the flow of resources.

Strategies

- 3.4.1 Develop responsive systems for rural partners, members, and stakeholders to provide feedback.
- 3.4.2 Develop a community outreach engagement plan with tangible and relevant ways for rural communities to re-engage with the IRP.

STRATEGIC GOAL 4

STRATEGIC GOAL 4: Facilitate rural capacity building services effectively and efficiently

STRATEGIC FOCUS – SERVICE

This domain focuses on the capacity of the organization to design research-informed programs, monitor, and support quality implementation, and make course corrections as needed.

Capacity Functions

1. Program Design
2. Program Implementation
3. Performance Management

STRATEGIC OBJECTIVE 4.1 Improve coherence for the community by reducing the number of places, meetings, bureaucracy and requirements they have to navigate to access resources.

Strategies

- 4.1.1 Identify a coordinating body with the authority and mandate to bring all stakeholders together to better serve rural Idaho. Establish a rural Task Force with all state and federal government agencies to reduce fragmentation and conflicts while strengthening the cumulative effect of their actions to better serve rural communities.
- 4.1.2 Host regular, on-going active listening sessions in communities to help them navigate and negotiate solutions to sticky federal and state issues (e.g., water, environment, etc.).
- 4.1.3 Work with hubs to bring innovation into the regulatory environment to get to new solutions.
- 4.1.4 Support state/federal partners to build feedback loops to understand what is working and what needs to be improved to increase coherence.
- 4.1.5 Decide on a common definition of “rural” all stakeholders can use.
- 4.1.6 Ensure we do not further stretch the bandwidth of local rural leaders and communities.

STRATEGIC OBJECTIVE 4.2 Evaluate and enhance the Community Review model

Strategies

- 4.2.1 Host Community Review forums with communities that have completed this process to identify the needs regarding capacity building, technical support, and leadership development, as well as to collect the stories of impact.
- 4.2.2 Design an approach that allows any rural community that is ready to receive a Community Review with little to no delay. Include in the design a faster end-to-end process, recruit/retain diverse experts, commitment to the shared responsibility for delivering reports in a timely manner, funding, and a method to report impact data (stories) from the community.

STRATEGIC GOAL 4

- 4.2.3 Validate a readiness assessment tool for a community to better understand the commitment of time, resources, and funding prior to the community review being launched.
- 4.2.4 Collaborate with stakeholders to build an emerging rural leaders cohort model to identify, train, mentor, resource and support the need for new generational leadership.
- 4.2.5 Identify new and emerging associations and partnerships to participate as part of the Visiting Team.
- 4.2.6 As part of the CR process, review the various historical community plans to ensure efforts at the community level are being built off of one another, if applicable.
- 4.2.7 Provide referrals for funding options when a report is delivered to the community to help kick-start their implementation plans.

STRATEGIC OBJECTIVE 4.3 Facilitate Rural Success Summits (RSS) to better collaborate, educate and share best practices.

Strategies

- 4.3.1 Leverage the RSS events to facilitate deeper collaboration among stakeholders and decrease fragmentation.
- 4.3.2 Drive more innovation and creativity by building it into the Rural Success Summit events.
- 4.3.3 Provide hybrid RSS options for rural leaders that cannot attend.
- 4.3.4 Develop feedback loops to collect best practices to share out.

STRATEGIC OBJECTIVE 4.4 Prioritize capacity building and technical assistance programs that empower rural communities to develop their own solutions and foster self-sufficiency.

Strategies

- 4.4.1 Work with partners to provide resources, training, and mentorship programs to support entrepreneurship, leadership development, and sustainable economic growth in rural areas.
- 4.4.2 Develop a user-friendly way for communities to access resources that may benefit their communities.

STRATEGIC OBJECTIVE 4.5 Facilitate ongoing community capacity building to allow rural communities to access resources and opportunities.

Strategies

- 4.5.1 Design a navigational system(s) to be a connector for rural resources dot connector, curator, brain trust, innovation hub, relationship-broker, catalyst, and one-stop shop for rural resources.
- 4.5.2 Design capacity building efforts that are results-driven and provide a basis for data-driven decision-making for both rural communities and those that support them.

4.5.3 Research ways to support broadband efforts. Broadband is the foundation upon which much of rural commerce, education, healthcare, etc. are built.

STRATEGIC GOAL 5: Design methods to evaluate the Idaho Rural Partnership’s impact on rural communities

STRATEGIC FOCUS – EVALUATIVE

This domain focuses on the capacity of an organization to gather data, measure impact, and assess lessons learned to strengthen the organization’s work overtime.

Capacity Functions

1. Evaluation Planning
2. Data Collection
3. Measuring Impact
4. Evaluation Use, Learning, and Continuous Improvement

STRATEGIC OBJECTIVE 5.1 Collect data of community improvement/transformation from Community Review evaluation reports.

Strategies

- 5.1.1 Conduct retrospective analysis of historical community review data to identify impact and to help design the model of the future.
- 5.1.2 Design the plan and process to collect data with measurable outcomes.
- 5.1.3 Develop a Case for Support to use for grant writing.

STRATEGIC OBJECTIVE 5.2 Build flexibility and adaptability into the services and programs IRP offers.

Strategies

- 5.2.1 Track data, identify research and be well informed through feedback loops. Build flexibility and adaptability into services and initiatives allowing the IRP to change with emerging circumstances and opportunities.
- 5.2.2 Develop consistent compliance review schedule of the IRP Strategic Plan on at least an annual basis.

STRATEGIC OBJECTIVE 5.3 Evaluate local, state, and national rural-focused efforts to determine ways to collaborate to build rural capacity together.

Strategies

- 5.3.1 Adopt an outcome-oriented approach that focuses on measurable goals and targets. Define a common specific set of indicators and benchmarks all partners can use to track progress and evaluate the impact of IRP and partner initiatives.

This list provides options for future measurement of success for the strategic plan.

Goal 1 Build an innovative collaboration environment to strengthen communities and improve life for rural Idahoans

1. Number of rural policies and priorities passed annually by the Governor and legislature as a result of annual forecasting events.
2. Within six months of the final plan the IRP will identify the role and responsibilities they want to play in the economic development sector.
3. Current mission and vision are stress tested with rural partners and all communications reflect them (e.g., agendas, website, etc.).
4. Key values identified and embedded in all work of the IRP.
5. Reports of strong, consistent participation of all IRP stakeholders with documentation of the results of collaboration (resources).
6. Representatives from marginalized populations help lead the work of the IRP Board.
7. Approaches to IRP collaboration (internal) are tried and documented including meeting frequency.
8. Annual Board Evaluation report to track the effectiveness of the individual directors and the Board as a whole. Use these results to hold directors accountable or to replace them.
9. Monitor (on-going) the on-boarding process to ensure directors know their roles and responsibilities so they can participate effectively.
10. Governor's office and the number of key legislators actively participating and seeking the counsel of the IRP.
11. The workshop is presented to the legislature and legislators understand the need for greater cohesion and a collaboration body like the IRP to cut across all state agencies supporting rural communities.
12. Information provided in the Economic Development professionals monthly reports to the Governor.
13. Document legislative advocacy (more support/less regulations).
14. A comprehensive state rural policy and coordinating body exists.

Goal 2 Build a strong sustainable operating model to support the mission of the Idaho Rural Partnership

1. Developed staffing plans are ready to be funded.
2. New organizational structure is evaluated to ensure it supports the work of the IRP.
3. Evaluate the future role of RIVDA as fiscal sponsor.
4. Number of different funding sources.
5. Number of strategic funding partnerships.
6. Number of directors engaged in fundraising.
7. Number of engaged agricultures, forestry, mining, production companies and others that depend on rural communities for resources.
8. Number of re-engaged historical supporters.
9. Board of Director turnover rate.
10. Formal on-boarding and evaluation process for IRP directors.
11. Reports documenting shared resources, learning, etc.

12. Annual revenue growth includes year-over-year growth, number of donations, annual funds raised.

Goal 3 Design a system to support a resource network for rural communities

1. Number of rural-focused companies engaged with the IRP.
2. Total people/rural communities reached annually.
3. Social media engagement including Applause (number of social media “likes”), Amplification (number of new donors reached via shares and reposts), Conversation rates (engagement with social media posts).
4. Email engagement including Email opens, Link clicks, Unsubscribes.
5. Website views: a leading indicator for donation growth.
6. Number of rural communities/leaders engaged with IRP.
7. Changes to the IRP statute/code.
8. Number of advocacy wins.
9. Central calendar platform hosted by an IRP partner.
10. Number of new partners working collaboratively.
11. Completed comprehensive Rural Systems Resources Map

Goal 4 Facilitate rural capacity building services effectively and efficiently

1. Analysis of feedback loops from rural communities.
2. Amount of in-kind documentation for CR (VT agencies).
3. Number of policy changes as a result of CR.
4. Number of new resources brought to bear as a result of CR.
5. Analysis of Community Review reports (quantitative/qualitative).
6. Number of stories about CR successes.
7. Number of completed community reviews annually.
8. Amount of capacity building support provided.
9. Amount of funding and other technical assistance resources provided.
10. Report on broadband support provided by IRP.
11. Number of strategic alliances with stakeholders.
12. Number of new visiting team experts.
13. The amount of mini grants distributed.
14. Number of CR readiness assessments conducted annually.
15. Track time to delivery of the Community Review Reports.
16. Number of listening sessions, annually.
17. Report on coordinating bodywork, annually.
18. Define “rural” that is used by all stakeholders.
19. Number of rural leaders completing cohort model, annually.
20. Number of innovative solutions and conflicts solved.

Goal 5 Design methods to evaluate the Idaho Rural Partnership’s impact on rural communities

1. Quicker CR method developed.
2. CR readiness assessment developed.
3. Annual evaluation report of IRP strategic plan.
4. Amount of renewable funding.
5. Number of partners using the set of specific indicators and benchmarks.

APPENDIX A REFERENCES

1. [Rural Access: The Invisible Infrastructure Barrier to Global Development \(ssir.org\)](https://ssir.org)
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8. [Partners for Rural America](#)
9. [Economic Development Districts of Idaho](#)
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 - o Idaho Rural Partnership Minutes
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17. 2000 Decennial Report by Dr. Richard Gardner
18. FY2002 WORK PLAN by Dr. Richard Gardner
19. IRP Policies by Dr. Richard Gardner
20. [Community Reviews](#) Celebrating Twenty Years of the Idaho Rural Partnership
21. Idaho Code Establishing the Idaho Rural Partnership
22. Themes in community resilience: [A meta-synthesis of 16 years of Idaho Community Reviews](#) by Joshua Hightree, Andrew Kliskey, Lorie Higgins, Lilian Alessa, Tammi Laninga and Jon Barrett

APPENDIX B

POTENTIAL AGENCIES TO MAP RESOURCES

Agencies that provide Rural Economic Support (Information generated in Stakeholder Assessment):

- **Rural Development Programs:** The United States Department of Agriculture (USDA) offers several rural development programs in Idaho. These programs provide financial assistance, loans, and grants to support infrastructure development, business expansion, housing, and community facilities in rural areas.
- **Small Business Development Centers (SBDCs):** Idaho has SBDCs that provide business counseling, training, and resources to help entrepreneurs and small businesses in rural areas. These centers offer guidance on starting a business, accessing capital, marketing, and other aspects of business development.
- **Rural Health Care Services:** Idaho has initiatives and organizations focused on improving healthcare access and services in rural areas. The Idaho Rural Health Association and the Idaho State Office of Rural Health and Primary Care work to enhance rural healthcare delivery, recruit healthcare professionals, and promote telehealth services.
- **Cooperative Extension Services:** The University of Idaho's Cooperative Extension System offers educational programs and resources for rural communities. Extension agents provide expertise in agriculture, natural resources, youth development, and community development, assisting farmers, ranchers, and other residents in rural areas.
- **Rural Broadband Expansion:** Access to reliable high-speed internet is crucial for rural economic development. Idaho has been investing in initiatives to expand broadband infrastructure in rural communities. Efforts are underway to improve internet connectivity and bridge the digital divide.
- **Tourism and Outdoor Recreation:** Idaho's rural areas often possess scenic landscapes, national parks, and outdoor recreational opportunities. The state promotes tourism and ecotourism, attracting visitors to rural regions and supporting local businesses such as lodging, restaurants, outdoor outfitters, and guide services.
- **Regional Economic Development Organizations:** Idaho has regional economic development organizations that work to stimulate economic growth in rural areas. These organizations collaborate with local businesses, governments, and community stakeholders to identify opportunities, attract investments, and support entrepreneurship.

It's important to note that the availability and extent of these services may vary across different regions of Idaho. Local government agencies, nonprofit organizations, and community groups also play a significant role in supporting rural economies by providing resources and assistance tailored to their specific needs.

APPENDIX C

REIMAGINING THE COMMUNITY REVIEW PROCESS

1. How do communities become aware of the need for a Community Review? Is there a way to make it easier or more convenient for them to find your offering?
2. What do communities really use your product or service for? What job are communities hiring the Community Review process to do?
3. What do communities ultimately consider as the most important features when opting to do a Community Review?
4. How do communities order and purchase a Community Review? Is there a way you can make it easier, more convenient, or less costly?
5. How do you deliver the Community Review? Can you do it faster, cheaper, in a completely different way?
6. How do communities pay for your product or service? Is there a way to make it easier or more convenient?
7. What frustrations do communities have when trying to use your product? Do they use your product in ways you didn't expect? Are there opportunities to make this easier or more convenient?
8. What do communities need help with when they use this product?
9. Do communities do things that hurt the longevity or reliability of your product or service?
10. How do communities help you tell their stories of impact/transformation?

Innovators DNA, Dyer, Christensen, Gregersen (pg. 100-101)

APPENDIX D

State Rural Director Job Description

Job Title: State Director of Rural Partnerships

Department: [State Government Department]

Location: [State Capital or Region]

Reports To: [Government Official or Department Head]

Position Type: Full-time

Job Summary

The State Director of Rural Partnerships is a senior leadership position responsible for developing and implementing strategies to support the economic, social, and infrastructure development of rural areas within the state. This role requires a deep understanding of rural communities, strong leadership skills, and the ability to collaborate with various stakeholders to drive positive change in rural regions.

Key Responsibilities

1. **Strategic Planning:** Develop and execute a comprehensive strategic plan for rural development in the state, with a focus on addressing the unique challenges and opportunities of rural areas.
2. **Stakeholder Engagement:** Build and maintain strong relationships with key stakeholders, including local government officials, community leaders, business owners, nonprofit organizations, and federal agencies to foster collaboration and support rural initiatives.
3. **Resource Allocation:** Identify and secure funding sources, grants, and resources to support rural development programs and initiatives. Advocate for budget allocation to address rural needs.
4. **Program Development:** Create and oversee programs and initiatives aimed at improving the economic, healthcare, education, and infrastructure aspects of rural communities.
5. **Data Analysis:** Collect and analyze data on rural communities' needs and challenges to inform decision-making and prioritize initiatives effectively.
6. **Policy Advocacy:** Work with state legislators and policymakers to advocate for policies that benefit rural areas, including infrastructure investment, workforce development, and healthcare access.
7. **Capacity Building:** Support capacity-building efforts in rural communities, including training programs, grants, and technical assistance to empower local leaders and organizations.
8. **Communication and Outreach:** Develop and execute communication strategies to raise awareness of rural issues, initiatives, and success stories within the state and at the national level.
9. **Monitoring and Evaluation:** Establish metrics and key performance indicators to evaluate the impact of rural development programs and make necessary adjustments for improvement.

10. Collaboration: Foster collaboration between various state agencies and departments to ensure a coordinated approach to rural development efforts.
11. Compliance and Reporting: Ensure compliance with all relevant laws, regulations, and reporting requirements related to rural development initiatives.
12. Risk Management: Identify potential risks and challenges in rural development projects and develop contingency plans to mitigate them.

Qualifications

- Bachelor's degree in a relevant field (e.g., public administration, rural development, economics, or a related discipline). A master's degree is preferred.
- Proven experience in rural development, community development, or a related field, with at least [X] years in a leadership role.
- Strong knowledge of rural issues, challenges, and opportunities within the state.
- Excellent leadership, communication, and interpersonal skills.
- Demonstrated ability to collaborate and build partnerships with diverse stakeholders.
- Experience in grant writing and fundraising.
- Analytical skills to assess data and make informed decisions.
- Knowledge of relevant state and federal policies and regulations.
- Ability to travel within the state and occasionally nationally as needed.

The State Director of Rural Partnerships plays a vital role in advancing the well-being and prosperity of rural communities within the state. This position requires a passionate and dedicated individual who can drive positive change, advocate for rural needs, and build strong partnerships to support rural development initiatives.

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Strategic Plan
2024-2029
Idaho Rural Partnership

Idaho Rural Partnership
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