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AmeriCorps : Getting Things Done
Rural Development Team Directory [4 copies]

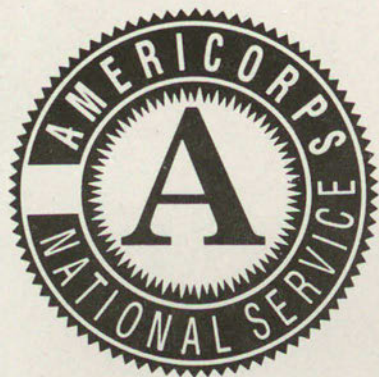
AMERICORPS

GETTING THINGS DONE

Rural Development Team Directory

USDA Forest Service

Southern Region



SOUTHERN REGION

Cooperative Forestry Unit



TO: Joel Berg
USDA

DATE: 7/12/95

FROM: Alan Bigg

FAX #: 202-720-4614

TOTAL PAGES: COVER +

MESSAGE. Here are responses taken at our AmeriCorps RDT workshop here in Atlanta. It may give you some feedback for administration of the program.

See you in
Houston -

PHOTOCOPY
PRESERVATION

USDA Forest Service
Room 811 N
1720 Peachtree Road, NW
Atlanta, Georgia 30367-9102



Telephone: 404-347-3551
DB Address: ROBA
FAX: 404-347-2776

"Caring for the Land and Serving People"

AMERICORPS-RURAL DEVELOPMENT
FOREST SERVICE

Question asked Forest Service AmeriCorps members: What are the strengths, weaknesses threats and opportunities you have experienced with this program?

STRENGTHS

- Introduce young people to local Government
- Produced/developed a lot of good ideas
- Getting people involved
- Being able to help people in local area (where she grew up)
- Committed organization leaders
- Network
- Fills a niche for local Government who can't afford it
- Teaches valuable skills while helping the community
- Avenue for personal professional growth
- Lot of diversity-skills and determination
- Members are willing to go beyond the call of duty
- Valuable resource to communities who need help the most
- Empowerment, the name Americorps get you in the door (Majors County Officials)
- Power to "Get Things Done"
- Support from USDA
- Education background of RDT
- Training Emphasis: Makes us able to accomplish goals
- Political Support
- Skills gained from Am. Service - assist in future job opportunities

PHOTOCOPY
PRESERVATION

- Partnerships; not just FS reached more people; benefits communities
- Other agencies support (NRCS)
- Diversity of Services
- Responsibility to people "on the ground"
- Sharing Resources through clusters and information
- Enthusiasm of members
- Availability of grant \$ for projects
- Helping in hometown
- Helping communities understand what they can do themselves
- Partnerships
- Completely locally directed-grossroots efforts
- Better sense of community
- Sense of accomplishment
- Brings specific skills & talents together to solve problems
- Learn new skills
- Learned how communities work
- Learn more about community
- Tremendous cost/benefit ratio (big bang for bucks)
- Understanding cultural diversity
- Home is not as bad as you thought it was
- Program is a beginning
- Educational Award
- Good Resume Builder
- Opportunity to network
- Having USDA behind you
- Americorp Program open to everyone

PHOTOCOPY
PRESERVATION

WEAKNESSES

- Supervisors need more training
- Some aspects unorganized and still are
- Supervisor qualifications need reviewed
- Thrown together
- Selection criteria for members needs to be stringent
- Information dissemination was not too good down to members
- Not going to be able to finish what was started
- Policies were changing from week to week
- Not knowing who to address your problem-too many chiefs
- Corps. Rules Vs. F.S. Rules
- Deadlines too quick
- Age & Family problems - not everyone is in same category
- Too many cluster meetings - have job to do
- Some of the training did not relate to A.M.
- Lack of interaction between agencies (USDA)
- Background employment check needed
- Disciplines need improved and clearer rules
- Political Support
- No definite answers, inconsistent answers (Ex. Ed. Award)
- Communication
- Inconsistency information:

Child Care Qualifications

Health Insurance Eligibility (no card)

Paying tax on living stipend

PHOTOCOPY
PRESERVATION

Need to know this stuff up front

- Need Guidelines-who to call-one person, 2-3 different answers, degrades
- Others, NRCS members, get diff. answers on Americorp?
 - Government vehicles
 - Quarterly report formats diff.
- Too much reporting, too much passing around, through the chain
- Projects are multi-year, program only lasts 9 months
- Grants go for 1 year, members leaving in a month: Leaving things unfinished
- Not clear on Am. purpose
- Need more direct involvement between members and FS personnel
- Forest Service people don't know about members where they are assigned to NRCS
- Public is not aware of Americorp
- Initial Direction was unclear
- Lack of initial training
- Didn't understand federal bureaucracy
- Breakdown on communicating direction between agencies and agencies to member
- Term of service is too short
- Not sure project will continue
- Lengthy projects are difficult to report each quarter
- Cluster meetings aren't working
- Need network - State to State
- For Forest Service personnel, it is a collateral duty need someone to spend more time with members

PHOTOCOPY
PRESERVATION

THREATS

- WO wants quick results
- Republicans - Newt
- Public perception seems negative
- No media coverage
- Jealousy from communities that did not get Americorps member
- Funding
- Negative publicity
- Opposition can find disgruntled members to make press stories
- Not having support from Coordinator (they don't have time) Need someone who is devoted to the program
- Much same as weaknesses
- Quick decision "Measure Outcomes"
- Not so with Rural Development Longer Range Goals to Evaluate
 - Washington changes: Re-org. where are we going?
 - Loss of funding for Admin. support: will all be donated
 - Magnifies funding problem
 - Program terminated
 - Bad Press
 - Program is shrinking due to Agency support
 - Overall lack of understanding of Rural Development Program
 - Projects not being completed
 - Opportunity for fraud if not monitored
 - Rush to implement may result in failure which leads to bad press
 - "Politics" interferes with accomplishing objectives
 - Supervisors not wanting person or program

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PRESERVATION

OPPORTUNITIES

- Using skills - gives people a chance to show what they can do, and get paid
- Community & personal development
- Hands on - communication with people
- Do new things in an area (ie. Conservation Camp)
- Personal market ability
- Opportunity to re-invent Government
- Promotes volunteerism
- Catalast to getting things done
- Opportunities
- Self fulfillment - making a difference
- Age relationships are better (young to young)
- Operations manual to provide answers
- Now we know what we can and cannot do
- Train next member, over-lap
Service: Get someone in July/Aug.
- Make hours flexible to finish making it possible for members to go back to back to school. (End of Service)
- Establish 2 years programs
- Don't call it a years service if it stops at 1700 hours
- Public Education: What Americorps is to public
- Service to Rural Development promotes more volunteerism
- Develop inter-disciplinary services be able to do whatever needs to be done; combine Urban/Rural objectives
- Establish Americorps Recognition Days: More lead time for National Events (fit in with our schedule)

PHOTOCOPY
PRESERVATION

- Training for Supervisors
- Met a lot of people
- Making a difference in community
- There is an opportunity to show new technologies
- Opportunity for skill building
- Opportunity to Government agencies to work on projects that normally are not in their mission
- Horizons broadened
- Community selfesteem

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Rural Development through Forestry
Iowa 1991 Project Summaries



Rural Development through Forestry

Iowa 1991 Project Summaries

Iowa Department of Natural Resources, Forestry Division
United States Department of Agriculture

- Soil Conservation Service
- Forest Service

April 1993



Rural Development through Forestry in the Northeast and Midwest

Program Highlights

In March of 1989, State Foresters in the Northeast and Midwest joined with State and Private Forestry in the Northeastern Area to develop a plan to focus their role in rural development and economic diversification. The resulting plan entitled "Rural Development Through Forestry in the Northeast and Midwest" called for forest resources to be a catalyst for economic diversification in the 20 states of the Northeastern Area. The plan addressed the National issues of: economic development, economic competitiveness, environmental protection, and improving the standard of living for residents of the Northeast and Midwest.

During the past 3 years, over 100 projects have been conducted by participating State Foresters through partnerships with a variety of cooperators to address high priority rural development needs in the Northeast and Midwest. These projects include Demonstration State programs carried out in Iowa, Missouri, Vermont, and West Virginia, as well as individual Special Emphasis Projects. Special Emphasis Projects are carried out by the remaining 16 states in the Northeast and Midwest to address high priority rural development opportunities within each participating State. The following project descriptions are intended to highlight some of those projects which demonstrate how renewable forest resources can diversify and strengthen local economies.

Iowa Demonstration Program

The Iowa Demonstration Program includes a variety of projects which demonstrate how renewable forest resources can be used to diversify local economies. The primary focus of the Iowa program is creating alternative opportunities for on-farm income using forest resources and improving the quality of the existing forest resource in Iowa. The Omega Project developed by Chariton Valley RC&D Council demonstrates a holistic approach to the use of renewable natural resources to diversify an agricultural economy. Named after the last letter in the Greek alphabet, Omega is envisioned as a way to break the dependency on farm programs, making the 1990 Farm Bill the last farm program for southeastern Iowa. Specific Omega Project activities include:

1. Farmers who once raised commodity crops or livestock are now raising walleye and striped bass in farm ponds. A fish hatchery has been built to serve the needs of these farmers, and fish processing facilities are being developed so that fish can be marketed to both fresh and frozen markets. Land use in pond watersheds is being converted from agriculture to woodlands to provide high quality water on a sustainable basis.
2. Native woodlands are being managed to improve timber quality to support current and future wood-using industries. A timber bridge enterprise using eastern cottonwood, a locally available and underutilized species, is being developed to provide local income and to improve the transportation infrastructure of the region. A biomass-fired electric utility is being developed to provide markets for wood residues generated as woodland quality is improved. The utility will also bring energy independence to a region currently dependent on imported energy supplies.
3. Highly erodible lands which produced row crops only with high energy inputs are being converted to high quality hardwood stands. Current state and Federal programs are being used to cover the cost of these conversions. RC&D Councils in Iowa are cooperating with the State Forester to insure that businesses will be in place to provide markets for products from these new stands.



Missouri Demonstration Program

The Missouri Demonstration Program focuses both on expanding existing forest products industries to increase local employment and on developing new businesses that use a variety of forest resources. In Missouri forest-based recreation is one opportunity for creation of rural economic activity. The State Forester is cooperating with the Missouri Department of Natural Resource's Division of Tourism and the University of Missouri Extension Tourism Program in conducting the "Ozark Heritage" Tourism Project. At four regional workshops in the Ozark Region of Missouri, 120 people representing 13 counties learned to conduct a recreation assessment for their community or county. All 13 counties now have established tourism management teams and are conducting detailed tourism assessments. The State Forester expects to help fund several projects sparked by these regional assessments.

To help existing small to medium-sized wood products businesses across the state, the State Forester is working with the Missouri Department of Agriculture's (MDA) International Marketing Program to establish an Export Trading Company (ETC) for wood products. The MDA runs a very successful ETC for swine which ships hogs worldwide. The staff of this program will develop the Wood Products ETC. A core group of 15-20 industries is already interested in the program.

These strategies require in-depth knowledge of the capability of forest resources to support both business expansion and start-ups. Significant effort has been made by Missouri's State Forester to develop a Forest Resources Data Center that can provide timely information regarding resource quality and availability at any location in the state. The role of the Forest Resources Data Center is to take a proactive role in marketing the forest resources of the State. This proactive role is already paying dividends for the State with over \$15,000,000 of new investments resulting directly from the efforts of the Center staff.

Vermont Demonstration Program

In Vermont and throughout the Northeast, a variety of economic and social forces are affecting both land ownership and land use patterns. Several projects are being implemented to address these forces.

Vermont's State Forester recognized that the quality of rural leadership is extremely important particularly in relation to the use of natural resources. In a cooperative venture with Vermont Cooperative Extension, the State Forester developed and is conducting a rural natural resources leadership seminar. This 40-hour seminar helps rural leaders to better understand how natural resource issues affect rural Vermont. So far, 40 rural leaders have taken this seminar and a third class is being formed.

The State Forester has initiated two programs to assist existing industries in improving their competitiveness in today's marketplace. In cooperation with the Vermont Public Service Department, the State Forester is implementing an energy management program for both primary and secondary wood products industries. The Program will improve energy efficiency in the industry and reduce electrical demand as part of the State's energy strategy. Demonstration projects are being conducted at three firms and many other businesses are interested in future projects.

Cooperation is important for success in today's marketplace, particularly for smaller businesses. The State Forester, in cooperation with 30 small- to medium-sized forest products businesses, developed the Vermont Furnishings and Accessories Manufacturers Association (VFAMA). The Association will help its' members, who produce furniture, furniture parts, and wood specialty products, improve their domestic and international marketing programs as well as improve their operational efficiency.



West Virginia Demonstration Program

The West Virginia Demonstration Program has two major components: Protection of Forest Resources and Economic Development. The State Forester has determined that for sustainable forest resource-based economic growth to occur the quantity and quality of the forest resource must be maintained. Fire continues to be a major threat to the capacity of the State's forest resources to create economic activity. The State Forester is working with rural fire departments to improve their technical capabilities and improve educational efforts locally to reduce the effects of fire on the forest resources of the State.

The second major component of the West Virginia Economic Well-Being program is economic development based on the State's forest resources. Working in cooperation with the Northeastern Forest Experiment Station and West Virginia University, the State Forester has developed an outstanding information base regarding the forest resources of the State. This database enabled the State Forester to take a proactive role in marketing the State's forest resources both domestically and internationally. His efforts resulted in expanded interest in West Virginia as a location for forest products processing. So far, 30 in-state companies have used the database to plan expansions. Several major business start-ups, including Columbia Veneer and a new Georgia-Pacific OSB plant, resulted directly from information and analysis provided by the State Forester from this database.

Special Emphasis Projects

Special Emphasis Projects address significant opportunities to maintain, enhance, or create rural economic activity through renewable forest resources in the remaining 16 states in the Northeast and Midwest. Special Emphasis Projects address a variety of issues from marketing renewable forest resources for economic development to support for business retention, expansion or creation. The examples described below illustrate both the variety of opportunities for economic activity from forest resources and how State Foresters have used partnerships to respond to these opportunities.

Training

In the Northeast and Midwest, the logging industry is composed primarily of small family-owned businesses. Like all small businesses, they have significant problems in meeting employee training needs, and responding to regulatory requirements from a variety of State and Federal agencies. They are the roots of a multi-billion dollar forest products industry, yet they are often underserved by State and Federal programs for small business. Several Special Emphasis Projects funded by the Economic Well-Being Program developed and implemented training programs for owners and employees of logging companies in cooperation with the education community and with industry representatives.

In Minnesota, the "Continuing Education for Loggers" training program for owners and employees of logging companies is being implemented by the State Forester and Duluth Technical College. This training enabled the Minnesota Pollution Control Agency to rescind rules requiring logging companies to obtain storm water permits for timber sales and saved the logging industry over \$1,750,000 in permit fees in its' first year of operation.

In Wisconsin, an Economic Well-Being Special Emphasis Project grant helped start the Forest Industry Safety Training Alliance (FISTA), a grass roots safety training organization developed by loggers to address OSHA safety training requirements. FISTA has provided training to over 500 loggers and has been recognized by OSHA as an innovative training program.



Marketing Assistance

International marketing requires resources that few small- to medium-sized businesses have. Northeastern Area State Foresters are forging partnerships with sister State agencies and private industries to undertake international marketing efforts for wood products. Michigan, Wisconsin, and Minnesota cooperatively sponsored a visit to the SASMIL wood products trade show in Milano, Italy in 1990. Six private firms attended the show. Over \$2,000,000 in sales resulted from the visit.

The Northeastern Forestry Alliance (NEFA) which includes Maine, New Hampshire, New York, and Vermont have undertaken similar cooperative international marketing efforts using a Special Emphasis Project grant. These marketing efforts have resulted in sales totaling more than \$10,000,000 for participating industries.

Improving the domestic marketing efforts of forest resource-based industries is also a State Forester priority. Several cooperative projects are in place to provide such assistance to firms in rural areas. In a partnership between Florence County, Wisconsin, the Lumberjack RC&D Council, the Nicolet National Forest, and the Wisconsin DNR, a multi-agency office building and regional visitor center has been developed. This center serves as a regional marketing center for tourism and travel enterprises in Northeast Wisconsin.

State Foresters in the eleven New England and Mid-Atlantic states formed a partnership to support a regional trade fair, NEWPEX, Inc., for small to medium-sized firms in the region. This trade fair provided nearly \$2,000,000 in sales leads to participants in 1992.

Rural Business Development

A variety of Special Emphasis Projects Support business retention, expansion, and creation based on renewable forest resources. In Minnesota, the State Forester, the Superior National Forest, the community of Grand Marais, and the Grand Portage Indian Reservation are working to complete a snowmobile trail that will link the Reservation to the Canadian border and Duluth, MN. This will provide more winter visitors to both the reservation's hotel and businesses in Grand Marais.

The Tug Hill Plateau is an economically depressed rural area in Western New York. In a partnership with the Tug Hill Commission, the State Forester is analyzing opportunities to improve the quality of forest-based recreation on the plateau. The analysis will identify strategies to increase year round recreational use of the forests of the Plateau.

The Clean Air Act may have wide ranging effects of both rural and urban businesses. In Ohio, electric rates are climbing about 25% as utilities invest in technology to reduce pollutant emissions. The State Forester is conducting demonstration projects with the primary wood products industry to increase the use of wood wastes to generate electricity for mill operations. The result will be lower operating costs and a cleaner environment.

Special forest products are a small, but important part of the rural forest-based economy. Floral greenery, wreaths, food stuffs, herbs, medicinal products, and many other products fit in this category. The State Foresters in Wisconsin, Minnesota, and New Jersey are conducting a variety of projects to support rural special forest products businesses. The small community of McGregor, MN is the home of Minnesota Specialty Crops, Inc., a small business specializing in food products and gift items produced from plants native to Minnesota's forests. McGregor wanted to help Minnesota Specialty Crops to expand, but no financing was available. An Economic Well-Being grant leveraged additional grant funds for the business to expand. Now Minnesota Specialty Crops has 3 full-time employees, buys products from about 380 gatherers, and adds over \$140,000 into the local economy. In Wisconsin, the small community of Glidden is home to Winter Woods, another small special forest products firm. An Economic Well-Being grant is helping Winter Woods improve their marketing program and expand their production capacity. In New Jersey, the State



Forester is working cooperatively with forest-based specialty products producers to create a trade fair to highlight this industry in New Jersey.

Conclusions

Renewable forest resources can play a key role in economic diversification and the development of sustainable rural economies. State Foresters in the Northeast and Midwest, in cooperation with State and Private Forestry, are using partnerships with Federal, State, and local agencies, organizations, and communities to diversify rural and urban economies using renewable forest resources. The Economic Well-Being Program in the Northeast and Midwest is providing resources and technical assistance to assist in the development of diverse and sustainable economies. This small sample of projects highlighted here have resulted in direct economic effects of over \$41,890,000 created by an investment of about \$4,370,000.

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Economic Action Program



**Northeastern
Area**

State and Private Forestry

Economic Action Program



Investing in the Future through Forest Resources

United States
Department of
Agriculture

Forest
Service



DRAFT
IOWA
RURAL DEVELOPMENT THROUGH FORESTRY
PROGRAM REVIEW

May 4-7, 1993

Introduction

A. Purpose and Scope

In 1989, the USDA Forest Service and the Northeastern Area Association of State Foresters collaborated to develop a plan for rural revitalization through the use of forest resources. This plan entitled "Rural Development Through Forestry" called for the use of partnerships to demonstrate how forest resources could be used to improve the quality of life in rural America. Iowa was selected as one of four states to demonstrate an integrated program illustrating how forest resources can be used to improve the quality of life in rural America. Since 1990, the Forest Service has provided funds to implement a "Rural Development Through Forestry" demonstration program in Iowa through funding appropriated under the Cooperative Forestry Assistance Act of 1978, as amended. As part of the USDA Forest Service's responsibility under this Act, periodic reviews of components of the cooperative forestry assistance program are required.

This program review was a joint Federal and State look at the Rural Development through Forestry Demonstration Program in Iowa. This review was conducted to examine program activities and to identify opportunities to improve the Program delivery and effectiveness.

B. Reviewers

Ralph Monahan, Forest Products Technologist, FRM, NA
Robert Massengale, Rural Development Specialist, FRM, NA
Lew McCreery, Rural Development Program Manager, FRM, NA
Rich Wiest, Forester, FRM, NA
Robert Mayer, U&M Specialist, Indiana DNR
Mike Brandrup, Chief of Forestry Services, Iowa DNR
Dennis Michel, Rural Development Forester, Iowa DNR
Lyle Asell, Assistant State Conservationist, SCS
Tom O'Connor, Rural Development Forester, SCS

C. Dates of Review

May 4-7, 1993

D. Dates and Reviewers for Last Program Review

None previous - new program as of FY 1990.

THE PROGRAM

1. Planning

Rural Development Through Forestry (RDTF) activities are linked to available state and local plans. Locally developed plans and activities are being implemented using RDTF funding.

All seven of the original plan objectives of RDTF are being met within Iowa's program. Increased sharing of effort on similar activities should be encouraged. This may enable cooperators to get more results from limited funds. Marketing specialty forest products may be one activity that could receive benefits from this approach.

Good coordination was seen between State and Federal agencies to support RDTF activities. Although a statewide rural development plan is not in place, one is being developed by the Federal/State Rural Development Council. Information is being shared on RDTF activities with this Council. Forest resource-based industries are recognized as the seventh fastest growing sector in Iowa's economy.

Planning could be improved by placing more effort on sharing information between program cooperators and with potential cooperators. Good things are happening using forest resources. Ideas and techniques should be shared to let others benefit and to avoid duplicative efforts.

II. Implementation

Projects are locally identified and developed through RC&D Councils. These Councils are conducting outreach efforts to local communities, businesses, and individuals throughout Iowa to identify concerns and opportunities. RC&D staff work with these cooperators to develop project proposals. For the most part, this process has resulted in exciting projects that are improving the quality of life in rural Iowa. The review team encourages the continuation of this local process.

Projects are selected by a review team consisting of DNR and SCS staff. This team considers a range of factors including: availability of funding, cooperator capacity, potential economic effects, and innovation, as well as State and Federal program priorities in the selection process.

Projects are funded by grants from the State Forester to RC&D Councils. Councils are responsible for project implementation and administration. Audits of each RC&D's RDTF Program is required.

Improvements in implementation can be made by requiring cooperators to do more reviews of previous efforts, both in Iowa and in other states, prior to funding a proposal. This may improve the quality of the project and reduce the potential for re-inventing the wheel.

Team members suggested that the following criteria be included in project evaluation criteria: technologically novel, positive

cost/benefit ratio, resource flow outline, tools available, infrastructure in place, expansion potential, and, are subcontractors to be used. The need for subcontractor assistance should be coordinated between DNR and Forest Service staff.

Collaboration by cooperators should be encouraged in order to extend limited funds. Sharing expertise and information between cooperators, as is being done by RC&D for Northeast Iowa and Chariton Valley RC&D regarding aquaculture, should be encouraged.

III. Impacts and Accomplishments

The team was impressed with the effort, enthusiasm, and accomplishments in Iowa's program. This is a grassroots effort to increase the use of renewable forest resources to improve the quality of life in rural Iowa. The team was particularly impressed with the variety of projects that are being accomplished. These range from support for traditional forest products industries to natural resource-based tourism activities. New businesses are being started, jobs are being created, existing jobs are being saved, and the infrastructure is being created for further growth in forest resource related businesses.

The review team was provided with a wide variety of documentation on these efforts. These materials are listed in Appendix A.

IV. Federal Funds

Since 1990, the Forest Service has provided \$3,045,000 to Iowa to implement RDTF. These funds are being used to implement locally planned projects throughout the State. Over \$4,000,000 in matching funds have been provided for this effort. Grants are provided by the State Forester to cooperators to implement projects. Program audits are required. Restrictions on the use of Federal funds are not constraining activities under RDTF.

V. Technical Assistance, Outreach, and Publicity

Technical assistance to local people is a key component of Iowa's RDTF program. Dennis Michel provides full-time technical assistance on RDTF projects. Other DNR staff provide part-time technical assistance to program cooperators. Federal staff, including Ralph Monahan, Bob Massengale, and Tom O'Connor, also provide significant amounts of technical assistance.

Development of materials for outreach and publicity is improving. The summary of RDTF projects developed by the DNR and SCS will greatly improve this effort. The State Forester and the RC&D Councils continue to publicize the program. Dennis Michel provides excellent summary material required for Federal accomplishment reporting.

Improvements can be made in outreach and information sharing. The team encourages the State Forester and his staff to continue to develop technology transfer information regarding Iowa's RDTF Program.

DRAFT
MISSOURI
RURAL DEVELOPMENT THROUGH FORESTRY
PROGRAM REVIEW

May 18-21, 1993

Introduction

A. Purpose and Scope

In 1989, the USDA Forest Service and the Northeastern Area Association of State Foresters collaborated to develop a plan for rural revitalization through the use of forest resources. This plan entitled "Rural Development Through Forestry" called for the use of partnerships to demonstrate how forest resources could be used to improve the quality of life in rural America. Missouri was selected as one of four states to demonstrate an integrated program illustrating how forest resources can be used to improve the quality of life in rural America. Since 1990, the Forest Service has provided funds to implement a "Rural Development Through Forestry" demonstration program in Missouri through funding appropriated under the Cooperative Forestry Assistance Act of 1978, as amended. As part of the USDA Forest Service's responsibility under this Act, periodic reviews of components of the cooperative forestry assistance program are required.

This program review was a joint Federal and State look at the Rural Development through Forestry Demonstration Program in Missouri. This review was conducted to examine program activities and to identify opportunities to improve the Program delivery and effectiveness.

B. Reviewers

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Robert Massengale, Rural Development Specialist, FRM, NA
Lew McCreery, Rural Development Program Manager, FRM, NA
John Sebelius, Marketing Specialist, CF, WO
John Gibbs, U&M Forester, New York DEC
Shelby Jones, Staff Supervisor, MO DOC
Lynn Barnickol, Forest Products Specialist, MO DOC
Bryan Clark, Resource Analyst, MO DOC

C. Dates of Review

May 18-21, 1993

D. Dates and Reviewers for Last Program Review

None previous - new program as of FY 1990.

THE PROGRAM

Findings:

I. Planning

Missouri Rural Development Through Forestry (RDTF) efforts are linked to several state-wide planning efforts. First, the Missouri Department of Conservation statewide forest resources plan developed in 1991 includes specific strategies and actions related to rural development to be supported by the Department. Missouri Rural Development Through Forestry activities are also linked to Missouri Department of Economic Development plans for activities in rural Missouri. Rural Development Through Forestry Activities are linked to Resource Conservation and Development Council plans as well as plans developed by local communities.

Most objectives identified in the Area-wide Rural Development Through Forestry Plan have been met. A series of generic business plans has not been developed as part of the Missouri Demonstration. However, assistance is provided to businesses as they developed actual business plans. Additionally, no revolving loan funds have been developed. This was the result of an administrative decision within the Department of Conservation because the authority and expertise is not available within the Department to manage such funds.

There appears to be good collaboration and coordination between Federal, State, and local agencies and organizations in developing strategies and projects. DOC staff are involved with the Missouri Rural Opportunities Council in developing a state-wide strategy for rural development activities. Some improvements in communication between Forest Service and DOC staff is suggested to eliminate duplication of effort.

II. Implementation

The process used to identify and develop projects is adequate. Projects are solicited from a wide range of organizations throughout the State. The wide range of cooperators and subject areas included in projects attests to the Department's willingness to try a variety of strategies to utilize forest resources to strengthen and diversify rural economies. Good technical assistance is provided to applicants as projects are developed.

Missouri uses a very innovative process for project selection and evaluation. Projects can be submitted for review at any time. Project review teams are selected based on their knowledge of specific subject areas appropriate to the specific proposal received. Suggestions for improvements are made by reviewers, and these changes are made prior to funding by the DOC. All projects require matching funds, if possible, by the cooperator. However, if a small community or business is unable to match at the 50:50 level, DOC funds are used to provide the required 50:50 level.

III. Impacts and Accomplishments

The Missouri Rural Development Through Forestry Demonstration Program is having a significant impact throughout the State. The impacts listed below highlight the types of impacts the Program has had. Many other impacts have been identified.

A State-wide Forest Resources Plan is the direct result of the Rural Development Through Forestry Program. The Plan, developed with input from a broad cross-section of forest users, is guiding the management and use of Missouri's forest resources.

The Forest Resource Data Center plays a key role in forest resource-based economic development and rural development efforts throughout the State. The Resource Center has addressed a wide variety of natural resource issues in Missouri. The Center has provided analyses to address topics such as: industry sitings, wildlife refuge location, and long-range fisheries management planning. Clients have been as diverse as the Iowa DNR, the Bureau of Indian Affairs, the Mark Twain National Forest, the U.S. Fish and Wildlife Service, and the Sierra Club. Through the efforts of Shelby Jones and his staff, value-added forest products is a targeted industry sector for the Missouri Department of Economic Development over the next five years. Both DED staff and private industries complimented the efforts of DOC staff in initiating collaborative efforts; preparing in-depth and timely information; and for providing high quality technical assistance.

A nationally recognized rural tourism project is underway in cooperation with the University of Missouri Travel and Tourism Center. The Ozark Heritage Tourism Project is becoming a national model for bringing together rural communities to implement a cooperative tourism strategy.

The Reasonably Available Control Technology (RACT) for emissions from the charcoal industry saved over 639 jobs in that industry. Additionally, by maintaining the charcoal industry, an additional 1,014 jobs in harvesting, sawmilling, and trucking are maintained as the charcoal industry provides cost-effective outlets for wood residues.

The Rural Development Demonstration Program is addressing key environmental issues that can influence the availability of rural forest resource-related jobs in Missouri. By participating on the Sawdust Task Force, DOC staff are helping to develop practical and cost-effective solutions to a problem that affects both rural jobs and rural water quality.

IV. Federal Funds

Since 1990, the Forest Service has provided \$738,300.00 to support the Rural Development Through Forestry Demonstration Program in Missouri. These funds have been allocated to support project and technical assistance within the State. The review team identified only 2 funded projects that did not fit within the objectives of the Demonstration Program.

Matching funds are provided by cooperators and the Missouri Department of Conservation. Funds are shared with cooperators through grants that are monitored by DOC staff. It does not appear that limitations on the use of Federal funds has constrained Program accomplishments.

V. Technical Assistance, Outreach, and Publicity

Excellent technical assistance is being provided to cooperators in developing, conducting, and monitoring projects. The team encourages the DOC to maintain adequate levels of technical assistance to cooperators to maintain the momentum generated to date. Other states are very appreciative of the technical assistance provided by the Forest Resource Data Center. This component of the Program has played a vital role in the success of Rural Development Through Forestry throughout the Northeastern Area. The Center's products illustrate the importance of information in successful rural development activities.

Outreach and publicity efforts are being conducted, but could be improved. Opportunities to highlight the positive impacts of this rural development should be developed. The review team encourages DOC staff to be more proactive in informing State and Federal legislators about Program impacts. Opportunities to interact with legislative staff should be developed.

Commendations

- * Action oriented Program.
- * Good mix of projects: Wood Products-Tourism, Business Development-Applied Research.
- * Terrific development of partnerships to accomplish RD.
- * Flexible, innovative funding process.
- * Excellent technical assistance to cooperators.

Recommendations

- * Maintain quality technical assistance.
- * Publicize Program impacts to a wide audience.
- * Use partnerships to generate additional Program support.
- * Develop better communication between Forest Service staff and DOC staff to better coordinate efforts.
- * Maintain the Forest Resource Data Center as the cornerstone for forest resource-based rural development and economic development planning.

DRAFT
WEST VIRGINIA
RURAL DEVELOPMENT THROUGH FORESTRY
PROGRAM REVIEW

June 22-25, 1993

Introduction

A. Purpose and Scope

In 1989, the USDA Forest Service and the Northeastern Area Association of State Foresters collaborated to develop a plan for rural revitalization through the use of forest resources. This plan entitled "Rural Development Through Forestry" called for the use of partnerships to demonstrate how forest resources could be used to improve the quality of life in rural America. Missouri was selected as one of four states to demonstrate an integrated program illustrating how forest resources can be used to improve the quality of life in rural America. Since 1990, the Forest Service has provided funds to implement a "Rural Development Through Forestry" demonstration program in Missouri through funding appropriated under the Cooperative Forestry Assistance Act of 1978, as amended. As part of the USDA Forest Service's responsibility under this Act, periodic reviews of components of the cooperative forestry assistance program are required.

This program review was a joint Federal and State look at the Rural Development through Forestry Demonstration Program in West Virginia. This review was conducted to examine program activities and to identify opportunities to improve the Program delivery and effectiveness.

B. Reviewers

Mike Brandrup, Chief of Forestry Services, Iowa DNR
Lew McCreery, Rural Development Program Manager, FRM, NA
Ron Saranich, Rural Development Specialist, CF, WO
Ed Cesa, Marketing Specialist, FRM, NA
Ed Murriner, Acting Administrative Forester, WV Division of Forestry

C. Dates of Review

June 22-25, 1993

D. Dates and Reviewers for Last Program Review

None previous - new program as of FY 1990.

THE PROGRAM

Findings:

I. Planning

West Virginia Rural Development Through Forestry (RDTF) efforts are linked to state-wide planning efforts. First, the Governor of West Virginia initiated the statewide "Partnership for Progress" effort in 1989. Rural economic development opportunities through forest resources were identified as high priority by the Partnership network. As a result a state-wide Wood Products Task Force was developed to focus on economic development opportunities through forest resources. The West Virginia Division of Forestry has used Rural Development through Forestry funding to implement specific recommendations made by this state-wide Task Force.

Currently, the West Virginia Rural Development Council has been organized to coordinate Federal and State efforts to help the citizens of West Virginia. The Division has taken an active role in this Council. Specific opportunities for economic development through the use of forest resources are being identified by the Rural Development Council with assistance by the Division. The Division will assist in implementing projects to address these opportunities as they are identified.

A statewide forest resources plan is being developed by Division staff. This plan will provide guidance to the Division in the management of the State's forest resources. Rural Development through Forestry will play a key role in this plan.

Most objectives identified in the Area-wide Rural Development Through Forestry Plan have been met. A series of generic business plans were not developed as part of the West Virginia Demonstration. However, assistance is provided to businesses as they developed actual business plans. Additionally, no revolving loan funds have been developed. Division staff are reluctant to develop such a fund because of their concerns regarding this use of Cooperative Forestry Assistance funds.

There appears to be collaboration and coordination between the Division and Federal, State, and local agencies and organizations in developing strategies and projects. Division staff are assisting the "Partnership for Progress" network in efforts to better use forest resources as an economic development tool. Division staff are also involved with the West Virginia Rural Development Council in developing a state-wide strategy for rural development activities. Expanded efforts to identify and work with local rural development partners should be undertaken.

II. Implementation

The process used to identify and develop projects is adequate. Projects are identified by Division staff through the Partnership for Progress network, through contacts with local economic development staff, through county governments, and through University staff. The expanding range of cooperators and projects attests to the Division's increasing willingness to try a variety of strategies to utilize forest resources to strengthen and diversify West Virginia's economy. Good technical assistance is provided to cooperators as projects are developed.

III. Impacts and Accomplishments

The West Virginia Rural Development Through Forestry Demonstration Program is having a significant impact throughout the State. The projects highlighted below illustrate the types of impacts the Program has had. Many other impacts were identified.

The Division is developing the capability to use forest resource information as the catalyst for forest resource-based rural economic development throughout the State. The expanded use of this information is slowed by the lack of a user friendly interface for forest resource data provided by the Northeastern Station. Ed Murriner and his staff are working hard to initiate collaborative efforts; prepare in-depth and timely information; and provide high quality technical assistance to both in-state and out-state clients interested in using forest resources for business development. Over 250 direct jobs have been created, two new businesses have started, and 2 businesses have expanded as a result of Rural Development through Forestry forest resource capability information efforts.

If we can call this RFD rather than mob it would help justify.

A major portion of the Rural Development through Forestry budget has been allocated to ~~Fire Mobilization~~ ^{Rural Fire Defense} efforts in 10 southern West Virginia counties. In the past these 10 counties have accounted for 60% of the fires and 80% of the burned acreage in West Virginia. A ~~Rural Fire Defense~~ ^{Rural Fire Defense} Mobilization coordinator has been assigned (Coy Mullins) to guide the Fire Mobilization project. Funds are being provided to: increase fire investigation efforts through a partnership with the State Fire Marshal's office; train rural fire departments in the Incident Command System and wildland fire suppression techniques; make available appropriate clothing and equipment for wildland fire suppression; and to improve communications systems for rural fire departments. Coy Mullins is working to develop a better partnership between rural fire departments and the Division of Forestry.

Division staff have been actively involved in several major business development projects that have resulted in significant numbers of forest resource based manufacturing jobs. Columbia Forest Products, Georgia-Pacific's OSB plant, Bruce Hardwood Flooring, and Coastal Lumber are all projects developed through resources provided by Rural Development through Forestry. Future opportunities include a TrusJoist-McMillan venture to produce engineered lumber products from

tulip poplar and a major hardwood pulp mill proposed by Alabama River Pulp and Paper. In total these projects, when fully operational will provide over 1000 direct jobs and several thousand spin-off support jobs within West Virginia.

Rural Development through Forestry funds are being used to serve small forest resource based businesses and alternative forest products businesses. Division staff have provided information on forest resource opportunities that have resulted in business expansions throughout the state. A \$10,000 grant to Tucker County has helped the Mountain Aquaculture and Producers Association Cooperative become established. This cooperative is now developing a packaging facility that will package and market trout and stripped bass for markets throughout the mid-Atlantic region.

The applied research component of West Virginia's program is particularly strong. A good working relationship exists between the Division and the Appalachian Hardwood Center, the Appalachian Export Center, and the West Virginia Center for Economic Research. Each of these organizations is conducting applied research that will assist the Division in expanding and enhancing Rural Development through Forestry efforts. Some specific applied research projects include: treatability studies for tulip poplar and beech, cost and designs for portable hardwood logging bridges, analyses of export opportunities for West Virginia's forest products industries, an analysis of the needs of West Virginia's forest products industries, and an analysis of the economic impacts of forest-based industries on the economy of the state.

IV. Federal Funds

Since 1990, the Forest Service has provided \$1,608,800 to support the Rural Development Through Forestry Demonstration Program in West Virginia. These funds have been allocated to support project and technical assistance within the State. The review team identified that the majority of Forest Service funds have been used to provide technical assistance to local economic developers, businesses, and communities.

Matching funds are provided primarily by Division of Forestry operating funds appropriated by the State legislature. Funds have been shared with cooperators through grants that are monitored by Division staff. It does not appear that limitations on the use of Federal funds has constrained Program accomplishments. However, a specific determination needs to be made regarding the use of Cooperative Forestry Assistance funds in the development of revolving loan funds.

V. Technical Assistance, Outreach, and Publicity

Good technical assistance is being provided to cooperators in developing, conducting, and monitoring projects. The team encourages the Division to maintain adequate levels of technical assistance to cooperators to maintain the momentum generated to date.

Outreach and publicity efforts are being conducted, but could be improved. Opportunities to highlight the positive impacts of Rural Development through Forestry should be developed. The review team encourages Division staff to be more proactive in informing State and Federal legislators about Program impacts. Opportunities to interact with legislative staff should be developed.

Commendations

- * The Division of Forestry is committed to RDTF
- * Good mix of projects: Wood Products-Alternative Products, Business Development-Applied Research.
- * Commitment to maintaining forest resource quality for the future.
- * Increased willingness to try new strategies for rural development.
- * Increase willingness to develop new partnerships.
- * Excellent technical assistance to cooperators.

Recommendations

- * Maintain quality technical assistance.
- * Publicize Program impacts to a wide audience.
- * Expand partnerships to generate additional Program support.
- * Increased collaboration between Forest Service staff and Division staff on rural development efforts.
- * Expand collaborative efforts local residents such as in Parsons and Pocahontas County.

DRAFT
VERMONT
RURAL DEVELOPMENT THROUGH FORESTRY
PROGRAM REVIEW

June 2-4, 1993

INTRODUCTION

A. Purpose and Scope

In 1989, the USDA Forest Service and the Northeastern Area Association of State Foresters collaborated to develop a plan for rural revitalization through the use of forest resources. This plan, entitled "Rural Development Through Forestry", called for the use of partnerships to demonstrate how forest resources could be used to improve the quality of life in rural America. Vermont was selected as one of four states to demonstrate an integrated program illustrating how forest resources can be used to improve the quality of life in rural America. Since 1990, the Forest Service has provided funds to implement a "Rural Development Through Forestry" demonstration program in Vermont through funding appropriated under the Cooperative Forestry Assistance Act of 1978, as amended. As part of the USDA Forest Service's responsibility under this Act, periodic review of components of the cooperative forestry assistance program are required.

This program review was a joint Federal and State look at the Rural Development Through Forestry Demonstration Program in Vermont. This review was conducted to examine program activities and to identify opportunities to improve the Program delivery and effectiveness.

B. Reviewers

Ken Kilborn, Forest Products Technologist, FRM, NA
Ralph Monahan, Forest Products Technologist, FRM, NA
Lew McCreery, Rural Development Program Manager, FRM, NA
Tom Mainwaring, NACO Liaison, CF, WO
Robert Mayer, U&M Specialist, Indiana DNR
Dave Stevens, Acting State Forester, Vermont AEC
Jack Dwyer, Forest Products Specialist, Vermont AEC
Robert DeGeus, Marketing Specialist, Vermont AEC
Norm Hudson, Wood Energy Specialist, Vermont AEC

C. Dates of Review

June 2-4, 1993

D. Dates and Reviewers for Last Program Review

None previous - new program as of FY 1990.

THE PROGRAM

Findings:

I. Planning

Vermont Rural Development Through Forestry efforts are linked to statewide planning efforts. First, the Vermont Department of Forests, Parks, and Recreation (the Department) has a statewide long-range rural development plan, developed in 1990, that includes specific strategies and actions related to rural development. Vermont Rural Development Through Forestry activities are also linked to the Vermont Rural Development Council. The Department is participating in the Rural Development Council effort as a member of the Executive Committee of the Council. Rural Development Through Forestry activities are also linked to planning at the local level through plans developed by local communities.

Most objectives identified in the Area-wide Rural Development Through Forestry Plan are being addressed. A series of generic business plans has not been developed as part of the Vermont Demonstration. However, assistance is provided to businesses as they develop actual business plans. Additionally, no revolving loan funds have been developed. However, forestry staff are working to help local entrepreneurs access funding programs managed by other state agencies and private sources. This appears to be working well.

There appears to be good collaboration and coordination between Federal, State, and local agencies and private businesses in developing strategies and projects. Jack Dwyer's efforts to involve private industry cooperators in planning and implementing collaborative projects is having excellent results. Collaboration between Extension staff and Forestry staff on the Forestry Leadership Program is excellent. This Leadership Program is having many positive impacts on rural Vermont.

II. Implementation

The process used to identify and develop projects is adequate. Projects are solicited from a wide range of organizations throughout the State. The range of cooperators and subject areas included in projects is expanding, which attests to the Department's willingness to try a variety of strategies to utilize forest resources to strengthen and diversify rural economies. Good technical assistance is provided to cooperators as projects are developed and implemented.

III. Impacts and Accomplishments

The Vermont Rural Development Through Forestry Demonstration Program is having positive impacts in rural Vermont. The impacts listed below highlight the types of impacts the Program has had. Many other impacts were identified.

The Forestry Leadership Training Program is providing training in natural resources issues to local leaders across Vermont. This is an exciting Program which should be duplicated by other State Foresters. It illustrates how the Agency and Extension staff can use existing training tools and programs to help develop rural leadership.

The Hardwick Area Development Initiative is a direct result of the Forestry Leadership Program. Hardwick, a small, economically depressed community in northern Vermont, is using the Kirkwood College "Bottom-Up" approach to rural community development. With assistance from the Department, Hardwick citizens are developing community-based strategies for revitalization. Strategies include cooperative marketing efforts by local travel and tourism businesses; development of new businesses based on forest resources; and continued efforts in development of local entrepreneurial and leadership skills. It is very apparent that Bob De Geus and Dave Stevens are providing excellent technical assistance to help Hardwick implement its' strategies.

The Agency is cooperating with the State Energy Office to expand the use of biomass fuels in Vermont. Rural Development Through Forestry efforts are focusing on increasing the use of wood-fired systems in Vermont schools. Schools are a major tax burden for rural areas. Lowering energy costs frees up funds for teacher salaries, student materials, or capital investments. An excellent video presentation has been developed by Norm Hudson documenting the ease of use and benefits of wood energy for Vermont schools. This video needs to be shared throughout the Northeastern Area.

Several applied research efforts are providing opportunities to increase economic returns from forest products in rural Vermont. The Vermont Timber Binwall project, development efforts targeting structural uses for red maple, and product manufacturing training efforts for loggers are all going to help improve economic returns from forest resources in Vermont.

IV. Federal Funds

Since 1990, the Forest Service has provided \$522,500 to support the Rural Development Through Forestry Demonstration Program in Vermont. These funds are allocated to support projects and technical assistance within the State. The review team found that all projects funded within the Vermont Program fit within the objectives of the Demonstration Program.

Matching funds are provided by cooperators and the Vermont Department of Forests, Parks, and Recreation. Funds are shared with cooperators through grants that are monitored by Agency staff. It does not appear that limitations on the use of Federal funds has constrained Program accomplishments.

V. Technical Assistance, Outreach, and Publicity

Good technical assistance is being provided to cooperators in developing, conducting, and monitoring projects.

Outreach and publicity efforts are being conducted, but could be improved. Opportunities to highlight the positive impacts of this Rural Development should be developed. The review team encourages Agency staff to be more proactive in informing state and Federal legislators about Program impacts. Opportunities to interact with legislative staff should be developed.

Commendations

- * Action-oriented Program.
- * Good mix of projects: Wood Products-Tourism, Business Development-Applied Research.
- * Good development of partnerships to accomplish RD.
- * Good technical assistance to cooperators.
- * Excellent leadership training in forest resource issues.
- * Unique support from both US and Canadian industries for Program components.
- * Very cost-effective collaborative efforts characterized by good collective thinking.

Recommendations

- * Maintain quality technical assistance.
- * Publicize Program impacts to a wide audience.
- * Use partnerships to generate additional Program support.
- * Consider relational database technology for use with industry directories.
- * Propose school energy savings used for natural resource or entrepreneurial training in schools.
- * Expand collaborative efforts with communities like Hardwick.

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Rural Development through Forestry in the Northeast and Midwest

Fiscal Year 1992



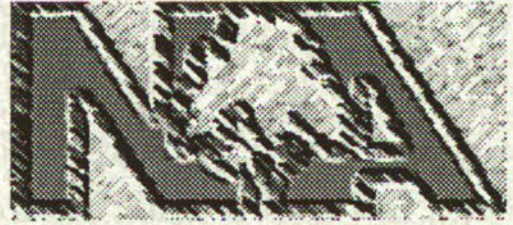
NORTHEASTERN AREA
State and Private Forestry

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**Rural
Development
through Forestry
in the Northeast
and Midwest**

Fiscal Year 1993

A Status Report



Rural Development through Forestry in the Northeast/Midwest

USDA, Forest Service
Broomall, Pennsylvania

March 1989

Participants:

Thomas Jordan
David Gansner
L. Robert Neville
Thomas More
Brian Stone
Robert Lewis
Jim Lockyer

Shelby Jones
William Gillespie
Michael Majeski
George Lundy
Ralph Monahan
Michael Rains

United States
Department of
Agriculture

Forest Service



Rural Development through Forestry in the Northeast/Midwest

USDA, Forest Service
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George Lundy
Ralph Monahan
Michael Rains

United States
Department of
Agriculture

Forest Service



March, 1989

Dear Reader,

Many of us in the forestry profession feel that natural resources, when properly utilized, can contribute greatly to rural economic well being. This "think piece" explores the role of forestry in rural development and the positive impacts that renewable natural resources can have on economic diversification.

The initiative, developed by representatives from the three branches of the USDA, Forest Service and three state forestry organizations, is an ambitious yet realistic five year program calling for partnerships and existing alliances to be the cornerstones of implementation.

On behalf of the team that developed this initiative, those who provided additional comments, and The New Forest Partnership, we hope this paper will facilitate future discussions about rural development through forestry.

*Michael T. Rains
Area Director*

*Northeastern Area
State & Private Forestry*



Executive Summary

Opportunity

- Renewable natural resources represent the single most significant opportunity for strengthening the economy and improving the quality of life in many rural American communities.
- This opportunity can best be realized by combining the resources of federal, state and local government into effective partnerships.
- Numerous examples of isolated success stories exist that utilize locally available natural resources for rural development.
- In order to affect substantial economic expansion and improved quality of life in rural areas, a comprehensive program is needed.

Goal

- The goal of this proposed five year Rural Development Initiative is to demonstrate new ways that partnerships can improve the quality of life in rural America using forest resources.
- All states in the Northeast/Midwest are to participate along with the USDA Forest Service.
- Three of the states, Vermont, West Virginia and Missouri, which demonstrate distinct regional differences, have been selected as pilot projects.
- Seven objectives have been established to structure a systematic program.

Objectives

- The objectives of the five year initiative are:
 1. Train rural community leaders in the Northeast/Midwest states to be advocates for rural development.
 2. Complete analyses and assessments of forest resource opportunities in selected states to identify business opportunities.
 3. Develop a series of generic business plans targeted at demonstrated business opportunities.
 4. Develop and promote a list of income producing opportunities for each state.
 5. Implement a revolving loan fund pool to support 200 new or expanded business opportunities with a capitalized value of up to \$300,000 in rural Northeast/Midwest communities.
 6. Implement a comprehensive marketing strategy on rural development opportunities.
 7. Provide technical assistance for rural development as requested.



Budget

- The total cost of the five year initiative is estimated to be about \$38 million.
- The annual budget plan is as follows:

Dollars in thousands						
Program	Year1	Year2	Year3	Year4	Year5	Total
All	6,136	3,190.5	9,729.5	9,607	9,427	38,090



Partnerships for Rural Development through Forestry

Renewable natural resources represent the single most significant opportunity available to many rural communities for strengthening their economies and improving their quality of life. This opportunity can best be realized by combining the resources of federal, state and local government into effective partnerships.

Partnerships can create more and better jobs with higher income through initiatives that fully use the available natural resources.

Partnerships are people working together. To be successful, these partnerships must:

- Promote economic diversity.
- Capitalize on existing natural and human resources.
- Develop new products and services.
- Add value to existing products and services.
- Obtain grants and loans for economic development.
- Help existing businesses thrive and expand.
- Incorporate education into long-term efforts.
- Provide for the training and development of strong local leaders.
- Support coalitions of local economic development staff, public officials, businessmen, bankers, etc.
- Emphasize research, planning, and long-term consistency.

America's population is primarily urban, and therefore existing Federal programs tend to concentrate on urban areas. Rural Americans do not adequately share in programs funded through predetermined entitlement formulas, but must compete for limited discretionary funds from state and federal sources. Even when funds do find their way into rural areas, they are so urban oriented that they may be ineffective in addressing rural problems. Although rural and urban goals are similar, the means of achieving them are not. Programs must include the flexibility to be applied locally as needs are identified and verified.

The purpose of this paper is to describe how partnerships can implement an effective rural development initiative through forestry in the Northeast/Midwest.



The Role of Forest Resources in Rural Development

Small communities and rural areas dependent on a single industry (such as mining in Minnesota or steel in Pennsylvania) can benefit from wiser use of forest resources that can provide a wider variety of goods and services. Local economic growth can be enhanced through forest resource development activities promoting products and services with high market potential.

Successful rural development can be achieved by solving rural problems with local solutions. A program tailored to the needs of rural America, tuned to rural customs, drawing on rural strength, and using rural resources will be most effective in promoting rural progress and solving rural problems. When guided by this philosophy, federal, state, and private sector funds can be more effectively invested.

The job won't be easy. Economic diversity requires strong and well informed leaders who are able and willing to initiate and foster change. Many will require training in the kind of skills necessary to capitalize on available opportunities.

Examples of the Use of Forest Resources in Rural Development

There are numerous examples of successful rural development projects throughout the Northeast/Midwest that capitalize on the availability of local forest resources. Rural development is an integral part of the Federal Assistance role through cooperative programs with the State Foresters' offices. Assistance is provided to achieve improved use and marketing of forest resources throughout the 20 State area.

Goals vary for many of these projects. Some are targeted at economic growth and development, others seek to improve the environment and quality of life. Examples of successful projects are:

1. Timber Bridges

Several pilot projects have demonstrated that timber bridges can be engineered and constructed at approximately 60% of the cost of conventional steel and concrete bridges. Timber bridges have also been shown to require less maintenance and be in service longer than steel and concrete bridges. Inspections have found that nearly 97,000 bridges in the Northeast are either structurally or functionally deficient. Timber bridges will provide a more economical replacement option than steel or concrete. Timber bridge construction using readily available hardwoods will benefit local economies. However, there is a definite need for increased research in timber bridge engineering to refine the technology.

As a result of cooperative research with Pennsylvania State University, design stress criteria were approved for seven additional hardwoods for use in timber bridge construction.

Two demonstration timber bridges were constructed in Pennsylvania and



one in Colorado. Symposia have been conducted for the highway and forest industries to increase their awareness and interest in timber bridge usage.

Congress has approved a matching fund program for fiscal year 1989 which will lead to the construction of almost 60 additional timber bridges. In Vermont, the Governor is offering a \$10,000 prize for the best timber bridge design.

2. Wisconsin Feasibility Studies in Wood Fired Boilers

Over 80 industries, public buildings, and schools were involved in a preliminary economic analysis on the feasibility of converting their existing fossil fuel heating systems to wood fired heating systems. These 80 facilities are all located in northern Wisconsin.

The project led to a \$25 million capital investment program in wood fired boilers. Markets were established for 180,000 cords of waste and unused wood each year. This provides \$360,000 of income to forest landowners and \$828,000 of additional income to the local community. The unemployed and underemployed benefited because of the more than 100 jobs created to supply and burn the wood at the facilities. Reliance on finite fossil fuels was reduced by 90,000 barrels annually.

3. Pennsylvania Outdoor Recreation Directory

A comprehensive inventory of outdoor recreation facilities in northeastern Pennsylvania was undertaken in order to develop a directory of outdoor opportunities in each participating county. The inventory information included facility locations (with maps) and a list of available outdoor recreation related services. The inventory was used to produce an outdoor directory giving recreationists an up-to-date, reliable list of available services. The inventory also provided a data base to be used in outdoor recreation planning and expansion of the tourist industry in the Pocono resort area.

4. West Virginia Forest Festival

Many rural areas have the potential to develop resource festivals. These festivals educate the public, provide outlets for local craftspeople, and boost local economies through tourism development.

Each year West Virginia spends \$35,000 to support its Forest Festival. This festival draws over 200,000 visitors to Elkins, West Virginia annually. The Elkins Chamber of Commerce estimates that the community derives in excess of \$2.5 million from the festival.



5. Using Wood Chips to Compost Sewage Sludge

Federal environmental legislation now prohibits or has drastically altered many of the traditional methods of sewage sludge and wood products residue disposal. A resulting need to identify alternative methods of disposal and/or development of usable products from these residue materials was critical to many New England communities. A pilot project in Maryland led to the development of a process using wood chips as a bulking material for composting sewage sludge.

The success of this project has led to the implementation of similar processes in at least 10 locations in New England and the Midwest. For these communities, a sewage sludge disposal problem has been resolved and a net savings realized through the sale of the sludge by-products; topsoil conditioner, growing medium for plants, potting mix, and mulch.

6. Creation of Wetlands for the Improvement of Water Quality and Restoration of Wildlife Habitat

Water quality is a major concern in the Northeast/Midwest. Highways and their resulting surface runoff are major contributors of sediment and pollutants to watersheds.

Strategically placed artificial wetlands have demonstrated the ability to reduce the amount of pollutants and sediment entering a watershed.

The Maryland Department of Transportation established a 34 acre wetland in an area where highway runoff intersected a major stream. Collected data indicated that sediment was reduced by 70-90%, phosphorous was reduced by 55-65%, nitrogen was reduced by 40%, and there was an 80% reduction in heavy metals. The location of this wetland prevented these pollutants from entering the Chesapeake Bay, while also providing additional nesting habitat for wildlife.

Proposed Pilot Program for Improving Rural Development using Forest Resources

Independent rural development projects like those listed above have demonstrated some local success stories. However, in order to affect significant change with regard to rural development, which provides for both economic expansion and improved quality of life, a comprehensive program is needed.

Rural communities within the Northeast/Midwest that are located in forested areas have substantial opportunity to utilize the resources at their disposal. The essential ingredients to achieving community stability through resource use are knowledge, information, and money.

To demonstrate the potential for rural development in the Northeast/Midwest,



the following goal and objectives have been established for a five year initiative. Emphasis will be placed on Vermont, West Virginia and Missouri as pilot projects, however all of the other states in the Northeast/Midwest will share in the program as will the three branches of the Forest Service (State and Private Forestry, Research and the National Forest System).

Goal

Demonstrate new ways that federal, state, and local partnerships can improve the quality of life in rural America using forest resources.

Objectives

1. Train rural community leaders in the Northeast/Midwest states to be effective advocates for rural development.
2. Complete analyses and assessments of forest resources in selected states for use in identifying opportunities for business development.
3. Develop a series of generic business plans targeted at demonstrated business opportunities.
4. Develop and promote a list of income producing opportunities for each state.
5. Implement a revolving loan fund pool to support 200 new or expanded business opportunities with a capitalized value of up to \$300,000 in rural Northeast/Midwest communities.
6. Implement a comprehensive marketing strategy on rural development opportunities.
7. Provide technical assistance for rural development as requested.

The individual state and federal program elements of this initiative are described on the following pages. Each program is written in response to the objectives listed above.

Three pilot states have been selected because they demonstrate distinct regional differences in population, resources and economic conditions. However, the remaining states within the Northeast/Midwest are accounted for as well, although in less detail.

Action plans and budgets are also projected for a Federal Program including the various functional divisions of the USDA Forest Service which would provide



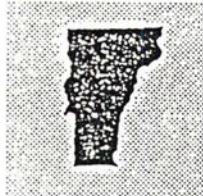
technical and administrative support.

The following table summarizes the Rural Development through Forestry Initiative which is to provide funding to both Federal and State agencies.

Dollars in thousands						
Program	Year1	Year2	Year3	Year4	Year5	Total
VT	300	252.5	277.5	250	250	1,330
WV	950	802	468	466	466	3,152
MO	596	601	701	701	501	3,100
NE States	2,990	405	7,363	7,300	7,300	25,358
FED	1,300	1,130	920	890	910	5,150
Total	6136	3190.5	9729.5	9607	9427	38,090



1. Vermont



The Vermont project will identify new opportunities, and assist existing forest resource based industry to improve or expand operations. Three major components will be included in this rural area enhancement project, information, planning and technical assistance, and a low cost loan program to provide funding for approved projects. A total of \$1,330,000 is proposed to be invested in this program directed at the following previously stated objectives.

Objective 1. Training of local community leaders. (\$20,000)

Objective 2. Complete a comprehensive resource analysis at the local level using full Geographic Information System capability. (\$50,000)

Objective 4. Develop and promote an inventory of diverse income generating opportunities using forest resources. (\$10,000)

Objective 5. Provide a source of revenue through a revolving loan pool to finance new forest based enterprises or expand existing ones. (\$1,000,000)

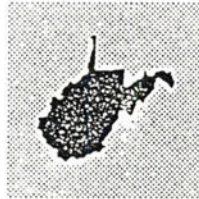
Objective 7. Establish a specialist position on forest products and marketing to provide full service statewide in expanding and diversifying the forest products industry. (\$250,000)

Budget Summary - Vermont Pilot Project

Dollars in Thousands						
Obj.	Year1	Year2	Year3	Year4	Year5	Total
1	-	-	20	-	-	20
2	50	-	-	-	-	50
4	-	2.5	7.5	-	-	10
5	200	200	200	200	200	1,000
7	50	50	50	50	50	250
Total	300	252.5	277.5	250	250	1,330



2. West Virginia



The forest industry in West Virginia has been expanding, however, to maximize the opportunities that exist better distribution of information about these opportunities must be made available. This information coupled with technical expertise or how to utilize the information, backed with finances to support new business or expand existing ones will significantly enhance rural development in West Virginia. A

total of \$3,152,000 is proposed to be invested in this program directed at the following previously stated objectives.

Objective 2. Expand the forest resource information base into an information center that provides support on all aspects of forest resource development and improved utilization. (\$550,000)

Objective 4. Compile and promote a directory of income generating opportunities in northeastern West Virginia through the use of forest resources. (\$2,000)

Objective 5. Provide a source of revenue through a revolving loan pool to finance new forest based enterprises or expand existing enterprises (50% of capital value up to \$300,000). (\$1,500,000)

Objective 7. Establish specialist positions in forest products and marketing to provide full service statewide in expanding and diversifying the forest products industry. (\$1,100,000)

Budget Summary - West Virginia Pilot Project

Dollars in Thousands

Obj.	Year1	Year2	Year3	Year4	Year5	Total
2	150	100	100	100	100	550
4	-	2	-	-	-	2
5	500	500	168	166	166	1,500
7	300	200	200	200	200	1,100
Total	950	802	468	466	466	3,152



3. Missouri



Rural forest development in Missouri will concentrate on providing a "complete package" of information, training, direct technical assistance and financing. This "package" will assure that forest resources will become our integral component of local rural development proposed activities. A total of 3.1 million dollars is to be invested in this program in the state of Missouri directed at the following program objectives:

Objective 1. Training of local community leaders. (\$40,000)

Objective 2. Establish an information center to compile and update forest resource information; provide assistance in preparing resource development proposals, publish directories and reports, and conduct surveys. (\$550,000)

Objective 4. Compile and promote a directory of income generating opportunities using forest resources. (\$10,000)

Objective 5. Provide a source of revenue through a revolving loan pool to finance new forest based enterprises or expanding or existing enterprises (50% of capital value up to \$300,000). (\$1,500,000)

Objective 7. Establish, staff and market development projects to assist local leadership on forest resource development projects. (\$1,000,000)

Budget Summary - Missouri Pilot Project

Dollars in Thousands						
Obj.	Year1	Year2	Year3	Year4	Year5	Total
1	40	-	-	-	-	40
2	150	100	100	100	100	550
4	6	1	1	1	1	10
5	200	300	400	400	200	1,500
7	200	200	200	200	200	1,000
Total	596	601	701	701	501	3,100



4. Remaining States in the Northeast/Midwest

The rural development package for the non pilot states in this proposal will consist of a comprehensive training plan for selected community leaders along with an analysis and assessment of forest resource development opportunities in each State. Assessment information will help to identify opportunities within each state to be used in the development of projects in years 3, 4, and 5 to implement the rural development program.

A total of \$25,358,000 is proposed to be invested in this program directed at the following objectives.

Objective 1. Training of community leaders. (\$320,000)

Objective 2. Inventory and assessment of forest resource opportunities.
(\$2,990,000)

Objective 4. Develop and promote income generating opportunities.
(\$148,000)

Objective 5. Provide a source of revenue through a revolving loan pool
to finance new or expanded forest based enterprises.
(\$21,900,000)

Budget Summary - Remaining States in the Northeast/Midwest

Dollars in thousands

Obj	Year1	Year2	Year3	Year4	Year5	Total
1	-	320	-	-	-	320
2	2,990	-	-	-	-	2,990
4	-	85	63	-	-	148
5	-	-	7,300	7,300	7,300	21,900
Total	2,990	405	7,363	7,300	7,300	25,358



5. The Federal Program

The Forest Service has long been a partner in rural development and has demonstrated many individual successes through the use of forest resources. Under this new initiative, however, a comprehensive program can be established that will allow for more effective and efficient delivery of Federal assistance to rural communities.

All three branches of the Forest Service, i.e., State and Private Forestry, Research and the National Forest System will join the partnership in providing the needed technical assistance to support successful community development through forestry. A total of \$5,150,000 is proposed to be invested in Federal support services directed at the established program objectives.

Objective 1. Train forest officers in grant writing and community development. (\$50,000)

Objective 2. Provide technical assistance for the inventory and analysis of forest resources and identification of commercial opportunities. Provide ongoing financial assistance and technical assistance on planning methodology. (\$1,050,000)

Objective 3. Develop four generic business plans annually targeted at known forest resource based business development opportunities. (\$500,000)

Objective 4. Provide information on sources of business opportunities on National Forest land. Also provide technical assistance and editorial support on new and emerging technologies for identifying income producing opportunities. (\$150,000)

Objective 5. Provide administrative services for application review, contracting, auditing and compliance checking of revolving loan fund. (\$600,000)

Objective 6. Implement, through private consultants a marketing plan for forestry as a viable development opportunity. (\$300,000)

Objective 7. Provide ongoing technical assistance on all phases of the rural development initiative including aid to each of the 200 new businesses created over the five year period. (\$2,500,000)



Budget Summary - Federal Program

Dollars in Thousands

Obj.	Year1	Year2	Year3	Year4	Year5	Total
1	40	10	-	-	-	50
2	375	300	125	125	125	1,050
3	100	100	100	100	100	500
4	55	65	10	10	10	150
5	120	120	120	120	120	600
6	110	35	65	35	55	300
7	500	500	500	500	500	2,500
Total	1,300	1,130	920	890	910	5,150



Rural Development through Forestry in the Northeast/Midwest

5 Year Total Budget Estimate

Dollars in thousands

Objective	VT	WV	MO	Other NA States	Federal	Total
1. Training for leaders	20	-	40	320	50	430
2. Analysis & Assessment	50	550	550	2,990	1050	5190
3. Generic Business Plans	-	-	-	-	500	500
4. List of Income Opportunities	10	2	10	148	150	320
5. Revolving Loan Fund Pool	1,000	1,500	1,500	21,900	600	26,500
6. Marketing Strategy	-	-	-	-	300	300
7. Technical Assistance	250	1,100	1,000	-	2500	4850
Total	1,330	3,152	3,100	25,358	5,150	38,090



Status Report

Fiscal Year 1990

Introduction

In March, 1989, the Northeastern Area developed a five-year plan to focus the Federal role in economic diversification assistance. The plan, entitled *Rural Development Through Forestry in the Northeast and Midwest*, called for forest resources to be a catalyst for economic diversity in the twenty Northeastern states--in order to improve the quality of life in rural America.

In 1990, Congress included in their appropriation, \$2.5 million to the USDA Forest Service for an *economic diversification through rural development initiative*. Of this amount, about \$1.4 million was allocated to the Northeastern Area, a Forest Service field unit, to begin implementation of its five year plan.

Rural Development Through Forestry in the Northeast and Midwest addresses four National Issues and seven regional objectives:

National Issues

Economic development
Economic competitiveness
Environmental protection
Improved standard of living

Regional Objectives

Training
Baseline information
Income producing opportunities
Business plans
Marketing strategies
Applied research
Technical assistance

Program Objectives

Training. Train rural community leaders about rural revitalization and the contribution forest resources can make toward economic diversity and stability.

Baseline Information. Collect and analyze forest resource information for use in identifying the highest priority opportunities for business development.

Income producing opportunities. Compile a list of income producing opportunities that utilize the forest resources to diversify the economic base of each state.

Business plans. Develop a series of generic business plans targeted as demonstration business opportunities.

Marketing strategies. Develop and implement a comprehensive plan to market the role forest resources can make toward rural revitalization.

Applied research. Product development that ensures efficiency and competitiveness.

Technical assistance. Direct federal, state, and local technical guidance and counsel to implement planned rural revitalization activities.



Program Components

In 1990, *Rural Development Through Forestry in the Northeast and Midwest* concentrates on four distinct, yet interrelated components. These are:

Demonstration Projects. Projects in Missouri, Vermont and West Virginia that emphasize specific combination of plan objectives.

Special-Emphasis Projects. Using *Focusing of Federal Assistance*, a process by which specific state proposals compete for available funds, special projects will be implemented to address the highest priority actions in rural revitalization. Eight projects were funded in 1990.

Assessments and Analyses. Basic forest resource information, compiled and analyzed, as a catalyst for rural revitalization. In 1990, all 20 states participated in this component. It's the *cornerstone* for developing the most effective program for the future.

A Federal Program. To ensure overall coordination and attainment of the plan's objectives. The core of the Federal program is the Rural Revitalization Group, headquartered in Morgantown, West Virginia.

The 1990 Program

The following highlights the 1990 program for *Rural Development Through Forestry in the Northeast and Midwest*:

<i>Item</i>	<i>Amount</i>
Demonstration Projects (Missouri, Vermont, West Virginia)	\$335,000
Special Emphasis Projects	\$311,000
1 - Status as of 07/15/90	
TELESES (<i>wood production and processing</i>)	\$70,000

An additional \$369,000 of investment capital has been secured. Building is under construction on a five-acre site at a local industrial park. Two secondary wood processing plants has announced moving to the area, due primarily to the new sawmill. All equipment has been ordered. Production is scheduled for September 1, 1990.

2 - Status as of 07/15/90	
Evaluation and Promotion of Minnesota's Maple Syrup Industry	\$52,500

The Minnesota DNR has held two meetings with the Minnesota Maple Producers Association, the University of Minnesota Extension Service, Minnesota Association of Resource Conservation and Development Councils, and the Minnesota Department of Agriculture. Their next meeting will be July 23. These meetings are focusing the project to the concerns of the people directly involved in maple syrup production in Minnesota.

They have identified promotion of maple syrup, and especially Minnesota produced maple syrup, as their number one goal. Different activities have been identified and some preliminary priorities have been set. The transfer of funds has not occurred yet, but the plan is to have the Minnesota Association of RC&D Councils administer the fund. They will work with a regional rural development initiative fund to increase the amount of money available

for the project. The Minnesota Department of Natural Resources has brought together key players in the Minnesota maple syrup industry and together they are developing a project that will expand the industry and increase the production of an alternative forest product.

3 - Status as of 07/15/90

Lake States Alliance Market Development

\$21,000

1) Sasnil Trade Show - Milano, Italy (May 23-30, 1990)

Michigan planned and organized this endeavor with support provided by Minnesota and Wisconsin. Six companies which manufacture hardwood veneer, lumber, dimension and furniture participated. Good trade leads were established - all expect sales to result. Major opportunity exists to capture world market demands for temperate hardwoods.

2) Lake States Wood Manufacturer Index

Wisconsin is currently developing this index from the three states' wood manufacturer's directories. Data is currently being manipulated to achieve tri-state consistencies. Index will be published by September.

3) Hardwood Dimension Technical Conference

Minnesota is planning/organizing this event. Currently the program content and appropriate speakers are being identified. The Hardwood Dimension Manufacturers Association has agreed to help plan this conference. Target date of the conference will be latter 1990 or early 1991. A central Lake States location is being considered.

4 - Status as of 07/15/90

Educating Urban America: The Key to Forest Resource Rural Development in the Mid-Atlantic Region

\$30,000

Objective: Develop a 30 minute TV program/video geared to educating the Mid-Atlantic region's urban population on the social and economic benefits of the region's abundant forest resources. The intent of the video, in conjunction with its educational goal, is to potentially generate rural development opportunities by creating demand for products/attributes of the region's forest resources.

Progress: New Jersey Network. Trenton, NJ has contracted to produce the film. The four state forestry agencies have developed the script, in conjunction with NJ Network, and filming will be completed by the end of July, 1990. The final product should be completed by August 1990.

5 - Status As Of 07/15/90

A Southeastern Pennsylvania Hardwood Utilization Council

\$35,000

Objective: To develop a marketing and utilization council which will provide technical and marketing assistance to the forest products industry in a 9 county area of southwestern Pennsylvania. Organizational goals include the formation of a 9 member Board of Directors, election of 4 officers and the hiring of a professional staff. Specific objectives include: industry outreach assistance, business plan preparation, conducting workshops/seminars, promotion of secondary wood processing industries, organization of an Inter-Agency task force for hardwood industrial development, membership development and fund-raising programs.

Progress: To date, the council has received financial support and/or in kind services from the U.S. Forest Service, West Penn Power Co., the Soil Conservation Service, Pennsylvania Bureau of Forestry, Pennsylvania State University and Southwestern Pennsylvania Economic Development District. The job announcement for an executive director has been distributed and applications are being reviewed. Work activities will be conducted by the professional staff at the Fayette Branch Campus of The Pennsylvania State University, Uniontown, PA through the direction of the Hardwood Council.

6 - Status As Of 07/15/90

Establishing a Woodland Management Cooperative

\$50,000

The co-op is now called 1-Stop Forestry Co-op and has purchased a Vermeer woodchipper, Eitzen mulching wagon, and Farmi winch. Future purchases are to include another chipper, a tree planter, and a truck. The purchased equipment is presently being leased out to landowners to do T.S.I. work. The co-op is also demonstrating all of this equipment at Luther College in Decorah July 19, 1990 at the IDNR and ISU Extension Forestry Field Day.

The 1-Stop Forestry Co-op is continuing its operations in providing technical service to landowners. Many technical service contracts are in place into the 1991 tree planting season. The co-op is continuing to seek new clients, new markets for wasted wood, and more incentives for landowners to improve and manage their timber.

7 - Status As Of 07/15/90

Softwood Harvest and Utilization in Southern Wisconsin: A Study of Potential

\$25,000

Data collection of small pine plantations over 18 counties in Southern Wisconsin is 70 percent complete. Complete analysis of the data base, scheduled for completion mid August. Thus far, 1932 plantations representing 16,977 acres of softwoods have been identified. Analysis will determine whether the establishment of a pine concentration yard or other ancillary business is justified in Southern Wisconsin.

8 - Status As Of 07/15/90

Marketing Education in the Forest Industry

\$27,500

*Nine educational activities have already been conducted on behalf of 1740 clients. A series of Forest products marketing forums have been completed. Additional seminars on "Understanding Hardwood Grades", "World Markets for Northeastern Wood Products", and "Marketing in the '90's" were heavily attended. A survey of 1500 subscribers to **The New Hampshire Forest Industry Marketing Bulletin** to determine marketing needs has also been accomplished.*

Assessments and Analyses

\$435,000

A Federal Program

\$276,000

Total	\$1,377,000
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Projected Program Needs

The following table shows the funding requirements, by program objectives and components, for *Rural Development Through Forestry in the Northeast and Midwest*:

	History FY 1990	...Projected Funding...			
		FY 1991	FY 1992	FY 1993	FY 1994
...Dollars in thousands...					
Objectives					
Training	57	310	280	260	220
Baseline information	435	400	300	300	300
Income opportunities	165	385	340	340	270
Business plans	135	545	475	440	380
Marketing strategies	160	600	530	500	425
Applied research	25	160	140	140	110
Technical assistance	400	800	735	600	525
Total	1,377	3,200	2,800	2,580	2,230
Components					
Demonstration Projects	355	1,650	1,450	1,400	1,200
Special-Emphasis Proj.	311	800	700	600	450
Assessments & Analysis	435	400	300	300	300
A Federal Program	276	350	350	280	280
Total	1,377	3,200	2,800	2,580	2,230

For more information about *Rural Development Through Forestry in the Northeast and Midwest*, contact:

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**Rural Development Through Forestry
in the Northeast and Midwest**

Fiscal Year 1991



NORTHEASTERN AREA
State and Private Forestry