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[Rural Development Proposals] [1]

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The Implementation or Action Plan

Implementation or action plans are specific statements describing how each objective will be accomplished, by whom, how, and when. Achievement of these activities will mean achievement of the project objectives.

Action plans are essentially a timetable of activities listed by the day, week, month, or quarter (whichever is most appropriate for your program) in which they are to take place. They should include what is going to happen, how it will take place, and who will be affected.

If your site program has several involved objectives, it will be more effective to write an implementation plan for each objective - listing chronologically the action steps to be undertaken until the objective is accomplished. For site programs having one or two straightforward community service objectives, a single implementation plan is preferable.

In either case, action plan activities should be very detailed and specific. If possible, action plans are written in a week by week chronology or, if your objective does not lend itself to this level of detail, a monthly or quarterly chronology. The entire 1700 hours of community service should be accounted for in the plan.

In the first example below, the objective will require six months for completion, and a plan was written on a quarterly basis.

Example:

Objective 1:

100 county farmers and 50 non-farm land owners will attend a four week training session to be taught how to assess their farmsteads for potential water pollution hazards using the Farmstead Assessment System (F.A.S.). A pre- and post-test of the training will be administered to ensure that all attendees have increased their knowledge of the subject by at least 85%; meaning they have gained sufficient knowledge to use the F.A.S. system effectively.

Implementation Plan:

October-December

- Contact university specialists, state and federal agencies, and news media to promote upcoming educational programs. Will also be requesting mailing lists and other ways of obtaining potential client lists.
- Prepare and send news articles on F.A.S., conservation farming, water testing, and other aspects of program to all media in the area.
- Update and prepare mailing lists and maps of potential target farmers.
- Prepare list of local groups and neighborhoods to be contacted.

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January-March:

- Identify 20 key contacts and leaders in all groups and neighborhoods.
- Contact all 20 or more key contacts in neighborhoods and voluntary organizations.
- Prepare and send two news articles on F.A.S. and conservation farming.
- Hold several neighborhood meetings with small groups on F.A.S.
- Finalize attendee list and send out confirmation letters.
- Complete four week training of farmers and rural residents.
- Pre- and post-test results analyzed.

Example:

Objective:

Construct 18 miles of hiking and horseback trails by ten person crew learning work ethics, teammanship, safe working practice, job skills, environmental education, and job quality standards.

Implementation Plan:

Prior to start up ----

- Mark trail location on ground.
- Develop design plans identifying signing, bridges, water bars, universal access, safety, and other trail structure needs. Utilize agency design specifications and standards as required.
- Secure appropriate design plan approvals.
- Develop project work plans and secure approval.
- Develop Hazard Analysis for project.
- News release to media about project plan and AmeriCorps participants doing the project.

Tools

Permit

At start up time ----

Week 1:

- AmeriCorps participant (10 person crew) orientation to project, safety training, logistics, work standards and expectations, etc.

Week 2:

- Crew on-the-job training and work activities.
- Weekly:
 - Accomplishment review and evaluation by AmeriCorps members and technical experts.

Week 28:

- Complete project, final evaluation.

Follow-up:

- Survey public use activity level and appreciation.
- Celebrate accomplishments

Resources

This section will list all of the resources needed for completion of the objectives. This should include human, technological, printed, and all other resources required. The list should indicate who will be expected to supply the resources and by when.

The resources section requires a high degree of specificity, both for the resources required and when they will be needed. This ensures program continuity and will allow your agency, and other Departmental units, time for preparation.

Example:

Resources:

- Team training by National Office SCS water quality specialists in first month of service
- Fact sheets and news releases developed by National Office Specialists on safe water quality practices.
- 100 Farmstead Assessment System packages by February 1.
- The development of a slide show on tillage methods by State Specialists by February 1.
- Delivery of 200 well testing kits and instructions by February 1.
- Bulletins on water quality, tillage, and pesticide management developed by AmeriCorps member.
- Obtain S.C.S., A.S.C.S., and D.N.R. data on local watershed status in January.

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DATE: 11/23/93

TO: Joel Berg, Director of Public Liason, USDA**FROM: Rick Wetherill, Deputy Regional Director, SW Region, RDA****SUBJECT: AmeriCorps - The Rural Development Team**

Joel,

It was more than a pleasure meeting you last week while I was in DC, it was a learning experience! The direct ties possible between the AmeriCorps Rural Development Team and the Empowerment Zone/Enterprise Community Program are such a natural fit that it seems uncanny to me they weren't generated as a package deal from the very start.

I enjoyed reading your 10/25 draft action plan. As you requested, here are some of my ideas based on what I found there. All of my comments are directed at the proposed Rural Development Team. I have tried to answer some of the questions that were posed in the document. I'm not the "answer man," but am giving my responses from the basis of more than fifteen years in field positions as a rural development professional. Some you may have heard from me when we met last week, but I'll repeat them here as part of the running thread of my comments.

P. 3 -- I don't think that these young people should be considered as replacing "consultants" in rural areas. Except for a few instances where some windfall money has been made available to communities in dire straights, most really poor communities would never have committed scarce resources to such a thing. In fact, many of the communities in which I have worked, have considered asking or paying for outside help to solve problems a sign of weakness and ineffectiveness of the current leadership. We need to be really careful that this program is not being billed as a top-down solution to a problem that needs grass-roots solutions. However, correctly handled, and with the proper marketing, this program could help rural America to heal itself. If we use this program to both serve rural communities and develop new, young rural people-resources in a sort of professional apprenticeship program, then we cannot fail.

P. 4 -- On working with existing programs: I hesitate to recommend tying this program to any specific organizational field location for program enrollees. Rural America is such a diverse place that we would be doing the program and rural communities a disservice by limiting our enrollees to COGs, for instance (as suggested in the proposal). Alternative organizations rural areas are served by include:

- RDA Coordinators;
- SCS RC&D program;
- Informal or formal social/cultural/quasi-public organizations;
- USDA regional/district agencies;
- Not-for-Profits;
- Extension Service;
- Community-Based Organizations (CBOs);
- Consortiums of communities (formal and informal); and/or
- Independent agencies (e.g., Appalachian Regional Commission, Tennessee Valley Authority)

The point being, of course, that the best place to locate a Rural Development Team Asset should be determined by the strengths and capabilities of the receiving community. Build on strength.

A note regarding the Rural Information Center at NAL: These people do great work and are a marvelous resource. I use them all the time. Their toll-free number is a direct line from all parts of rural America that have telephones. RIC/NAL's capabilities need to be enhanced, however, with toll-free lines direct to their on-line computer information Bulletin Board System (BBS). If they have a toll-free line to the RIC BBS, they haven't told anyone. The data base mentioned in the proposal is already on-line and in-use (just restricted to those people and organizations who can afford to be on-line long-distance).

Pp. 4-5 -- Possible jobs, add this one for sure:

Assistant State Rural Development Coordinator (RDA) -- Assists State Rural Development Coordinators with Empowerment Zones & Enterprise Communities. Collects data, provides outreach, coordinates community resources, helps develop strategic plans, helps implement the program, analyzes local data for agencies and organizations so that the needs of the under-served are considered.

P. 5 -- e. **Selecting and matching applicants** -- If you find any qualified applicants that are under 21, be sure to snatch them up right away because they graduated high school or college ahead of schedule. These folks are generally goal-directed and bright (characteristics we need).

Recruitment: General recruiting, all processing intake, and initial program screening should be done at the national level or in a centralized location. This simplifies the task of standard outreach materials, mass market media contact, and gives the program an organizational "home." All USDA agencies (particularly those with specific rural development missions) should be involved in getting the word out for this program. This should be a major feature of the USDA message at high school and college career days and job fairs.

Service assignments -- Suitable service assignments should be what both USDA and the receiving community, county, or organization agree is a mutually beneficial situation (including benefit to the enrollee). Initial screening could be done through some sort of competitive application procedure. Rural Development Team assets could be treated as a competitive grant,

though not too rigorous or onerous an application procedure. Let's see what a target community has to offer our enrollees (social support, office space, travel, office support services, etc.) as part of the deal in exchange for their services. In order to make the best use of everyone's time and resources, it will probably be necessary to develop a needs profile for the applicant communities and a skills bank/interest inventory for the enrollees. Though not really like computer dating the database comparisons are obvious. Extra credit or higher priority should be given to those communities who jointly apply for the services of a team member or members. One of the main problems with rural American solving its own problems often has to do with neighboring communities considering themselves in competition with each other. Partnerships and teamwork arrangements between and among adjacent jurisdictions, multi-county consortiums, and/or regional entities should be encouraged. Too, these types of arrangements will demonstrate to the team member the value of shared goals and the power that rests in even the smallest community. These insights into community self-actualization most likely will do much to dispel any notions the team member may be harboring that rural areas are somehow "lacking" in comparison to the urban areas.

P. 6 -- Creating and maintaining program diversity -- The only way to ensure that this program is managed by a diverse team and includes diversity in its participants is to put creative people in charge. A creative person will look beyond the usual avenues of "diversity recruiting" such as the 1890 schools and the HBCU's. A creative person will be able to tap into the reservoir of underutilized programs and funnel a diverse set of recruits into the system. For instance, throughout the Southwest there are many junior and community colleges containing large populations of American Indians who decide to pursue their college degrees. Setting up some tracking systems and feeder mechanisms in these institutions could channel many interested young people into the RD Team. One of the concerns of this section seems to be that of needing to recruit participants who would then return to their own communities. It is probably not too good of an idea to send enrollees back to their own (or even neighboring) communities to work in the program. I don't fear enrollee acceptance as much as I believe that outside experience is important, particularly to an apprenticeship program such as this. Diversity of experience must also be a program concern, both for enrollees and for the management team.

P. 6 -- Training the team members -- I don't think that our scare resources are best devoted to developing a university curriculum in rural development. All of the other disciplines listed are also relevant for Team members. A few others should also be added to your list, most notably Rural Sociology, Adult and Extension Education, Agricultural Communications, Marketing, Organizational Development, Applied Social Research, Urban and Regional Planning (emphasis of the Regional), Applied Anthropology, Architecture, Public Relations, Communications and Media, Geography, Environmental Science, and probably a few more (Computer Science?, possibly yes, in many rural areas that have yet to develop this capability). Don't forget, we need diversity of educational experience as well.

As to who should be responsible for the "basic training" of the new recruits, I suggest it be coordinated through the national office of the program. These people would be in a good position to marshal the resources and coordinate the infrequent, but critical mass training. Regional training of Team Members should be done 2-4 times a year, coordinated at the State

level. This could easily be done in a one-week seminar format that included elements of direct education, experience-sharing, and a critical "debriefing session" where Members input lessons learned, problems overcome, and significant relationships created into the program's ongoing monitoring and evaluation process.

P. 6 -- Supervising the team members -- I'm biased, but I suggest that the Rural Development Administration's State Rural Development Coordinators take the lead on this one.

P. 7 -- Evaluating the team programs -- Part of the required evaluation process was discussed above as integral with enrollee training. Other parts of the evaluation have already been specified in the proposal. Broad program goals were outlined on P. 2, Section II of the proposal. It is easy to specify objective evaluation criteria based on the stated goals (Principles). Most of the necessary components of the program evaluation are laid out, but need to be operationalized to fit an evaluation scheme. In short, no problem. Trust me, I've got a Ph.D. in this stuff.

P. 7 -- Sizes and sites of pilot projects -- I'm biased. I think the size should be limited to communities of less than 15,000 and counties with 15,000 or less in any one community in that county. These are the places that are hardest pressed to make something good happen with scarce resources. If you remember our conversation regarding community leadership, you'll remember that I said that what most small towns need is not a leader thrown at them, but a fresh body thrown into the resource mix. This program does just that -- gives rural communities a dedicated (in all senses of the word) resource to use in its fight for survival and prosperity. I can't tell you what the ultimate capacity of the recipient communities might be, but in Texas alone there are more than 1,000 towns of less than 10,000 population. Finding a place to put every eligible enrollee is **NOT** going to be a problem for this program so long as we don't impose some bureaucratic accounting/reporting scheme upon the recipient communities.

P. 8 -- Structural stuff -- To ensure that everyone in the program is given the right tools to do their job and to communicate their successes, just buy everyone a laptop computer. Is there someone we know in the computer industry who needs to dump a bunch of "obsolete" monochrome display, 286 or even 386 laptop or notebook computers as a tax write-off and some good press? Fairly cheap advertising if you ask me, and good for the country, to boot. As for computer networking, RDA is getting into the act already. We're experimenting with Internet and a few other things. The stuff is out there, but the main problem now is to figure out how much of it we want.

Don't forget that the surest way to have a successful program like this is to have successful graduates of that program. First-year entrants should be given copious support and encouragement. High visibility out placement of "graduates" has to be a top priority, nationally and regionally. Consider sending a few of the more telegenic ones "on tour" for the good of the program. If you successfully graduate out of this program, we should make you feel like you've just won the Miss America Pageant!

That's about it for now. If you're looking for candidates for Director of the Rural Development Team, let me know. For that job, I'd move to DC (or wherever). That tells you how important I think this project is to rural America.

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1991

World Population Data Sheet of the Population Reference Bureau, Inc.

*Demographic data and estimates
for the countries and regions
of the world*

PRB

Proposed Locations for Rural Development Team Members and Their Projected Specialty Areas

Legend: F= Forest Service RDT; S = SCS RDT; H = FmHA RDT; R = RDA RDT; A = APHIS RDT

Regions RDT Feature	Mississippi Delta	SE. U.S. "Black Belt" <i>South Carolina</i>	Flood States	Appalachia	Pacific Rim	<i>Texas</i> Colonias	Four- Corners	Northern New England
Rural Water Systems	RRRRR	RRRRR	RR	RRRRR		RRRRR	RRRR	
Empowerment Zones & Enterprise Communities ¹	RRRRRRR	RRRRRRRR	RRRR	RRRRRR		RRRR	RRRR	
Rural Housing Development	HHHHHHH H		HHHHHH	HHHHHHH H		HHHHHH H	HHHHH	
Natural Resource Conserv. & Education	SSSSSS	SSSSSSSSSS SSSSSSSSSS SS	S(154)		SSSSSSSSSS SSSSSSSSSS SSSSSSSSSS SSSSSSSSSS SSSSSSSSSS SSSSAAA		FFSSSSSSSS	SSSSSSSSSS SSSSSSSSSS SS
Rural (& Agri) Business Development	RRHHHHH HHFF	RSS	RHHHHFF SSSS	RHHHHHH HFFFFF	FFF	HHHHR	RHHHHFFS SSSS	S
Strategic Planning and Economic development	FFFFFFFFFF	FFFFF	FFFFFS(40)	FFFFFFF	FFSSS		FFFSSSSS SSS	SSSS
Rural Trans- portation	FFF		FF	FFFFFFF				
Recreation & Tourism Development				SIFFFFF			FFFF	S
Totals = 523	F=15 S=6 H=15 R=14 All=50	F=5 S=22 H=0 R=14 All=41	F=11 S=198 H=10 R=7 All=226	F=26 S=1 H=15 R=12 All=54	F=5 S=47 H=0 R=0 A=3 All=55	F=0 S=0 H=11 R=10 All=21	F=12 S=20 H=9 R=9 All=50	F=0 S=26 H=0 R=0 All=26

¹The RDT allocations for EZ/EC communities are for illustrative purposes only. When community selections have been made for EZ/EC designation, RDT members will be placed in those communities (at least one per designated community). Until designation, RDT members will be co-located with other RDA RDT members for orientation and training as part of the Rural Development Team in that state.

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DAVIS, CALIFORNIA 95616

*Rural Dev
Proposal*

June 21, 1994

Joel Berg, DERG
USDA
Room 528A, 14th and Independence SW
Washington, DC 20250

Dear Joel:

I appreciated talking to you last week. It sounds like the rural development corps is really taking off.

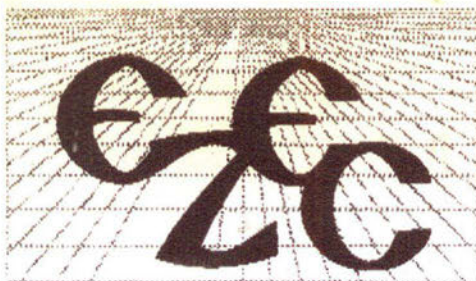
The enclosed material should give you a better idea of the rural economic development work being carried out by the Center for Cooperatives at UC Davis. Our work is funded in part through USDA, through the Rural Cooperative Development Task Force. We are one of eight designated centers for technology transfer and rural cooperative development nationwide. Our projects serve both large and small agricultural cooperatives, as well as cooperative businesses, childcare, and housing. In choosing where to work, we focus on replicable pilot projects which serve a larger economic development need. We have explored recruiting VISTA or RSVP volunteers to provide on-site technical assistance to various rural projects -- and I am excited to see that your project is addressing needs for rural capacity-building.

Along with some basic information about the Center for Cooperatives, I am enclosing two of our publications: one on cooperative marketing and the other on rural health care issues. Please send me more information on the rural development corps, and the projects you expect to launch in the near future. You can reach me at 916/752-4967 if you have questions about the Center's work .

Sincerely,

Deb Gray

Deb Gray
Cooperative Development Specialist



R.D. proposal

FAX

To: Joel Berg
Company: USDAmericorps
Phone: 720-6350
Fax: 720-4614

From: G. Richard Wetherill
Company: USDA, Rural Development
Administration
Phone: 202-619-7983
Fax: 202-401-7420

Date: 04/25/94

**Pages including this
cover page:** 17

Comments: OK, Joel, here it is for you to shoot at. Honestly, this thing was an organizational nightmare. We still do not have all the data we may need from the various individual projects. I have used the raw numbers that I was able to determine from the project documents that have showed up so far. The ebli documents (or equivalents) need to be obtained at some point so the budget pages can be done. Each individual project description needs to be done in the standard format and that should be done in the field because of time and staffing constraints. I made some unilateral decisions about Team placements in the field for the FmHA and RDA bodies -- the documents provided by us and them were non-specific as to location if you'll recall. Therefore, I think some of the locational stuff may be subject to change at a later time. I think we should be allowed that flexibility anyway.

Let me know what you think and where we go from here.

1000000000
PRESERVATION

Rick
*I have an 11:00am
meeting in the South Bldg.
Do you want me to bring
you a disk of this?*
R

This area includes the States of AZ, CO, NM, and UT.

RR proposal

Prior to the initiation of the regional agency and community "Strengthening Partnerships for Active Rural Communities" (SPARCS) collaboration, the Forest Service was actively working with many partners in the 4 Corners area, including a dozen Community Action Teams, and projects with the Navajo, Zuni and Jicarilla Apache tribes. The intent of SPARCS was to build on the existing partnerships, as well as initiate actions that are of regional scope for the entire 4-Corners area that have broad-based community support. The agency's desire under the Americorps program, is to strongly support both its longer term partnerships at the individual community level, as well as to accelerate the projects identified in the last six months within the SPARCS process.

The 4 Corners Site is defined for the Americorps proposal as the lands contained within the boundaries of the 4 RC&D areas that touch at the 4 Corners Monument. Included within the area are the lands or influence zones of the San Juan, Rio Grande, Manti-La Sal, Carson, Cibola, Santa Fe, Coconino and Apache-Sitgreaves National Forests.

The Forest Service plans to use AmeriCorps members to work on four projects as follows:

(1) Devise social, economic and demographic shared data bases to support sustainable economic development. Specifically these data bases are needed to establish baseline information regarding current local conditions and trends. They will be used to suggest and validate strategies for diversifying or strengthening local economies.

(2) Train people for community capacity building and leadership development throughout the 4-Corners region by conducting regional workshops and local seminars; increasing preparedness and skill to support sustainable rural economic development; and promoting dialogue and collaborative learning activities organized around regional development concerns, such as value-added forestry, agriculture and tourism.

(3) Develop a tribal tourism and 4 Corners Heritage Council throughout the 4-Corners area, with emphasis on tribal lands. All of the Tribes within the 4-Corners are pursuing tourism development as an economic development strategy. The Heritage Council was commissioned by the Governors of the four affected states with a charter to develop locally-based heritage tourism opportunities, with an emphasis on providing an economic boost to the tribes and rural communities. They have 4 mutual objectives (projects) for 1994-97:

- a. Community Tourism Development Plans on the Navajo Reservation
- b. Tourism / Recreation Facilities Site Plans on the Navajo Reservation.
- c. Train Native American Resource Interpreters
- d. Archeaeological Research, Guided Tours, and Ruin Stabilization on the Ute Mtn Ute Tribal Park.

(4) Develop a 4 Corners business and expansion program through a business retention and expansion (R&E) program for the Four Corners region. The purpose of this program is to identify and solve business problems related to survival, expansion and start-up and thereby to strengthen and/or increase economic activity. The program would require a full-time coordinator familiar with the area who would serve all the program participants.

The Forest Service allocates \$483,700 to fund 12 positions in the Four Corners area. All funds are RCA program dollars. The skills for the 12 positions are as follows: two AmeriCorps members with undergraduate degrees having a socio-economic and data base management background; one AmeriCorps member with a masters degree in community/regional planning; six AmeriCorps people - one regional planner requiring a masters degree, one community development specialist with a masters degree, one public or business administration with a masters degree, one landscape architect with an undergraduate degree, one recreation planner with an undergraduate degree, and one interpretation and environmental educator with an undergraduate degree; and three AmeriCorps members - one with a masters degree in business and economic development and two people with community planning skills and undergraduate degrees.

In the Four Corners area, AmeriCorps members will also be used to address projects contained in the State specific plans of AZ, CO, NM, and UT. Examples of State specific projects include a community and public land partnership in CO and a local community partnerships and networks effort in AZ and NM.

Minnesota

Forest Service efforts are directed to those counties with the highest unemployment rates and with resources available for natural resource-based economic development. AmeriCorps members will carry out sustainable natural resource-based economic development activities identified by local communities and planned cooperatively by the communities, the Minnesota DNR, the Minnesota Department of Economic Development, the University of Minnesota, and the Northeastern Area's Economic Action Program.

Those counties where natural resource based industries make up more than 15% of the economy and with above state average unemployment will be targeted for initial efforts.

The program's objective is to assist communities in planning for and implementing sustainable economic development strategies based on natural resources with an emphasis on value-added enterprises. Value-added natural resource based enterprises include, but are not limited to:

- Secondary Wood Products Manufacturing
- Tourism Development
- Gathering and Marketing Special Forest Products
- Manufacturing Recycled Products Based on Wood Fiber

The Forest Service commits \$615,000 (including funds for project related activities) to Minnesota to fund 11 AmeriCorps positions as follows: (1) \$315,000 of RCA funds for 6 AmeriCorps positions, (2) \$100,000 of FPC&R dollars to fund 1 AmeriCorps individual, (3) \$100,000 of U&CF program dollars for 2 AmeriCorps people, and (4) \$100,000 of WIT money for 2 AmeriCorps positions. These AmeriCorps members will possess the following skills: marketing

specialist (undergraduate degree), business development specialist (graduate degree), computer specialist (undergraduate degree), travel/tourism specialist (graduate degree), industrial engineer/wood processing specialist (graduate degree), aquaculture specialist/fisheries biologist (undergraduate degree), industrial education specialist (graduate degree), environmental engineer (graduate degree), civil engineer (undergraduate degree), and operations management specialist (graduate degree).



WORKING GROUP on RURAL DEVELOPMENT
PRESIDENTIAL RURAL DEVELOPMENT INITIATIVE

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PRESIDENTIAL INITIATIVE ON RURAL DEVELOPMENT

SUMMARY OF PROGRESS

January 4, 1992

SUMMARY

March of 1989 President Bush asked Treasury Secretary Nicholas Brady to form a rural development group as part of his Economic Policy Council. January 1990 The President announced his Presidential Initiative, *Rural Economic Development for the 90's*. Two of the major action items of the Initiative are the President's Council on Rural America, and the State Rural Development Councils.

President Bush appointed nineteen members to his Council on Rural America and will report their rural development recommendations to the President in July 1992. The Council has held seven public hearings around the country, as well as a series of working meetings. A joint meeting, to review the draft recommendations, with the Working Group on Rural Development of the Economic Policy Council will be held the end of January in Colonial Williamsburg. The Council's term has been extended six months to the end of 1992 in order to develop an strategy for implementing the recommendations.

In cooperation with the Office of the Governor, State and local governments, and the private sector eight pilot State Rural Development Councils (SRDCs) have been operating for one year. Based on the success of the pilot phase, in October 1991 President Bush wrote to the remaining forty-two State and five Territorial Governors inviting them to form a collaborative partnership with the federal government and form SRDCs. Over forty States and Territories expressed an interest.

The SRDCs are assisted by an Executive Director who is a full-time, senior level State or Federal official serving at the pleasure of the SRDC leadership. The SRDCs develop their own procedures for forming the essential Council partnerships (Federal-State-local governments, as well as the private sector). A National Rural Economic Development Institute supports the in-state organizational development effort, conducting a one-week intensive rural development training session for the SRDC members; and, a three day in-

state follow-up organizational institute. Based on rural development needs and resource assessments, the SRDCs develop a strategic plan for their own use.

A twenty one member Economic Policy Council Working Group on Rural Development (EPC/WGRD), chaired by the USDA Secretary, Edward R. Madigan, represents fifteen departments two independent agencies, and two White House bodies. The EPC/WGRD is the policy body for the Initiative. A Management Group of inter-departmental, senior program managers advises the EPC-WGRD on the implementation of the Initiative.

THE INITIATIVES

The Presidential Initiative on Rural Development contains the following action items:

- Establish the Economic Policy Council Working Group on Rural Development as a permanent Cabinet-level policy body with responsibility for implementing the President's Rural Initiative;
- Create a President's Council on Rural America to advise the President on how the Federal government can improve rural development policy and programs; *18 members for 2 yrs + 100 days*
- Create State Rural Development Councils (SRDCs) of rural development officials to conduct comprehensive federal/state rural development programs;
- Demonstrate promising rural development practices, and improve the targeting of Federal rural development resources; and
- Expand the provision of rural development information through the Rural Information Center.

PROGRESS

This report updates the progress of the President's Rural Development Initiative.

EPC Working Group on Rural Development

The President's Initiative made the Economic Policy Council Working Group on Rural Development (EPC/WGRD) a permanent body. This Cabinet-level, inter-departmental decision-making body, maintains oversight responsibility for implementing the President's Rural Development Initiative. Four additional Federal members, one Department and three independent agencies, are being invited to join the EPC/WGRD which will bring the total membership to nineteen. The EPC-WGRD meets three to four times a year.

A staff-level Monday Management Group (MMG) of senior program managers, operates under the authority of the EPC-WGRD. Currently the MMG membership officially represents eleven executive departments of the federal government (upwards of 26 departmental agencies), two independent agencies, and two White House bodies.

During October and November (1991) these MMG members met in retreat for two and a half days, on three separate occasions, to develop operational procedures for the MMG. The MMG meets on the second and fourth Monday of the month, is assisted by a Steering Committee and Steering Committee Chair, and staffed by the Office of the Presidential Initiative (OPI). The meeting site is rotated among the EPC-WGRD departments.

The MMG is responsible for the implementation strategies for the keep the EPC/WGRD members informed of progress; and, is to represent the views of their EPC/WGRD representative in the MMG deliberations. The MMG operates through project Task Forces:

- *State Council Coordinating Task Force* (no longer operational) helped to define the role for the SRDCs, determined methods for staffing, and developed the structure under which SRDCs were organized;
- *National Rural Development Institute Task Force* advises on the curriculum for the National Institute and on the in-state organizational development assistance provided for each SRDC;
- *Demonstration Task Force* is developing guidelines for implementing SRDC demonstration projects, the Demonstration and Targeting action item in the Presidential Initiative;
- *Federal Employee Training Task Force* is responsible for defining rural development training needs for Federal employees and assessing the capacity of the existing training system to meet those needs;
- *Outcome Monitoring Task Force* is responsible for evaluating the success of SRDCs and the methods used to support them during the pilot phase;
- *Public Affairs Management Task Force* is responsible for preparing public information materials in support of the Presidential Initiative;
- *Expansion Task Force* designed the procedures for moving the SRDCs from the pilot phase of the eight States to full national implementation in all 50 states and territories, including a Reference Guide for forming new SRDCs.
- *Rural Economic Development Resource Centers* is reviewing a proposal to utilize the Small Business Administration Certified Development Companies for accessing inter-departmental rural economic development financing.

- *Emerging State Council Task Force* developed the sequencing criteria for bring on new SRDCs in response to the President's invitation to the Governors.
- *Budget Expenditures Task Force* proposes categories for budget expenditures, develops and monitors guidelines for SRDC budgets, and reviews individual SRDC requested operations budget.

As the Initiative is implemented, the EPC-WGRD will continue its oversight role in rural development policymaking, including the following:

- The EPC-WGRD will ensure the continued availability of inter-departmental resources to support the initiative and promote collaboration on the Initiative among Federal departments and agencies;
- The EPC-WGRD will serve as the policy body and deal with the events of inter-departmental Federal partnerships and program collaboration.
- The EPC-WGRD, through the MMG, will serve as the final arbitrator on decisions concerning Federal government inter-departmental actions (at the national level) as identified by the individual SRDC implementation strategies that need assistance from the Federal government policy level.

President's Council on Rural America

The President's Council on Rural America was formed by Executive Order #12720 to advise the President on rural development policy needs and to provide guidance in setting a national policy agenda for rural economic development. A nineteen member Council received Presidential Commissions, and a chair (Winthrop P. Rockefeller) and vice-chair (Governor Kay Orr) lead the Council. The orientation meeting of the Council was held in Washington, D.C., on January 23-24, 1991. At this meeting the Council was briefed on current conditions in the rural economy, rural development procedures, and steps being taken to implement the Presidential Initiative.

A working session was held in Morrilton, Arkansas, on May 28-19, 1991. At this meeting the Council adopted the following mission statement: "To advise the President on how rural Americans can improve their quality of life, enhance their economy and improve delivery of Federal services and resources." In addition, the Council organized four work groups: (1) Economic Issues, (2) Institutional and Infrastructure Development, (3) Individual Development and Lifestyle Essentials, and (4) Implementation Factors and Funding. These four work groups will be reporting on their work at the next Council meeting. These working groups met on several occasions and reported to the full Council.

During other working meetings held during 1991 the Council began to develop their vision for rural America, began to focus on the structure of their report to the President, and form their recommendations. The meetings were held at Kennebunkport, Maine, July 29-30, at Santee, South Carolina, September 22-25, and at Santa Fe, New Mexico, November 12-13. The next meeting is scheduled for January 27-30 at Colonial Williamsburg, Virginia. The Council organized an Executive Committee which carried on business of the Council between their working sessions.

A Structures Task Force met on several occasions, for two days with representatives from federal departments and public interest groups. Also, the Council held all day public hearings in seven locations: Santee, SC (September 23rd), Montgomery, AL (October 9th), Springfield, IL (October 23rd), Huntington, WV (October 25th), Sacramento, CA (October 29th), Binghamton, NY (November 7th), and Santa Fe, NM (November 14th).

The entire EPC/WGRD, representatives from the MMG, and the Chairs/Cochairs and Executive Directors from the SRDCs have been invited to the Colonial Williamsburg meeting to review and discuss the Council's draft recommendations.

State Rural Development Councils

The State Rural Development Councils (SRDC) are the key element of the Presidential Initiative. The Councils are composed of the heads of State offices of Federal agencies with rural development responsibilities; Federal regional representatives in the case of agencies without State-level offices; representatives of State government agencies; representatives of local governments; representatives of Tribal governments from within the state; and, representatives from the private for-profit and non-profit sectors.

The State Councils have the following responsibilities:

- *Mission* : To improve the employment opportunities, incomes, and well-being of the Nation's rural people by strengthening the capacity of rural America to compete in the global economy.
- *Goal* : To develop and implement a strategy for the efficient and effective employment of public and private, rural development resources within the State.
- *Objectives* : (1) To develop, at the state-level, inter-departmental and inter-governmental collaborative rural development programs; (2) To involve the private sector in the collaborative efforts; (3) To ensure that the benefits of rural development are widely shared among rural citizens; and, (4) To undertake a comprehensive, long-term and strategic approach to rural development efforts.

- *Initial Action Steps* : (1) Inventory of state rural development needs; (2) Inventory rural development resources within the state; (3) Develop a long-term SRDC strategic plan for the involvement of all rural development resources -- a "living document" to be constantly reviewed; and, (4) Establish a plan/procedure for implementing the SRDC mission and undertaking SRDC actions.

During the first year SRDC progress included:

- Councils have been formed in 8 pilot States (Kansas, Maine, Mississippi, Oregon, South Carolina, South Dakota, Texas, and Washington);
- Initial organization meetings were held during October and November 1991, with strong participation by Federal, State, and local organizations;
- Executive Directors have been identified and funded for one year (by the Departments of Transportation, Commerce-Economic Development Administration, USDA-Extension Service, Farmers Home Administration, Forest Service, and Soil Conservation Service) for all pilot States;
- A Rural Economic Development Institute was formed at the University of Wisconsin-Madison and conducted a three-day orientation session for Washington-based MMG staff. The Institute also, conducted two six day, multi-state National Institutes for 250 SRDC members. Those in attendance included senior administrators from both Federal and State agencies, Governors' staff, State government commissioners and private sector representatives. A second, in-state, three day Summer Institute has been conducted in each of the eight pilot SRDC states.
- Funding for the National Institute was provided by the Departments of Commerce (Economic Development Administration), Health and Human Services, Interior, Transportation, Small Business Administration, and the USDA (Cooperative State Research Service, Economic Research Service, Extension Service, Forest Service, Office of Transportation, Soil Conservation Service, and Rural Electrification Administration).
- Typically the eight SRDCs hold quarterly Council meetings with an executive group and committee structure to deal with the organizational effort, the drafting of SRDC by-laws/operational procedures, develop the needs and resource assessments, and write the SRDC strategic plan. In three States the SRDC is led by State and Federal co-chairs. Some Councils are meeting monthly. All SRDCs have completed rural development needs assessments and resource inventories and two SRDCs have submitted the strategic plan.

- To provide guidance for the expansion of the SRDCs to additional States, the Outcome Monitoring Task Force is completing an evaluation on: (1) The National Rural Economic Development Institute (completed); (2) The organization and work of the SRDCs; (3) The MMG operational and support structure for the SRDC; and, (5) The SRDC demonstration and targeting projects. In addition, The Aspen Institute and the Ford Foundation collaborated to support the University of Southern California, Washington Public Policy Institute, to write an evaluation case study on the formation of the eight pilot SRDCs.
- A selection of SRDC activities illustrate the success of the SRDC inter-governmental collaborative partnership: Kansas, four federal departments and two State agencies are developing an integrated financial forms management process; South Dakota, a federal department and the State, after years of legal fighting, are cooperating on the development of recreational resources; and, Maine, the SRDC is involved in a process to help developmental projects deal with environmental requirements. There are other examples from all SRDCs.

SRDC expansion efforts beyond the original eight pilot states:

- President Bush, on October 31, 1991, wrote to each of the remaining forty-two state and five territorial Governors inviting them to join in a rural development, inter-governmental collaborative partnership by forming State Rural Development Councils (SRDC).
- On November 21st, the National Governors' Association and the Council of State Community Development Agencies co-sponsored an all day SRDC pre-application conference. Twenty-three states sent one or more representatives. Two territories and thirty-eight states made inquiries concerning specific directions on submitting a Letter of Intent from the Governor to form a SRDC.
- The MMG Emerging State Council Task Force has developed procedures to evaluate the Governors Letters of Intent. There are two sets of criteria: (1) Preparedness to form a SRDC and commitment to the collaborative, inter-governmental partnership; and, (2) Interpretation of the six "Considerations for Forming a Council" contained in the President's invitation -- SRDC leadership, membership, organizational structure, strategic plan and assessment of progress.
- Approximately 30 Letters of Intent have been received from state and territorial Governors.

RURAL DEVELOPMENT PEOPLE WITH WHOM WE HAVE COMMUNICATED

WITHIN USDA

RURAL DEVELOPMENT AGENCY

WASHINGTON

Norm Reid

Jennifer Pratt

(Both on Americorps/USDA Rural Development Task Force)

REGIONAL

Rick Wetherill, RDA Deputy Director, Strategy

Southwest Region

Levelland, Texas

David Gibson, RDA

Rural Development Coordinator

Stevens Point, Wisconsin

Al Schaaf, Forest Service

Director, Northeastern Region

Pennsylvania

REGIONAL RURAL DEVELOPMENT CENTERS

Russell Youmans, Director

Western Rural Development Center

Oregon State University

Corvallis, Oregon

OUTSIDE USDA

OTHER CONSTITUENCY GROUPS

Carole Cones

AESOP Enterprises

Washington, D.C.

Jim Gibson

Future Farmers of America

Madison, Wis.

Jade Gingerich, Coordinator of Rural Affairs and Special Programs

American Association of State Colleges and Universities

Washington, D.C.

RURAL DEVELOPMENT GROUPS

John Henning, executive director

North Central Illinois Council of Governments

Barry Matthews, director
Southwest Tennessee Development District

(2)

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National Association of Towns
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7. Dave Rally
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8. Bart Russell, president
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Rich,
Here is
list of
people to
whom I've
sent the
plan.
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partners
key for
KID?
1 < G,

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26. Women's Project
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27. Delta Community Development Corporation
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*Rural Development****AASCU* American Association of State Colleges and Universities**

One Dupont Circle • Suite 700 • Washington, DC 20036-1192 • phone 202/293-7070 • fax 202/296-5819

February 18, 1994

TO: Joel Berg and Katherine Gibney

FROM: Jade Ann Gingerich

RE: USDA's Americorp Proposal

=====

In follow-up to my meeting with you regarding our membership's interest in this program, I contacted our rural colleges and universities and requested information about their institutions and communities. The response was great. These institutions are very active in addressing the concerns and needs of their regions and have a great deal to contribute to rural revitalization. I am in the process of developing this information into a proposal that would involve rural colleges and universities working closely with the Rural Development Team program.

In the meantime, I have prepared a list which illustrates the resources available at rural colleges and universities, which I am faxing to you for your reference.

There is a strong interest among our institutions to be a part of your proposal for the Rural Development Teams. I look forward to working with you to ensure that rural colleges and universities are involved in this program. If you have questions or need further information, please do not hesitate to contact me.

Post-It™ brand fax transmittal memo 7671		# of pages ▶ 7
To <i>Joel Berg / Katherine Gibney</i>	From <i>Jade Gingerich</i>	
Co. <i>USDA</i>	Co. <i>AASCU</i>	
Dept.	Phone # <i>202-293-7070</i>	
Fax # <i>202-720-5043</i>	Fax # <i>202-295-5819</i>	

DRAFT

University Programs with Rural Focus

University of Arkansas at Little Rock	Arkansas Institute of Government Center on Rural Law Enforcement Center for Economic Development Rural focused course offerings
University of Arkansas at Monticello	Center for Rural Resources Industrial Training Center Early Childhood Center Science Center for Rural Teachers Literacy Corps Small Business Center Wellness Center Rural focused course offerings
University of Alaska-Anchorage	School of Public Affairs and Institute of Social and Economic Research
University of Alaska-Southeast	Rural focused course offerings
California State University, Chico	Center for Economic Development Agribusiness Institute Rural focused course offerings including Masters in Rural Development
California State University, Fresno	Centers for Economic Development, Agriculture Business, Agriculture Technology, Small Business, Education, Irrigation Rural focused course offerings
California State University, Sacramento	Center for California Studies
California Polytechnic State University, San Luis Obispo	School of Architecture and Environmental Design
Adams State College, CO	Small Business Development Program
University of Hawaii at Hilo	Rural focused course offerings
Western Illinois University	Regional or Rural Affairs Institute
Northern Illinois University	Social Science Research Institute affiliation with American Farmland Trust

Southeastern Louisiana University	Center for Regional Studies
Pittsburg State University, KS	Institute for Economic Development and Center for Technology Transfer Center for Small Business Rural focused course offerings
Fort Hays State University	Center for Economic Development, Small Business Docking Institute of Public Affairs Rural focused course offerings
Eastern Kentucky State University	Institute of Government Tri-City Job Enrichment Center Employee Training Corps Centers for Economic Development, Small Business Center for Education Geography Studies and Research Center Groundwater Research Lab Rural focused course offerings
Morehead State University (KY)	Center for Community Economic Development Rural focused course offerings
Western Kentucky State University	Center for Economic Development, Small Business Center for Coal Science Rural focused course offerings
University of Maine at Farmington	Center for displaced homemakers Professional Development Center Rural focused course offerings
University of Maine at Machias	Rural focused course offerings
University of Maine at Presque Isle	Rural focused course offerings
Frostburg State University (MD)	Center for Economic Development, Small Business Center for Environmental and Natural Resources Rural focused course offerings
Towson State University (MD)	Center for Suburban and Regional Studies
Southwest State University (MN)	Center for Rural Studies

	Rural Youth Center Center for Education Center for Small Business Rural focused course offerings
Northwest Missouri State University	Alternatives Crops Research and Development Center Rural focused course offerings
Southwest Missouri State University	Center for Ozark Studies Center for Resource Management and Planning
Southeast Missouri State University	Centor for Economic Development
Alcorn State University (MS)	Nursing Center Small Farm Development Center for Economic Development Rural focused course offerings
Delta State University (MS)	Centers for Economic Development, Small Business and Education Rural focused course offerings
Jackson State University (MS)	Center for Technology Transfer
University of Southern Mississippi	Center for Community Health Center for Community and Economic Development Institute for Disability Studies Mississippi Polymer Institute Education Service Center National Food Service Management Institute, Division of Applied Research Small Business Development Center Rural focused course offerings
Northern Montana College	Tractor Research Center Water Quality Training Center Rural focused course offerings
Western Montana College	Rural Education Center
Wayne State College (NE)	Bureau for Community and Economic

Development

Chadron State College (NE)	Regional or Rural Affairs Institute
State College University College at Fredonia	Rural Affairs Institute Political Science Department
Appalachian State University (NC)	Center for Economic Development Center for Education Appalachian Regional Bureau of Government Rural focused course offerings
East Carolina University (NC)	Regional Development Institute Rural Education Institute Rural focused course offerings
Elizabeth City State University (NC)	Center for Economic Development, Small Business Rural focused course offerings
Western Carolina University (NC)	Center for Improving Mountain Living Small Town Studies Department Rural focused course offerings
Minot State University (ND)	
Shawnee State University (OH)	Centers for Economic Development, Small Business, Education Rural focused course offerings
Northwestern Oklahoma State University	Center for Small Business Rural focused course offerings
Panhandle State University (OK)	Center for Education Rural focused course offerings
University of Science and Art of Oklahoma	Rural/Small Town Studies
Oregon Institute of Technology	Center for Small Business, Health Education Geohcat Center Rural focused course offerings
Bloomsburg University of Pennsylvania	Center for Economic Development

Clarion University of Pennsylvania	Small Business Development Center Entrepreneurial Technology Center Federal Small Business Procurement Center Small Business International Trade Center Industrial Resource Center Center for Economic Education Bureau for Business and Economic Research Center for Paralegal Studies Center for Accounting Education and Research Center for the Study Social Issues AIDS Alliance Speech and Hearing Clinics Center for the Study of Rural Libraries Talent Search Center for Educational Leadership Rural focused course offerings
Edinboro University of Pennsylvania	Institute for Research and Community Service
Indiana University of Pennsylvania	Regional or Rural Affairs Institute Rural focused course offerings
Lincoln University (PA)	Institute for Minority and Rural Development (proposed) Rural focused course offerings
Lock Haven University of Pennsylvania	Rural focused course offerings
Mansfield University of Pennsylvania	Rural Services Institute Rural focused course offerings
Millersville University of Pennsylvania	Center for Education
Pennsylvania State University, Harrisburg	Regional or Rural Affairs Institute
Shippensburg University of Pennsylvania	Center for Local and State Government Center for Education and Human Services Frehn Center for Management Rural focused course offerings
University of Pittsburgh at Bradford	Center for Rural Pedagogy
Black Hills State University (SD)	Rural/Small Town Studies Department Center for Small Business, Tourism Center for Indian Studies

	Rural focused course offerings
Austin Peay State University (TN)	Center for Field Biology Rural focused course offerings
Tennessee Technological University	Rural Education/Research and Service Consortium Upper Cumberland Institute Rural Sociology Rural focused course offerings
University of Tennessee at Martin	Center for Industrial Services Rural focused course offerings
Sam Houston State University (TX)	Center for Education, Rural Policies Institute Rural Mobility Institute Rural focused course offerings
Sul Ross State University (TX)	Rural/Small Town Studies Department
Southern Utah State University	Centers for Economic Development, Small Business, Utah Center for Rural Life, Partners in Rural Leadership Rural focused course offerings
Eastern Washington University	Department of Urban and Regional Planning
Western Washington University	Center for Pacific Northwest Studies National Rural Development Institute
Concord College (WV)	Several Centers Rural focused course offerings
Marshall University (WV)	Rural Sociology Physicians Associates Program for Rural Areas
University of Wisconsin-Green Bay	Center for Public Affairs
University of Wisconsin-River Falls	Rural Development Institute
University of Wisconsin-Stevens Point	Political Science and Sociology Department

DATE: 11/23/93

TO: Joel Berg, Director of Public Liason, USDA

FROM: Rick Wetherill, Deputy Regional Director, SW Region, RDA

SUBJECT: AmeriCorps - The Rural Development Team

Joel,

It was more than a pleasure meeting you last week while I was in DC, it was a learning experience! The direct ties possible between the AmeriCorps Rural Development Team and the Empowerment Zone/Enterprise Community Program are such a natural fit that it seems uncanny to me they weren't generated as a package deal from the very start.

I enjoyed reading your 10/25 draft action plan. As you requested, here are some of my ideas based on what I found there. All of my comments are directed at the proposed Rural Development Team. I have tried to answer some of the questions that were posed in the document. I'm not the "answer man," but am giving my responses from the basis of more than fifteen years in field positions as a rural development professional. Some you may have heard from me when we met last week, but I'll repeat them here as part of the running thread of my comments.

P. 3 -- I don't think that these young people should be considered as replacing "consultants" in rural areas. Except for a few instances where some windfall money has been made available to communities in dire straights, most really poor communities would never have committed scarce resources to such a thing. In fact, many of the communities in which I have worked, have considered asking or paying for outside help to solve problems a sign of weakness and ineffectiveness of the current leadership. We need to be really careful that this program is not being billed as a top-down solution to a problem that needs grass-roots solutions. However, correctly handled, and with the proper marketing, this program could help rural America to heal itself. If we use this program to both serve rural communities and develop new, young rural people-resources in a sort of professional apprenticeship program, then we cannot fail.

P. 4 -- On working with existing programs: I hesitate to recommend tying this program to any specific organizational field location for program enrollees. Rural America is such a diverse place that we would be doing the program and rural communities a disservice by limiting our enrollees to COGs, for instance (as suggested in the proposal). Alternative organizations rural areas are served by include:

- RDA Coordinators;
- SCS RC&D program;
- Informal or formal social/cultural/quasi-public organizations;
- USDA regional/district agencies;
- Not-for-Profits;
- Extension Service;
- Community-Based Organizations (CBOs);
- Consortiums of communities (formal and informal); and/or
- Independent agencies (e.g., Appalachian Regional Commission, Tennessee Valley Authority)

The point being, of course, that the best place to locate a Rural Development Team Asset should be determined by the strengths and capabilities of the receiving community. Build on strength.

A note regarding the Rural Information Center at NAL: These people do great work and are a marvelous resource. I use them all the time. Their toll-free number is a direct line from all parts of rural America that have telephones. RIC/NAL's capabilities need to be enhanced, however, with toll-free lines direct to their on-line computer information Bulletin Board System (BBS). If they have a toll-free line to the RIC BBS, they haven't told anyone. The data base mentioned in the proposal is already on-line and in-use (just restricted to those people and organizations who can afford to be on-line long-distance).

Pp. 4-5 -- Possible jobs, add this one for sure:

Assistant State Rural Development Coordinator (RDA) -- Assists State Rural Development Coordinators with Empowerment Zones & Enterprise Communities. Collects data, provides outreach, coordinates community resources, helps develop strategic plans, helps implement the program, analyzes local data for agencies and organizations so that the needs of the under-served are considered.

P. 5 -- e. **Selecting and matching applicants** -- If you find any qualified applicants that are under 21, be sure to snatch them up right away because they graduated high school or college ahead of schedule. These folks are generally goal-directed and bright (characteristics we need).

Recruitment: General recruiting, all processing intake, and initial program screening should be done at the national level or in a centralized location. This simplifies the task of standard outreach materials, mass market media contact, and gives the program an organizational "home." All USDA agencies (particularly those with specific rural development missions) should be involved in getting the word out for this program. This should be a major feature of the USDA message at high school and college career days and job fairs.

Service assignments -- Suitable service assignments should be what both USDA and the receiving community, county, or organization agree is a mutually beneficial situation (including benefit to the enrollee). Initial screening could be done through some sort of competitive application procedure. Rural Development Team assets could be treated as a competitive grant,

though not too rigorous or onerous an application procedure. Let's see what a target community has to offer our enrollees (social support, office space, travel, office support services, etc.) as part of the deal in exchange for their services. In order to make the best use of everyone's time and resources, it will probably be necessary to develop a needs profile for the applicant communities and a skills bank/interest inventory for the enrollees. Though not really like computer dating the database comparisons are obvious. Extra credit or higher priority should be given to those communities who jointly apply for the services of a team member or members. One of the main problems with rural American solving its own problems often has to do with neighboring communities considering themselves in competition with each other. Partnerships and teamwork arrangements between and among adjacent jurisdictions, multi-county consortiums, and/or regional entities should be encouraged. Too, these types of arrangements will demonstrate to the team member the value of shared goals and the power that rests in even the smallest community. These insights into community self-actualization most likely will do much to dispel any notions the team member may be harboring that rural areas are somehow "lacking" in comparison to the urban areas.

P. 6 -- Creating and maintaining program diversity -- The only way to ensure that this program is managed by a diverse team and includes diversity in its participants is to put creative people in charge. A creative person will look beyond the usual avenues of "diversity recruiting" such as the 1890 schools and the HBCU's. A creative person will be able to tap into the reservoir of underutilized programs and funnel a diverse set of recruits into the system. For instance, throughout the Southwest there are many junior and community colleges containing large populations of American Indians who decide to pursue their college degrees. Setting up some tracking systems and feeder mechanisms in these institutions could channel many interested young people into the RD Team. One of the concerns of this section seems to be that of needing to recruit participants who would then return to their own communities. It is probably not too good of an idea to send enrollees back to their own (or even neighboring) communities to work in the program. I don't fear enrollee acceptance as much as I believe that outside experience is important, particularly to an apprenticeship program such as this. Diversity of experience must also be a program concern, both for enrollees and for the management team.

P. 6 -- Training the team members -- I don't think that our scarce resources are best devoted to developing a university curriculum in rural development. All of the other disciplines listed are also relevant for Team members. A few others should also be added to your list, most notably Rural Sociology, Adult and Extension Education, Agricultural Communications, Marketing, Organizational Development, Applied Social Research, Urban and Regional Planning (emphasis of the Regional), Applied Anthropology, Architecture, Public Relations, Communications and Media, Geography, Environmental Science, and probably a few more (Computer Science?, possibly yes, in many rural areas that have yet to develop this capability). Don't forget, we need diversity of educational experience as well.

As to who should be responsible for the "basic training" of the new recruits, I suggest it be coordinated through the national office of the program. These people would be in a good position to marshal the resources and coordinate the infrequent, but critical mass training. Regional training of Team Members should be done 2-4 times a year, coordinated at the State

level. This could easily be done in a one-week seminar format that included elements of direct education, experience-sharing, and a critical "debriefing session" where Members input lessons learned, problems overcome, and significant relationships created into the program's ongoing monitoring and evaluation process.

P. 6 -- **Supervising the team members** -- I'm biased, but I suggest that the Rural Development Administration's State Rural Development Coordinators take the lead on this one.

P. 7 -- **Evaluating the team programs** -- Part of the required evaluation process was discussed above as integral with enrollee training. Other parts of the evaluation have already been specified in the proposal. Broad program goals were outlined on P. 2, Section II of the proposal. It is easy to specify objective evaluation criteria based on the stated goals (Principles). Most of the necessary components of the program evaluation are laid out, but need to be operationalized to fit an evaluation scheme. In short, no problem. Trust me, I've got a Ph.D. in this stuff.

P. 7 -- **Sizes and sites of pilot projects** -- I'm biased. I think the size should be limited to communities of less than 15,000 and counties with 15,000 or less in any one community in that county. These are the places that are hardest pressed to make something good happen with scarce resources. If you remember our conversation regarding community leadership, you'll remember that I said that what most small towns need is not a leader thrown at them, but a fresh body thrown into the resource mix. This program does just that -- gives rural communities a dedicated (in all senses of the word) resource to use in its fight for survival and prosperity. I can't tell you what the ultimate capacity of the recipient communities might be, but in Texas alone there are more than 1,000 towns of less than 10,000 population. Finding a place to put every eligible enrollee is **NOT** going to be a problem for this program so long as we don't impose some bureaucratic accounting/reporting scheme upon the recipient communities.

P. 8 -- **Structural stuff** -- To ensure that everyone in the program is given the right tools to do their job and to communicate their successes, just buy everyone a laptop computer. Is there someone we know in the computer industry who needs to dump a bunch of "obsolete" monochrome display, 286 or even 386 laptop or notebook computers as a tax write-off and some good press? Fairly cheap advertising if you ask me, and good for the country, to boot. As for computer networking, RDA is getting into the act already. We're experimenting with Internet and a few other things. The stuff is out there, but the main problem now is to figure out how much of it we want.

Don't forget that the surest way to have a successful program like this is to have successful graduates of that program. First-year entrants should be given copious support and encouragement. High visibility out placement of "graduates" has to be a top priority, nationally and regionally. Consider sending a few of the more telegenic ones "on tour" for the good of the program. If you successfully graduate out of this program, we should make you feel like you've just won the Miss America Pageant!

NOV-23-1995 10:30 FROM RDA SOUTHWEST REGION TO 87-2021203643 P.08

That's about it for now. If you're looking for candidates for Director of the Rural Development Team, let me know. For that job, I'd move to DC (or wherever). That tells you how important I think this project is to rural America.

REPORT ON FIRST MEETING OF RURAL DEVELOPMENT CORPS TASK FORCE OF
THE USDA NATIONAL SERVICE PROGRAM

July 13, 1993

Present: Katherine Allen (Forest Service), Joel Berg, Director of Public Liaison, Carl Bouchard (SCS), Larry Bryant (REA), Angela Courtney (FmHA), Jim Fuller (SCS), Katherine Gibney, USDA National Service Office, John Kusano (Forest Service), Jim Lucas (ASCS), Brian McGuire (Forest Service), Steve Mullen (Extension Service-4-H), Susan Odell (Forest Service), Jim Pace (Office of Intergovernmental Affairs), Norman Reid (RDA), Randy Williams (Extension Service).

The first meeting of the Rural Development Corps Task Force of the USDA National Service Program was held in Room 108-A of the Administration Building on July 13, 1993. Joel Berg facilitated the meeting.

Joel reported that he anticipates the national service bill to be signed in September, the Corporation for National Service to be operational by October 1, and that we should have a concrete rural development proposal in place by December. He would like to see 10 pilot rural development programs with 40 participants each in operation by September 1994. He expects that USDA could receive between \$5 million and \$10 million for its three national service proposals. We will need program money from USDA agencies to augment national service funds.

Consensus was reached on several issues. Because individual rural communities may have differing needs, a-one-model-fits-all will not work for the rural development corps. Therefore, there will be no uniform model. Needs assessment in individual communities will be important. However, models will be developed according to several guiding concepts but no consensus was reached on these objectives at this meeting.

Second, the skills of the corps applicants should be matched with the needs of the community. Third, the corps should tie into land grant universities.

With regard to a cost analysis, Joel proposed that each server would cost \$30,000 a year, with \$20,000 for salary, \$5,000 for management, and \$5,000 for the educational stipend. There was discussion that the salary should be \$15,000 - \$20,000, that it was important not to be offering salaries above the average in the specific community.

Other ideas:

- 1) Work through regional planning commissions.
- 2) Work through existing USDA structure. (We could lose control if there is no USDA ties; we should serve as matchmakers - matching persons with skills needed in a specific community with a certain community.
- 3) LOCAL INVOLVEMENT - must be grassroots programs, local kids coming home from college could be corps participants, community members involved in training, local people working in community development should be part of task force perhaps through conference call.
- 4) Focus should be on improving family income.
- 5) Money from agency programming could be pooled in a national service office or a lead agency could be identified for a specific corps or project.

Rural Devel

Peter Nash
~~XXXX~~ Office

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Agricultural Council of America
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1625 Eye Street, NW.
Washington, DC 20006

American Bankers Association (ABA)
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Washington, DC 20036

American Farm Bureau Federation
425-13th Street, NW.
Washington, DC 20004

Center for Rural Affairs
Walthill, NE 68067

RD [Commission on Rural Water/National Demonstration Water Project
1820 Jefferson Place, NW.
Washington, DC 20036

RD [Housing Assistance Council, Inc.
1828 L Street, NW. Suite 606
H Washington, DC 20036

*This is an incomplete
list. I have additional
I'll box to you for the coming.*

Independence Bankers Association of America
P. O. Box 267
Sauk Centre, MN 56378

Mortgage Bankers Association
1125-15th Street, NW.
Seventh Floor
Washington, DC 20005

117 National Association of Counties
1735 New York Avenue, NW.
Washington, DC 20036

National Association of Home Builders
15th and M Streets, NW.
Washington, DC 20005

National Congress of American Indians/NCAI Fund
1430 K Street, NW. Suite 700
Washington, DC 20005

National Council of La Raza
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National Farmers Organization
720 Davis Avenue
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National Governor's Conference
444 North Capitol Street
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National Rural Center (NRC)
1828 L Street, NW
Washington, DC 20036

National Rural Electric Cooperative Association (NRECA)
2000 Florida Avenue, NW
Washington, DC 20001

National Rural Housing Coalition
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Washington, DC 20036

National Tribal Chairman's Association
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Washington, DC 20006

Rural America
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Council of State Governments
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Lexington, KY 40511

Farmers Union Green Thumb
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St. Paul, MN 55101

National Association of Farmworker Organizations
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Washington, DC 20004

National Association of Housing and Redevelopment Officials (NAHRO)
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National Association of Regional Councils
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. National Association of State Departments of Agriculture
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National Association of Towns and Townships (NATAT)
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National Catholic Rural Life Conference (NCRLC)
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Des Moines, IA 50312

National Congress for Community Economic Development (NCCED)
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National Council on Aging (NCOA)
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Washington, DC 20024

National Council of Farmers Cooperatives
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Washington, DC 20036

National Grange
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Washington, DC

National Housing Conference
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Washington, DC 20036

National Savings and Loan League
1101 15th Street, NW Suite 400
Washington, DC 20005

National Small Business Assn.
1225 19th Street, NW
Washington, DC

National Urban League, Inc.
425 13th St. NW Rm. 515
Washington, DC 20004

Southern Rural Policy Congress
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Institute for Rural Sanitation Services
1820 Jefferson Place, NW
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National Farm Bureau
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Washington, DC 2002

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National Assisted Housing Managment Association
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Cooperative Housing Foundation
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Institute of Real Estate Management
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Chicago, Illinois 60610-9025

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Temple, Texas 76501

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Executive Director
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Release No. 0504.93

Linda Feldman (202) 205-1668
Dave Warren (202) 720-4026

RURAL COMMUNITIES GRANTED FEDERAL FUNDS TO HELP DIVERSIFY THEIR ECONOMIES

WASHINGTON, June 18--Secretary of Agriculture Mike Espy announced today that 23 rural communities in 15 states will receive federal grants to study ways to diversify their economies.

Espy said the funds, granted through the U.S. Department of Agriculture's Forest Service, will go to communities whose economies depend solely on forest resources.

This is the fifth year that funds will be granted for economic diversification studies. These studies help communities find economic alternatives so they can move away from strong or sole dependence on a single resource like timber harvesting. They can explore alternatives such as secondary wood processing, value-added manufacturing, tourism, high-value agriculture, and recreation--industries that can take advantage of the available resources.

The one- to two-year studies will help communities identify the most viable options to expand their economic base.

James R. Lyons, assistant secretary of agriculture for natural resources and environment, said the criteria for communities to participate in the economic diversification studies includes level of dependence on natural resources, economic need, and costs and benefits of the community's proposed study.

Communities or community organizations selected for this year's grants are:

- Chugach AK Corporation, Alaska -- \$14,900. Explore tourism opportunities.
- Thorne Bay, Alaska -- \$27,500. Database, industry profiles, and development strategy for Prince of Wales Island.
- Palmer Economic Development Authority, Alaska -- \$6,000. Market search to recruit new industry.
- White Mountain, Ariz. -- \$28,495. Viability of area for agribusiness.
- Winrock International, Ark. -- \$28,000. Potential of manufacturing new wood products--wooden mini-bats, occasional tables, and bar stools.
- Foresthill, Calif. -- \$10,000. Exploratory study seeking options.
- Weed, Calif. -- \$20,000. Exploring viability of tourism.
- Tuolumne Me-Wuk Tribe, Calif. -- \$25,000. Seeking options.
- Oregon-California Resource Conservation and Development Area, California -- \$8,043. Identifying collective natural resources and development opportunities in a 4-county area.

-more-

- Mancos Valley, Colo. -- \$15,200. Exploring opportunities in arts and crafts, services, cottage industries, and agricultural products.
- Montezuma County, Colorado -- \$30,000. Creating new opportunities for wood products using difficult-to-sell ponderosa pine.
- Bear Lake County, Idaho -- \$30,000. Exploring opportunities for agriculture, high-value timber products, and recreation and tourism.
- St. Maries, Idaho -- \$18,000. Feasibility of new lodging facility, restaurant, and convention center.
- Owsley County, Ky. -- \$20,000. Explore options in secondary wood processing, value-added manufacturing, agriculture, recreation, tourism.
- Western Upper Peninsula, Mich. -- \$24,000. Explore tourism opportunities.
- Lincoln County, Mont. -- \$30,000. Exploring opportunities for value-added wood products.
- Jemez Pueblo, N.M. -- \$30,000. Developing a strategic marketing plan to compete effectively in specialty wood products industry.
- Southwest Resource Center, Taos and Rio Arriba Counties, N.M. -- \$29,862. Opportunities to produce and market stone products.
- Port Siuslaw, Ore. -- \$30,000. Potential for value-added manufactured products and chipping operations.
- Berkeley County, S.C. -- \$27,700. Study hurricane-devastated area firms at-risk; analyze processing value-added wood products.
- Uintah County, Utah -- \$30,000. Feasibility of the Dinosaur Institute, involving tourism and recreation potential and educational viability.
- Harbormill, Inc., Wash. -- \$30,000. Identifying proper use of facilities owned by International Paper Company and ITT Rayonier.
- Appalachian Hardwood Center, W.Va. -- \$29,300. Analyzing of manufacturing of gypsum- and cement-fiberboard from recycled material.

#

NOTE TO EDITORS:

For studies in Alaska, contact Eugene Wheeler, (907) 271-2577.

For the study in Arizona, contact Cal Joyner, (602) 556-2076.

For studies in Arkansas, Kentucky, and South Carolina, contact Alan Pigg, Atlanta, Ga. (404) 347-7486.

For studies in California, contact Robert Erwin, (415) 705-2678.

For studies in Colorado, contact Bob Dettman, (303) 236-7073.

For studies in Bear County Idaho and Utah, contact Wes Harvey, Ogden, Utah, (801) 625-5259.

For studies in Michigan and West Virginia, contact George Lundy, Milwaukee, Wisc., (414) 297-3631 or Lew McCreery, Morgantown, W. Va., (304) 285-1536.

For St. Maries Idaho and Montana contact Dean Graham, Missoula, Mont., (406) 329-3230.

For studies in New Mexico, contact Larry Roybal, (505) 988-6940.

For studies in Oregon and Washington, contact Ed Allen, Portland, Ore., (503) 326-2729.

State Rural Development Councils

The best Source is The Executive Director
of each SRDC



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U.S. DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250

(202) 690-2583

FAX 202/720-1077

► CHANGES TO THE SRDC LEADERSHIP MATRIX ◀

May 17, 1993

TO: Desk Officers (5)
NIO Office (10)
SRDC Executive Directors/State Contacts
Monday Management Group
Human Resources -- School Street
Carole Olsen -- Budget, Rm 6900
Marsha Cannon -- NREDI, *for distribution*

FROM: ~~Betsy Hubbard~~, Initiative Office 202/690-4746
and
Bianca DePalma, Secretary 202/690-2394

-- *New Names:*

NIO staff secretary: Bianca DePalma, 202/690-2394
Executive Director for Mississippi: Neal Peden-Jones
Federal Contact for North Dakota: Jim Stai
State Contact for North Carolina: Billy Ray Hall
Chair for Montana: Dennis Rehberg
Co-Vice Chairs for Montana: Penny Copps & Jim Smithem
Contact for Montana: Deborah Masset
Chair for Washington: Lorna Gouin
President (Chair) for Wisconsin: Carol Schau
Vice-President (co-chair) for Wisconsin: Lloyd Powless
Executive Director for Florida: Karen Prentiss
Contact for Maryland: Richard Ferrara

-- *Corrections/Updates:*

switched Walter Harris' numbers: phone: 803-737-0400; fax: 803-737-0418
fax number for Bill Eikenberry: 307-775-6003
fax number for Tony Tighe: 202-682-5877
address and phone for Harold Young: Comm. Planning & Dev.; HUD; City

Crescent Building; 10 S Howard St, 5th Fl; Baltimore, MD 21201
410-962-2520 ext. 3116
phone number for Cynthia Clancy: 802-828-6001
fax number for Helen Wise: 717-783-3369
deleted contact address for Puerto Rico
removed Kluesner and Charter as contacts for Wisconsin
removed Mary McBride as contact for Washington

-- ***Meeting Dates:***

Kentucky Initial meeting cancelled for 4/93
North Dakota Initial meeting deleted

-- ***Vacancy Announcements:***

IA: state, closed April 5
WI: federal, closing May 19
ND: deleted

**** Please notify the Initiative Office of any other updates or corrections ****



STATE RURAL DEVELOPMENT COUNCILS

Status of SRDCs

OPERATING COUNCILS - BUDGET APPROVED; EX. D. HIRED OR BEING RECRUITED

Alaska	Kansas	Missouri	Oklahoma	Vermont
Colorado	Louisiana	Montana	Oregon	Washington
Florida	Maine	Nebraska	Pennsylvania	West Virginia
Idaho	Maryland	New Mexico	South Carolina	Wisconsin
Indiana	Michigan	North Dakota	South Dakota	
Iowa	Mississippi	Ohio	Texas	

Memorandum of Understanding (MOU) signed

Arkansas	Kentucky	New Hampshire	Utah
Illinois	Massachusetts	North Carolina	Wyoming

PENDING STATE -- MOU signing being considered

Arizona	Georgia	Nevada	Puerto Rico	Virgin Islands
California	Hawaii	New York	Rhode Island	
Delaware	Minnesota	Pacific Territories	Virginia	

NO FORMAL ACTION

Alabama	Connecticut	New Jersey	Tennessee
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Contacts

PHONE

FAX

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Bill Snyder	202/690-4748	202/720-1077	Room 5405 - South Building
Tom Unruh	202/690-4749	202/720-1077	US Department of Agriculture
David Salem	202/690-4743	202/720-1077	14th & Independence, SW
Betsy Hubbard	202/690-4746	202/720-1077	Washington, DC 20250-3200
Tom Rowley	202/219-0546	202/219-0202	
Bianca DePalma	202/690-2394	202/720-1077	

MMG STEERING COMMITTEE CHAIR

Tony Tighe	202/682-5616	202/682-5677	National Endowment for the Arts
------------	--------------	--------------	---------------------------------

NATIONAL RURAL ECONOMIC DEVELOPMENT INSTITUTE

Ron Shaffer	608/262-9479	608/265-2853	NREDI / University of Wisconsin 427 Lorch Street, Madison, WI 53706
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Bob Archey	206/866-3913	206/866-7950	Roundtable Associates, WA
Bob Bright	608/262-9962	608/262-6250	UW Extension, WI
David Sanderson	207/667-1213	207/667-1213	Ellsworth, ME

STRATEGIC PLANNING CONSULTANTS (SP)

Barry Nocks	803/656-4094 or 3926	803/656-0204	Clemson University, SC
Bart Wechsler	904/644-7397	904/644-7617	Florida State University, FL

ALABAMA	Pending
----------------	---------

ALASKA	EXEC DIRECTOR (F)	CHAIR			
MOU 5/92 INITIAL MTG 10/92 FORMAL MTG 10/92	Chuck Akers 333 W 4th Ave Suite 220 Anchorage AK 99501-2341	Edgar Blatchford Dept of Community & Regional Affairs PO Box 112100 Juneau AK 99811-2100			DO: Bill Snyder OC: Bob Archey SP: Bart Wechsler
PHONE	907-269-4606	907-465-4700			
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ARIZONA	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
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FAX		602-280-1305			

ARKANSAS	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
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FAX		916-323-3018	916-551-2788		

COLORADO	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 12/92 INITIAL MTG 2/93 FORMAL MTG	<i>Vacancy Announcement</i> type: Fed/State closed: 3/30/93	Larry Kallenberger CO Dept Local Affairs 1313 Sherman St, #518 Denver, CO 80203 (Mike Smith 866-4487)	Robert Dettmann USDA/Forest Service 11177 W. 8th Street Lakewood, CO 80225		DO: Bill Snyder OC: Bob Bright SP: Barry Nocks
PHONE		303-866-2771	303-236-7073		
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CONNECTICUT Pending

DELAWARE	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU INITIAL MTG FORMAL MTG		John Casey DE Devel Office 99 Kings Highway PO Box 1401 Endover DE 19903	Michael Phaup VA Medical Center Regional Office Ctr 1601 Kirkwood Hgway Wilmington DE 19805		DO: OC: SP:
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FLORIDA	EXEC DIRECTOR (S)	STATE CONTACT	FEDERAL CONTACT		
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IDAHO	EXEC DIRECTOR (S)	CO-CHAIR	CO-CHAIR		
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MOU 6/92 INITIAL MTG FORMAL MTG		Lou DiFonso Gov's Rural Affairs Council 612 Stratton Bldg Springfield IL 62706	Hiroshi Kanno HHS 105 W Adams 23rd floor Chicago IL 60603		DO: Bob Lovan OC: Bob Bright SP:
PHONE FAX		217-782-7514 217-782-7589	312-353-5132 312-353-4144		

INDIANA	EXEC DIRECTOR (S)	STATE CONTACT	FEDERAL CONTACT		
MOU 11/92 INITIAL MTG 3/93 FORMAL MTG	<i>Vacancy Announcement</i> type: State closes: 4/16/93	Cresswell Hizer IN Dept of Agric ISTA Center Suite 414 150 W Market St Indianapolis IN 46204	Dick Henderson EDA Fed Bldg Courthouse, #114 46 E. Ohio St Indianapolis, IN 46204		DO: Tom Unruh OC: Bob Bright SP: Barry Nocks
PHONE FAX		317-232-8770 317-232-1362	317-226-6104 317-226-7003		

IOWA	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 3/92 INITIAL MTG 5/92 FORMAL MTG 10/92 PHONE FAX	<i>Vacancy</i> <i>Announcement</i> type: State closes: 4/5/93 <i>6/23 3:00 pm</i> <i>for interview</i>	Kathy Beery Dept of Econ Devel Community & Rural Development 200 E Grand Ave Des Moines IA 50309 515-242-4807 515-242-4859	Bob Cecil EDA Fed Bldg #593 A 210 Walnut St Des Moines IA 50309 515-284-4746 515-284-6641	<i>Chen</i> <i>Ann</i> <i>for interview</i> <i>for interview</i>	DO: Bill Snyder OC: Bob Bright SP:

KANSAS	EXEC DIRECTOR (F)	CHAIR			
<i>PILOT STATE</i> FORMAL MTG 6/91 PHONE FAX	Steven Bittel 700 SW Harrison Suite 1300 Topeka KS 66603-3712 913-296-1847 913-296-6988	Norma Daniels 130 S. Miles Avenue PO Box 128 Valley Center KS 67147 316-755-0394 316-755-0872			DO: Tom Unruh

KENTUCKY	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 1/93 INITIAL MTG FORMAL MTG PHONE FAX		Bruce Ferguson Dept of Local Gov 1024 Capitol Ctr Drive Frankfort KY 40601 (Ann Trimble) 502-564-2382 502-564-2512	William Federhofer SBA Fed Office Bldg. #188 600 Martin Luther King Jr. Place Louisville KY 40202 502-582-5978 502-582-5009		DO: Bill Snyder OC: Bob Archey SP: Bart Wechsler

LOUISIANA	EXEC DIRECTOR (S)	CO-CHAIR	CO-CHAIR		
MOU 4/92 INITIAL MTG 6/92 FORMAL MTG 10/92 PHONE FAX	Carson Killen PO Box 20672 Baton Rouge LA 70894 504-342-4481 504-342-1050	Paul Keller Governor's Office PO Box 94004 Baton Rouge LA 70804-9004 504-342-7015 504-342-1609	John "Mac" McCarthy St Director, FmHA 3727 Government St Alexandria LA 71302 318-473-7920 318-473-7829		DO: Bill Snyder OC: David Sanderson SP: Bart Wechsler

MAINE	EXEC DIRECTOR (S)	CO-CHAIR	CO-CHAIR		
PILOT STATE FORMAL MTG 8/91	Robert Ho 104 Libby Hall Univ/ME Orono ME 04469	Bernard Shaw ME Dept of Agric Station #28 Augusta ME 04333	Sandford "Sandy" Blitz EDA Federal Office Bldg 40 Western Ave Augusta ME 04330		DO: David Salem
PHONE	207-581-3192	207-289-3871	207-622-8271		
FAX	207-581-1387	207-289-7548	207-626-9173		

MARYLAND	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 12/92 INITIAL MTG 3/93 FORMAL MTG (5/93)		Richard Ferrara Dept Housing & Community Devel 100 Community Place Crownsville MD 21032 (Bill Walker 514-7267)	Harold Young Comm.Planning&Dev. HUD City Crescent Bldg. 10 S. Howard St, 5th fl Baltimore MD 21201		DO: Tom Unruh OC: David Sanderson SP: Bart Wechsler
PHONE		410-514-7200	410-962-2520 ext.3116		
FAX		410-987-4660	410-962-4947		

MASSACHUSETT	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT	
MOU 12/92 INITIAL MTG FORMAL MTG		Jeff King Office of Comm & Development 100 Cambridge St Room 1804 Boston MA 02202	Gene Greene US Dept of Educ Post Office Square Boston MA 02109	DO: Tom Unruh OC: David Sanderson SP: Bart Wechsler
PHONE		617-727-7765	617-223-9333	
FAX		617-727-5060	617-223-9324	

MICHIGAN	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT	
MOU 1/93 INITIAL MTG 4/93 FORMAL MTG		Bill Schuette Dept of Ag PO Box 30017 Lansing MI 48909 (Bob Craig 373-1050)	James Collison EDA 100 N Warren Ave Room 1018 PO Box 867 Saginaw MI 48606	DO: Tom Unruh OC: Bob Bright SP: Barry Nocks
PHONE		517-373-1052	517-758-4097	
FAX		517-335-1423	517-758-4135	

MINNESOTA	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU INITIAL MTG FORMAL MTG		Mark Lofthus MN Rural Devel Board 500 Metro Square 121 7th Place E. St Paul MN 55101-2146	Earl Barlow BIA/Interior 331 S. 2nd Ave Minneapolis MN 55401		DO: OC: SP:
PHONE FAX		612-296-9090 612-296-5287	612-373-1000 612-373-1186		

MISSISSIPPI	EXEC DIRECTOR (F)	CHAIR			
PILOT STATE FORMAL MTG 8/91	Neal Peden-Jones 6310 I-55 North, #8 Jackson MS 39211 (Stacey Carter)	Phil Pepper MS Institute of Higher Learning 3825 Ridgewood Rd Jackson MS 39211			DO: Bill Snyder
PHONE FAX	601-957-8898 601-957-8963	601-982-6408 601-982-6129			

MISSOURI	EXEC DIRECTOR (S)	CHAIR			
MOU 3/92 INITIAL MTG 6/92 FORMAL MTG 11/92	Sara Schwerdtfeger PO Box 118 Jefferson City MO 65102	Tim Kelley Route 3, Box 213 Savannah MO 64485			DO: Bill Snyder OC: Bob Bright SP: Barry Nocks
PHONE FAX	314-751-1238 314-526-5550	816-324-3681			

MONTANA	EXEC DIRECTOR (F)	CHAIR	CO-VICE CHAIR	CO-VICE CHAIR	
MOU 4/92 INITIAL MTG 7/92 FORMAL MTG 5/93	Bob Heffner St Johns Bldg, Suite 404 25 S Ewing St Helena MT 59601 (Deborah Masset)	Dennis Rehberg Capitol Bldg Helena MT 59620	Penny Copps US West P.O. Box 7729 Missoula MT 59807	Jim Smitham Montana Power Co. 40 E. Broadway Butte MT 59701	DO: Betsy Hubbard OC: Bob Archey SP: Barry Nocks
PHONE FAX	406-449-4245 406-449-4275	406-444-5111 406-444-5529	406-543-2075 406-543-2078	406-723-5421 406-782-8036	

NEBRASKA	EXEC DIRECTOR (S)	CHAIR			
MOU 3/92 INITIAL MTG 10/92 FORMAL MTG n/a	Don Macke PO Box 94863 Lincoln NE 68509-4863	Maxine Moul Lt Governor PO Box 94863 Lincoln NE 68509			DO: Tom Unruh OC: Bob Bright SP: Barry Nocks
PHONE	402-471-6002	402-471-2256			
FAX	402-471-2528	402-471-2528			

NEVADA	Pending
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N. HAMPSHIRE	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 11/92 INITIAL MTG FORMAL MTG		Richard Strome Gov's Office State House Concord NH 03301 (Jeff Taylor 271-2155)	Renata Jones Dept of Labor Employ & Training Admin One Congress St Boston MA 02203		DO: Tom Unruh OC: David Sanderson SP: Bart Wechsler
PHONE		603-271-2121	617-565-2248		
FAX		603-271-2130	617-565-2229		

NEW JERSEY	Pending
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NEW MEXICO	EXEC DIRECTOR (S)	CHAIR			
MOU 5/92 INITIAL MTG 7/92 FORMAL MTG 11/92	Wayne Gyulai Joseph Montoya Bldg 1100 St Francis Dr Santa Fe NM 87503 (Lana Elder) 505-827-0172	Casey E. Luna Lt Governor State Capitol Santa Fe NM 87503			DO: Bill Snyder OC: Bob Bright SP: Barry Nocks
PHONE	505-827-0284	505-827-3050			
FAX	505-827-0407	505-989-8318			

NEW YORK	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU INITIAL MTG FORMAL MTG		June O'Neill Office of Rural Affairs State Capitol, 2nd floor Albany NY 12224	Erman Cocci DOT St Lawrence Devel Corporation PO Box 520 Massena NY 13622-0520		DO: OC: SP:
PHONE		518-473-9003	315-764-3211		
FAX		518-473-1112	315-764-3235		

N. CAROLINA	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 7/92 INITIAL MTG 9/92 FORMAL MTG		Billy Ray Hall NC Rural Eco.Dev.Cntr 4 N. Blount St. Raleigh NC 27601	Nicholas Graf FHWA/DOT 310 New Bern Ave Suite 410 Raleigh NC 27611		DO: Bill Snyder OC: Bob Bright SP: Barry Nocks
PHONE		919-821-1154	919-856-4346		
FAX		919-834-2890	919-856-4353		

N. DAKOTA	EXEC DIRECTOR (F)	STATE CONTACT	FEDERAL CONTACT	CHAIR	
MOU 4/92 INITIAL MTG FORMAL MTG		Tim Roby Governor's Office 600 East Blvd Bismarck ND 58505	Jim Stai SBA Federal Bldg Rm 218 P.O. Box 3086 Fargo ND 58108		DO: David Salem OC: Bob Bright SP: Bart Wechsler
PHONE		701-224-2200	701-239-5131		
FAX		701-224-2205	701-239-5645		

OHIO	EXEC DIRECTOR (F)	STATE CONTACT	FEDERAL CONTACT		
MOU 11/92 INITIAL MTG 1/93 FORMAL MTG	<i>Vacancy</i> <i>Announcement</i> type: Federal closed: 1/28/93	Bruce Benedict OH Dept of Ag 65 S. Front St Columbus OH 43215 (Lori Panda 466-2732)	Allen Turnbull FmHA/USDA Fed Bldg Rm 507 200 N High St Columbus OH 43215		DO: Tom Unruh OC: Bob Bright SP: Bart Wechsler
PHONE		614-752-9813	614-469-5606 or 5608		
FAX		614-466-6124	614-469-5802		

OKLAHOMA	EXEC DIRECTOR (F)	STATE CONTACT	FEDERAL CONTACT		
MOU 3/92 INITIAL MTG 5/92 FORMAL MTG	<i>Vacancy</i> <i>Announcement</i> type: Federal closed: 3/30/93	Ron Stewart Dir of Rural Initiatives Dept of Comm PO Box 26980 Oklahoma City OK 73126-0980	Gerald Doeksen OSU Extension Rm 513, Agric Hall Stillwater OK 74078		DO: Bill Snyder OC: Bob Bright SP: Bart Wechsler
PHONE		405-841-9328	405-744-6081		
FAX		405-841-5199	405-744-8210		

OREGON	EXEC DIRECTOR (F)	CHAIR	VICE-CHAIR		
<i>PILOT STATE</i> FORMAL MTG 7/91	Judith St.Claire PO Box 40204 Portland OR 97240-0204	Ron Fox PacifiCorp 920 SW 6th Ave Room 300 Portland OR 97204	Darrell Kenops USDA/Forest Service 211 E 7th Street Eugene OR 97401		DO: Tom Unruh
PHONE	503-326-5833	503-464-5444	503-465-6533		
FAX	503-326-5877	503-464-5462	503-465-6717		

PACIFIC TERR.	EXEC DIRECTOR	CONTACT			
MOU INITIAL MTG FORMAL MTG		Jerry Norris Pacific Basin Development Council Suite 325 567 S. King Street Honolulu HI 96813-3070			DO: Bob Lovan OC: SP:
PHONE		808-523-9325			
FAX		808-533-6336			

PENNSYLVANIA	EXEC DIRECTOR (S)	State CO-CHAIR	Fed CO-CHAIR		
MOU 4/92 INITIAL MTG 9/92 FORMAL MTG 12/92	Jessie Bloom 443 Hepburn St Hepburn Plaza Williamsport PA 17701	Helen Wise Gov's Office Room 225, Capitol Bld Harrisburg PA 17120	Wayne Schutjer USDA/ES 217 Agric Admin Bldg University Park PA 16802		DO: Bill Snyder OC: David Sanderson SP: Barry Nocks
PHONE	717-327-3435	717-787-7512	814-863-3438		
FAX	717-327-3436	717-783-3369	814-865-3103		

PUERTO RICO	EXEC DIRECTOR	CONTACT			
MOU INITIAL MTG FORMAL MTG					DO: David Salem OC: SP:
PHONE					
FAX					

RHODE ISLAND	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU INITIAL MTG FORMAL MTG		Stephanie Morris Dept of Econ Devel 7 Jackson Walkway Providence RI 02903	Jose Melendez DOL One Congress St Boston MA 02203		DO: OC: SP:
PHONE		401-277-2601	617-565-3630		
FAX		401-277-2102	617-565-2229		

S. CAROLINA	EXEC DIRECTOR (F)	CO-CHAIR	CO-CHAIR		
<i>PILOT STATE</i> FORMAL MTG 6/91	Frank Garcia PO Box 927 Columbia SC 29202	Walter Harris St Devel Board PO Box 927 Columbia SC 29202	Elliot Cooper SBA PO Box 2786 Columbia SC 29202		DO: Tom Unruh
PHONE	803-737-0449	803-737-0400	803-765-5339		
FAX	803-737-0418	803-737-0418	803-765-5962		

S. DAKOTA	EXEC DIRECTOR (F)	CHAIR			
<i>PILOT STATE</i> FORMAL MTG 7/91	Bob Hartford Operations Office 500 E. Capital Pierre SD 57501-5070	Jerry Wheeler Private SD Retail Merchants Association PO Box 638 Pierre SD 57501			DO: Tom Unruh
PHONE	605-773-6001	605-224-5050			
FAX	605-773-4711	605-224-2059			

TENNESSEE	Pending
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TEXAS	EXEC DIRECTOR (F)	CHAIR	VICE-CHAIR		
<i>PILOT STATE</i> FORMAL MTG 8/91	Cheryl Hinckley 611 E. 6th St. Suite 103 Austin TX 78701	Henry Troell EDA 601 E. 6th St, #201 Austin TX 78701-3348	Keith Jones Ag Policy Coordinator Gov's Office PO Box 12428 Austin TX 78711		DO: Tom Unruh
PHONE	512-482-5813	512-482-5461	512-463-2198		
FAX	512-482-5819	512-482-5613	512-463-1975		

UTAH	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU 12/92 INITIAL MTG FORMAL MTG		Jonnie Wilkinson Dept of Commerce & Econ Devel 324 S. State Street Suite 500 Salt Lake City, UT 84114	William Hodson VA Medical Center 500 Foothill Blvd Salt Lake City, UT 84148		DO: Bill Snyder OC: Bob Archey SP: Barry Nocks
PHONE		801-538-8782	801-582-1565 x1500		
FAX		801-538-8773	801-584-1289		

VERMONT	EXEC DIRECTOR (S)	STATE CONTACT	FEDERAL CONTACT		
MOU 5/92 INITIAL MTG 9/92 FORMAL MTG 3/93	Sharon Long VT Council on RD PO Box 1385 Montpelier VT 05602	Cynthia Clancy Governor's Office 109 State St Montpelier VT 05609	Rita Potter EDA 143 N Main St Suite 209 Concord NH 03301		DO: Tom Unruh OC: David Sanderson SP: David Sanderson
PHONE	802-828-3221	802-828-6001	603-225-1624		
FAX	802-828-3258	802-828-3339	603-226-7749		

VIRGINIA	EXEC DIRECTOR	STATE CONTACT	FEDERAL CONTACT		
MOU INITIAL MTG FORMAL MTG		Bill Shelton Center on RD 501 N 2nd Street Richmond VA 23219	Joseph Aversano HUD Comm Planning & Development 3600 W Broad St Richmond VA 23230-0331		DO: Bill Snyder OC: SP:
PHONE		804-371-7075	804-771-2624		
FAX		804-371-7093	804-771-2314		

VIRGIN ISLDS	EXEC DIRECTOR	CONTACT			
MOU INITIAL MTG FORMAL MTG		Dan Inveen Dept of Econ Devel & Agric Box 6400 St Thomas VI 00804			DO: Tom Unruh OC: SP:
PHONE		809-774-8784			
FAX		809-774-4396			