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Management Groups of the
National Institutes



NATIONAL INITIATIVE ON RURAL AMERICA

Monday Management Group

June 7, 1993

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WORKING GROUP on RURAL DEVELOPMENT
PRESIDENTIAL RURAL DEVELOPMENT INITIATIVE



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EXAMPLES OF SUCCESSES
(January 1992)

These State Rural Development Council (SRDC) outcomes are the result of a newly formed inter-governmental partnership between the federal, state, tribal, and local governments with the private sector. This collaborative partnership is being expanded from the original eight pilot states to all states and territories.

- KANSAS Four federal agencies (SBA, EDA, FmHA and HUD/CDBG) and the Kansas Department of Commerce are establishing a single application process for small business loan assistance. The application process is being developed, and testing will begin February 1992. Individuals seeking assistance will go to a local delivery point, be qualified and the application sent to the right funding source, or combination of sources. (Contact KS SRDC Office at 913/296-2686, or Jack Alumbaugh 316/683-4422.)

- SOUTH DAKOTA Corps of Engineers/DOD and SD Governor's Office discussing how to handle recreation on and around a Corps, water control, lake. Until the SD SRDC, discussions were conducted only through legal, court actions. A very sensitive issue that is just beginning to move out of the courts into program manager discussions. (Contact Bob Hartford at 605/773-6001.)

- MAINE The Maine SRDC conducted a day long workshop on "Becoming a Partner with the Department of Environmental Protection." The workshop included members of federal and state agencies, and project managers from private utility companies and municipal governments. The purpose was to share information on rural infrastructure needs, clarify issues and explore avenues for resolution. The goal, to strategize approaches for facilitating the development of Maine's rural, infrastructure projects. (Contact Bob Ho at 207/581-3192.)

- SOUTH CAROLINA The SC SRDC process targets inter-governmental efforts on rural population needs. The "liveability" assessment of the SRDC strategic planning effort identified rural health care as essential part of any rural economic development effort. The SRDC represents an to mix programs to meet a combination of needs (economic development, jobs, healthy workers), and is an example of the SC SRDC's unique collaborative partnership. (Contact Frank Garcia at 803/737-0449.)

- MISSISSIPPI Department of Defense, Office of Economic Adjustment, utilized new SRDC federal contacts with the Presidential Initiative to solve a unique problem in a Mississippi armaments installation. (Contact - Pat O'Brien at 703/697-3022.)

- TEXAS Lack of public services is a problem with Colonias, unincorporated border communities. The TX SRDC has been assisting with a series of meetings to consider assistance and resources available from state and federal agencies -- Texas Water Development Board, TX Housing Authority, HUD, EDA, U.S. Bureau of Reclamation, and FmHA. (Contact Cheryl Hinckley at 512/482-5813.)

- SOUTH DAKOTA As the result of a rural tourism presentation during the National Rural Economic Development Institute, by David Edgell, USTTA/DOC is instituting a demonstration "end-destination" travel and tourism project on a South Dakota Indian reservation. (Contact Bob Hartford at 605/773-6001, or David Edgell at 202/377-2127.)

- KANSAS Anthros Medical Group, Highland, KS, produces a special plastic pipe for medical use in hospitals. Local development authority wanted to place the venture in a structure in SBA foreclosure. Sub-state district and State EDA office combined with SBA and local authority to make it happen. The quick action is credited to the KS SRDC. Senator Dole narrated a brief video extolling the KS SRDC involvement. (Contact KS SRDC office at 913/296-2686, or Cy Moyer at 913/543-6511.)

- MAINE Following SRDC meeting the State Director of FmHA and the Executive Director of the Maine State Housing Authority (an independent State agency) are seeking new ways to coordinate the use of resources in efforts to make multi-family housing more affordable in the rural areas of Maine. (Contact Bob Ho at 207/581-3192.)

- SOUTH DAKOTA The Economic Working group identified the American's Disability Act as an added cost for small rural businesses. Members met with the President's Commission on People with Disabilities SD member and established a dialogue with the State implementing agency, moving the state small business association from resisting the law to active involvement in implementation. (Contact Bob Hartford at 605/773-6001.)

- MISSISSIPPI FS/USDA and MS State Dept. of Labor, through SRDC efforts, are working to place the first youth Job Corps facility in the rural MS delta. Until now the pressure has been to place all such facilities in urban areas with outreach to the rural area. (Contact Pete Perry at 601/857-2284.)

- KANSAS HUD's KS State CDBG program and FmHA are discussing a combined, low income housing and job development, program. KS Department of Commerce Deputy Director, Carol Morgan, said, "before KS SRDC we only knew about each other but never really worked together to develop new programs to meet existing needs. We only worked together on a specific project that another person would bring to our attention." (Contact KS SRDC office at 913/296-2686, or Carol Morgan at 913/296-2686.)

- SOUTH DAKOTA During press tour, including every state newspaper, a meeting with the editorial board of SD's major state-wide newspaper, the Sioux Falls Argus Leader -- the paper has a reputation of "bashing" government programs (both state and federal). Following the visit, an editorial was printed praising the SRDC as a "fresh new idea that had real potential for effective government." (Contact Bob Hartford at 605/773-6001.)

AMERICORPS AT AG

TO: BARRY MATTHEWS
SOUTHWEST TENNESSEE DEVELOPMENT DISTRICT

FROM: ^{ices} KATHERINE GIBNEY
USDA OFFICE OF NATIONAL SERVICE

TELEPHONE: 202 720-4623
FAX: 202 720-5043

DATE: NOVEMBER 17, 1993

Enjoyed my conversation with you. You may want to review the rural development portion of the draft action plan. What I would like you to address at this time is the type of positions - job descriptions, if you will - that could provide useful and needed work in the community for an individual with our rural development corps.

Be assured, in the near future, I will ask your input on other areas of this proposed corps (training, recruitment, etc.) If you could fax me your suggestions by the close of business on Monday, November 22, I would appreciate the information.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages ► 1

To <i>Barry Matthews</i>	From <i>Katherine Gibney</i>
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NSN 7540-01-317-7368

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GENERAL SERVICES ADMINISTRATION



United States
Department
of Agriculture

Rural
Electrification
Administration

Washington
D.C.
20250

MAY 13 1993

SUBJECT: Collaboration for Community Self Development
Assistance Meeting of May 11, 1993

TO: Joel Berg
Director
USDA Office of National Service

FROM: JOSEPH R. BINDER *Joseph R. Binder*
Director
Rural Development Assistance Staff

Let me first say that I felt honored to be chosen to participate in your initial brainstorming session on the above subject. From the title, I had little idea what was going to be discussed. At the session, I provided little (no) input. However, I feel obligated to respond, after having a chance to sleep on it, so to speak.

I am still not clear on the "National Service Working Group" concept. What can be done with such a cadre of bodies (and minds) would depend on the quality and quantity of participants. It would help to know what to anticipate.

I assume the participants will be fairly normal 18-22 year olds, with little or no work experience, and having a limited (one year) term of service. This limits their usefulness to the Government, and also the time that can be allocated to train them to do something useful.

I would recommend, from a rural development standpoint, that this cadre be assembled into rural development teams, which could (1) conduct surveys (canvass rural towns and counties to find out which ones want--not need--help, (2) serve as resource teams to elicit what rural communities that want help think they need. This requires some skill because different factions of communities differ in their priorities, (3) provide the manpower to answer community needs that require little hardware resources, and provide guidance to financial and other resources where needed, and (4) provide follow-up surveys where progress or lack thereof can be shown.

A second use for this service could be as a pool of labor (both mental and physical) for Federal agencies to augment their own resources. This would require some close supervision, but for agencies hit hard by all the cutbacks in resources in recent years, it could provide needed relief to enhance some programs, and provide a mechanism to check on accomplishments or non-accomplishments in some of our programs.

Joel Berg

2

Thank you for the opportunity to participate. I am attaching some booklets prepared by the National Rural Electric Cooperative Association of their "Practical Guide" Series. While REA does not endorse these booklets, they are valuable to planning personnel for the purposes intended.

Attachments

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SOUTHWEST TENNESSEE DEVELOPMENT DISTRICT

Chesler Decatur Hardeman Hardin Haywood Henderson Madison McNairy

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Executive Director

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DON W. CLIFT
Vice Chairman

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Secretary-Treasurer

FACSIMILE COVER SHEET

DATE: 11/23/93
TO: KATHERINE GIBNEY
NATIONAL SERVICE OFFICE - USDA
FAX 202-720-5043
RE: REQUESTED JOB DESCRIPTION
FROM: BARRY MATTHEWS
SWTDD EXECUTIVE DIRECTOR

6 PAGES FOLLOWING THIS SHEET

OTHER INSTRUCTIONS: I HOPE THIS INFORMATION IS WHAT
YOU NEEDED. I'VE ALSO INCLUDED A
SECTION FROM OUR CURRENT
WORK PROGRAM FOR YOUR INFO.
CALL ME IF YOU HAVE ANY
QUESTIONS. WE'D LIKE TO BE
A PILOT SITE FOR YOUR PROJECT.

(IF YOU EXPERIENCE A PROBLEM DURING TRANSMISSION, PLEASE
CONTACT OUR OFFICE IMMEDIATELY)

**Economic & Community Development Assistant Planner
Southwest Tennessee Development District**

An employee in this class is under the direct supervision of the Economic and Community Development Manager, or in the absence of such a department head, the Executive Director. Work is performed in conducting planning and development activities for communities in the region.

Examples of work performed:

1. Assists economic development planning staff in studying and analyzing population and other socio-economic trends and making projections for the region
2. Assists community development staff in conducting surveys and other statistical gatherings required for grant and/or loan projects
3. Assists environmental staff in preparation of environmental review records as required for economic and community development projects
4. Assists economic development planning staff in the overall economic development planning process
5. Meets with and advises local governments on available grant and/or loan funds for economic and community development projects in the region
6. Participates with Executive Director and other economic and community development staff in training sessions and program related conferences

Required knowledge and abilities:

1. Knowledge of the goals, objectives and resources for economic and community development in the region
2. Knowledge of local government organization
3. Ability to communicate effectively both orally and in writing
4. Ability to establish and maintain an effective working relationship with a variety of public officials, private business representatives, fellow employees, and the general public

Qualifications:

A bachelor's degree in business, economics, or planning. Related experience may substitute, in part, for the educational requirement.

SOUTHWEST TENNESSEE DEVELOPMENT DISTRICT

WORK PROGRAM

July 1, 1993 - June 30, 1994

For more information on any of the programs described in
this document, please contact:

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SOUTHWEST TENNESSEE DEVELOPMENT DISTRICT

General Information:

The Southwest Tennessee Development District is one of nine state-wide districts established by the General Assembly under the Tennessee Development District Act of 1965. Like all districts in Tennessee, the SWTDD is legislated to provide comprehensive planning and promote economic, community, and human resource development in its defined geographic region. As a public non-profit association of local governments, the District serves Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, McNairy, and Madison counties. With offices located in Jackson, the SWTDD is managed by an Executive Director and maintains a board of directors consisting of member government officials, state representatives and senators, industrial representatives, and minority representatives. A twenty four member Executive Committee meets six times per year in order to set policy and conduct business on behalf of the full board.

The agency which was organized in 1971, is currently staffed by sixteen people who have technical expertise in District management and program areas of economic development, community development, housing, tourism planning, environmental planning, aging planning, and public guardianship for the elderly. Financial support for these program areas is provided, in large part, by Federal and State funds received from the Economic Development Administration, Tennessee Housing Development Agency, Tennessee Department of Economic and Community Development, Tennessee Department of Environment and Conservation, and the Tennessee Commission on Aging. Other funds received from the Commission on Aging are distributed through contracts to senior centers and other regional service provider agencies. In addition, the Southwest Tennessee Development District receives fees for grant management services rendered for member governments and program income from a District small business loan program. The agency also is designated as the Regional Clearinghouse for projects under Executive Order 12372 and acts as the Regional Affiliate Data Center for the Bureau of the Census.

Administrative Services:

While the District is divided into two primary departments, Economic & Community Development and the Area Agency on Aging, general administration is provided by a three person management staff. An Executive Director is responsible for staff supervision evaluation and overall agency organization. Working under the Executive Committee, the Director also approves expenditures; negotiates contracts; publishes an annual report, workplan, and newsletter; reports to the board regularly; and represents the agency to the media and public. A Fiscal Officer maintains all accounting records and works closely with the Director on budgeting and compensation/benefits programs. Preparation of cost a allocation plan and all financial reporting also are responsibilities of the Fiscal Officer. An Administrative Assistant acts as the agency receptionist, purchasing agent, and administrative secretary.

Economic and Community Development:

Under Federal designation as an Economic Development District, the SWTDD provides staff assistance to the region's communities in planning for and facilitating economic and community development projects. With guidance from an Economic Development Advisory Committee and the SWTDD Executive Committee, an Overall Economic Development Plan (OEDP) is established to guide the District in this effort.

Under the supervision of the District Executive Director, a seven member staff prepares grant/loan proposals for infrastructure improvement projects; packages government loan applications for business expansion and job creation; and collects, analyzes, and disseminates statistical and demographic information. Related activities include management of grant funds for communities, administration of a small business revolving loan fund, surveying housing sales and apartment rental rates, tourism planning, and preparation of economic impact studies and regional growth plans. Wastewater treatment and solid waste collection/disposal studies and plans also are an activity of this department.

Area Agency on Aging:

As a result of designation by the Tennessee Commission on Aging, the District operates an Area Agency on Aging (AAA) to administer a planning program for aging activities in the Southwest Tennessee area. The primary goal of the Area Agency on Aging is to develop a network of support services to assist older adults (at least 60 years of age) in achieving the highest possible independence. Special emphasis within the planning and service area of Southwest Tennessee is placed on older citizens with the greatest economic and social needs, particularly low-income minorities.

The six person staff, under the supervision of the Aging Manager and District Executive Director, work through an Aging Advisory Council and the SWTDD Executive Committee to develop planning activities each year. Currently, the District AAA awards and monitors annual grants to organizations providing aging services, operates a public guardianship program, and organizes special educational and recreational opportunities for older adults in the region. These events include a biennial aging conference, the annual Regional Senior Games, and a senior activities day at a local shopping mall.

Accounting System:

The District maintains an accounting system that meets the standards set forth for the management of Federal and State government funds. Financial statements are prepared on a modified accrual basis, accounting records are maintained on a twelve month fiscal period ended June 30 of each year, and internal procedures are maintained so that funds are properly controlled. In order to identify potential problem areas promptly, the District is audited each year by a private CPA firm.

Member Government Participation:

As designated in the agency's bylaws and in accordance with state law, the District assesses annual per capita dues to each of eight counties in the region. The assessment per capita rate is set by the Executive Committee and is based on the latest decennial census. Within a county, the county government may take the initiative and primary responsibility for providing these dues; however, incorporated cities within a county often contribute toward meeting the county assessment total.

The per capita assessments are used in supporting agency planning and development activities which benefit member governments of the region. Assessments at rates specified by state law allow the agency to acquire State matching funds from the department of Economic and Community Development. The Executive Committee approved rate of \$0.16 per capita for fiscal year 1993-94 allows the Southwest Tennessee Development District to qualify for this State support. Subsequently, the State amount is used by the agency to provide matching funds for federal grants and contracts maintained by the District.

NCICG

NORTH CENTRAL ILLINOIS COUNCIL OF GOVERNMENTS

Serving the Communities in

- * Bureau
- * Marshall
- * Putnam
- * Stark Counties
and surrounding areas



November 2, 1993

Ms. Kathryn Gibney
Department of Agriculture
Room 213A
Office of Public Affairs
14th and Independence Ave. S.W.
Washington, D.C. 20250

Subject: Illinois Regional Councils

Dear Ms. Gibney:

Thank you for clarifying a misconception I had developed concerning the rural development corps, and inviting me to participate in a conference call with the task force. You have been quite helpful in allaying my fears and addressing my concerns.

As we discussed I am sending for your reference a directory of Illinois regional councils and planning commissions. I hope you'll find it helpful as you work to make the rural development corps a reality and something that will be meaningful in its various tasks. I have no doubt that done properly this is a concept that can make a significant difference.

Once again thank you for your assistance and pass along my thanks to Sandy who was very understanding and helpful.

If you have any questions or there is anything I can do to help with this project, please contact me.

Sincerely,

A handwritten signature in cursive script that reads "John F. Henning".

John F. Henning
Executive Director

JFH:pr
Enc.

From: Katherine Gibney (KGIBNEY)
To: jberg
Date: Tuesday, October 26, 1993 1:51 pm
Subject: rural development

FYI: John Henning, executive director of the North Central Illinois Council of Government, called about the article on our rural development team in the Community Development Digest. He was "concerned about overlap of responsibility." Following our conversation, he was very comfortable and supportive of what we are doing. The council represents 4 counties with extremely small communities. Local governments pay a membership fee for services which brings in about \$18,000 a year. The council is primarily supported by fees for services, which are greatly reduced for member governments. For example, they might draw up a zoning ordinance for a jurisdiction. If the jurisdiction is a member, they would pay a lot less for this service than a jurisdiction that is not a member. The council does a lot of infrastructure stuff and currently has a solid waste disposal project going in the four counties. I am mailing him a draft action plan and he is mailing me some stuff. Actually, it was a very pleasant and enjoyable conversation and he wants to keep in touch.

From: Katherine Gibney ~~CONFIDENTIAL~~ CALL
To: jberg
Date: Tuesday, October 26, 1993 1:51 pm
Subject: rural development

TVI: John Hennings, Deputy Executive Director of the North Central Illinois Council of Governments, called about the article on our rural development, sent in the Community Development Digest. He was "Frank" about the overlap of responsibilities. "Following our conversation, he was very comfortable and supportive of what we are doing. The council represents 4 counties with extremely small communities. Local governments pay a membership fee for services which includes everything about \$18,000 a year. The council is primarily supported by fees for services, which are greatly reduced for member governments. For example, they might draw up zoning ordinances for a jurisdiction. If the jurisdiction is a member, they would pay a lot less for this service than a jurisdiction that is not a member. The council does a lot of infrastructure stuff and currently has a solid waste disposal project going in the four counties. I am mailing him a draft action plan and he is mailing me some stuff. Actually, it was a very pleasant and enjoyable conversation and he wants to keep in touch.

Fax #

Sweeney 208-4561
Phelan 813/442-5911
Butler 260-9284

TELEFAX

September 16, 1993

TO: Katherine Gibney
USDA-Public Affairs Office

FAX NUMBER: 720-5043

FROM: J. Norman Reid
Director, Strategy Development Staff
Rural Development Administration, USDA

RETURN FAX NUMBER: 202-720-1077

VOICE PHONE: 202-690-2582

PAGE(S) FOLLOW THIS PAGE

MESSAGE:

For more information, please contact Bob Lovan at the National Initiative Office (202) 690-2583.

National Initiative on Rural America



BRIEFING BOOK

Reinventing Government in Rural America



NATIONAL INITIATIVE ON RURAL AMERICA

-- NATIONAL MISSION AND GOAL STATEMENT* --

MISSION: Contribute to the vitality of the Nation by strengthening the ability of rural Americans to participate in determining their futures.

GOAL: To promote public/private collaborative¹ partnerships within an entrepreneurial environment for identifying and implementing innovative approaches to the social and economic problems of rural areas.

OBJECTIVES

- I. Encourage the creation of collaborative relationships among federal, state, local, and tribal governments, and private and nonprofit organizations within each state², to foster and facilitate cooperation and to undertake a comprehensive strategic approach to rural development efforts within each state.
- II. Encourage and support innovative approaches to rural development and the more effective resolution of rural development issues at all levels of government and within the private sector.
- III. Create and maintain a cooperative national framework to support State Rural Development Councils and the National Initiative on Rural America.
- IV. Identify, resolve, or eliminate intergovernmental and interagency impediments, bureaucratic red tape, turf issues, language problems and other barriers that hinder effective rural development efforts.

* This national mission and goal statement applies to the national level of the initiative only. Individual State Rural Development Councils are encouraged to adopt their own state-level mission statements.

Work on this statement was coordinated by the Monday Management Group's Mission and Goals Statement Task Force: Phil Hyatt, Tennessee Valley Authority (Chair), Les Thompson, Department of Education, Dick Gardner, Idaho Rural Development Council, Steve Bittel, Kansas Rural Development Council and Todd Landfried, USDA Extension Service.

OPERATING PRINCIPLES

In implementing the National Initiative the following principles apply:

- Broad Representation and Nonpartisanship--The Initiative will be implemented in a nonpartisan manner. Each Council is asked to make its membership broad and representative of the economic, social and political diversity of the state. Projects and activities should be planned and implemented in the same manner.
- Collaborative Partnership--All five partners (Federal, State, local, Tribal, and private) are valued stakeholders and should be fully engaged in Council decisions with no partner dominating any of the other partners.
- State and Local Empowerment--Activities under the Initiative should empower and build the capacity of the states and the rural communities within the states to design unique responses to their own special rural development needs. They are encouraged to make local determinations of progress and selection of activities.
- Flexibility and Innovation--Participants in the SRDCs should be flexible and innovative in establishing new partnerships and trying fresh, new approaches to rural development issues. Responses to rural development should utilize different approaches to fit different situations.
- Federal Role--The role of the Federal government in implementing the Initiative should be that of a partner, coach and facilitator. Federal government agencies should be empowered to cooperate closely with the States as they implement the Initiative, providing them with the technical and administrative support needed to plan and implement tailored rural development strategies to meet local needs. Federal agencies are encouraged to delegate decision-making to lower levels.
- Private and Nonprofit Sector Roles--Private and nonprofit sector organizations should be full partners in the SRDCs and should be encouraged to cooperate with participating governmental organizations in developing innovative problem solving approaches.

► For further information, contact the National Initiative Office (Bob Loran, 202/690-2394) ◀

-
- (1) The term "collaboration" is meant to indicate an attitude of working together as equals and with a sense of shared gains and/or losses as decisions are made and work completed.
 - (2) The use of the term "State" is meant to include both State and Territorial governments.

9/16/93

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	Illinois
Iowa	Mississippi	Ohio	Texas	North Carolina

Memorandum of Understanding (MOU) signed

Arkansas	Massachusetts	Utah
Kentucky	New Hampshire	Wyoming

PENDING STATES — *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

NAT'L INITIATIVE OFFICE / DESK OFFICERS (DO)

	PHONE	FAX	
Bob Loman	202-690-2583	202-720-1077	Working Group on Rural Development
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
Tracey Munza	202-690-4746	202-720-1077	Washington, DC 20250-3200
Tom Rowley	202-219-0546	202-219-0202	

PH: 202-690-2394 FAX: 202-720-1077

MMG STEERING COMMITTEE CHAIR

Ella Ernis	202-673-7822	202-673-7934
------------	--------------	--------------

~~National Endowment for the Arts~~ **ARC**

NATIONAL RURAL ECONOMIC DEVELOPMENT INSTITUTE

Ron Shaffer	608-262-9479	608-263-2833	NREDI / University of Wisconsin
			427 Lorch Street, Madison, WI 53706

ORGANIZATION DEVELOPMENT CONSULTANTS (OC)

Bob Archey	206-866-3913	206-866-7950	Roundtable Associates, WA
Bob Bright	608-262-9962	608-262-6250	I/W Extension, WI
David Sanderson	207-667-1213	207-667-1213	Ellsworth, ME

STRATEGIC PLANNING CONSULTANTS (SP)

Darry Nocks	803-656-4094 or 3926	803-656-0204	Clatsop University, SC
Bert Wachslar	904-644-7397	904-644-7617	Florida State University, FL



NATIONAL RURAL DEVELOPMENT PARTNERSHIP

January 1994

State Rural Development Councils

The mission of the National Rural Development Partnership (NRDP, or Partnership) is to "contribute to the vitality of the Nation by strengthening the ability of all rural Americans to participate in determining their futures." The Partnership was designed to address four underlying realities which complicate rural development efforts:

- 1) **Changing rural conditions:** the ongoing shift from an agricultural nation, advances in technology, and the emergence of a global economy has produced striking economic and demographic changes in rural areas;
- 2) **Diversity of rural areas:** the tremendous diversity (geographic, economic, ethnic, cultural) in rural conditions limits the success of "one size fits all" policy responses;
- 3) **Complexity of rural needs:** rural development requires a comprehensive approach which considers not only issues of business development, but also transportation, health, housing, education, environment, infrastructure, cultural resources and more.
- 4) **Fragmentation of organizations involved:** responsibilities and resources for rural development are dispersed among many governmental and non-governmental organizations.

The premise of the National Partnership is that organizations and agencies can neither afford to act independently nor to pursue traditional rural development strategies. The NRDP breaks down political, geographic, jurisdictional and other boundaries which impede the public and private sectors from acting collectively and promotes a re-thinking of rural development strategies. The National Rural Development Partnership is *action-oriented* - designed to provide forums to establish collaborative outcomes. This is accomplished through two inter-related efforts:

STATE-LEVEL: State Rural Development Councils (SRDC)

Although ultimately benefiting rural citizens and communities, a State Council is created of, by and for its "partners": representatives from Federal agencies, State governments, local governments, tribal councils and the private sector (community-based, non-profit and profit organizations). An SRDC is a collaborative venture in developing strategic responses to a state's rural needs; it is not a new service delivery mechanism nor a channel for federal funds. State Councils are responsible for creating their own mission, structure, operating guidelines, and action plan. Each Council hires a senior-level executive director who reports to the Council leadership.

NATIONAL-LEVEL: National Rural Development Council (NRDC)

The NRDC consists of senior program managers representing over 40 Federal agencies (from 16 departments and independent agencies) as well as national representatives of public interest, community based, and private sector organizations. The NRDC serves two roles: 1) provides oversight and guidance for the Partnership; and 2) works on behalf of the State Councils at the national level.

Through an information-based "learning while doing" approach, the National Partnership addresses complex, multi-faceted public problems. State Councils, working in conjunction with the National Rural Development Council, make a crucial contribution to the development process through:

- more -

OPTIONAL FORM NO. 10 (7-90)

FAX TRANSMITTAL

of pages 32

To: Linda DeCola	From: Joan DeCaro
Dept./Agency: Pub. Liaison	Phone #: 720-6587
Fax #: 690-2164	Fax #: 690-0311

NAT. RURAL DEV. PARTNERSHIP

0088-101

GENERAL SERVICES ADMINISTRATION

Per Joel Berg's request

Building crucial inter- and intragovernmental relationships.

The Partnership develops stronger links between agencies and organizations with rural development responsibilities. By working together to identify and frame rural issues and the barriers to dealing with them, Council members build mutual understanding, reduce "turf" issues, and are able to collaborate more effectively on important development activities. In *Idaho*, representatives of six Economic Development Districts (U.S. Department of Commerce) and seven Resource Conservation and Development areas (USDA) are working to clarify their roles in rural development. Proposals for greater coordination have been discussed, including merging separate strategic plans into one document.

Promoting strategic development activities.

A Council not only increases the efficiency of development efforts, but maximizes the impact of rural development resources. This requires current, accurate information on the rural context, a skilled assessment of rural development needs, and a willingness to employ innovative solutions. To guide their efforts, *all Councils* complete a needs assessment, resource inventory and strategic plan. The Economic Research Service (USDA) offers research and information assistance to SRDCs to facilitate work on rural development strategies. In an effort to promote greater productivity in the secondary wood product sector, the *Maine* Council is working on designing and implementing a system for the dissemination and use of product technology and marketing information, including international markets.

Making better use of existing resources.

The lack of accessible information about available resources is often a serious problem for rural communities. State Councils in *Oregon, Texas, South Dakota, Montana and Nebraska* have launched projects to develop user-friendly directories (on-line and/or in print) of existing programs to assist communities in their efforts to help themselves. To further facilitate exchanges between resource providers within Councils and across the country, the *Washington* Council is working with an NRDC task force to establish an electronic communication network for all participants in the Partnership.

Intervening in a problem-solving role

Councils are able to provide assistance in encouraging collaboration and resolving conflicts. They offer a means to discover solutions that might not otherwise be possible. In *Kansas*, ten public and private organizations involved in a reservoir project worked through the Council to secure funding and accelerate the construction of a detention dam. This saved over \$240,000 in Federal and State highway funds by allowing a smaller bridge design to be used for an area highway. In *New Mexico*, the State Council's Health Response Team was able to quickly coordinate an effort to avert the imminent closure of Guadalupe County's only hospital by working with community leaders, the University of New Mexico, surrounding county hospitals, and HUD/NM's Community Development Block Grant (CDBG) Program.

Addressing regulatory and administrative impediments.

State Councils work to address impediments to development efforts arising from State or Federal policy, regulations, rules, and resource applications. The *South Dakota* Council identified an excessive audit requirement in a federal community facilities loan and grant program which was subsequently revised. This one rule change eliminated the audit requirement for about 4,000 small community borrowers and has the potential to save small rural communities up to \$16 million a year. A number of Councils are initiating projects to streamline grant application processes, including *Kansas, Vermont, Montana, and Maine*.

Representing a new model of governance.

State Rural Development Councils are providing a new kind of support for rural communities. Council members gain a better appreciation for the perspectives of local business, government and development leaders. They see how their programs work, or fail to work, in the context of local conditions as well as the efforts of other agencies. In *Oregon*, the Council holds each of its monthly meetings in a different rural community in order to provide an opportunity for constructive interaction between community residents and Council members.

• for further information, contact the National Partnership Office at 202/690-2394
Room 3405-S, 14th and Independence Ave., Washington, D.C. 20250-3200



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

January 12, 1994

To: Bob Nash
From: Joel Berg *JB*
Re: Next Steps for the Rural Development Team

Our plans to create a rural development team as part of the President's AmeriCorps initiative are moving ahead. I have briefed Wilbur Peer on the initiative and will attempt to meet shortly with each of your administrators. In the short term, we could use your help in three areas:

Staff - We are in critical need of the full-time assistance of a rural development expert to aid in the development of our team. It would be extremely helpful if you could assign a talented, experienced, and energetic senior-level employee from one of your agencies to work full time -- or nearly full-time -- on this project for a month. I would suggest Rick Wetherill, the Deputy Regional Director of RDA in the Southwest Region, who has provided us with an insightful and creative series of suggestions on national service, and who has expressed interest in working with us further.

Empowerment Zones/Enterprise Workshops - It is wonderful that the EZ/EC application book includes a full page on national service. To further explain AmeriCorps to potentially interested groups and individuals, I would request that a very short part of the agenda of each of your regional workshops be devoted to AmeriCorps.

Budget - Since the Corporation for National Service has only a small pot of money devoted to federal agencies, the White House has made it clear that they expect federal agencies to run AmeriCorps programs with significant funds from their own budgets. Consequently, Ron Blackley has issued a memorandum requesting all agencies to determine how much of their budget might spent on national service. We estimate that each participant in the Rural Development Team will cost USDA approximately \$30,000 a year. Therefore, for the first year of our program, 700 participants would cost us \$21 million, 500 participants would cost us \$15 million, 400 participants would cost us \$12 million, and 200 participants would cost us \$6 million. Please begin to consider how much your agencies might be able to contribute to a program that would help carry out many of their vital missions.

I look forward to meeting with you and/or your staff in the near future to discuss these matters.

CC: Wilbur Peer

Fact Sheet

RDA

United States
Department of
Agriculture

Rural
Development
Administration

The USDA Rural Development Administration (RDA) has various programs available to aid in the development of rural America. RDA programs are divided into three categories: Water and Waste Disposal, Business and Industry, and Community Facilities. RDA programs were formerly operated by the Farmers Home Administration (FmHA). Since the RDA does not have a field structure in place, FmHA continues to administer the program at the local level. The following is a summary of these programs:

I. Water and Waste Disposal

Water and Waste Disposal

Loans

Purpose: To develop water and waste disposal (including solid waste disposal and storm drainage) systems in rural areas and towns with a population not in excess of 10,000. The funds are available to public entities such as municipalities, counties, special-purpose districts, Indian tribes, and corporations not operated for profit. RDA also guarantees water and waste disposal loans made by banks and other eligible lenders.

Water and Waste Disposal

Grants

Purpose: To reduce water and waste disposal costs to a reasonable level for rural users. Grants may be made up to 75 percent of eligible project costs in some cases. The same types of applicants are eligible as for loans.

Technical Assistance and Training Grants

Purpose: To make grants to nonprofit organizations to provide technical assistance and training to associations on a wide range of issues relating to the delivery of water and waste disposal service.

Solid Waste Management Grants

Purpose: To make grants to public and private nonprofit organizations for providing technical assistance and training to associations to reduce or eliminate pollution of water resources and improve planning

and management of solid waste facilities. This assistance is available in rural areas and towns with a population not in excess of 10,000.

Emergency Community Water Assistance Grants

Purpose: To assist rural communities that have had a significant decline in quantity or quality of drinking water. Grants can be made in rural areas and cities or towns with a population not in excess of 5,000 and a median household income not in excess of 100 percent of a State's nonmetropolitan median household income. Grants may be made for 100 percent of project costs. The maximum grant is \$500,000 when a significant decline in quantity or quality of water occurred within 2 years, or \$75,000 to make emergency repairs and replacement of facilities on existing systems.

Additional funds are available in rural areas and cities and towns, with a population not in excess of 15,000, to cover costs that are a consequence of the Midwest floods or other Presidentially declared natural disasters that occurred in 1993. (This authority expires on June 30, 1994.)

Rural Water Circuit Rider Technical Assistance

Purpose: To provide technical assistance for the operation of rural water systems. The RDA, through contracting, has assisted rural water systems with day-to-day operational, financial, and management problems. The assistance may be requested by officials of rural water systems or the FmHA/RDA. The program complements RDA's loan "supervision" responsibilities.

II. Business and Industry

Business and Industrial (B&I) Guaranteed Loans

Purpose: To improve, develop or finance business, industry, and employment and improve the economic and environmental climate in rural communities, including pollution abatement and control. This purpose is achieved through bolstering the existing private credit structure through guarantee of quality loans which will provide lasting community benefits. It is not intended that the guarantee authority will be used for marginal or substandard loans or to "bail out" lenders having such loans. This type of assistance is available only to businesses located in areas outside the boundary of a city with a population of 50,000 or more and its immediately adjacent urbanized area.

Additional funds are available to guarantee loans made by private lenders to cover costs arising from the consequences of the Presidentially declared disasters. These loans are available in areas and for the purposes authorized under the regular B&I program.

Intermediary Relending Program Loans

Purpose: To finance business facilities and community development projects not within the outer boundary of any city having a population of 25,000 or more. This is achieved through loans made by RDA to intermediaries that provide loans to ultimate recipients for business facilities and community development projects in a rural area.

III. Community Facilities

Community Facilities Loans

Purpose: To construct, enlarge, extend, or otherwise improve community facilities providing essential services in rural areas and towns with a population of 20,000 or less. The funds are available to public entities such as municipalities, counties, special-purpose districts, Indian tribes, and corporations not operated for profit. RDA also guarantees community facility loans made by banks or other eligible lenders.

Watershed Protection and Flood Prevention Loans

Purpose: To provide loan assistance to sponsoring local organizations in authorized watershed areas for improvements in a watershed project. There is no population requirement for this program.

Resource Conservation and Development Loans

Purpose: To provide loan assistance to local sponsoring agencies in authorized areas where acceleration of a program of resource conservation, development, and utilization will increase economic opportunities for local people. There is no population requirement for this program.

Rural Business Enterprise Grants

Purpose: To assist public bodies and nonprofit corporations to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city of 50,000 or more and its immediately adjacent urbanized area.

Applications:

Detailed information and applications for financial assistance are available through local FmHA offices. The United States Department of Agriculture (USDA) prohibits discrimination in its program on the basis of race, color, national origin, sex, religion, age, disability, political beliefs and marital or familial status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (braille, large print, audiotape, etc.) should contact the USDA Office of Communications at (202) 720-5881 (voice) or (202) 720-7808 (TDD).

To file a complaint, write the Secretary of Agriculture, U.S. Department of Agriculture, Washington, D.C., 20250, or call (202) 720-7327 (voice) or (202) 720-1127 (TDD). USDA is an equal employment opportunity employer.

U.S. Department of Agriculture
Rural Development Administration
Program Aid 1504

Revised October 1993

RURAL DEVELOPMENT ADMINISTRATION

FINANCIAL PROGRAMS

Fiscal Year 1994

WATER AND WASTE DISPOSAL (WWD) DIVISION:

FUNDS AVAILABLE

WWD Direct Loans	\$ 834,193,000
WWD Guaranteed Loans	35,250,000
WWD Development Grants	450,920,000
WWD Development Grants for Alaskan Villages	15,000,000
Technical Assistance and Training Grants	9,080,000
Section 306C Grants - Colonias	25,000,000
Emergency Community Water Assistance Grants 306A - Widespread Flooding in the Midwest	20,000,000
Emergency Community Water Assistance Grants (ECWAG) 306B - ECWAG Grants	10,000,000
Solid Waste Management Grants	3,000,000
(WWD Total: \$1,402,443,000)	

COMMUNITY FACILITIES (CF) DIVISION:

CF Direct Loans	225,000,000
CF Guaranteed Loans	75,000,000
Watershed Protection and Flood Prevention Loans	4,000,000
Resource Conservation and Development Loans	600,000
Rural Business Enterprise Grants	42,500,000
(CF Total: \$347,100,000)	

BUSINESS AND INDUSTRY (B&I) DIVISION:

B&I Guaranteed Loans	\$ 249,381,000
B&I Guaranteed Loans - Midwest Floods/Other Disasters	50,000,000
Intermediary Relending Program (IRP)	100,000,000

(B&I Total: \$399,381,000)

FINANCIAL PROGRAMS TOTAL:

\$2,148,924,000

RURAL DEVELOPMENT TASK FORCE
USDA NATIONAL SERVICE WORKING GROUP
TELEPHONE LIST

<u>NAME</u>	<u>LOCATION</u>	<u>TELEPHONE</u>	<u>FAX</u>
Katherine Allen Forest Service (On Data General-Use FAX)	Room 1010, RPE Rosslyn	703 235-8840	235-1597
Joel Berg Office of Public Affairs	Room 213-A	202 720-4623	720-5043
Carl Bouchard Assistant Director Basin and Area Planning Division Soil Conservation Service	Room 5235-S	202 720-8767	690-0639
Larry Bryant Rural Electrification Agency	Room 2237-S	202 690-4640	
Angela Courtney Confidential Assistant Legislative and Public Information Staff FmHA	Room 5035-S	202 720-2948	690-0311
Jim Fuller Extension Service	Room 6032-S	202 690-0851	690-3174
Katherine Gibney Office of National Service	Room 112-A	202 720-7033	720-8098
John Kusano Forest Service	Rosslyn	703 235-2935	703 235-9498

Jim Lucas Agricultural Stabilization and Conservation Service Director of County Recruitment Staff	Room 4971-S	202 690-1226	720-4726
Brian McGuire Forest Service (Use FAX or B.MCGUIRE:WOIC)	Cellar Central Auditors Building	202 205-0897	205-0975
Steve Mullen Extension Service (Internet: SMULLEN@ESUSDA.GOV)	Room 3860-S	202 720-5332	720-9366
Susan Odell Forest Service	4th Floor SE wing	202 205-1385	205-1271
Jim Pace Office of Intergovernmental Affairs	528-A	202 720-3805	720-8098
<i>Louanne Reshne</i>	<i>7th floor</i>	<i>6637-S</i>	<i>720-7695</i>
Norm Reid Director, Strategy Development Staff Rural Development Administration	Room 5409-S	202 690-2582	720-1077
Randy Williams Extension Service	3869-S	202 720-2602	720-0740
Jetie Wilds Forest Service	Auditors Bldg. 2nd Floor Center	202 401-1169	445-1610

680-3835

AUGUST 9, 1993

TO: _____

FAX _____

CONFIRMING TELEPHONE NUMBER _____

**FROM: JOEL BERG/KATHERINE GIBNEY
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF NATIONAL SERVICE
202 720-8098 (fax)
202 720-7033 (telephone)**

NUMBER OF PAGES INCLUDING COVER SHEET ____ **1** ____

**MESSAGE: THE RURAL DEVELOPMENT TASK FORCE OF THE USDA NATIONAL
SERVICE WORKING GROUP WILL MEET TOMORROW AUGUST 10 FROM 10 A.M. -
NOON IN ROOM 107-A.**



United States
Department of
Agriculture

Soil
Conservation
Service

P.O. Box 2890
Washington, D.C.
20013

02 SEP 1993

TO: Joel Berg/Katherine Gibney, USDA - Office of
National Service, Room 213-A

As requested, enclosed are position descriptions for positions that we could use under the Rural Development Corps (RDC). These are:

Watershed Assistance Process Facilitators
Natural Resource Specialist
Landscape Architect
Recreation Specialist
Environmental Education Assistant
Water Quality Educator
Outdoor Learning Area Coordinator
Water Monitoring Coordinator

These are for positions or requests for assistance for which we do not have the time or in depth expertise to service. RDC "consultants" would fit the bill quite well.

Please call me if you have any questions.

Carl E. Bouchard

CARL E. BOUCHARD
Assistant Director
Basin and Area Planning Division

Enclosures

CC:
Lloyd E. Wright, Director, Watersheds Project Division, SCS,
Washington, D.C.
Jim Fuller, Land Use Planner, Community Assistance Branch,
SCS, Washington, D.C.
Edward G. Riekert, Director, Basin and Area Planning
Division, SCS, Washington, D.C.



The Soil Conservation Service
is an agency of the
Department of Agriculture

National Service Program

Watershed Assistance Process Facilitators

Background

The public is increasingly concerned about the management of our Nation's natural resources especially as this management impacts wetlands, flooding, water quality, and droughts. Many federal agencies manage programs that are designed to address these issues and concerns. The Soil Conservation Service utilizes ecosystem - based natural resource management concepts to help local people address these issues on a watershed basis. SCS is also participating with The Conservation Technology Information Center to conduct a national "Know Your Watershed Campaign."

SCS, through our watershed assistance process, will help local people organize watershed committees to ensure that these efforts are led by local people. SCS employees, or SCS assisted facilitators, will provide support for this local initiative. The incumbent would be located in selected watersheds in rural areas.

Duties

- Explain the watershed assistance process.
- Identify key potential participants in local watershed steering committees.
- Arrange for local organizational, steering committee meetings.
- Facilitate the identification of watershed needs, problems, and concerns.
- Keep SCS the water resource coordinator informed.
- Identify needs for specialist assistance.

Knowledge and Ability Required

- Knowledge of watershed landscape concepts and ecological principles.
- Awareness of watershed based environmental issues.
- Ability to arrange and facilitate a group meeting.
- Ability to communicate and interact with a variety of individuals.
- Ability to write reports.

Educational requirements: BS in natural resources or related field: Engineering, Resources Management, Biology, Resource Economics, Landscape Architecture, Agronomy, etc.

National Service Program

Title: Natural Resource Specialist

Introduction

The natural resource specialist is under the direction of a USDA Soil Conservation Service supervisory position such as district conservationist, RC&D coordinator, area or, field engineer biologist, or agronomist. The individual services low income and socially disadvantaged areas with a particular need above the regular services provided by SCS. Duties could be in one of three areas.

Duties

1. Assist field office staff in the acceleration of watershed protection by serving as a liaison between socially disadvantaged group and SCS field staffs. Specific duties would include conservation resource management planning with landowners, layout and design of conservation practices, and conducting demonstrations and information and education programs.

Education: Degree in agriculture or biological sciences.

Skills: Oral communicative skills, agricultural background would be desirable.

Other: Socially disadvantaged person may be desirable. Requires vehicle, office space, and computer equipment for support.

2. Work with field engineer in the design and layout of community projects such as water quality projects, watershed projects, and RC&D projects. Will also provide assistance to towns and communities on recreational and environmental problems.

Education: Degree in engineering (agricultural or civil).

Skills: Ability to work with variety of individuals and groups.

Other: Requires vehicle, office space computer and engineering equipment for support.

3. Serves as an assistant to the RC&D coordinator in a Resource Conservation and Development area for special emphasis on economic development for socially disadvantaged groups. Duties include writing grants, administering grants, and coordinating information and education programs.

Education: General BA/BS

Skills: Ability to communicate both orally and in writing.

Other: Socially disadvantaged person may be desirable. Requires office space, computer equipment for support.

LANDSCAPE ARCHITECT

GENERAL DESCRIPTION:

This position provides professional landscape architectural planning and design services to rural areas for the purpose of supporting rural development and natural resource conservation.

DUTIES AND RESPONSIBILITIES:

- Works with soil conservation districts, RC&D councils, and area conservationists to coordinate and include landscape architectural planning and design services for the purpose of maintaining, enhancing or restoring ecological, social and economic conditions encountered.
- Utilizes current inventory and analysis methodology to evaluate scenic quality and potential outdoor recreation sites.
- Conducts studies and investigation of ecosystem characteristics and processes to recommend alternatives for mitigation or restoration.
- Facilitates conceptual and master plan drawings and narrative that generally require an interdisciplinary approach and cooperation between participating agencies and organizations.
- Serves on interdisciplinary planning teams by participating in problem identification, inventory, analysis, evaluation and formulation of alternatives.

EDUCATION:

Successful completion of a full 4-year course or greater in an accredited college or university leading to a bachelor's or advanced degree in landscape architecture.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

- Knowledge and ability to effectively use watershed and ecosystem principles in planning and design.
- Ability to interpret and communicate planning/design concepts fully and accurately through oral, written, graphic and visual simulation methods.
- Skills to utilize computers and image processing technology interactively.
- Ability to interact effectively with a variety of individuals.

SUPPORT:

- A dedicated computer workstation with specified software and peripherals to provide incumbents the ability to utilize image processing technology as a interactive design and communication tool.
- Ready access to technical counterparts. Flexibility and support needed to participate in selected technical conferences and professional meetings that focus on current issues and emerging technology.

RECREATION SPECIALIST

Education requirements: A four year or longer course of study in an accredited college or university leading to a bachelors or higher degree with major study in outdoor recreation resources or a closely related subject-matter field. Related subject matter fields include any combinations of biological, physical, cultural, or social sciences or natural resource management.

The curriculum must be diversified and include core credit hours in recreation planning, management, design, economics, programming, budgeting, administration, philosophy, and visitor behavior management.

Job description: This position would serve as the recreation technical specialist at the State Office, Area Office, District Office, or at a Resource Conservation and Development Area Office. They would provide technical assistance for all activities related to recreation and tourism. Assistance would be provided to private landowners and non federal government personnel to improve the local economies and their quality of life.

Coordinate recreation and tourism planning among local SCS offices and other non federal governments. Collaborate with other recreation specialists to provide state-of-the-art assistance.

Furnish recreation planning and design on non federal lands. Collect information and data, evaluate collected information, develop concept plans, and alternatives to meet local needs.

Disseminate standard recreation designs to non federal agencies and landowners.

Establish and maintain working relationships with local governments, universities, private professional societies, and trade organizations to facilitate the development and exchange of recreation planning information.

Write technical and informational articles on recreation planning and tourism opportunities to support local needs.

Provide guidance and training to other SCS personnel and local residents to improve the quality of recreation planning and meet local needs.

Job Title:
Environmental Education Assistant(s)

Location:
Beltsville, MD

Overall Goal:

Assist to establish, operate, and develop environmental education materials, displays, and programs; assist with volunteer recruitment and conduct training, including TRAIL BOSS, at the Beltsville Conservation Center (BCC).

Major Results:

BCC visitors will become more literate about resource conservation practices in rural and urban settings; teachers will learn how to use conservation practices in their education programs to meet academic mandates. Provide hands-on learning experiences that could be replicated.

Suggested Activities:

Design and develop educational materials and exhibits for on-site conservation practices; help manage interpretive center; assist to recruit and manage volunteer staff; develop and provide training and/or orientation programs for volunteers, SCS staff, and visitors.

Knowledge and Skills Required:

Understanding of formal and non-formal education; training programs and methods; understanding of natural resources and conservation; public speaking. Bonuses: knowledge of publication design, layout, and desktop publishing; electronic media and display design; and handicapped-related technologies and policies.

Orientation and Training:

Conducted by Educational Relations Volunteer Services, NHQ, and appropriate staffs. Additional training through the TRAIL BOSS (Teaching Resources and Individual Leadership) program.

Time Requirements:

Two years would be best for program goals and objectives.

Supervision:

Head, Educational Relations, Volunteer Services, NHQ.

Job Title:
Water Quality Educator

Location:
Selected States

Overall Goal:

Coordinate the development and operation of water-based educational programs in coordination with formal and non-formal education organizations. Involved with establishment of water-related activities at Soil Conservation Service initiated outdoor learning centers. Train students and citizens about water-related resources and issues.

Major Results:

Establish or continue water-based educational activities in cooperation with formal and non-formal educators. Develop public and school-based training programs. Ensure that water-based education is a part of outdoor learning centers where appropriate. Involve citizens in water-based community activities.

Suggested Activities:

Through Memorandums of Understanding (MOU), such as with the Izaak Walton League, or initiate local MOU's, coordinate, organize, and improve the operation of water-based education and public involvement programs. Include water-based education in school curricula; train teachers, students, and citizens about water; assist establish outdoor learning centers; work with libraries to include up-to-date water materials; assist environmental education program operators.

Knowledge and Skills Required:

Understanding of water in all forms. Ability to translate that information to local use and develop, coordinate, and present training, curricular, and "general" materials or programs for school and public use. Understanding of natural resource interrelationships, and formal and non-formal education. Ability to work with others in various settings.

Orientation and Training:

Local supervisors provides orientation and local program objectives. Educational Relations, Volunteer Services, NHQ, provides orientation to overall programs goals and objectives. Additional training through the TRAIL BOSS (Teaching Resources and Individual Leadership) program.

Time Requirements:

Two full years would provide best results.

Supervision:

Local Soil Conservation Service office.

Job Title:
Outdoor Learning Area Coordinator

Location:
Selected States

Overall Goal:

Coordinate development of outdoor learning centers at schools, parks, nature centers, farms and ranches, and so forth, with officials or land owners/operators. Initiate and assist plan, design, and develop the conservation and educational components of the outdoor learning center(s).

Major Results:

Establishment of outdoor learning centers. Develop or better use existing environmental education and training programs. Develop cooperative relations between SCS, local organizations, and educational program leaders.

Suggested Activities:

Meet with educational officials, teachers, citizens, civic groups, other agencies, and educational and environmental organizations, coordinating education and conservation programs with the establishment of outdoor learning centers.

Knowledge and Skills Required:

Experience in and knowledge of natural resource conservation principles, programs and practices; knowledge of formal and non-formal education and environmental education programs and techniques. Ability to work with others in various settings. Natural Resources: demonstrated experience in resource conservation gained by formal training, or volunteer, or work experiences. Education: knowledge of or personal experiences with environmental education programs; understand formal and non-formal education systems.

Orientation and Training:

Soil Conservation Service and local area orientation is conducted by the supervisor and others. Outdoor learning center initiative orientation, conducted by the Education Relations Staff, Volunteer Services, NHQ. Other training through the TRAIL BOSS (Teaching Resources and Individual Leadership) program.

Time Requirements:

One year minimum, two-years would be best for program goals and objectives.

Supervision:

Local Soil Conservation Service office.

Job Title:
Water Monitoring Coordinator

Location:
Selected States

Overall Goal:

Coordinate SCS water monitoring in conjunction with Izaak Walton League (IWL) programs. Serve as local/regional SCS liaison to IWL to assist with their Save Our Streams (SOS) programs. Coordinate SCS water quality training through IWL chapters; locate and distribute water sampling devices necessary to carry out the SOS program; work with organizations, agencies, schools, and citizens interested in water quality.

Major Results:

Do water sampling and develop a local/regional water quality data base. Establish, continue, improve water-based education programs through the SCS/IWL Memorandum of Understanding. Technical programs could be aimed at SCS staff, IWL members, land use planners, farmers and ranchers, developers, teachers and advanced students. Informative and educational programs for students and citizens could cover many of the same topics as the technical programs. Assist establish the water education portion of outdoor learning centers.

Knowledge and Skills Required:

Experience, or education in water-based or related topics, such as erosion and sedimentation; conservation planning; agriculture, and so forth. Ability to use water monitoring devices and interpret the data to meaningful uses. Public speaking, writing, and training design and implementation, and ability to work with others in various settings.

Orientation and Training:

Local supervisor provides initial training to program objectives. SCS National Office will provide additional training including meeting with IWL national office.

Time Requirements:

Two full years would provide best results.

Supervision:

Through local SCS office, but with concurrence of National Izaak Walton League Office.

TO: John Kuxano

FAX (703) 235-9498

CONFIRMING TELEPHONE NUMBER (703) 235-2935

FROM: KATHERINE GIBNEY
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF NATIONAL SERVICE
202 720-8098 (fax)
202 720-7033 (telephone)

NUMBER OF PAGES INCLUDING COVER SHEET 5

MESSAGE: I am sending a 2-page copy of a report of the July 13 rural development corps meeting and a 2-page list of members. Please call or fax with corrections, deletions, additions, ideas, etc.

From
John

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GIBNEY cont. 5.

meetings would be to gather data as a basis for continuous improvement. If technical assistance is needed, USDA would provide it to the degree possible.

Q. WHO WILL SUPERVISE THE TEAM MEMBERS?
HOW MUCH SELF-GOVERNMENT WILL TEAM MEMBERS HAVE?

A. I'm answering this from the perspective that by team members you mean participants. Participants should be supervised by the local community personnel.

During the initial orientation and during the quarterly focus meetings, participants could make input to program development, program critique and program improvement. Local community personnel should be a part of both sessions.

If the sessions involved a cross-section or all participants, there would be an opportunity for useful exchanges of experiences.

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GIBNEY cont. 6.

Q. HOW WILL WE ENSURE CONSTANT EVALUATION OF THE PROGRAM IN ORDER TO CORRECT PROBLEMS

A. The program development for the unique community programs should include a Deming wheel of continuous improvement. The previously suggested quarterly meetings of participants and community representatives could be a part of the on-going evaluation process.

Q. WHERE SHOULD THE PILOT PROJECTS BE SITUATED AND HOW LARGE SHOULD THEY BE?

The size of the pilot projects should be determined by the community resources and the ability of USDA to assist. Obviously, budget will serve as a constraint but an even more important boundary is the ability of USDA to service and evaluate the programs efficiently.

Once the political considerations are satisfied,
USDA will

should check to see agriculture
producing states are included; e.g. should Florida
be on the list in the draft package?

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GIBNEY cont. 7.

Q. WHERE AND HOW QUICKLY, SHOULD THE PROGRAM GROW? SHOULD WE GROW BY EXPANDING OUR PILOT PROJECTS OR BY CREATING NEW ONES?

A. Each effort should start as ^a pilot because of the perception of flexibility and evaluation after a short time. Growth should be based upon continued community support and the successful meeting of program objectives. The objective should not be growth but rather usefulness.

Q. HOW WILL WE CREATE A PROGRAM SO POPULAR THAT IT WILL GROW ON ITS OWN, REGARDLESS OF THE ADMINISTRATION IN POWER?

If USDA diligently adheres to the general principles in this draft; evaluates programs and makes improvements; and makes sure that participants get the promised fees and vouchers; success should be assured. The wider are the benefits, the wider ^{will be} the support.

users must also be especially sensitive to public perception that any program operated with federal government involvement will be inefficient and wasteful. Solid evaluations and improvements will help with our image problem.

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO BIANEY CONT. 8.

Q. HOW MUCH OF THE PROGRAMS SHOULD WE RUN OURSELVES AND HOW MUCH SHOULD WE CONTRACT OUT TO EXISTING BODIES?

A. For the first 3-years, training/orientation and program evaluation should be a USDA responsibility. This activity could be contracted out after the standard of excellence has been established ~~during~~ three years of close scrutiny by USDA.

Outside of policy development, training, evaluation, and joint program development, efforts should be made to contract out all other activities.

Special memorandums of understanding should be developed in those situations where federal lands are involved.

Q. HOW WILL OWCP (Liability) BE COVERED?

A. USDA has a lot of experience with how

... to handle this. I suggest that we
catalogue the experiences of how Team USDA
has handled hostel programs, volunteer programs
and others over the years. One of the agencies
within USDA with ~~the~~ a lot of experience is
Forest Service.

RURAL DEVELOPMENT TEAMWILDS RESPONSE TO GIBNEY COMB. 9.

Q. HOW WILL WE ABSOLUTELY, POSITIVELY ENSURE THAT WE DON'T CREATE YET ANOTHER CUMBERSON WASHINGTON BUREAUCRACY?

A. The ingredients for cumberson bureaucracy include excessive rules, regulations and personnel. Personnel is excessive when their presence is of little to no value. If USDA starts with industrious, creative and skillful oversight personnel, the problem will be minimized. The degree to which less than excellent employees are accepted on the Rural Development Team, is the degree to which cumbersome bureaucracy will ~~thrive~~.

Q. HOW CAN OUR PROGRAMS UTILIZE THE LATEST COMMUNICATION?

A. We must work closely with the information management personnel in USDA to clearly outline the Rural Development Team needs.

NOTE: OUTREACH, FUNDING, PARTNERSHIPS

The Rural Development Team at USDA should

be brought on board quickly. This team should
spend the necessary front-end planning and
strategy development in the areas of outreach,
funding and agreements with various partners.

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GLANEY CONF. 10.

Q. HOW WILL WE BUILD A NATIONAL IDENTITY FOR DISPARATE PILOT PROGRAMS? HOW WILL WE TIE THE IDENTITY OF THE USDA PROGRAMS TO THE LARGER NATIONAL INITIATIVE?

A. Programs within USDA that are now flying under different "colors" in program agencies should be urged to identify their efforts as AMERICORPS/USDA. Literature, badges and other identifying characteristics of separate agency programs should have the accompanying AMERICORPS/USDA insignia.

The power of the USDA public affairs machinery should be utilized to coordinate messages regarding programs falling under the concerns of AMERICORPS/USDA.

USDA should look for opportunities to partner with other cabinet level agencies responding to the President's National Service initiative.

Q. HOW CAN WE MAKE DIVERSITY -- BY RACE, AGE, RELIGION, CLASS, READER AND ORIENTATIONAL --

"...and, finally, the organization."
REALITY IN BOTH OUR MANAGEMENT TEAM
AND OUR PARTICIPANTS?

- A. Follow NIKE's advice. Just Do It!
Use where possible, diverse recruiters to
assist with recruitment. Plan for initial
staffing and succession.

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GIBNEY CORB. 11.

Q. WHO WILL RUN THIS PROGRAM AT USDA AND WHAT WILL WE HAVE TO DO TO FREE THEM FROM CURRENT PROGRAMMATIC AND BUDGETARY DUTIES?

A. Many initiatives in the federal government are run with a full time leader and support staff plus detailers of 1-3 years in duration. Detailers from agencies in Agriculture represent a start. You may wish to involve other cabinet level agencies, especially Interior.

The recruitment ^{for detailers} can be handled by announcing the need to program agency heads with an outline of needed competencies. Heads of agencies would submit the names and resumes to those currently designated by Secretary Espy as leaders for AmeriCorps/USDA. The announcement should include a question regarding length of availability of the candidate up to 3-years.

The agency heads should be contacted

RURAL DEVELOPMENT TEAM

WILDS RESPONSE TO GIBNEY Comb. 12.

Q. HOW CAN WE PROVIDE TECHNICAL ASSISTANCE TO USDA CONSTITUENCIES THAT WANT TO APPLY FOR FUNDING FROM THE CORPORATION FOR NAT'L SERVICE TO RUN THEIR OWN PROGRAMS? HOW CAN WE HELP THEM OBTAIN THEIR FUNDS AND HOW CAN WE AID THEIR ACTUAL PROGRAMS?

A. USDA personnel can affirmatively contact likely participant groups/agencies in target areas and offer proposal writing assistance. In many instances, the development of partnerships that permit use of federal funds and facilities will be helpful to Corps and others.

...my means have increased
for salary and should indicate their
willingness to cover travel expense for the
detainer.

OUT FOR DETAILERS AND FOLLOW-UP.

4. OUTREACH COORDINATOR

SOMEONE TO START DEVELOPING RELATIONSHIPS
WITH COMMUNITIES AND CORPS ALREADY ACTIVE

5. COMPUTER JOCK

TO START IDENTIFYING THE POSSIBLE

lot of ways. Local communities must also be encouraged to seek high quality... even if intensive training must occur.

The balance among participants can be maintained by augmenting local recruitment to the degree necessary. The mobility of participants would be essential to provide optimal flexibility for

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 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 DEVELOPMENT TASK FORCE
USDA NATIONAL SERVICE WORKING GROUP
TELEPHONE LIST

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Katherine Allen Forest Service (On Data General-Use FAX)	Room 1010, RPE Rosslyn	703 235-8840	235-1597
Joel Berg Office of Public Affairs	Room 213-A	202 720-4623	720-5043
Carl Bouchard Assistant Director Basin and Area Planning Division Soil Conservation Service	Room 5235-S	202 720-8767	690-0639
Larry Bryant Rural Electrification Agency	Room 2237-S	202 690-4640	720-0790
Angela Courtney Confidential Assistant Legislative and Public Information Staff FmHA	Room 5035-S	202 720-2948	690-0311
Jim Fuller Extension Service	Room 6032-S	202 690-0851	690-3174
Katherine Gibney Office of National Service	Room 112-A	202 720-7033	720-8098
John Kusano Forest Service	Rosslyn	703 235-2935	703 235-9498

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