COMMUNITY
DEVELOPMENT...
SOUTHERN STYLE
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COMMUNITY RESOURCE DEVELOPMENT IN THE SOUTH: HOW EXTENSION HELPS

R. Warren McCord
State Leader, Community Resource Development
Alabama Cooperative Extension Service

Foreword

All over the South, local people are working diligently to improve conditions in their communities. The Cooperative Extension Services are in the communities helping them through education. The Southern Regional Community Resource Development Committee is pleased to present this brief description of Extension community resource development functions, goals, and opportunities through a collection of case studies. Its purpose is to give Extension and university administrators and staff, public elected officials and citizens and taxpayers of the Southern states a description and examples of the processes and impacts of local citizens working with Extension to solve local community problems.

Articles in this publication tell about only a few of the many programs carried out by campus and community based Extension personnel working in community development educational programs throughout the South. Instead of facts and figures, this report contains stories about Southern people in communities made richer and more productive through increased knowledge and understanding.

Members of the Southern Regional Community Resource Development Committee are: Warren McCord, Alabama; J. B. Williams, Arkansas; Clarence Edmond, Florida; Dewitt Harrell, Georgia; Doris Tichenor, Kentucky; Bob Soileau, Louisiana; Tom Loftin, Mississippi; John Collins, North Carolina; James Mosley, Oklahoma; E. D. Wynn, South Carolina; Gist Welling, Tennessee, Dave Ruesink, Texas; and O. W. Cundiff, Virginia. Joe Pou of Georgia is administrative advisor and Doris Rivers, SEA Extension USDA, advisor.

The Southern Regional CRD Committee exists to develop and improve Extension CRD programming in the Southern states by keeping its member institutions informed of current CRD developments, emerging problems, policies and issues pertinent to relationships between Extension and regional and national groups concerned with CRD, and helping foster good relationships between all levels of Extension administration and other program and subject matter personnel. Travel expenses for committee meetings are partially supported by the Farm Foundation, Dr. James Hildreth, managing director.

For more information about the Southern Regional CRD Committee, contact committee chairman O. W. Cundiff at Hutchison Hall, Virginia Polytechnic Institute, Blacksburg, Virginia 24061.

What is Extension Community Resource Development?

Community resource development (CRD) is one of the four "areas of work" of Cooperative Extension. It is a group effort on the part of concerned citizens to use resources available to them to make their community a better place in which to live. It is an educational process, not a predetermined program.

The Extension CRD program is a concerted effort to educate local citizens as to the issues, opportunities and barriers associated with developing community resources; to assist them in organizing effective structures or groups to study community needs and resources; and to guide them in establishing goals and implementing programs. In addition, Extension CRD programs support community efforts with available expertise which is necessary in the process of arriving at decisions and taking action on those decisions.

Community resource development represents an expanded approach to solving community problems. The focus is on group decisions and actions to enhance the social and economic well-being of the community. Through community resource development, the community as a whole is asked to define its problems from the standpoint of community need, not the specific needs of farmers, bankers, lawyers, homemakers or youth alone. Public facilities, community services, land use issues, and so on, are community problems that transcend the interest of special groups. In short, CRD is a community learning and action process where all citizens learn to identify their community's problems and utilize any available resource (human, physical, economic, natural) to solve them.
Extension CRD programs are developed by Extension professionals in response to needs that exist in the community. These needs are discovered in three different ways and Extension's programs are designed to respond appropriately.

a. Extension initiated programs — some programs are initiated by Extension professionals to deal with problems they discover in the course of working on other problems in the community, in completing community studies, or in the response to local community groups, legislative initiatives of Congress or state government.

b. Local government initiated programs — some programs are initiated by officials of local, state or Federal governments when they request assistance in solving development problems they are dealing with, in dealing with conflicts among different segments of the community's population, or in coping with demands that come from outside the community — i.e., Federal legislation, state legislation or changes in resource allocation by the private sector.

c. Citizen groups initiated programs — some programs are initiated by individual citizens or citizen groups when they request assistance in meeting needs they have or in resolving development problems they are dealing with.

Roles of the Extension Community Resource Development Worker

In community resource development efforts, Extension workers fill three major roles in working with citizen groups, governing officials, public investment programs, or private sector investors. These are the catalyst, facilitator, and professional consultant or technical advisor. In the role of the catalyst, the Extension worker causes the coming together, in a non-threatening setting, of interested citizens from all sectors of the community to sort out, rank, and articulate their needs so that the meeting of these needs can be shared by all interested parties.

As a facilitator, the Extension worker brings together those citizens who are aware of unmet needs, officials of the public sector, investors from the private sector, and technical experts to clarify their needs, develop alternative solutions, and design projects that can meet the needs articulated. As professional technical advisors or consultants, Extension workers: 1) share their own professional subject-matter expertise with and where it is useful to the deliberation of the local groups; and 2) serve as impartial third-parties who, because of the status and backing of the University, can legitimize the groups coming together and help members of the groups to share their mutual needs, problems and aspirations, and their individual needs and constraints.

In the catalyst and facilitator roles, the Extension CRD worker draws on the professional expertise of other members of the Extension staff, private citizens in the community, Federal and state agency contacts, local government contacts, colleagues who are members of the teaching-research faculties of the universities, and experts from the community's private sector whose skills and knowledge are needed. Extension serves as a mechanism for linking technical knowledge, leadership, group communication and other skills and resources with people who are pursuing their needs or aspirations.

Most Extension CRD work is done through volunteer leaders in the community who provide the leadership for ad hoc or formalized associations or organizations of people who work to meet their own needs and aspirations. Extension workers provide information, guidance and organizational development, leadership development, management and technical assistance to these groups and their leaders.
For programming purposes, Extension CRD programs are categorized into the following thrust areas:

Community Organization and Leadership Development — Extension plays an important role in community organization and leadership development. Getting people together to talk about community problems or opportunities and to discuss alternatives is a vital first step in community development. This takes effective leadership. There may be born leaders, but leadership roles can also be taught and learned.

Leaders want to keep communication lines among community groups open. With open communication, community problems can then be confronted effectively. Broad participation enables citizens to set goals and solve problems through their own initiative. They achieve development by consensus rather than conflict.

Comprehensive Planning and Land and Water Use Policy — Comprehensive planning calls for total community participation if it is to meet the needs of all people. A plan for new traffic patterns, however scientific, is no good if it’s not the plan people want. Extension provides educational leadership in many areas of comprehensive planning, ranging from land use planning and water management to subdivision development to health and educational planning. Extension works along with local and regional planning commissions and districts. Comprehensive planning educational meetings offer citizens and planners an opportunity to meet face-to-face, giving both groups opportunities to exchange ideas and gain understanding of problems.

Community Facilities and Services — All kinds of community services and facilities — including, but not limited to, health delivery, health education transportation, vocational education, recreation, functional water, sewer and solid waste disposal systems — are crucial to community development. If water isn’t clear, waste products effectively handled, and health education and recreational services available, industry can’t be attracted to the area. What’s more, people in the community may be unhealthy and unhappy. Good water, sewer and waste disposal systems and other service facilities often flow from years of patient planning and working by local groups, such as county development committees.

Good Housing — People often think housing is an individual problem, involving only the owner, or the landlord and tenant. But housing is a community concern too. Sound, livable housing can mean much to a community’s healthy growth and improvement. Often, only community action can lead to adequate housing for low-income people and community action is needed to stimulate production of housing for other income groups.

Recreation and Tourism — Creative use of leisure time is becoming an important part of living. Communities should decide collectively what kinds of recreation-tourism facilities and leisure-time activities they will offer residents and tourists.

Extension’s educational program focuses on helping consumers, suppliers and community leaders plan, develop, promote and manage resources for community recreation and tourism.

Environmental Improvement — As communities develop their agriculture and manufacturing industries, attention should also be given to environmental considerations. In addition, a clean community builds pride in its citizens and is often indicative of a progressive leadership.

Economic and Business Development — Some communities figure they are large enough now. But many rural communities — faced with a shrinking population and continual out-migration — would like more jobs for local people, and Extension helps them achieve that goal.

Local Government — Local government officials often work on a part-time basis for nominal salaries. However, their jobs are becoming more complex every day as new programs arise, the demand for new services expands, and the trend toward more local decision making grows. Extension is helping these grassroots government workers to do their jobs better.

Acknowledgments

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Historical and Legislative Background for Community Resource Development, unpublished paper, Mike Duff, Kentucky Cooperative Extension Service.


The Southern Regional Community Resource Development Committee is indebted to the Southern Rural Development Center for editing and publishing this report.
ALABAMA CRD PROMOTES HEALTH CARE DECISION MAKING

Linnea Fraser
Information Services
Alabama Cooperative Extension Service

Alabama’s Jackson County has had a long-time agriculturally based economy. Like other counties in the state, it has suffered through social and economic changes occurring since 1940. These changes brought about a major reduction in the quantity and availability of primary health care in the small towns, villages and countryside of Jackson County.

As rural doctors retired, died or moved to urban areas, they were not replaced with young physicians. “Our original concern in primary health care began with recruiting doctors for the Stevenson area in Jackson County,” said Ben Richardson, county agent-coordinator in Jackson county. “Before, there was no health care available for 25 miles. Now we have four doctors in the Stevenson area.”

The Jackson County Community Resource Development (CRD) Committee, sponsored by the Alabama Cooperative Extension Service, recognized the problem and set about exploring alternatives to solve it about four years ago. The Extension staff brought information on new programs, new agencies and new resources to the committee’s attention.

As a result of the emphasis placed on health service needs by the Jackson CRD Committee, Extension arranged a joint meeting of the committee and the North Alabama Health Systems Agency (NAHSA) staff to explore opportunities and develop a strategy for improvement.

They wanted NAHSA to gain a clearer understanding of Jackson County’s health needs and desires for improved health services delivery and for local leaders to gain a better understanding of available resources and alternatives. Numerous committee and small group study and planning sessions were held to map strategy, overcome roadblocks and develop stronger support and cooperation.

A public meeting was held, sponsored by the CRD committee, in which a broad spectrum of citizens participated and expressed their thoughts on Jackson County’s needs. Following the public meeting, the decision was made to seek a health planning grant to fund a study to determine the health service needs of the county and recommend alternatives for meeting these needs.

The Jackson County Hospital Board was asked by the CRD committee to take the lead in this effort, which it did after much delay and urging by committee chairman, Jo John Williams. Mrs. Stella Houser, chairman of the sub-committee on health, and Dennis Watts with NAHSA. NAHSA provided the technical assistance and expertise in getting the application and study completed.

Extension CRD staff members at the district, area, and county levels met regularly with the committee, counseled with them on health needs, and supplied information needed for the committee to analyze the problems and develop a course of action. Leadership was provided in setting up meetings, determining leadership that should be involved and securing appropriate resource persons to assist. Extension also maintained liaison relationships with all agencies and groups involved, keeping them informed on the decisions being made and actions taken in the meetings that were sponsored by the CRD committee.

A permanent sub-committee, named the Jackson County Primary Health Care Board, was formed to serve as a non-profit agency to handle any future grants or operational monies for health services. The sub-committee has elected officers and functions independently. Extension and NAHSA act as advisors to this committee.

“Already, there is a health care center in operation in Section, as a result of the board’s efforts,” said Richardson. “It is run by a nurse practitioner and visited by a doctor a certain number of hours a week. In fact, this particular center has saved two cardiac arrest victims because the proper care was close by and done quickly. Two additional centers have been proposed and should be operating in the next six months,” he added.

“Organizing primary health care in Jackson County is just the first step,” said Dennis Watts, director of resource development and plan implementation for NAHSA. The Alabama Cooperative Extension Service and NAHSA have been activating health care councils in other North Alabama counties as well.”

Health Systems Agencies, including North Alabama’s Health Systems Agency, were approved and designated by state governors and the Secretary of HEW to serve as the Health Planning and Development Agencies through PL 93-641, The Health Planning and Resource Development Act of 1974. Because HSA’s lack the ability to elicit grass-root level consumer involvement in health planning, only a limited number of local consumers were being involved in identifying health problems and solutions. The intent is to involve more consumers so that local health facility and manpower needs can be met.

The NAHSA council has a membership of 59, and 30 of these are consumers as mandated by law. These 30 consumers cannot realistically represent 12 counties with a population of 665,000. Thus, what was needed was a broader representation...
of community leaders and consumers to be involved in health planning and development.

Alabama's Cooperative Extension Service, through the efforts of a home economist health educator, a community resource development specialist, and county staff, served as a catalyst to initiate the relationship between NAHSA and 12 county CRD committees. The CRD committees are made up of key leaders in a county and function as a forum to identify resources, determine needs, set goals, and weigh alternative courses of action in economic and social areas.

The newly-formed county health councils are operating in Madison, Cullman, Marion, Winston, Lauderdale, Lawrence and Limestone counties. "We're working on establishing councils in Franklin, Colbert, Marshall and Morgan counties," Watts pointed out.

Initially focused on primary care planning, the county health councils are intended to evolve into resource organizations, serving to review and develop community health needs and plans. As open membership public forums at the grass roots level, the councils will link citizens and local health needs and planning, through their NAHSA council representatives, to regional, state and national health planning and resource development activities.

It is important for NAHSA Council members and other knowledgeable and concerned citizens to become regular and active participants in the county health councils, said Watts. The county health councils will exercise as much effective power and influence as their membership will allow. Each council is expected to become the principle county-level advisory organization to the NAHSA.

NAHSA Council members are also members of the county health councils and serve in liaison and advisory roles to the county councils as they work toward resolution of the health issues which affect all county residents. With this effort, the county health councils will gradually become stronger and permit a more rational, local and voluntarily-controlled health system to grow as a clearer reflection of community needs.

According to Bill Wilson, community development specialist with the Cooperative Extension Service in Auburn, grants amounting to $1,080,000 have already been awarded to health-related organizations for primary care site planning, construction and operation as a result of actions by these county councils and NAHSA.

The long-range goals for Jackson County include other types of health care services for the community such as public health care, dental care, mental health care and health education, said Richardson.

"The cooperation and support of primary health care in Jackson County have been much beyond our expectations," he added. "The Tennessee Valley Authority has provided a mobile clinic building and equipment for a primary care site at Flat Rock, which is expected to be operational soon. In addition to the TVA, the media have helped tremendously in letting the consumers know when the committees meet."

The primary health care program in Jackson County has aroused interest on a statewide level. Extension specialists and district staff are now working with the Health Systems Agency in the Birmingham area. The six counties in this area have 25 percent of the state's population and are in need of health care programs with citizens' participation in rural areas. In addition, they are also working with the Health Systems Agency in the Mobile area which covers a 13-county area.

The Alabama Cooperative Extension Service views its role in the health planning and development processes as one of growing importance, particularly in rural areas. Extension continues to serve consumers through health education, nutrition, and now, health planning and development.
ARKANSAS: INTANGIBLE EFFORTS BRING TANGIBLE ACCOMPLISHMENTS

J. B. Williams
State Leader
Community Resource Development
Arkansas Cooperative Extension Service

"Everyone is criticizing and belittling our times. Yet, I think that our times, like all times, are very good times, if only we know what to do with them." This quote by Ralph Waldo Emerson was made quite a few years ago. However, it seems to have a lot of meaning to Extension personnel as they think about evaluation.

There has been a great deal of complaining and griping about the national Extension evaluation, the matter of having to identify and report the tangible accomplishments needed to justify Extension's existence. Yes, our times are good times in Extension, but the value of Extension work must be shown and proven by measurable, concrete examples to justify programs and the need for an Extension Service in the future.

A great deal of community resource development work falls into the intangible category. Extension workers talk about their educational and organizational responsibilities. Extension educational work must bring about action. "Education for action" is a goal continually emphasized to everyone in Extension. But, for example, when the areas of leadership training and organizational development are considered, it is very difficult to measure just how much has been accomplished as a result of conducting a leadership development training workshop.

There is a recognized need for leadership development and training. It has been said that there are four classes of people in communities. There are those who let things happen, those who watch things happen, those who cause things to happen, and those who don't know what's happening. When thinking about these four classes and trying to see how many people in communities actually cause things to happen, we realize they probably make up only five percent or less of the population. Therefore, there is a tremendous need to develop leadership to reach new clientele and to involve more people in Extension programs. Citizen involvement in all government programs is a necessity.

Since one of the key objectives of community resource development is involving citizens in community programs, it is even more necessary to conduct leadership training work so that more citizens can participate effectively in group and community activities.

Four years ago, the community resource development staff in Arkansas, using materials from several state Extension staffs, put together a leadership development workshop. This workshop has 4 two-hour sessions. Of course, the more we conduct the training and pick up new ideas, the more difficult it is to use all of the material in the 4 two-hour sessions. But we feel this is about as long as you can involve people over a period of time and continue to have successful participation.

This material has been used with all types of Extension leaders - 4-H, home-economics, and agriculture - but recognizing the need for leader training as related to community resource development has been stressed. We are putting more and more emphasis on the community leaders.

The first workshop session helps the participants evaluate themselves as effective leaders. The discussion includes definitions of leadership, the quality of leadership, the importance of volunteers in today's society, leadership styles as explained by Dr. Jerry Robinson of the University of Illinois, and the responsibilities that a person must assume to fulfill his leadership role.

The second session deals with how to motivate people and overcome blocks to communication. Of course, either of these subjects is a semester course if taken from an institution, but the workshop offers some nuggets pertaining to motivation and communication as they relate to people associating with others and people being involved in groups.

In the third session, the group and its dynamics are discussed. Various roles performed in groups, the blocks to participation, and how people adjust to these blocks are the topics discussed. We use a new slide presentation on group maintenance that was developed in Ohio.

The fourth session deals with the leader in the community. The second session actually lays a foundation for this final meeting because each person attending is asked to take copies of a survey leaflet "What Does Your Community Need?" These are brought back to the third session and are tabulated for use in the fourth session. Then the group can deal with actual problems and needs identified by participants. If the people are going to be visiting or participating in other groups during the week, they are asked to take extra copies so they might get others to complete the forms. The more forms completed for the county, the more accurate the needs identification process might be.

The fourth session is exciting and interesting because during it, these real community needs are addressed. Participants go through a priority setting process with these needs. Then we use a set of slides based on a publication developed by Kansas State University on "Selling Ideas Through Social Action." It briefly walks the participants through a
social action process. Using the number one example or identified need, we show how this relates to and can be carried through the social action process to result in a successful program in the end.

Next, we look at the driving and restraining forces that must be considered in carrying out successful programs at the county level. Many times people are not aware of these forces when they are planning programs. Throughout the workshop, a great deal of involvement and participation is encouraged by those conducting the training, the state community resource development leader, the area or district community resource development program leaders, and county staff members.

Now we come to the point of determining what has been accomplished. For those conducting the training, this has been one of the most rewarding experiences undertaken. There is a great deal of satisfaction as we see people come out of their shells and begin taking an active part. We have managed to get very high ratings from the local people concerning what they think about the workshop. This is good for egos, but it still does not provide tangible results; therefore, we have to consider what is done as a result of our training.

Independence County provides a good example of tangible results coming from the training. An average of 60 leaders representing the county development council, farm organizations, civic clubs, county and city governments, and church organizations participated in the four-session leadership workshop conducted by the Cooperative Extension Service. In evaluating the workshop, leaders said they gained a much greater understanding of their responsibilities as leaders. All who worked with this activity were pleased with the involvement of each leader and the quality of leadership each executed.

In the last session, when the county's problems and needs were identified, the number one priority for the people attending the workshop was the need for additional doctors and medical staff for the county and for the regional hospital which had been constructed.

The need for medical personnel in rural areas is a problem facing not only Arkansas, but the nation as a whole. The Cooperative Extension Service has worked with Thomas A. Bruce, M.D., dean for Medical Sciences, College of Medicine, University of Arkansas, in conducting a survey of the doctors located in the state's rural areas. The survey was conducted in each county to identify the number of doctors practicing medicine and to help see and identify the needs in this particular field. Dr. Bruce has been very cooperative in working with Extension to increase doctor retention in our rural counties.

After conducting the leadership development training and identifying the need for doctors and medical staff as the number one priority, the county staff followed up with an educational meeting on how to secure and retain doctors in rural areas. Dr. Bruce appeared at a public meeting in Batesville. One of his recommendations was the organization of a search committee. This committee was
announced later under the direction of Jimmy Bowling, county Extension agent - staff chairman.

This committee developed guidelines, and special subcommittees were named to move immediately in several areas essential to a successful effort. Dr. Jim Lydel of Batesville was selected chairman of the committee. Dr. Lacky Gene Moody was named vice chairman. The original committee of 12 was augmented to provide needed expertise in certain areas. Under Dr. Lydel's direction, arrangements were made to begin the following activities immediately: (1) Design a distinctive logo for the committee. (2) Use on letterhead, brochures, etc., (3) place announcements or advertising in medical society journals and utilize the services of all known placement services, (3) ask the board of trustees to update continuously a list of available office facilities and suitable residences, (4) contact all recent medical school graduates from the area going back approximately 10 years and simply ask them to consider coming home, and (5) produce the special brochure along medical lines for use by prospective doctors.

The community has long been blessed with excellent doctors and adequate hospital facilities. But during the past 15 years, it gradually became obvious that there was a greater demand for services than the less than a dozen family physicians could reasonably expect to provide. The situation became more acute in 1976 when the new 106-bed White River Medical Center opened.

In an area of growth where agriculture, industry and tourism blend almost perfectly and where retirement homes are being built by the hundreds, the existing and potential demands for health services are tremendous. With this in mind, the Position Search Committee was formed to represent Batesville and the surrounding towns in an effort to attract medical school graduates or practicing physicians who might wish to relocate. The committee was headed by a doctor and included nurses, other medical specialists, and laymen. Its purpose was to compile a list of prospects, invite them to the Batesville area, supervise their orientation and entertainment, and otherwise assist in any way possible.

The Search Committee has been successful in making contacts and bringing new medical staff into the area. Committee members have contacted 100 prospects and have secured 10 new doctors, five dentists, one optometrist, and one chiropractor for the Batesville area.

The leadership training program offers new opportunities for recognizing tangible developmental growth of community leaders. However, the successes of the Position Search Committee give concrete evidence on the local level that clearly shows the worth of resource-demanding programs such as the one in leadership training.

If Extension can continue identifying tangible accomplishments such as this which have resulted from an intangible effort, it will be much easier to justify its position and need for existence in the future. Our times will continue to be good times if this can be done.

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**FLORIDA: HARD TIMES AND A WAY OUT**

Clarence D. Edmond
Director, Center for Community and Rural Development
Institute of Food and Agricultural Sciences
University of Florida

Although rural America has always suffered from the exodus of people from farming to city jobs, the pain is especially sharp where drastic changes in the agriculture base occur over a very short period of time. Such changes may be due to natural causes such as drought, floods, etc.; market competition (domestic or foreign); and especially technology, such as rapid adoption of labor replacing machinery and new techniques of production. Any and all of these can and do cause extreme hardships to local areas - both in terms of family welfare and in terms of losses to the economic base and public revenues. Usually the Federal government helps with natural disasters, but generally speaking little help is available for "economic" disasters; so it's pretty much up to the people involved to find their own solutions.

For about 200 years growing shade tobacco was a way of life in Gadsden County, nestled in north central Florida about 20 miles north of the state capital, Tallahassee. About everything in and near Quincy, the county seat, seemed to revolve around tobacco. Tobacco fields with their overhead irrigation and shade surrounded the town. And downtown among the many warehouses a sign read, "Quincy, Shade Tobacco Capital of the World."

Through the 1960s things were going well in Gadsden County. The county's economy was largely based on production and marketing of shade tobacco for cigar wrapping. With income from it, other crops, livestock, a few industries, and business off of U.S. Highway 90, people in Gadsden County had the "good life" — until three things happened: 1) the
Federal government subsidized development of a shade tobacco industry in Central America; 2) the minimum U.S. wage was raised sharply; and 3) someone "invented" a homogenized-blend factory-made cigar wrapper. The first developed foreign competition; the second sharply reduced Gadsden County's ability to compete in such a labor intensive crop; and, the third dealt the final blow.

The results were drastic. From a thriving $25 to $30 million industry with about 6,000 permanent workers and 12,000 seasonal workers through 1969, the health of the shade tobacco industry became progressively worse for the next five years. The cost/price squeeze became unbearable, yet many growers continued producing tobacco hoping it would lead back to "the way it was." But the way it was was gone! Even the most hardy couldn't make it, and in 1977 Gadsden County's shade tobacco industry was dead.

Shade tobacco wasn't just a crop to Gadsden County - it had been a way of life for 200 years. With its death went, also, the need for land, capital, work skills, tools, supplies, warehouses, processing plants, sales - everything connected with the crop. Fields became empty; tobacco warehouses and sheds were closed; supporting businesses were badly pinched, and the banks, too, were having it rough. Gadsden County was hurting. Unemployment skyrocketed, but the official statistics didn't show it. Most of the unemployed tobacco workers had never been counted on the employment rolls and thus were not counted as unemployed when they lost their jobs! All businesses felt the crunch and some closed. The welfare lines grew longer.

Gadsden County was looking for a way out, but there seemed to be none. Shade tobacco had been grown in relatively small fields with high investments in land, shade equipment, and irrigation. It also had used about 1,800 hours of labor per acre. How could these idle resources be reused, adapted, or retrained for what industries would furnish the county and its people jobs, income, and a tax base? One thing was sure, local leaders would strive to never again base their economy so completely on a single crop or industry. Leaders like Howard Fletcher (chairman of the Gadsden County Industrial Development Authority), Ed Fletcher (chairman of Gadsden County Industrial Development Committee), John Russell (county Extension director), Jack Strickland (director of the Gadsden County Chamber of Commerce), and other civic leaders started looking for "some way out" and some help.

In the early seventies, the Chamber helped local leaders add a 100-acre industrial park and the Gadsden County Vocational-Technical School. But high unemployment continued and new jobs were scarce. Members of the "Industrial Committee" and the "Industrial Authority" felt that if they could get the Federal funds to train workers, perhaps they could attract industry. But their official unemployment rate was too low! Strickland tried (unsuccessfully) to get the Northwest Florida Regional Planning Council to finance an unemployment census. A delegation then took a pilgrimage to Washington, D.C. for help. They tried, but again their "official" unemployment rate was too low for Federal assistance. An effort was made to get the Federal government to do a special census of the county's unemployment or to change its methods of determining unemployment, because the leaders knew that the employees who had worked in the fields for many years were never counted as employed; therefore, they could not officially be counted as unemployed. This also was unsuccessful.

In 1976, faced with a 10 percent loss in county population, their unsuccessful attempt to get Federal help, and a conviction that something had to be done to help the unemployed and local business, the Industrial Development Committee asked the county agent, John Russell, for help. Russell contacted Louis Upchurch, acting director for the Center for Community and Rural Development in the Institute for Food and Agricultural Sciences at the University of Florida.

After several meetings and some additional unsuccessful efforts to get Federal or state help, Louis Upchurch squeezed enough funds from his small Research and Extension budgets to do a survey of the unemployment situation in Gadsden County - with a lot of help from the county Extension office, Florida A&M University, the county government, and the chamber of commerce. The Chamber furnished coordination and guidance. The Center furnished professional guidance, survey forms, training of field workers, and analysis and printing costs. Florida A&M furnished one agent and seven paraprofessionals to guide the field survey. The county Extension office furnished advice, guidance, and training and office space. The county furnished 30 to 35 CETA workers and part of the transportation needed for the survey. With all of this cooperation, Gadsden County initiated its "COOppportunity" program.

The study, People and Jobs for Gadsden County, showed that the real unemployment rate was about 20 percent, not 9 percent as the official statistics showed. Unemployment was especially high for rural people (25 percent), blacks (27 percent), rural blacks (30 percent), rural black youths (51 percent), and rural black women (72 percent). The study made no effort to determine the degree of "underemployment," but it too seemed especially high in rural areas of the county.

After many unsuccessful efforts to get the official statistics changed to reflect the real unemployment situation in the county, Jack Strickland came up with a brilliant idea - "Why not use People and Jobs to convince industries that Gadsden County has a ready labor supply of good workers?" Armed with copies of the study, Strickland set out to hunt new industries. He emphasized that the unemployed workers were experienced and skillful with their hands due to their long years of useful work with shade tobacco, that this manual dexterity was a transferable skill, and that they wanted to work.
In answer to a question about the usefulness of the survey, Strickland replied:

"What did we accomplish through People and Jobs for Gadsden County? The following are among the steps in progress made possible by the survey:

1. Gadsden County, her citizens and economy were born again from the depths of depression and economic disaster to a people and an economy that are alive, inspired and growing.

2. From an unemployment figure of 9.2 percent by the Bureau of Labor Statistics enumeration (more accurately reported in People and Jobs as 20.2 percent) to a current 6.1 percent, as reported by the B.L.S. (actually closer to 10 percent) - the survey has been used repeatedly as an instrument for bringing in industry to provide jobs."

One of the first new industries attracted was a 10-acre nursery. Climatic data indicated that the county was a good location for growing certain nursery crops, and idle tobacco fields were plentiful. Ed Fletcher and Cecil Butler teamed up to finance construction of the nursery. Jack Strickland used People and Jobs to help convince Ralston Purina to take over the nursery. It initially employed 144 workers, then expanded to 190, and expects to expand to 300. In addition to new buildings, "Green Thumb" uses several old tobacco sheds.

In a letter to Florida's Congressman Don Fuqua, Hal Dean, chairman of the board and chief executive officer of Ralston Purina, said "Green Thumb Nursery" was expanded because "Aside from an acceptable growing environment, the availability of people who enjoy the opportunity of legitimate employment was a prime factor in our decision to expand.... In this regard, we are most satisfied with the very low personnel turnover at our Quincy location."

But what other agricultural crops could make good use of shade tobacco land and facilities? After careful study, John Russell found a "marketing window" for fresh tomatoes, just between South Florida's crop and the crop from North Carolina. And tomatoes fitted well in the old tobacco fields. The irrigation system was left pretty much as was and the shading stakes were used for "stringing" the staked tomatoes. Thus, largely through the efforts of a farmer with vision (Adrian Fletcher), a professional industrialist (Jack Strickland), and professional agricultural assistance (John Russell and University of Florida vegetable specialists) a new industry began. No one expects it alone to fill the large gap left by the loss of the shade tobacco industry. But, nobody wants it to - for no one wants an economy based on a single industry. Tomatoes, though, seemed to fit in very well. "Tobacco fields" were easily adjusted to tomato needs, and "tobacco" warehouses serve as home for tomato packing houses.

Some mistakes were made in the first year's (1976) crop. But the farmers and others learned and made corrections in 1977. They're still learning, but the 1978 crop of 1,100 acres provided four months of work in the fields for about 1,600 people, and seven weeks of work for around 800 people in the three packing plants that Jack Strickland lured with the help of People and Jobs.

Other sound, well-selected small industries were also attracted to Gadsden County. Strickland says that only labor intensive companies with excellent ratings were sought. In all, 17 new industries were attracted during 1977 and 1978, "using People and Jobs as proof of our ready labor supply. " Products produced range from clothing to tomatoes and nursery plants; to steel, copper, brass, and glass works; to leather goods, rope, communications, etc.

Initial employment of the 17 industries attracted during 1977 and 1978 was 785. Three hundred sixty-one new jobs were added by these industries during 1977-78. The total of 1,146 direct jobs (excluding farm labor) provided an annual payroll of over $8,000,000. The total cost of the survey was about $40,000. The rate of return on this "educational" investment in Gadsden County and its people amounts to about 200 to 1!

Largely through the vision and efforts of its leaders and with the boost provided by the study, Gadsden County has
reduced its real unemployment rate from over 20 percent to around 10 percent. Official statistics, as of October 1978, show 2,284 more persons employed than at the same time in 1975. The increased payroll for these workers would probably amount to around $20 million. We have no estimate on the value of products sold. At the same time, the tax base has increased by $6 million or more. And, another 525 jobs are expected to be added by 1981, which will pull the unemployment rate down to an "acceptable" level.

It's been almost entirely a "boot strap" operation. The only Federal and state funds used thus far have been indirect in the form of salaries, etc., of university, Federal, and state employees helping with advice and the study. However, at present a $549,000 grant has been approved by Farmers Home Administration for improving an industrial site, constructing buildings, and providing the machinery for a new industry which will employ up to 150 skilled workers in three years. Three industries are already in the industrial park and others are to move in during 1979.

It looks as if Gadsden County has "found a way out." Selected industries, nurseries, and tomato production have gone a long way to replace the big gap left by shade tobacco. Some look back with nostalgia, but they don't want to go back. They now have a sound, diversified economic base, built on ingenuity, hard work, and adaptation of the resources of the past to the needs of the future. Tobacco land and equipment were adapted to tomatoes and other crops, and all but two of the former 22 tobacco warehouses are now the homes of new industries. Even the study proved most useful, not for its intended mission of getting the Federal government to change its methods for determining employment and unemployment, but as a means for attracting new industry. John Russell seemed to sum up this reuse and adaptation of resources with the statement: "Everything we have has been done over at least once." And, Jack Strickland added, "Our COoportunity program of a lot of people working together paid off."
GEORGIA LOCAL GOVERNMENT PROGRAM SERVES STUDENTS... AND COMMUNITIES

J. W. Peu
Assistant Director
Community and Rural Development
Georgia Cooperative Extension Service

In 1971, the legal age for voting was lowered to 18.

But these newly enfranchised young people remain the least politically active age group in the United States. Fewer than 25 percent of them even bother to register to vote.

Quiz any graduating high school senior and he can probably tell you how the president, vice president or governor is elected. But ask him who his county commissioners are and how they got there, and he’ll probably go blank.

There is an embarrassing hole in the public’s knowledge of local government. That ignorance leads to apathy in voting and running for local office. So the Georgia Extension Service has been cooperating with local government officials for three years to carry out Local Government in Action Week. A total of 120 Georgia counties were involved during 1978.

It all started in Burke County when the predicament of a young shoplifter caught County Agent Sam Stone’s eye. He recalls, “I felt we needed to know how to get kids to realize the embarrassment of a run-in with the law. So we started working on a program with youth and the law. Then our district agent in Community and Rural Development (CRD), T. Z. Lanier, saw an article that said kids graduate and don’t know anything about county government, and we decided to combine the concepts.”

Dr. Joe Hoskins, a CRD state program leader, came up with a blueprint for Local Government in Action Week.

The purpose of this program is to help high school seniors understand how their local government operates, what their local government is trying to accomplish, how actions of local government affect their everyday life, and their personal responsibility to local government.

Program content consists of four major areas: (1) Local Governments and Their Services, (2) The Political Process and Governmental Administration, (3) The Legal System in Operation (Young Adults and the Law) and (4) Police Services in Local Government.

The program is presented in the schools during one week in February. Discussions consist of one 50-minute period each day, Monday through Friday.

The county Extension agent initiates the program in the county by arranging a planning meeting with the superintendent of schools, principals and social studies teachers of the schools involved, county commission lawyers, mayors and city councilmen. A manual for program participants prepared by the CRD Extension staff is used as a guide for discussion and planning at this meeting, and copies are made available to all program participants and interested individuals.

Local officials including county commissioners, mayors, city councilmen, county judges and attorneys, and police and fire department chiefs participate in presentations to the high school seniors. A typical outline for the five-day program is (Monday) Local Governments and Their Services, (Tuesday) The Political Process and Local Government Administration, (Wednesday) Young Adults and the Law, (Thursday) Police Services in Local Government and (Friday) Optional Activities.

To make the program more attractive and meaningful to youth, some activities are included to show how their discussions relate to the real world. These activities include tours of local government facilities, visits to local government offices, essay contests and practice in using voting machines. High school seniors who have already turned 18 are given the opportunity to register to vote during Local Government in Action Week.

Four leaflets have been prepared by the Extension staff for use of high school seniors participating in the program. They are “Local Governments and Their Services,” “Young Adults and the Law,” “Police Services in Local Government” and “Political Process and Local Government Administration.” Local government officials discuss local policies and the application of these materials to the local situation.

Hoskins points out that Georgia’s “home rule” tradition of local governments results in a variety of different political structures and types of services. “Teaching local government on a county-by-county basis is the only solution,” he said.

The county Extension agent is coordinator for all the program activities. The agent arranges with school administrators and teachers for class time and space, establishes a speakers’ bureau of local officials, and sets up tours of local government operations.

Jerusha Whitaker, Georgia Extension agent in urban Richmond County, had the largest participation in Local Government in Action Week last year. Thirty-two local officials and more than 6,000 seniors in seven area high schools were involved.

Whitaker believes that the extra work spent in setting up the program is worthwhile: “I saw it as an excellent opportunity for county and city officials to be involved in the schools. Many of them said they hadn’t been inside a high school classroom since the day they graduated.”
"And the students needed to meet the people who make local government function. They have questions and concerns just like an adult," she said.

After approaching the Richmond County School Board of Education with the program idea, Whitaker began working with Joe Olliff, coordinator of social studies curriculum in the county.

"Schools can't do the job of education themselves," said Olliff. "Jerusha provided the kind of outside resource we would like to have more of."

"One reason for the program's success was that we met with every principal and teacher involved and got their ideas and support. We worked the problems out together and allowed for changes to meet the school's needs," Whitaker added.

In some Richmond County schools, the officials met with small classes while other classes included 200 or more students. Activities also included a day when young people selected from each high school served as county officials. The "honorary officials" went everywhere and did everything their counterparts did.

In more rural Tattnall County, Georgia Extension Agent Max Smith found that the program could be just as successful if a few modifications were made.

"We had fewer classes, so we could have more than one speaker in each class. The variety was good, but scheduling was more of a problem than most people think. Our two high schools are more than 15 miles apart," Smith said.

"Even a small county like ours has some good resources available. Since the Georgia State Prison is nearby, we invited the warden and one prisoner over to talk about the legal system," he continued. "Everyone paid attention for that class."

The program hasn't been all successes. One Extension agent who used the program for the first time last year cautions that the government officials need to be briefed on what to expect in the classroom.

"Most of the people who helped us last year didn't realize how intense and how interested and knowledgeable these kids are. They just weren't prepared to handle many of the questions," the agent said.

State CRD specialists have prepared a booklet to guide local officials through the classroom instruction.

Some counties have used an evaluation form that was filled out by the students after the week was over. In addition to helping the agents and teachers make changes in the type and quality of the classroom instruction, the evaluations were filled with suggestions for other activities and ways to get young people involved.

One consistent suggestion for improvement was to involve young people more in planning programs like the Local Government in Action Week.

High school students in Richmond County, Georgia, learn how to use a voting machine.

Joe Olliff in Richmond County feels it is too early to measure the impact of the program. "It might take 10 to 20 years to see any real change. But I know that there is usually more change when young people are involved in a real-life educational experience."

One Extension agent pointed out that all of the problems are worth it "when you stop and think how many young people we reached in that one week who have never been involved in our traditional youth programs."

Burke County Agent Sam Stone starts laying the groundwork months before anyone steps into the classroom. Stone stumps the county first, getting permission from county commissioners, school superintendents, social studies teachers and counselors. He visits with students, lawyers, policemen and other government officials. It takes efficient organization because he has four classes to fill in two schools, meaning he must line up 16 speakers to be sure the programs will run without a hitch.

Local businesses sponsor a dinner one week before the event, in which speakers get their schedule and Stone lays out the purpose of the local government week.

Once Stone builds the foundation, the local officials take over in the classroom. Burke County Administrator C. W. Hopper Jr., has participated every year since the pilot program began. During his term in the classroom, Hopper talks basics. He says, "I make a few general comments on how county government operates on a local basis - how people are elected, what the jobs are, how they operate, what the revenue sources are and how the money is spent. Then I try to let the discussion go, guided by the students' interests."

Ray DeLaigle, chairman of the Burke County Commissioners, doesn't have to step into the classroom to do his part; he sees that the program gets carried out as Stone wishes. The commissioner takes an active interest in the program because he can see some concrete benefits coming up later. He comments, "I don't think we've reaped all our benefits from this yet, but we will in the future. In 10 or 12 years, these same students who show an interest now will be coming into county government."

DeLaigle's concerns run deeper than an interest in tomorrow's leaders. He explains, "Our county budget is pushing $3 million now. It's a big business. I don't think people realize that. When you grow, the regulations grow with you. It's important that people know what's growing."

County Commissioner Bobby Webster agrees that the impact of Local Government in Action Week goes beyond the high school seniors. He says, "When we have this luncheon with the local business leaders, we go over the program to give the leaders an idea of what we will be
Augusta, Georgia, Mayor Lewis A. Newman conducts a “Local Government in Action” discussion with a group of high school seniors.

He recalls, “Once I get the groundwork laid, I go on about what the city layer of government is for. A lot of people just don’t understand. The reaction from the students is always very good - up until the time the buzzer goes off, of course.”

Newman finds that once the students understand the basic duties, they settle in on issues affecting the city of Augusta. Those issues can cut close to home, Newman states. He says, “I have always contended that the city government is the closest level of government to the people.

“As the week progresses, the students find out just how close that city government is. The first four days, they hear speakers cover police services and local government, local governments and their services, young adults and the law, and the political process and local government administration. The final day winds up with an essay contest or citizenship program. Voter registration is also a popular last-day activity.”

Jerusha Whitaker, Richmond County Extension agent, lays the groundwork for the Local Government in Action Week. She carries on both city and county government programs simultaneously. However, the programs are done separately - each school alternates between the city and county officials, says Newman.

Beyond the basic facts listing what each government official does, Newman sees the program widening the scope for high school seniors. He says, “It’s very important to get high school level people involved, to let them hear something about the real world. They are basically idealistic, which is good, but at some point they have to get involved. They do a lot of talking, but if you go to the polling places, you won’t see them around.

“Politicians will tell you voters are 40 and up. Young people talk but they don’t vote. As a result, politicians don’t listen to them very much,” he explains.

Newman urges other municipalities to get involved in the Local Government in Action program. He says, “More people in Georgia now live in incorporated areas than ever before. They need to know what these different layers of government mean to them.”

Those 6,000 graduating seniors in Augusta who went through the program came out of it with a valuable lesson. Summarized Newman, “None of their school systems and none of the government levels would be there if it wasn’t for taxpayers and private enterprise. The high school level is a good point to tell them who’s paying for the whole system and what they’re getting for their money.”

In 1978 over 27,000 Georgia high school students participated in the local government program.

The Associated County Commissioners of Georgia, the Georgia Municipal Association, and the Georgia Department of Community Affairs were invited to co-sponsor Local Government in Action Week with the Cooperative Extension Service. These associations have been enthusiastic co-sponsors and have assisted in increasing the interest and participation of local government officials.

For the past two years Governor George Busbee has issued a proclamation designating the scheduled week as Local Government in Action Week in Georgia. A number of mayors also issue local proclamations.

This combined effort makes Local Government in Action Week a rewarding experience for everyone involved.
KENTUCKY TOURIST INDUSTRY EXPERIENCES PHENOMENAL GROWTH

John S. Baxter
Tourism Development Specialist
Cooperative Extension Service
University of Kentucky

In 1968, Kentucky's travel industry provided employment for only 15,000 people. It was a small business with total receipts of $316 million. Today, tourism is Kentucky's third largest industry with combined receipts of over $1.35 billion, more than a 400 percent increase. Kentucky's Cooperative Extension Service played a big role in bringing about the difference.

In 1978, over 120,000 people were employed in the industry, an 800 percent increase during the same 10 year period, and many of these new jobs have occurred in rural communities where employment opportunities are limited.

In the late 1960's, Kentucky's Cooperative Extension Service began a concerted state-wide effort to provide the educational programs, technical assistance and backstopping so necessary for the growth of a well-balanced community development program. Kentucky added specialists in low cost housing, small business management, industrial development, community facilities and services, and public affairs to its staff, and the author was hired as the first specialist to begin work in tourism development.

As the state-wide community development program emerged and area development specialists were hired on the district (multi-county) level, the unique, established communicative and feed-back, educational system which the Extension Service had been able to implement for the tourism development specialist with a new and growing clientele in almost every county across the state. This growth made necessary a second state specialist, Dr. Allan J. Worms, who developed a tourism and outdoor environmental education program. Still later, a third specialist, Glenn Kreag, was located at the West Kentucky Agricultural Experiment Station in Princeton to better serve that portion of the state. Glenn developed a slightly different approach to meet the problem with an educational program built around his specialty in economic and outdoor recreation.

One element of success in the Kentucky Extension tourism development efforts can be attributed to the technical assistance and broad-based educational subject matter that the combined, yet different, specialists have brought to the program.

My own background is in the field of hotel, restaurant, and resort management. I continue to work with hotel, motel, resort and restaurant people across the state in the planning and development stages of new tourist facility construction and in the development of training programs to maintain and improve existing lodging and guest services.

Dr. Worms brings a broad-based knowledge which he uses to build environmental education programs related to preserving and maintaining our historic, cultural, geological, and scenic assets. These are needed to attract visitors and to give them that important sense that the trip to Kentucky was worth the effort. The specialists want visitors to see and experience different things that are indigenous to Kentucky - not just a copy of what's back home.

Glenn Kreag provides the nuts and bolts of sound business principles and financial management necessary for the successful operation of outdoor recreation (golf, camping, marina, canoe livery, horseback riding, and fee-fishing lake) facilities. Much of his work in the Kentucky/Barkley Lakes area is assisting developers so they will provide the proper amenities and services necessary for successful second or vacation-home communities.

The principle of effective community development which specialists have learned to use in Kentucky is to deliver the level of educational programs and assistance that can be assimilated by the particular individual or group of individuals with whom they are working. None of them are ever content with just providing status quo material. All Extension workers are well aware of the need to constantly expand and stretch the current level of knowledge. But the three of us in Kentucky do try and fit our programs to the strengths and abilities of the group involved so that as individuals, or as a group, they can implement at least one or several small development opportunities, and can complete these small projects before taking on a total development program. That's just one aspect of the development process; but it's an important facet in the evolution of the process.

A good example of this kind of effort is the leadership training program we were able to give to our state-wide Tourist Promotion Program which is funded jointly by state government through its Department of Public Information and by the Regional Tourism Development Organizations supported by local community leaders. I envisioned this type of joint effort when I first joined the Extension Service, but I felt that specific and individual projects would have to be completed successfully in order to sell the idea across the state.

A small community in Eastern Kentucky for the first time saw the importance of the "tourism business" because of a new four-lane highway in its region. I began to work with the community, holding a series of educational meetings for local citizens to develop sound ideas
Visitors to Kentucky tour a scenic area in a horse-drawn wagon. The state's tourist industry seeks to provide unique experiences for visitors to Kentucky.

that would enable them to support their new industry. Their particular project became a small, three-fold travel brochure that would sell the unspoiled and unique scenery of the area along with a tourist place mat (used in food service facilities) that would depict the new highway and scenic backroads alongside symbols and sketches of things to do and see in the area.

Local leaders were brought through the process of not only promoting the attractions in their particular town and county, but also reaching beyond to include things in the general region. The new boundaries required an enlarged leadership. From one county to five, from eight persons to over 40, and from meager funds to modest funds and support, the committee grew. Upgrading their efforts, both the brochure and tourist place mat were eventually planned for full color reproduction - a much more expensive process.

In less than a year's time, the five counties were completing their first small project, just one in a series of many projects undertaken since that beginning. The fruits of that first year's effort were readily visible during the following spring and summer tourist season, and with the help of the specialist, state government officials circulated the brochure and used the place mat during the next legislative session. They were just looking for some small collective effort on the part of local citizens in order to sell the legislature on a joint program that would strengthen the promotion efforts of the tourism industry.

Kentucky's Tourism Promotion Matching Fund Program was established early in the following year with an appropriation of $115,000. As an incentive, the Department of Public Information, on a matching basis, began to pay half the cost of tourism promotion efforts organized and supported on a regional basis. Today, 12 regional Tourism Development Organizations grid the state to form multi-county, joint state and private business support groups. This year over $720,000 was spent on promotional materials.

The formation of 12 regional groups, similar to the pilot project group, did not take place overnight. It was the development process all over again, and in each instance it evolved according to the group's feelings, strengths, abilities, and local resources. Several years passed before success stories for each of the regions could be told.

The educational and organizational abilities of both our county and state staffs provided the leadership to effect this type of effort on a state-wide basis. Even now, the leadership among the various regional tourism organizations depends heavily on the organizational and educational skills of county, area, and state Extension staffs. These local and regional Tourism Development Organizations provide new and broader-based support groups interested in the efforts of the Kentucky Extension Service. The groups not only plan their yearly activities so as to develop and promote the travel
and recreational assets of their region, but they recruit home-grown talent and leadership to secure materials and tools for their work (photographs, art work, copy, financing). Each winter and spring, we see them form teams of local business leaders to fan out across this country (Charlotte, Dallas, Detroit, Minneapolis, etc.) to operate travel booths at various travel shows. They want to personally promote their regions. They become spokesmen with a vital interest in the travel business, and while the majority of them are tourist facility operators, each year more and more doctors, lawyers, bankers, automobile dealers, etc. join their ranks. A number of homemaker leaders, feed and grain dealers, and hog farmers not only participate in these efforts, but also serve in leadership roles in the tourism groups. The Kentucky Extension Homemakers Association is one of about six state groups which followed the National Homemakers Association with the publication of Kentucky Treasure Trails, a 272-page book full of excellent photographs and descriptive material about major attractions as well as the out-of-the-way places that will help sell Kentucky travel.

Kentucky’s Extension Service will put an educational program together in the next few years. To try and meet the future needs of the growing tourism industry. Investors with large amounts of capital looking for growth opportunities in the recreation and tourism sector of our economy will seek our help in developing reliable research and technical assistance to guide them. Almost every segment of the existing industry will want educational programs geared to ways in which their current level of business can be improved. Seminars, workshops, and meetings for hotel and restaurant managers will be held in various parts of the state.

The Cooks and Bakers Workshop (a two-week short course) is offered in several locations in alternate years. This particular program requires a great deal of organization and preparation. It is successful only because many state and county home economics personnel contribute time from their busy schedules.

We will continually offer educational programs to improve the job skills of tourist facility workers (waitresses, housekeepers, hotel and motel maintenance people, and service station attendants). Several communication workshops to teach principles of effective advertising and promotion and to improve these skills for individual tourist facility operators and regional promotion groups are scheduled.

The continuation of inventories and studies among the various community development groups to better identify and determine unique scenic and historic attractions that are either "undiscovered" or under-developed will occur this year. One county agent on his own initiative organized a group that explored and found over eight natural rock arches that were unknown, and his group continues its work to improve or establish better hiking trails to all 26 natural rock arches in their county.

Educational programs and technical assistance in park and playground design are areas in which all three specialists devote time. Surveys to determine community recreational needs and construction guidelines for proper layout and design systems, compatible with the park setting or landscape problem, are a critical need expressed by most communities. The specialists never try to lead or directly impose ideas on people, but all three of us do try to impress upon the particular audience the need for high quality and individuality of design. Making recreational facilities unique is an important factor in the tourism business. If what Kentucky has is a copy of what’s back home, then why should travelers visit the state?

This individuality that everyone tries to bring to the program demands the talents of the entire University. There’s no question that other college members have helped get results. How could a large-scale community park development project be brought about without some response and support from our Forestry Department or the soils scientists? The work done with restaurant operators would be impossible without help from the county and state home economics people. Try planning a golf course without a turf management specialist from the Department of Agronomy. How about a unique cantilevered structure that agricultural engineers have not reviewed? No program can achieve depth and quality without some input from others.

Outside the University of Kentucky, College of Agriculture, the Extension specialists find other colleges, and their departments, very willing to help. It could be the fun and excitement in this type of work. There is some travel adventure in everyone. Several months ago, I went to a particular site to do some field work with students from other colleges of the U.K. campus. I’m sure they envisioned the day as a chance to escape the office and spend some time along one of our beautiful lakeshores, but I kept them very busy all through that day. They genuinely enjoyed the day and its adventure and were pleased to apply their own skills and later return with colleagues to see the completion of the project. In reality, they became tourists or travelers for the day.

Kentucky’s Cooperative Extension program has established its role as a leader in the field of tourism development. With a concerted effort during the last year, it has helped Kentuckians organize to see that this vital industry can continue to grow in the years ahead. At all levels (county, area, state), Extension agents led people through an educational process to define future goals for the tourism industry. And Extension has provided the technical assistance and support that enabled these leaders to shape state government policy. By 1979, a cabinet level Department of Tourism will be established in Kentucky. Even now, one of our specialists, Dr. Worms, is on a one-year leave-of-absence to write the program and establish operational guidelines for the department.

Tourism development is a contiguous and exciting aspect of community development work. We may bring a different bag of technical knowledge with us to share with local people, but we carry it with us in a package wrapped and tied in the development process. This is important for any new or untraditional program. We perceive ourselves as one with the local leadership, with ideas to be expanded or trimmed according to local perceptions and needs. We work on their level and strength of commitment toward that common objective - the better use of our natural resources.
LOUISIANA: COMBINED EFFORTS YIELD NEW RECREATION OPPORTUNITIES

Wayne Robichaux
Recreation Specialist
Louisiana Cooperative Extension Service

Iberia Parish, a 589 square-mile coastal Louisiana parish, had a problem. The problem was a familiar one for rural areas everywhere. With ever-increasing mechanization of labor, people found themselves with more and more time to engage in recreational pursuits.

But what happens if there are no recreational facilities available for the people who have the time and desire to use them? Some people will become bored and dissatisfied with their community. Others—particularly young people—may turn those energies which could be released through recreational activities toward less socially acceptable modes of behavior.

Prior to the mid-1970's, almost all the recreation and park programs in Iberia Parish were centered within the municipality of New Iberia, the largest community and seat of government for the parish. And even those programs were volunteer-run, loosely financed and narrow-based.

Slightly more than half of Iberia's 57,397 residents live in New Iberia and therefore had access to the city's limited recreational programs. The remainder of the parish residents, scattered throughout the rural areas, had very few recreational outlets available to them. And the recreational opportunities which were available were minimal and substandard. Local schools, churches, civic groups, and other volunteers joined together in attempts to offer some types of recreational activities, but such efforts suffered from the lack of a definite financial base of support.

It became apparent to the police jury, the governing body of rural Iberia, that the lack of a comprehensive recreation

Dr. Wayne Robichaux, right, recreation specialist for Louisiana Extension, looks over plans at a construction site for a park initiated through a new recreation and parks program in Iberia Parish, Louisiana. Explaining locations of planned facilities is Curtis Landry, director of the parishwide recreation and parks program.

Once the opportunity for youngsters to play ball was mostly limited to the one principal city of Iberia Parish, Louisiana. Now, under a new parishwide recreation and parks program, facilities and activities will serve rural communities and areas. Some, such as this modern, lighted ball park, have already been completed and are getting full use by area residents.
program for all age groups living in the parish's rural areas, small towns and villages was a major problem needing immediate attention. Rural residents were increasing their demands for much-needed recreational facilities and programs, and the area's leaders knew it was time to act.

In August 1977, the Iberia Parish Policy Jury contacted the Louisiana Cooperative Extension Service's State Task Force for Community Resource Development seeking help in solving the recreation problem.

Following the initial contact, an Extension recreation specialist joined Iberia Parish officials in a series of meetings to discuss the problem. The specialist recommended that a study be conducted to determine the present and future recreational needs of the parish.

Both a recreation preference survey and an inventory and assessment of the parish's existing programs and facilities were included in the study. The preference survey, a 15 percent sampling from all age groups, was done to give the public a chance to influence the direction and scope of any new recreational programs. Parish leaders felt that public support for the program - and any new taxes needed to finance it - would be much stronger if citizens were involved in the planning from the start.

Questionnaires used in the preference survey were distributed through the schools. In addition, a local senior citizens organization helped to survey those parish residents over age 65.

The Iberia Parish Recreation Board supervised tabulation of the survey results, and the State CRD Task Force staff analyzed the data. After this was done, the Extension recreation specialist held several meetings with the recreation board.

Using the information assembled from the recreation study, the group developed a plan designed to meet the parish's recreational facility and program needs for the next five to 10 years.

Recreation Board Director Curtis Landry said of the recommendations based on the findings of the recreation study, "This is...what the people of Iberia Parish said they wanted. This will make our parish a better place to live."

The recreation plan has been drawn up and approved by the policy jury. The recommendations included in the plan are being well-publicized in the parish thanks to valuable cooperation from local press, radio, and television personnel.

Since Iberia Parish leaders first contacted the Extension Service for help, a great deal of progress has been made in upgrading the recreational opportunities in the parish. Instead of being strictly a volunteer effort, the parish now has a professional director with 20 years of recreation experience and a full-time staff to direct the publicly financed, year-round park and recreation program.

Based on the stated preferences of residents, 417 acres of parks are now being developed in the parish, and the recreation board is negotiating for an additional 75 acres of park and recreation lands. Facilities at each park are planned according to the desires of the people who will be served by the park.

Over $4.5 million has been obtained to fund the park/recreation program, including $300,000 from the Land and Water Conservation Fund, $100,000 from the Louisiana Department of Public Works, and $4.2 million from the Coastal Energy Impact Program.

The combined efforts of Extension CRD staff and the policy jury, school board, recreation board, local press, elected officials, and interested citizens have paid off for Iberia Parish. The parish is now well on the way to having a park and recreation program that will serve all its residents now and many years in the future.

MISSISSIPPI SEeks RURAL INDUSTRIALIZATION

Steven W. Murray
Community Development Specialist
and
Thomas H. Loftin
Leader, Community Development
Mississippi Cooperative Extension Service

Teaching community leaders how to attract new industry to their areas is the primary focus of a series of rural industrialization workshops being conducted by the Community Development Department of the Mississippi Cooperative Extension Service. And all signs indicate that the program is a success.

Sharing the Growth
Mississippi is industrializing rapidly. Because wage rates are much lower than in other parts of the country and because there are few legal barriers to interstate migration of industry, much of the industrial expansion now taking place would occur regardless of whether active efforts were made to recruit industry.

The price system - free enterprise - is the prime influence.

Manufacturing employment in Mississippi increased 21 percent between 1970 and 1977. Although the net total for the state was a 37,400 increase in manufacturing jobs, 28 of Mississippi's 82 counties registered decreases in manufacturing employment during that period. This suggests that although industrial expansion within any given area is highly probable,
local community leaders desiring growth should make a serious effort to attract new industry or induce expansion of existing industry so that their community is not overshadowed by others competing for the same new jobs. If former agricultural workers displaced by labor-saving advances in agricultural technology of the 1950's and 1960's are to be retained and take their places as productive members of the American private sector, then many new manufacturing jobs must be created in rural areas.

The responsibility for creating a climate which will encourage expansion of the manufacturing sector falls on local community leaders, not on state or regional industrial development organizations. Local leaders must take the initiative to first improve their community and then to market their community as an attractive and profitable place to do business to outside industrialists making decisions about new plant locations or to industrialists already operating in the area who might be contemplating expansion. Otherwise, communities face further out-migration of long-time residents and deterioration of the local economy and public infrastructure.

Forty-nine of Mississippi's 82 counties actually showed net population decreases between 1960 and 1970. Recently the trend has changed; only 14 counties showed net decreases between 1970 and 1976. The reversal has occurred in many communities because new manufacturing jobs have become available. Displaced agricultural workers and young people no longer have to leave their home community to find productive employment.

Plan of Action

Recognizing that it is the responsibility of the Mississippi Cooperative Extension Service (MCES) to provide educational experiences and assistance which will improve the quality of life for rural dwellers, that 80 percent of the people in Mississippi who live in rural areas are not farmers, and that many farmers who engage in marginal or subsistence farming do so because of a lack of better alternatives, the Mississippi Cooperative Extension Service Community Development Department began investigating ways of assisting these people.

In 1976, the MCES Community Development Department decided to sponsor a workshop to acquaint community leaders with some of the problems of industrialization in rural areas. The one-day workshop was held in Jackson, with 69 people attending. Presentations were made by industrial development specialists working for state government agencies and regional development organizations. Topics included selling prospects on communities, evaluating the impact of new industry, and developing industrial sites.

MCES personnel felt that the 1976 seminar had been successful but wanted to get more involvement by grassroots community leaders. MCES wanted to provide information to the people actually doing the legwork in their communities' industrial development effort - chamber of commerce staff, local employment service personnel, mayors, aldermen, county supervisors, bankers, and others. Local leaders must realize that when an industrialist visits a community seeking a plant site, he wants to see accurate information immediately, not a good public relations campaign. He needs to know about the availability of local labor, prevailing wage rates, industrial sites, utilities, methods of financing the new plant, and availability of transportation. This detailed information is most readily available from people actually living in the community, not from industrial developers in the state capitol. Although local leaders cannot usually be expected to understand the economics of location as well as professionals in industrial development do, the workshops were designed to provide them with the background they would need to be successful in securing additional manufacturing employment.

Workshops were held in each of the 10 planning and development districts in Mississippi. Each workshop consisted of three sessions. The sessions were held at one-month intervals because most participants could not be away from their jobs for three consecutive days but could schedule their work in order to participate once a month. An initial orientation meeting lasting only an afternoon was then followed by two all-day sessions.

The objectives of the workshop were to equip community leaders to understand the problems involved in rural industrial development, identify the basic ingredients of a local industrial program,
evaluate local opportunities for industrial development, and outline a local implementation plan for industrial development.

Topics covered in the formal lecture of the workshop were concepts of economic growth, regional theory, location theory, factors influencing the location of industry, leadership and motivation, community development strategy, industrial impact on a community, inducement and financing strategy for communities, industrial sites, prospecting, and feasibility studies.

Teaching Methods
An MCES resource development specialist and an Extension economist from the Rural Development Department - both with Ph.D.'s in agricultural economics and trained in rural development - served as instructors for the courses' formal sessions. Each made a one-hour presentation of the text material followed by a question and answer session. Outside references were used to supplement the text. Outside references included results of other studies identifying the terminus of industrial development, multiplier studies showing the spread effects of new economic activity within a community, brochures on commercial metal buildings which could be used for speculative building purposes, and information packets provided by the Employment Security Commission and Federal financing agencies.

Participants were asked to prepare for the workshop by completing a home study course using John A. Fernstrom's *Bringing in the Sheaves* as a text. A true-false assignment to be completed as the material was studied was developed. Participants were asked to complete the assignments and return them to MCES workshop instructors prior to discussion of that material in class. These assignments encouraged participants to prepare for the workshop and provided an indication to MCES instructors of the participants' understanding of the materials covered.

The afternoon of the second session was devoted to methods of financing new industry in the rural community. Presentations on financing local industry were made by a local banker, and by representatives of the Farmers Home Administration, the Small Business Administration, and the Mississippi A & I Board. During the afternoon of the third session, other government agency people who play a role in the industrial development process made presentations. Included were representatives of the Mississippi Employment Security Commission, the local planning and development district, the Mississippi Research and Development Center, and the Mississippi A & I Board. The interaction these people had with seminar participants was especially valuable to many community leaders who were unfamiliar with the agency functions.

Workshop leaders stressed the importance of identifying characteristics of the local labor force. However, once the industrialist makes the decision to locate in a low-wage area of the South in order to use more labor-intensive methods, then communities within the region must compete among themselves. There may be dozens with the same labor force characteristics, so the community with the most attractive industrial site, tax inducements, or transportation network is chosen.

Evaluation
At the end of the third session, participants were asked to evaluate the workshop. Almost all of them responded positively, saying the workshop was a valuable learning experience and that they could use the information gleaned from it to facilitate the development process within their communities.

Since it was expected that most responses would be positive, one portion of the questionnaire was designed to elicit responses about the relative value of each element of the workshop. Participants ranked reading and studying the text as the highest relative value followed by explanation of text material by Extension personnel, discussion which occurred in seminars, explanation of state agency role by agency personnel, and completing the written assignments.

Results
A total of 143 people were awarded certificates of participation in the seminars. Not everyone completed all phases. Some missed meetings while others did not complete written assignments. However, some people (such as the afternoon speakers) who participated in the seminars never enrolled. The program succeeded in reaching many of the people for whom it was initially targeted. Almost all the participants encouraged MCES to offer more seminars.

At this date, three communities where significant action has taken place partially as a result of the seminars can be documented. A group of participants from Simpson County subsequently requested that MCES assist them by holding a one-day workshop for people in the county with the goal of mobilizing people for development. The workshop, coordinated by MCES through the local county agent, was held in November, 1978. Since then, a county-wide economic development group has been organized to promote industrial development in the county specifically by identifying and developing new industrial sites.

In Panola County, MCES is coordinating another community economic development seminar with the goal of generating support for a bond issue, the proceeds of which will be used to finance an industrial park in Batesville.

In Neshoba County where MCES has previously been providing in-depth technical assistance, three of the seminar participants - a banker, a planning and development district planner, and a Federal government official - subsequently became heavily involved in securing a factory which will provide 200 new jobs for low-income people in the area.

There is visible documented evidence that the workshops exerted a positive influence on industrial development in these three rural areas. The unseen results are surely much greater since MCES cannot constantly monitor industrial activities in all the participants' communities.

It is important to realize the need for developing a positive attitude toward industrial development in rural areas and a spirit of cooperation among everyone involved. Industrial development is a complex process. Although only a few people will be officially designated as the community's industrial developers and will meet with prospective industrialists, the support of others is essential to the goal of attracting new industry to a community.
HELPING LAND USE PLANNERS IN NORTH CAROLINA

John N. Collins
Specialist in Charge
Extension Community Development
North Carolina State University

It was an early Spring morning when Leo Williams, county Extension chairman in Davie County, discussed the farm enterprise on this rolling piedmont farm. When he and the farmer finished talking crops and cattle, they were joined by the farmer’s wife up near the road by the garden. As they talked gardening, Leo noticed a neighbor in an adjoining garden plot, and as he started to leave she came over and asked Leo about the type of vegetables she should consider planting in her garden.

While they were visiting, Leo heard a telephone ring. Somewhat puzzled, he noticed the lady heading for the mailbox. She opened the mailbox and answered the telephone. Of all his experiences, this was a “first” for Leo Williams.

The explanation which came later was that in order for one’s children to attend the county schools without charge, residency must be established in the county. The telephone was temporarily put in the mailbox until a mobile home could be delivered and set up.

As the situation developed over the next few months, it became clear to Leo and to the county commissioners and other leaders what was happening in their relatively small, rural county. As a result of governmental policies and regulations in Forsyth County on the eastern border, Davie was getting overflow growth and as one source said, “growing out of control.” School enrollments were increasing at the rate of a thousand to 1300 people per year. Mobile homes were being placed at random, and land was changing hands at a rapid pace.

County commissioners became involved with planners in attempting to set up a land use plan. A plan was developed and hearings were held through the county. At the final hearing held in Mocksville, residents of the county shouted down the plan.

Leo Williams had been in Davie County for a number of years and felt he understood what was happening and what the people of the county really wanted their community to be like. He suggested to the commissioners, “Give me two years to work with the people and get their input and involvement. Then let’s try again.”

Leo developed his strategy and called a dinner meeting of 40 selected leaders at which he explained the situation in the county. He offered a plan to involve the people of the county over a two-year period and asked for their support. All but two attending the meeting agreed to help. One of these individuals, who was 80 years old, commented, “I’m too old to fight.” The other person intended to move from the county. This group met once a week for a number of weeks, developing its plan and strategy while working with a planner and the county commissioners. Study committees were set up for each area to work with the planner and government officials.

At the end of these sessions, word was spread over the county that any group which wanted to learn more about land use could get a program for their group by calling the county agent and naming the place and time. During the next two years, Leo spent 2000 hours in meeting with all types of groups explaining the developing situation and possibilities for the county. He covered such things as soil types - showing the limitations for development on some of the soil found in the county - an area that Leo knew well. He discussed the kind of ordinances and regulations that could be adopted to make a land use plan effective for Davie County.

Leo met with every church group in the county, all civic clubs, farm organizations, youth groups, Extension Homemakers, and anyone who made a request. These meetings were held at all times of the day, including breakfast, and all days of the week including Sunday. Near the end of this period, leaders suggested to the commissioners that the time was right to hold a hearing. Hearings were held in August and again in January, after which the Land-Use Plan and Zoning Ordinances were adopted. These have continued to be adjusted over the years and, in Leo’s words, “have served the needs of Davie County.”

In reflecting on this experience, Leo says, “I found a use for the materials and ideas gained at in-service training conducted by Extension specialists of several departments at N.C. State University.” When asked if he took a position, he said, “Yes, I took a position, I told the people I was for it and the reasons why. I find it very difficult to work with people on something that I have not made up my mind about.”

Situation

Many other North Carolina counties experienced similar growth pressures in recent years. Current land use issues in North Carolina are perceived to be due in part to fundamental changes in land occupancy brought about by social and economic trends of the past 30 to 40 years. Basically, a shift from farm to rural nonfarm and urban residence has occurred due to improved agricultural production practices and nonfarm employment opportunities. In 1940, 46 percent of the state’s population was classified as rural farm, but by 1970 only 7 percent was listed as rural farm. Urban population has
Effective land use planning can keep tranquil rural scenes from becoming victims of urban sprawl.

increased from 27 percent in 1940 to 45 percent in 1970, and rural nonfarm increased from 26 to 48 percent in the same time period.

Economic growth in urban and surrounding areas coupled with the rapid rise in rural nonfarm residence has placed increased demands on urban lands to be diverted to nonfarm uses. Subdivisions, single family dwellings and associated commercial development have appeared on the rural landscape. This has led to the emergence of several land use problems and issues in rural areas. Some of these are:

1. Should critical environmental areas be protected?
2. Should prime farmland and forest land be preserved?
3. Should farming operations be protected?
4. Should development be controlled?

We could add the traditional problem of strip development, incompatible mix of land use, sanitary problems in housing developments and others. These questions have not been totally answered but are being addressed.

Montgomery County

Montgomery County is a lower piedmont county which also was shifting from rural to rural nonfarm residents and adding industrial jobs. Uwharrie National Forest is partially located in the county, which is bounded on the west by the Yadkin River on which Lake Tillery was constructed a few years ago.

An out-of-state land development company bought approximately 225 acres on the banks of Lake Tillery, subdivided the property and sold lots to a variety of individuals who dreamed of having a home on this beautiful lake. When the county commissioners recognized what was happening, they talked to the developers about the situation, pointing out that the roads plotted in were substandard, there were no public facilities, and the land was not suitable for waste disposal by septic tanks. While the developers made a few changes, no major adjustments were made. The buyers of the property were left holding the bag, and many of them still have not been able to realize their dream.

Bill Bowers, county Extension chairman, had been working with the county commissioners and the leaders for a number of years and knew the details of the situation in the county very well. With Bill’s help and that of planners, the county moved quickly to develop subdivision regulations and adopted the regulations without serious objections. A land use plan and zoning ordinances were subsequently developed and adopted. The health department cooperated with local officials and entered into an agreement which required waste disposal permits for residential property before deeds could be recorded. A mobile home ordinance has been added in Montgomery County as a means of further regulating and controlling growth and development.

The Extension agent (Bowers) performed two primary functions in this situation. He assisted the local officials in the process of developing proper plans, controls, and regulations, and he conducted educational programs with citizens on the plan, especially as it related to housing. The county is now in the process of revising several of these ordinances to make them more in line with the state policy for land classification, and is in a good position to control and direct its future.

Currituck County

In the northeast corner of North Carolina is Currituck County, with a population of about 7000 in 1970, which is bounded on the east by fragile coastal land and the Atlantic Ocean. Currituck happens to be just a few miles from the Norfolk-Portsmouth Virginia area.

Jerry Hardesty, county Extension chairman, says that Currituck began to experience overflow growth from the southeast corner of Virginia. Mobile homes were being put up on land with no waste disposal facilities and sometimes without water. Every available piece of land was being bought or rented by potential residents. Development of the coastal area was also moving at a rapid
pace with sand dunes being bulldozed and fragile vegetation destroyed by developers.

The county commissioners asked Jerry to help and involved him with the planning board to set about developing a procedure for orderly growth. The county declared a moratorium on growth for 18 months until a suitable plan could be developed and ordinances adopted. The "Currituck Plan" was subsequently developed and has been used as a model by many coastal counties in North Carolina. Agreements have been reached with utility suppliers so that no electricity is supplied to residences without proper attention to sanitation permits and other land use and zoning requirements.

Extension Education

The instances related above have been repeated throughout North Carolina. There is pressure for development in many areas. In some cases, one can observe that one side of the county is growing very rapidly while the other side has minimum growth or is in fact losing population. Local governments have often responded "after the fact," but the situation is changing. The North Carolina Agricultural Extension Service has responded with a substantial educational program to help residents, community leaders and government officials plan for orderly growth and development. County Extension agents have taken the lead in conducting a variety of educational experiences and functioned as catalysts in the process which caused things to happen. Resource people of the Soil Conservation Service, members of planning boards, members of tax departments, health departments, Farm Bureau, industrial development commissions, real estate developers and others cooperated in conducting this educational program. Extension specialists provided a number of packaged educational programs and prepared a variety of leaflets for use by local Extension agents and leaders. A catalogue of data for land use planning has been provided for use by planners, educators and others in the local land use efforts. Soil specialists have conducted training workshops with sanitarians and health officials on soil types and limitations of soils for waste disposal.

At this point, 54 counties are in some stage of developing a comprehensive soil survey which is a great planning asset to planners, local officials, land owners and prospective purchasers.

OKLAHOMA IMPROVES RURAL FIRE PROTECTION AND AMBULANCE SERVICE
identifies alternative financial arrangements, and even suggests training sources.
The procedure also analyzes capital and operating costs for a particular fire
department or even whole areas, such as a
10-county study recently completed in
northwestern Oklahoma.

Dolkson conducted the study primarily
for Major County, at the request of county officials. He expanded the study
to include nine surrounding counties
because, "You can't tell much statistically
with data from just one county."

The study itemizes all fire protection
services and equipment available when
the study began, other available resources
and obtainable sources of funding.

The completed study gave county
officials several alternatives regarding the
number of fire trucks that county money
should buy and where they could be most
strategically placed.

"We are very appreciative of the work
done in this study and are in the process
of following through on some of the
suggestions," says Major County Com-
missioner Charles Bowman. "It has given
us justification for spending taxpayers’
dollars to develop a county-wide fire
protection system.

"Major County has a lot of little
towns, several of which are upgrading
their volunteer fire departments and
act as back-ups over the county area.

"Since the completion of the study,
we have purchased one fire truck and
placed it at Fairview, the county seat.
The towns of Ringwood, Cleo Springs
and Ames are already underway with
upgrading their departments and Meno is
just starting to organize a department,"
Bowman says.

Problems facing rural communities are
varied, and one of the tasks for Extension
development personnel is to assist
community officials to determine which
method of improving the system best fits
the community.

Frequently, an area is already served
by a volunteer fire department and is
having some problems before Extension
is contacted. Officials will ask the county
Extension agent for help, and he in turn
contacts the area rural development
specialist. This gets the necessary rural
development personnel involved.

A Fairland, Oklahoma, firefighter hurries to the truck in response to an alarm. Extension
personnel helped Fairland upgrade its fire protection by identifying several potential sources of
funding.

Usually the first Extension meeting is
to acquaint interested parties with the
way the study works. They discuss
various costs involved in operating their
department and some of the possible
ways of obtaining funds.

The small community of Fairland,
located in Ottawa County in extreme
eastern Oklahoma, with a volunteer
fire department already advanced above
many small communities, wanted to
upgrade because its service area was
growing. This was especially true in part
of the service area on Grand Lake of the
Creeks, where increasing numbers of
resort and mobile homes located in
isolated areas presented real problems to
the small department.

The Fairland department protects
15,187 acres of Ottawa County which has
a population of about 1,300, according to
the survey. There were 25 business
establishments in the town and 291
housing units. Another 174 housing units
were located out of town, but within the
department service area.

It was estimated that there would be
about 25 fires a year in this area, costing
$219 in departmental expenses to fight
each fire. The department has total
annual operating and capital costs of
$5,476 per year. In contrast, fire damages
for the area averaged $100,000 per year.

Like funds for many other volunteer
departments, this money is hard to come
by on a regular basis. One of the main
Extension efforts is to identify potential
sources of funding.

Funding methods identified include
public donations, charges made per fire
call, monies allocated from county
funds, formation of fire districts to
enable a community to issue bonds for
firefighting equipment, and a listing of
Federal funding sources.

Information concerning fire fighting
and prevention training is an important
facet of the Extension program. Almost
every state provides some type of fire
service training. In Oklahoma, this
training is offered by the Department of
Rural ambulance attendants prepare to transport a patient. An Oklahoma Extension program helps communities make sound decisions in setting up ambulance systems.

Fire Service Training at OSU. All volunteer and part-paid fire departments in the state that do not have a training officer are eligible for free training.

Emergency Medical Service (Ambulance)

Rural Oklahoma communities also have assistance available to them as they try to set up or improve their ambulance services. The Extension rural development program is helping communities make sound decisions regarding support for an adequate ambulance system.

The Extension program involves an extensive analysis of the situation facing the particular community. Records are gone through; number of calls per year is determined; what their charges were and the mileage involved in operating the ambulance are ascertained. A computer program is used to help sort the number of calls and movements between the days of the week and even at four-hour intervals. This is in case the community cannot afford a full-time system and has to go volunteer part-time. The analysis considers all possible locations, minimum response times and the number of ambulances and personnel the area can handle according to money it has available.

People are even classified by age within the emergency medical district, because if the area has a high number of elderly people, the number of ambulance calls will be correspondingly higher.

Recently the Oklahoma legislature passed legislation which enabled voters of any designated area, whether a county, municipality or even a school district, to tax themselves up to three mills per person for ambulance service. Many of the rural ambulance services, whether provided by a local nursing home, hospital or private individuals, are going out of business due to the high cost involved. The highest cost is for trained personnel, indispensable to an effective system. A vital part of the Extension program is the advisement of available training for ambulance personnel.

Citizens and county commissioners from Hughes and Seminole Counties requested Extension assistance in analyzing the emergency medical services options in those counties. The request was precipitated by local funeral directors' announcements of their plans to discontinue emergency medical service to the communities due to the spiraling operating costs. The citizens of Seminole County initially were interested in developing a county-wide program, but their views were modified after the rural development staff presented the required program costs for various options. Because their problem was an immediate one and there also were no funds available to support the county-wide system, they decided on a system that had lesser cost by establishing the emergency medical service within the existing fire department.

As a result of the state legislature's providing each county with the option of establishing an emergency medical district by the vote of the people, these counties may decide in the future to vote a tax increase to support an emergency medical district. In Hughes County, a county commissioner has indicated that the question of establishing an emergency medical district will be placed before the electorate for their decision. This position taken by a county commissioner has had a positive effect on a citizen committee's decision to appoint a group to take the leadership role in contacting people to vote for such a question.

In Pontotoc County, there had been differences of opinion regarding the delivery of emergency medical services between officials of the largest city in the county and the county commissioners. Finally, the county commissioners requested the services of the rural development staff to assist with a review of emergency medical services within the county. The rural development staff, utilizing the feasibility-study approach, an already developed model, conducted a review. Following the review an educational program was given to the county commissioners, the city officials and members of the city's hospital staff. Service demands, operating costs and alternatives were presented during the meeting. Subsequently, a county-wide bond issue was placed before the people for the purpose of establishing an emergency district. The issue was voted down. The city since has purchased ambulance equipment and presumably will provide the needed ambulance service. This particular endeavor is an excellent illustration of Extension providing unbiased and accurate information for the people to utilize in the manner in which they believe best satisfies their needs.
This article details some of the most recent accomplishments of the Puerto Rican community resource development program. These accomplishments were made possible by Title V of the Rural Development Act of 1972. This project took place in Aguada, in the poor, isolated community of Cerro Gordo.

Some of the problems in the community were poverty, lack of road transportation, poor housing, lack of drinking water, and poor nutrition. Previously, there were some unsuccessful efforts to resolve these problems.

In June 1974, a group of Agricultural Extension Service personnel were able to bring new hope to the community. The community was motivated into organizing and into facing its problems again. A steering committee was formed to represent 99 families in soliciting help from various state and Federal agencies. Clubs were organized to create leadership for the community.

Meetings took place between the community members and representatives of county, state and Federal agencies. A work plan was made, emphasizing road and bridge construction, drinking water, health, housing and the socio-economic development of that area.

With the cooperation of the residents and various agencies, $233,000 was acquired for the road and two bridges that connect the community with the main highways. The active participation of the neighborhood in donating land and labor saved more than $50,000.

After this accomplishment, the community was stimulated into solving other problems, such as the need for drinking water. A water system was installed with funds from several government agencies. This project helped 426 families with 2,550 members.

With the help of VISTA volunteers, 45 home gardens were established increasing the availability of fresh fruits and vegetables.

The Rotary Club, the Medical Association, the College of Medicine of the University of Puerto Rico and other organizations helped to establish 10 medical clinics in the area. Several families received free general medical examinations and blood and diabetes tests, and local pharmacies and other commercial firms in the region donated prescription medicine. Approximately 90 people were treated and received their medicines by arrangements made with the County Administration through the Community Action Program.

The annual per capita income in Cerro Gordo is $242, the lowest on the island. A series of activities were planned to train the people and to find employment for them. Handicraft and sewing industries were established.

These important accomplishments are only some of those that have taken place. Everyone involved in the community development program in Cerro Gordo believes the biggest accomplishment was that the community was united through this effort.

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Comunidad puertorriqueña se beneficia del Proyecto Titulo V de Desarrollo Rural

La pobreza, la falta de vías de comunicación, malas condiciones de la vivienda, la falta de agua potable y la mala nutrición eran algunos de los problemas que agobiaban a los residentes de la zona aislada del barrio Cerro Gordo de Aguada en la región oeste de Puerto Rico.

Aunque anteriormente ya habían aunado esfuerzos para resolver en parte estos problemas, los logros alcanzados fueron muy pocos y como resultado surge una falta de interés entre los vecinos, quienes pierden las esperanzas de lograr obtener el progreso y las comodidades que eran disfrutadas por otras comunidades y que tanto ellos anhelaban.

Surge en junio de 1974 una nueva esperanza. Mediante el "Rural Development Act of 1972" Titulo V y a través del servicio de Extension Agrícola, un grupo de funcionarios compuestos por un agrónomo, una economista del hogar y dos sociólogas llegan a la comunidad aislada y logran revivir nuevamente en los vecinos aquellos deseos de progreso y mejoramiento que habían estado escondidos por años.

Motivados y llenos de entusiasmo la comunidad se organiza y acuerda enfrentarse con valentía y dedicación a los...
problemas que les afectaban. Nombran un comité temprano o mejor conocido por ellos de vecinos, quienes tendrían la encomienda de servir de portavoces de las 99 familias en las gestiones de solicitud de ayuda a las diferentes agencias de Gobierno Estatal y Federal.

De igual forma las amas de casa se organizan y forman el club de amas de casa para adquirir nuevos conocimientos en nutrición, cuidado del niño, costura, mejoramiento de la vivienda, relaciones de familia, otras materias relacionadas con el hogar y la familia. Pero su objetivo era el servir de apoyo moral a sus esposos y vecinos en la gestión de allegar los fondos necesarios para la construcción de la carretera, de dos puentes, del sistema de acueducto y para la solución de los demás problemas.

Sintiéndose parte integral de la comunidad y siendo los futuros hombres y mujeres del barrio y quienes disfrutarían a plenitud de los logros alcanzados, la juventud se agrupa, se organiza el Club de jóvenes de la comunidad. Es su objetivo principal el capacitarse para ser los futuros líderes y, a la vez, servir de aliciente a sus familiares en toda aquella actividad o gestión encaminada por ellos para lograr los objetivos de la comunidad.

Varias reuniones se celebran con la participación de los vecinos de la comunidad, administración municipal, el Servicio de Extension Agrícola y diferentes funcionarios de agencias del Gobierno Estatal y Federal. Un plan de trabajo es formulado. Se le da énfasis a la construcción de la carretera, los puentes, el servicio de agua potable, la salud, la vivienda y el desarrollo socio-económico de la zona.

Mientras todo esto va ocurriendo, un grupo de sociólogos de la Estación Experimental Agropecuaria conduce un estudio socio-económico del área para determinar el nivel de pobreza y las necesidades de las familias. Igualmente se determinaron los puntos de partida (bench marks) para tomarse en consideración en la evaluación final del proyecto y medir los logros alcanzados por las familias.

Como resultado del esfuerzo cooperativo de los residentes, la Corporación de Desarrollo Rural, la División de Educación a la Comunidad del Departamento de Instrucción Pública, Departamento de Transportación y Obras Públicas y el Servicio de Extension Agrícola se consigue la cantidad de $233,000 (dolares) para la construcción de dos puentes y 2.3 kilómetros de carretera que comunica a la comunidad con las carreteras estatales #2 y la #417.

La carretera y los puentes le abrieron una nueva esperanza a los residentes para poder participar de servicios y comodidades que hasta entonces sólo podían ser disfrutados por comunidades más progresistas.

La participación activa y desinteresada de todos los vecinos, aportando en forma gratuita los terrenos y parte de la mano de obra, hizo posible un ahorro al proyecto de mas de $50,000 (dolares) en el proyecto.

El comienzo de la construcción de la carretera sirvió de estímulo para continuar buscando solución a los demás problemas.
Se crea conciencia de la necesidad de suplir agua potable a los residentes, ya que el agua del manantial estaba contaminada y no era recomendable para consumo humano. El personal del Servicio de Extensión Agrícola, y el comité de vecinos sostienen una serie de reuniones con funcionarios de la Administración Municipal, la Farmer Home Administration, la Corporación de Desarrollo Rural, la Autoridad de Acueductos y Alcantarillados y otras agencias para buscar solución de problemas. Se allegan fondos de acción legislativa, el gobierno estatal y el gobierno Federal (H.U.D.) y se construye un sistema de acueducto que le ofrece servicio a los residentes de la comunidad y a vecinos de los barrios adyacentes de Marias y Maney.

Como consecuencia de la acción tomada por los vecinos de la zona aislada; Un total de aproximadamente 425 familias con 2,550 miembros se beneficiaron del proyecto.

De acuerdo a testimonio de los propios vecinos el servicio de agua potable que reciben actualmente es eficiente y de primera calidad.

Dada la condición de salud y nutrición de los residentes el grupo de trabajo realiza un estudio de las condiciones de salud y nutrición de los residentes. Se inicia una campaña educativa en forma masiva que incluye conferencias, demostraciones, cartas circulares, películas y visitas a los hogares con el objetivo de educar a las familias en lo relativo al valor nutritivo de los alimentos, confección de las comidas, selección, compra y uso adecuado del dinero.

Se da enfasis primordial al uso efectivo y adecuado de los cupones de alimentos que se comienzan a recibir por primera vez en ese mismo período.

Asistidos por tres jóvenes voluntarios del programa "VISTA" se desarrolla una campaña de producción de hortalizas y vegetales para el consumo de la familia. Se logran establecer un total de 45 huertos caseros y aumentar el consumo por las familias de frutas frescas y vegetales.

A través del Centro Médico del oeste y el Centro de Salud Local un total de 697 miembros, de 105 familias son examinados para pruebas de parásitos. Debido a la incidencia de parasitos encontrada toda la población de la zona recibe tratamiento y una campaña para la prevención y control es llevada a cabo.

Con la participación del Club Rotario local, la Asociación Médica, la Escuela de Medicina de la Universidad de Puerto Rico y otras organizaciones se celebran un total de 10 (diez) clínicas médicas en la zona. Las familias recibieron examen médico general, pruebas de sangre y diabetes y las medicinas prescritas por los médicos fueron suplidas de donaciones hechas por las farmacias de la localidad y otras firmas comerciales de la región.

Mediante arreglos hechos con la Administración Municipal y a través del Programa de Acción Comunal se ofrecen a los residentes de la zona aislada los servicios médicos de ese programa. Semanalmente dos clínicas médicas son efectuadas donde alrededor de 90 personas son atendidas y reciben sus medicinas donadas por el programa.

De acuerdo al estudio socio-económico el ingreso por capiata por persona anual en la zona es de solo $242 (dolares) siendo el más bajo en la isla. Se planificaron una serie de actividades para allegar fuentes de empleos y capacitar a las personas para ser empleadas.

Se organizó a través de la Administración del Derecho al Trabajo (A.D.T.) un curso de costura industrial donde 90 jóvenes y adultos de la zona son adiestradas durante un período de 6 meses. Además de la enseñanza técnica, reciben una ayuda económica de $1.75/hora para mejorar los ingresos de las familias. Del total adiestradas 27 jóvenes fueron empleadas en las diferentes fábricas de la región.

Había existido anteriormente en la zona una industria de artesanía local, la cual consistía en la confección de sombreros de paja de palma. Se logró reactivar a las personas de mayor edad y enseñar a los jóvenes y adultos aprender la técnica de este tejido.

Se organizó con la ayuda técnica y económica de la Corporación de Desarrollo Rural una asociación de productores independientes de sombreros. Actualmente, la producción es de muy buena calidad y su producto se vende a la compañía de Fomento Turístico de Puerto Rico. Además del ingreso económico, esta industria contribuye a la promoción del área a nivel local e internacional. Debido a participación activa de los vecinos en la construcción de la carretera y puentes, la mano de obra no diera en estos proyectos fue realizada por ellos para ayudar a mejorar los ingresos económicos de las familias.

La familia se interesa en mejorar la condición física de la vivienda y se dan a la tarea de reconstruir la vivienda. Veinticinco familias construyeron su vivienda en hormigón y 55 son reconstruidas en madera, zinc y hormigón. Sesenta y tres familias remodelan su cocina, instalan fregaderos dentro y preparan o adquieren equipo para el almacenamiento de los alimentos.

Se elimina el antiguo fogón de 3 piedras y se adquieren estufas de gas butano o eléctrica.

La condición sanitaria se mejora y 37 plataformas de letrinas son distribuidas. Se construyen 33 servicios sanitarios dentro de la vivienda y 64 letrinas son reconstruidas.

Estos son los logros más importantes de los vecinos del barrio Cerro Gordo. Pero lo que alcanza mayor magnitud, es el cambio de actitud logrado entre ellos. Ahora son una sola familia, el problema de uno es problema de todos. La unión, la comprensión y la solidaridad han hecho que no le tengan a la adversidad y caminen con la mirada puesta en la esperanza y la fe en el porvenir.
TENNESSEE YOUTH ARE INVOLVED IN COMMUNITY DEVELOPMENT

R. Gordon Holleman
Associate Professor, Resource Development
Agricultural Extension Service
University of Tennessee

Frequently we lose sight of the fact that many of our youth and young adults are extremely interested in the development and improvement of their communities. From observing many of their activities and interests, we have learned that the line of demarcation between concerns of youth and adults is vague, if it really exists at all. The 4-H/Community Development Program in Tennessee is providing a reservoir of concerned young people who are ready to assume responsible roles as citizens due, in part, to their activities as 4-H’ers.

Soon after the 4-H/CD Program was inaugurated, Chevron Oil Company invited Tennessee to participate in the 4-H Community Pride program which it sponsored. Funds were to be used for a 4-H/CD program and the name 4-H Community Pride would be used. No other restrictions were placed on funds provided.

Now in its fourth year, the 4-H Community Pride program has provided many groups of 4-H’ers an opportunity to carry out worthwhile projects in their home communities and counties and, incidentally, to become more aware of the workings of local, county, and state governments and the community power structure. The objectives of the program stated generally are to improve the environmental situation in communities, to create community mindedness, and to carry out action programs developed by 4-H’ers and involving other citizens in a unified community effort.

Close cooperation between the 4-H and resource development departments of the Extension Service has been maintained throughout the program with a member of the resource development staff acting as subject matter specialist. Keeping in mind the keen competitive spirit of 4-H’ers and the need for identifiable projects as part of the continuing program, Community Pride is based on the calendar year. Project proposals, including the need, schedule, and budget, are submitted for evaluation prior to January 1 of the project year. Proposals are evaluated and the entire funding provided by Chevron Oil Company is used as “seed” money and distributed to the individual project groups. The addition of locally secured resources is suggested. These project groups are encouraged to include in their organization both teen and adult volunteer leaders. The calendar year program permits a wide variety of projects to be carried out whether school related, holiday oriented, or seasonal.

A few ground rules have been established regarding the funding of projects. A maximum limit of $100 per project has been set; however, due to budgetary limitations and the large number of projects submitted, this has seldom been reached. Basic rules for awarding funds do not permit the use of Community Pride funds to purchase finished products for use in the community. Neither can Community Pride funds be used as a monetary contribution to a larger fund raising campaign. The intent of funding is to provide enough money to get the project started by purchase of raw materials. Participants are encouraged to seek additional funds, materials, contribution of labor, and technical assistance at the local level. A regional sponsor, the East Tennessee Community Improvement Committee, provides additional financial support for the 21 counties of upper East Tennessee. This sponsor takes the form of additional funds for “seed” money and for awards upon completion of projects.

In evaluation of both project proposals and reports, emphasis is placed on people involvement. The concept of individuality in most traditional 4-H project areas must be modified in favor of dependence on non 4-H members as legitimizers, resource persons and others vital to successful planning, progress and completion of projects.

At the end of the contest year, project reports are submitted and judged at the district and state levels. Reports are judged on a total county basis, and district and state winning counties are selected. Award plaques are presented to the district winners and the state winner at Tennessee State 4-H Congress in April following the year of completion.

As in any relatively new area of 4-H activity, training of 4-H’ers, leaders, and agents is essential. This is done in a number of ways. Agents primarily engaged in 4-H and youth work receive training in conjunction with ongoing 4-H Inservice Training. Basic concepts of community resource development are explained and related to the more traditional 4-H activities. Especially significant is the interest shown when the relationship of citizenship and leadership to 4-H/CD activities is explained.

State and district level 4-H conferences for senior 4-H’ers include training sessions on 4-H Community Pride. These trainees provide a nucleus of trained teen leaders in their home counties.

Group meetings are held from time to time in counties requesting a state specialist to present programs to county-wide groups of 4-H’ers, parents, leaders, and agents.

Specific projects are never suggested but rather are developed from the needs
of communities without further guidance; however, they fit extremely well into the areas of the four major concerns of rural development outlined by USDA (community services and facilities, people building, economic improvement, and environmental improvement). Without exception, all projects can be related to these four areas. In training sessions, examples can be chosen from all program thrusts recognized by the Tennessee Agricultural Extension Service. Thus the relationship of 4-H Community Pride to both resource development and 4-H activities can be clearly explained. Although 4-H/CD is not recognized as an individual project for a 4-H'er, its relationship to citizenship and leadership has great appeal to the record book conscious, competitive 4-H'er in any project area.

Participation in the competitive aspect of Community Pride includes 40 to 50 of the 95 counties in Tennessee, although many other counties have groups carrying out projects meeting the criteria for Community Pride.

Examples of projects are difficult to select. Generally speaking, younger 4-H'ers are more interested in action type projects and have been quite involved in improving equipment and facilities and in beautification of their school communities. Naturally, recreational facilities and environmental improvement are popular areas of interest to Community Pride groups of all ages. Older 4-H'ers, while interested in larger scale or county-wide versions of similar projects, have also been inclined toward the general area of people development and the development of educational programs which are presented to 4-H clubs throughout their counties. For example, older groups have devoted a great deal of time to well planned projects to assist senior citizens in various ways. They have also become aware of the needs of economically, physically, and mentally disadvantaged children and have spent many hours in group and individual attention to these needs. During the bicentennial and succeeding years, groups of all ages made concerted efforts to beautify and draw attention to historic sites in Tennessee. One county-wide group recorded, transcribed, and published a book consisting of reminiscences of older residents in their county. Others have been spectators and active participants in public meetings considering matters of importance to their home communities.

Benefits to the overall 4-H program are sometimes easier to enumerate than to verify. Working in well-organized groups does develop teamwork. The use of many 4-H skills in practical application is undoubtedly encouraging to those involved. Contact and involvement with elected officials, resource persons, and others develop confidence and poise. Presentations to organized groups of adults permit public speaking practice to be put into use. Citizenship and leadership training have become stronger, but possibly comments of agents involved have provided the most encouragement. It has been stated that involvement in 4-H Community Pride has kept seniors interested in 4-H after they felt they had outgrown much of the program and that Community Pride participation gives them an opportunity to meet the "real world." Agents have also stated that 4-H Community Pride is a good rallying point where 4-H'ers of all ages can not only benefit their communities but can also show themselves to citizens of the community in a very favorable light.
TEXAS COMMUNITY IMPROVEMENT BRINGS PROGRESS...AND PRIDE

Timothy L. Shauntly
Community Improvement Specialist
Texas Agricultural Extension Service

A grass fire is sighted. A call to the local fire department is made. An immediate call to volunteers goes out. Each volunteer leaves immediately for the firehouse. The trucks report to the site of the fire. Two hours are lost and hundreds of acres are burned.

What was the problem? Poor communications? Lack of dedication by the volunteers? Inadequate equipment? None of these was the culprit. The problem occurred because of the geographic location of the grass fire.

The problems faced by Wildorado, a small, rural community in the Panhandle of Texas are exemplary of those faced by many rural areas. The sequence of events mentioned above happened in the described order, without delay, but there was still considerable loss. Why? Wildorado is a farming community in the High Plains, and the distances involved caused the problem. The fire was spotted at a site 20 miles from the firehouse, and the call was made. The alert to the volunteers went out immediately, but many of the trained firemen were working their fields up to 30 miles away. Although they responded as quickly as they could, they had to drive into town to pick up the truck and then travel 20 miles to the site of the fire. Who was to blame? Must rural residents in Wildorado, Texas and other similar rural areas accept poor fire protection as a fact of life? The answer is no, and the Texas Agricultural Extension Service offers a program designed to eliminate this.

The Texas Community Improvement Program is designed to assist Texas communities in overcoming this and other similar problems. Since 1950, the investor-owned electric utility companies operating in Texas have sponsored the Texas Community Improvement Program in cooperation with the Texas Agricultural Extension Service. The program is conducted through the local county Extension agents. The Texas Community Improvement Program, or TCIP as it is known in Texas, is a unique combination of public and private forces working to aid the rural areas of Texas. The program consists of on-going educational programs and a contest designed to determine the “best” rural communities in Texas. TCIP utilizes the Extension Service delivery system to provide training and educational programs, and the investor-owned public utility companies serving Texas provide financial assistance, including cash awards to the leading communities. The program includes an executive committee, consisting of representatives from each utility company and the Agricultural Extension Service, a community improvement specialist with the Extension Service, and local leadership provided by county Extension agents and local utility company managers.

The program was designed originally to stimulate individual, family and community efforts toward community improvement. Objectives are to make rural life more profitable and stable, as well as more desirable and satisfying. The program is open to all rural communities with a population of 1,000 or less. Cash prizes are awarded after winners have been determined on the basis of progress made within the community during the year ending each March 31. TCIP representatives conduct on-site visits to evaluate the communities’ success in attaining goals that had been stated the previous year.

Any group of people who feel they belong in the locality in which they live, and associate with one another in schools, churches and other organizations may enter the program. The community group determines its goals and committees, and individual families strive to accomplish them. The sum total of the efforts of literally thousands of families living in communities all over Texas has been a great movement for the good of the state. The primary areas of support offered by TCIP are organization, leadership training and development, and recognition.

The organizational training is designed to assist the communities in preparing for action. Those communities enrolled in the contest have certain specified requirements, such as designated officers to be rotated annually and suggested committees. The organizational objectives are supported by training provided by Extension community resource development specialists. The basic advantage of an organized community is to allow for the transfer of ideas and information to the greatest number of community members in the most efficient means. The major obstacle to community improvement in small areas is usually the lack of organization. TCIP feels this is the first step toward significant improvement activity.

Once organized, the Texas Community Improvement Program assists the community in the development of trained leaders. Again, the contest has built-in requirements designed to strengthen the overall leadership development of the community. The fact that the contest evaluates the development of local leaders causes requests for training in this area to be widespread. Here, again, TCIP relies on the resource development staff of the Extension Service to provide support.

Wildorado became involved in TCIP through the actions of a few parents
seeking ways to improve the limited recreational activities for their children. When the program was first introduced, the citizens thought that the program was a grant to build a playground, and they were disappointed when told that the only money available through TCIP was cash awards. Their feeling was that the money was needed before they could complete, and only through the action of the county agent was Wildorado enrolled in TCIP.

When the community was told of the need for an organization, the residents decided to turn to the existing PTA. Wildorado's first year in the program was devoted to a series of training sessions designed to teach participants how to operate as a group. The town's original purpose, obtaining playground facilities, was not overlooked, and the Extension CRD staff acquired plans for the playground and cost estimates for the work. At the same time, a committee of local farmers was formed with the goal of jointly developing a plan for helping the school acquire the needed equipment. This new committee, with little outside assistance, realized that through donated time and work, they could construct a little league baseball field. The men and tractors showed up at school on a Monday morning, and by Friday, Wildorado had a ballpark. Lights, restrooms, concession stands, bleachers, and other support structures were still needed, but the success and pride of those involved was sufficient to eliminate the need for worry. Everyone knew that the ballpark would be completed.

The success of the ballpark and the confidence acquired through the additional training meetings prompted the community to look at more serious needs. The need for an adequate water system was clearly the major concern of most residents. When Wildorado was preparing to host TCIP judges for their first judging, community members decided to list the acquisition of a rural water system as one of their long-term goals. With the documented results from the first year, and the ambitious goals established, Wildorado placed fifth in a 20-county district during the judging and received a $50 award. This was the beginning of real community improvement in Wildorado. In an effort to place higher in the judging, Wildorado began an earnest, concerted effort to secure the water system. With many intermediate accomplishments to show, Wildorado successfully completed a water system three years later.

The new water system helped eliminate the fear of grass fires in Wildorado. The system extended to serve the wide geographic area, but more importantly, led to the upgrading of the volunteer fire department. In cooperation with the Texas Engineering Extension Service, the volunteers of Wildorado received valuable training on the techniques of firefighting. The problem of distance still was real, but Wildorado overcame it as a result of the monthly TCIP meetings.

Most of the delay in responding to grass fires was caused by lengthy driving times from field to town and back to the fire. The women of Wildorado asked if they could be trained to respond to the calls and deliver the equipment to sites, enabling the volunteer firefighters to report directly to the scene of the fire. Then the idea was expanded to include training the women in the necessary skills of firefighting. Today, when a fire is reported in Wildorado, the firemen - firepersons - are ready and able to respond immediately, saving lives, property and time.

While TCIP has resulted in physical improvements, one of the most significant gains in Wildorado is the pride of having the community named as the "best" in Texas. It is this recognition, much deserved, that causes Wildorado and other Texas communities to continue to participate in the Texas Community Improvement Programs.
**VIRGINIA DEVELOPS LOCAL GOVERNMENT PROGRAMS**

Don Lacy  
Community Resource Development Specialist  
Virginia Cooperative Extension Service

The Virginia effort to develop local government educational programs is directed toward three basic audiences: adults, local government officials, and youth. The goals for each audience are somewhat similar. The goal for the efforts directed toward local government officials has been to help them become more effective in carrying out the duties associated with their respective jobs. The basic goal for the youth and adult educational programs has been to help them develop a greater understanding of their local governments.

Several local government programs help adults learn more about their communities. The thrust of these programs is toward citizenship education. One example of these programs is the development of handbooks or citizens guides to local government. These handbooks provide information about the historical background of the local government; the functions and activities of the various departments of the local government; the revenues, taxes, and expenditures of the local government; and the opportunities for citizens to participate in local government activities, programs, meetings, boards, commissions, and elections. Extension field staff helped to develop handbooks in 12 localities. Additional handbooks are planned for the future.

Another example of the educational programs for adults is the development of slide/sound sets that describe the departments of local governments and the functions of those departments. These slide/sound sets are produced for an individual locality and are designed for civic groups and other citizen organizations as well as for new employee orientation to the local government. Three of these programs have been developed and several others are planned for the future.

Another educational program for adults seeks to help citizens understand local government finances. These programs include slide/sound sets and public affairs forums to explain local government budgets, taxes, and expenditures. The information is designed to fit specific localities so that citizens can more fully understand the financial issues, problems, and alternatives facing their localities. Long-range plans for this educational element include the development of extensive information packages for citizens to study and compare the costs of their local government with those of other local governments in the state.

Several program elements in local government are used to help local government officials become more effective in their respective jobs. One program thrust has been to provide orientation programs for newly elected officials. Two programs are conducted jointly with the Virginia Association of Counties (VACO) and the Virginia Municipal League (VML). One program is conducted every two years with VACO to help newly elected members of county boards of supervisors understand more about their duties and responsibilities. A similar program is conducted every two years with the VML to help newly elected mayors and members of city and town councils. These programs bring the newly elected officials into contact with experienced local government officials, state agency representatives, and university staff who provide information concerning problems and issues that these newly elected officials are likely to encounter.

Another program designed for elected officials is conducted annually by Extension with support from the Virginia Association of Counties and the Virginia Municipal League. Three regional programs are held each spring after the state legislature has adjourned. The purposes of these meetings are to acquaint local officials with recent state and Federal legislation which will have an impact on local government and to review some regionally selected trends, problems, and issues which confront local officials. State and local officials, university faculty, and the executive directors of the county and municipal associations are involved in these programs.

Another local government program thrust widely used in Virginia is directed toward governmental managers and administrators. Many individual programs have been developed to help appointed local government officials become more effective and proficient in their respective jobs. These programs range in scope from organizational development to personnel development. Some programs are directed at managers and administrators in the areas of time management, staff development, team building, goal setting, management by objective, and budget and financial management. Others have been designed to provide supervisory training, employee orientation, and skill building programs for lower echelon supervisors and employees. In addition to training programs, workshops and conferences for management and employees, programs have been presented upon request to individual localities in areas such as governmental reorganization, personnel
and pay classification, grievance procedures, employee relations, and budget development.

One unique program effort was developed in Arlington County. The county government, the State Office of Personnel, and the Extension Service jointly funded a position for an Extension agent with responsibilities in personnel training. The role of the Extension agent has been to develop and provide a comprehensive employee training and development program. University faculty, state and local government employees, local citizens, and private firms conduct the training sessions. The program has been so successful that the Arlington County manager won the International City Management’s Clarence E. Ridley award for the most outstanding in-service training program for 1978. Other Virginia localities are reviewing the program for possible use in their localities.

Several program efforts have been directed toward the citizen volunteer who serves on various boards, commissions, and committees of local governments. Often those who are appointed to citizen boards and serve as volunteers to local government do not have an adequate technical background in the area of their job responsibilities. Thus, educational orientation programs have been developed to help members of local planning commissions and members of boards zoning appeals become more familiar with their job responsibilities. Several of these programs are presented at various localities throughout the state.

Another component of the local government program effort in Virginia is providing special technical assistance to individual localities. These efforts include providing computerized grant searches using FAPRS, conducting energy audits, developing and conducting needs assessment and problem identification surveys, helping with site and facilities designs and downtown and neighborhood redevelopment plans, and assisting with technical engineering problems. Faculty and students take on these individual efforts as projects whenever they can fit them into their normal work schedules.

A series of special programs is used with local government recreation officials. These include programs for the regular professional staff and technical assistance in the development of programs and facilities. One very successful program provides orientation and job training for CETA workers who work in local recreation programs.

The Virginia youth programs in local government are similar to other programs described elsewhere in this publication. Basically, the youth educational programs in local government consist of two elements. One element has been the development of material that can be used in 4-H/CRD or other youth programs. Much of this material supplements local educational curricula in the public schools. In most cases, very little material is available for use in Virginia’s public schools except that which has been developed locally or by the 4-H/CRD program. Extension program materials have served as both core curriculum material and as enrichment material to supplement the activities of regular classroom programs.

A second element of the youth educational programs is built around the youth-in-government programs. In these programs, Extension field staff assist local educators and students to organize programs which involve students in an intensive study of and participation in local government activities. The programs range in scope from a classroom study program to programs which have the students take an active part in local government. The basic long range objective of these youth-in-government programs is to provide as much hands-on experience in local government for the students as is possible.

One of the obvious features of the Virginia approach to local government programming is that many people are involved in program planning, development and delivery. Many of the individuals involved in program development and delivery are non-Extension personnel. Several university faculty members and students from VPI&SU and from other state colleges and universities contribute considerable time and effort to the programs. Employees of many state and local government agencies also make major contributions to the total program effort. In addition, many of the programs are closely coordinated with the Virginia Association of Counties and the Virginia Municipal League.

One unique program that has been tried during the past year was a tour of the Southwest part of the state. Extension staff working with members of the Virginia Legislature and local chambers of commerce developed the tour to show members of the Virginia General Assembly some of the problems of local governments in 27 counties and cities. The legislative tour was supplemented by a workbook containing a briefing on each of the counties and cities. In addition to the workbook, a handbook containing short papers which described local problems was given to each member of the tour. Several local meetings were held as the touring legislators met with local officials. The final day was devoted to a campus meeting that included a candid discussion of local problems. The discussions were supplemented by a slide/sound presentation that provided a general overview of regional problems. The program was well received by all of those who participated.

An ad hoc committee handles the planning and coordinating efforts for local government programs developed by faculty from the VPI&SU campus. Committee membership is open to any faculty member on campus who has an interest in local government programs. Members of the committee come from several disciplines such as urban affairs, public administration, business administration, accounting, political science, psychology, computer science, and engineering, and from several program areas within the Cooperative Extension Service. The executive directors of the Virginia Association of Counties and the Virginia Municipal League also serve on the committee. The committee meets to discuss programs, determine faculty interest in a particular program, and organize and mobilize interested faculty to work on specific projects.

A local government program thrust with the scope of the one in Virginia could not succeed without close cooperation and good working relationships among individuals, organizations, and associations which share the common goal of helping to make local government more effective and productive.