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PROPOSAL FOR A
DEMONSTRATION MODEL OF RURAL DEVELOPMENT
IN THE
UPPER EXPLORERLAND AREA OF IOWA

Submitted by:
National Center for Human Development

National Center for Human Development

p.o. box 1344, silver spring, md. 20900
phone: 301-585-3852

p.o. box 1103, mason city, ia. 50401
phone: 515-423-3984

August 31, 1972

"...Planning for
Progress..."

Mr. Wayne E. Laufenberg
Acting Director
Office of Program and Planning
Room 10
State Capital
Des Moines, Iowa 50319

Dear Mr. Laufenberg:

Attached is the proposal submitted by the National Center for Human Development in conjunction with Upper Explorer Land for a "Demonstration Model for Rural Development." Total budget for the two-year program is \$393,651; \$100,000 is reserved for local projects to be initiated immediately following funding. Of the remaining \$293,651, 85% will be spent locally through salaries to local staff, accounting firms and consultants.

Mr. Ralph Fitzgerald of Cresco, Iowa, acting for Upper Explorer Land, has been consulted during the writing of the proposal and his ideas have been followed and incorporated into the proposal.

We hope the plans meet with your approval and they can be submitted as rapidly as possible to the Regional Office of Housing and Urban Development with your strong endorsement for funding. We wish to take this opportunity to thank you for your many courtesies in the past and your helpful advise in the preparation of this proposal. We look forward to continuing this relationship in the future.

Sincerely yours,

Margaret Garrity
Shirley Sandage
Co-directors

\$ 315,221

\$ 415,221

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PROPOSAL FOR A
DEMONSTRATION MODEL OF RURAL DEVELOPMENT (DMORD)
IN THE
UPPER EXPLORER LAND AREA
OF IOWA

Submitted By:

National Center for Human Development
Box 1344
Silver Spring, Maryland
301-770-5212

Contact Person:
Margaret Garrity
Codirector

SUMMARY

A viable mechanism for assisting the rural areas of this nation to more fully develop their natural and human resources is of increasing concern to the present national administration, the National Congress, the forward looking Governors of rural states, and above all to the residents of rural areas.

A national policy of population dispersion is mandated by the overcrowded urban areas with their inter-city ghettos and vast pockets of resulting social ills. To achieve the required balanced growth policy, a planning capability in rural areas must be established on a multi-county basis in order to have the population and economic base required for self-sustaining growth. At present such capability does not exist in rural America.

The residents of Upper Explorerland - a four county area of Northeast Iowa in cooperation with the National Center for Human Development present a proposal for a Demonstration Model of Rural Development (DMORD). The purpose of the proposal is: (1) To study and design the type of mechanism which can allow a multi-county area to achieve the capability of continuous and comprehensive area-wide planning and programming; (2) To develop methods through which the decision making can be decentralized sufficiently to allow and encourage maximum participation of local residents--both the local power structure and the residents on whom the planning and programming will have an effect; and (3) To demonstrate how a modified and flexible model cities program can be effective in a rural area.

Specifically, the NCHD program has as its objective the development and establishment of a rural demonstration agency comparable to the City Demonstration Agencies under the model cities program, and particularly to develop local councils and an area-wide Council to assist in the overall planning function. The rural demonstration agency will plan and implement programs in the areas of Education, Health, Housing, Income Maintenance and Social Services, Employment and Economic Development, Transportation, Physical Environment and Relocation. The planning process developed will insure that action applications will be grass roots citizen initiated and will be built on the already evidenced tremendous desire of the citizens in this area to plan and work together to solve their problems and develop to the fullest the potential for growth in the entire area.

The rural demonstration agency will consist of a board composed of at least 51% of elected public officials, as well as members of business, commerce, agriculture, private agencies and residents. NCHD will provide the professional and secretarial support, but policy suggestions and recommendations will be made by the Upper Explorerland Rural Demonstration Agency.

In addition the local group will have financial control of money in that a local bank account will be established immediately upon funding and one duly authorized representative of the local agency as well as one from NCHD must sign any withdrawals from the account.

Evaluation of the project to be performed by NCHD in conjunction with the local group will provide information to public and private officials involved in overall program planning on the qualitative aspects of the programs that are being operated; a cost benefit analysis of programs to provide program comparisons; a self evaluation mechanism for programs; a feedback mechanism to introduce immediate program improvements; a method of identifying gaps in programs and needed services and a method of assigning priority to programs under consideration.

DEMONSTRATION MODEL OF RURAL DEVELOPMENT (DMORD)

I. INTRODUCTION

A. Background

In 1966 Congress enacted the Demonstration Cities and Metropolitan Act "to provide for financial and technical assistance to enable cities to plan, develop and carry out comprehensive local programs containing new and imaginative proposals to develop 'model' neighborhoods."

In December 1967 the National Advisory Commission on Rural Poverty stated that:

Because rural Americans have been denied a fair share of America's opportunities and benefits, they have migrated by the millions to the cities in search of jobs and places to live. This migration is continuing. It is therefore impossible to obliterate urban poverty without removing its rural causes. Accordingly, both reason and justice compel the allotment of a more equitable share of our national resources to improving the conditions of rural life.

The Commission concluded that rural local government is characterized by "inadequate revenues, unprofessional administration, undersized jurisdictions, and lack of real interest in the problems of poor people." It called for a structure of government that reflects and responds to the realities that the area of economic and human activity has broadened substantially in recent years and that the needs of rural America are now closely linked with urban America.

Specifically, the Commission recommended:

- 1) that states permit by enabling legislation the establishment of area development districts;
- 2) that states provide planning and technical assistance to such districts;
- 3) that these districts be so organized as to involve the coordination and cooperation of local governments and private interests;
- 4) that these development districts be assigned a full range of responsibilities, including such direct operating functions as area-wide library programs, industrial development, vocational training, or pollution abatement; and
- 5) that adequate federal funds be made available for the support of effective community action anti poverty programs in rural America.

Iowa is a rural agricultural state which has not escaped many of the problems accompanying rural outmigration. This is true particularly of Iowa's young people who migrate to the urban centers of neighboring states. For example:

--75% of Iowa's counties lost population from 1960 to 1970.

Concern for these problems has led the State of Iowa to take the initiative in the area of rural community development.

For example, on February 5, 1971, Robert D. Ray, Governor of Iowa, issued an Executive Order creating a program and a Council for Rural Community Development. This program is aimed at enhancing the quality of life for present and future generations of Iowans living in rural areas and communities. Governor Ray serves as Chairman of this Council which is composed of the chief administrative officers of twelve state agencies. One of the first of its kind in the nation, the Rural Policy Council has been given the responsibility to seek to improve rural Iowa's interagency coordination at all levels of government and to facilitate more unified and immediate responses to the problems of rural Iowa.

Some of the major areas of inquiry and coordination which are being dealt with include: agriculture, employment opportunities, local government capabilities, availability of transportation services, delivery of education, manpower, law enforcement, health, and social services; decent housing, and a suitable living environment.

This Rural Policy Council approach is consistent with the "President's Task Force on Rural Development" which recommended:

Each state government should be encouraged to establish a top-level rural development council in the State executive branch name a State coordinator of rural development and designate a department, agency or organization within the State to have primary responsibility for coordinating State governmental activity for rural development in the State.

The Iowa Rural Policy Council has been given the responsibility of improving rural Iowa's interagency coordination at all levels of government, and as such will be called to provide coordination and consultation in this project.

The people of Upper Explorerland and the National Center for Human Development (NCHD) propose that interagency coordination can be achieved more effectively in Upper Explorerland by subdividing the area into a neighborhood concept just as the model cities program had subdivided major metropolitan areas. This proposal then, is to attempt to solve some of the rural problems compounding the urban problems by developing a demonstration model of rural development (DMORD) parallel to the model cities programs in urban areas.

The model would be designed to develop human resources in rural areas together with the development of physical resources. By doing so, plans to stem the migration waves of rural poor people to the cities would be enhanced. Hopefully, people from urban and suburban areas would be encouraged to take advantage of the developing opportunities in rural America.

B. Purpose of Project

Rural areas, just as urban areas, are composed of neighborhoods. The major difference in the rural neighborhood is the geographic boundary. The rural neighborhood may, and usually will, cross county and township boundaries. They are neighborhoods nonetheless because they have a sense of identity both geographically and culturally and have evidenced the ability to enter into intermittent planning and programming for the entire neighborhood. Such planning

and programming usually occurs through informal discussion between community leaders--either government officials and/or outstanding representatives of agricultural, business and industry groups.

The model the National Center for Human Development advocates would be established in such an area neighborhood. It would assist community leaders in developing a continuous planning capability with concurrent comprehensive programming for the entire multi-county neighborhood. During the planning period, short-term modest programs would be implemented. The model would be built on already established neighborhood concepts and would attempt: 1) to ultimately formalize a multi-county or multi-city governmental body to accept responsibility for planning and concurrent programming; 2) determine how residents affected by such planning and programming understand, contribute to and assist in the decision making process; 3) develop and administer resources from federal, state and local public and private sectors to improve living conditions in the area.

Urban centers and larger rural communities have demonstrated greater ability and expertise to take advantage of available federal programs than have the smaller areas. Lack of cooperation at the governmental level may in part be responsible for this fact. However, it seems likely that the highly sophisticated and technically able staff personnel available to larger communities on a full-time basis may, in part, be credited for this. Smaller communities often have part-time mayors and city council forms of governmental structure. Rarely, if ever, is there a tax-base to support a city planner on even a

part-time basis. The Land Grant Universities through the Extension Service have played a major role in educating such communities to develop community profiles which determine the strengths, weaknesses, and probability of future growth. Governors of most states through the Offices of Planning and Programming have been instrumental in assisting communities develop the area growth and multi-county planning concept. However, these agencies have been unable to provide sufficient day-to-day assistance physically and socially approximate enough to a given locale to insure an action oriented follow-through. What is still needed is an instrument which can provide this type of assistance and professional service on a day-to-day basis and at the same time initiate meaningful monitoring of the multi-county rural areas to yield better information on how people are motivated to work together to tackle projects and responsibilities in rural development; how leadership is developed in rural areas in transition; and how to develop more effective communication and decision making. By employing the area growth concept, information would be yielded on what makes a rural town a viable growing center and another a moribund declining area. More importantly, such an effort on a research and demonstration basis would provide information about effective methods of working with the least responsive, least motivated people in rural areas to encourage their active participation in area planning, restore the idea of "government by the people" and work toward an area-wide citizens/inter-governmental council. A major objective would be to determine what role, if any, can the rural communities of the nation envision

for themselves by a close alliance of communities in a multi-county area where there is no single major city with a population in excess of 10,000 and priorities for self-sustaining growth have not been tested--nor in some instances properly identified.

C. Site Location

The Upper Explorerland region in northwest Iowa is composed of the counties of Howard, Winnesheik, Alamakee, and Clayton. It contains the major cities of Cresco, Decorah, Waukon, and Guttenberg and borders on the states of Minnesota and Wisconsin. Population of the entire area, according to the 1970 U.S. Census figures is 70,000. Population of the cities stated above totals 20,000 or approximately 1/3 of the total population. With the exception of Guttenberg, all cities are county seats. There is no one "central city" as is usually defined in area growth centers. However, the combined array of services found in the four cities is similar to those found in major urban areas. As of now the services are fragmented and under-utilized as are the natural physical resources of the area.

This four-county area has many problems--45% of the families in this area earn less than \$3,000 per annum as compared to 30% for the rest of the state. (Family size figures used are 2.7); 35% of the families earn less than \$2,000 as compared to 20% for the total state; 33% of farm families in the area as compared to 15.3% total state average, and 29% of the non-farm residents as compared to 14.2%

for the total state are economically disadvantaged. In Howard County alone 28.5% of the residents are economically disadvantaged.

Agricultural employment declined between 1960 and 1967. While total employment remained at the same level during this period, employment for males declined and there was no industrial base to off-set the decline of male employment in agriculture. It is the state of Iowa's number one poverty area.

Out-Migration - The four-county area shows a definite trend of out-migration. Between 1960 and 1970 the population decreases in the four counties was 7%. The largest decrease was in farm population, but there was a loss in town population as well. As is to be expected, the out-migration pattern shows a population decline in the area of young people between the ages of 19 and 35. However, the citizens of the area report a unique happening. There are two four-year institutions of higher learning in the area. In recent years the state established a two-year vocational-technical school in the geographic center of the area. Since the establishment of the two-year school, the area residents note that their school graduates have the highest number of students remaining in the area after graduation of any area school in the state. They also believe that where low-income housing for the elderly is available, there has been an effect on the number of young families remaining in the area or returning to the area to establish homes.

Housing - Housing for the total area is inadequate particularly for the elderly. Farm consolidation has resulted in abandoned farmsteads and vacant farm housing. Financing for new home construction and remodeling to update substandard housing is a major problem. While some towns in the area seem to keep abreast of housing needs through private construction, others do not.

A study of low and moderate-income housing units in Iowa executed by the Iowa Housing Coalition shows that in a four-county area HUD has made available the following housing units: Allamakee-0; Clayton-1 unit of 211 Da; Howard-0; and Winnesheik-0. Combined HUD and FmHA rental housing available per 10,000 population in each county shows the following:

Allamakee	5
Clayton	4
Howard	1
Winnesheik	0

This is far below the state average. Further, there is no HUD public housing in any of the four counties in the area. There are only two non-profit FmHA rental projects in this area and only one FmHA profit rental housing in the area. According to Iowa State University, these projects charge higher rents than can be afforded by low-income people. The rents being typically around \$85 to \$130 per month. Percentage of housing lacking year round plumbing is: Allamakee-14.7%; Clayton-13.6%; Howard-13.4% and Winnesheik-13.6%.

Sewer and Water Needs - Most of the small communities need both sewage and water systems. All counties have comprehensive plans for both but need help in determining the feasibility of their use.

Education - Median years of school completed for person 25 years of age and over for the four counties in 1960 was 8.9 years for the lowest and 11.1 for the highest compared with 11.3 for the State of Iowa.

Transportation - Great need exists for highway improvement in the area. It has tremendous potential for tourism which cannot be realized unless the road system can be improved.

Pollution - This area has one of the largest concentrations of woodland left in Iowa. A study needs to be taken on development of this resource through proper management and possible improved marketing. With a tremendous underdeveloped tourism potential, an area-wide effort needs to be made to coordinate the efforts of those counties engaged in promotion of this potential. It has long been called the "Little Switzerland of Iowa."

Recent Planning Activities - Currently, Upper Explorerland has a resource conservation and development project of USDA operating in the area. This has been established by the Soil Conservation Service to assist the area in the development of the natural resources. This local committee meets monthly to discuss issues and problems and to begin initial planning for major program areas and projects. NCHD has been working for nearly a year with this group. However, Upper Explorerland has not had the benefit of research services.

It has been promised and is now receiving the assistance of the Center for Agricultural and Rural Development of Iowa State University in the conduct of economic studies necessary to area development. NCHD has discussed with the Economics Department at the University the ideas contained in this proposal and have been told the concepts as outlined could be viable in this multi-county rural area. While the central portions of all four counties are more than 50 miles from any city of 25,000 or more, this relative isolation has held down commuting opportunity but at the same time has also slowed the shift of retail and service activities from small towns to the larger towns and cities. The relatively rugged topography of the area suggests possibilities for recreational development. The potential for successful area economic development in this area because of the availability of the unused natural resource is theoretically as great according to Dr. Karl Fox as is that of functional economic areas containing a recognized growth center. Dr. Eber Eldridge who works with Dr. Fox will serve as one of the resource specialists to NCHD for this program.

After exploration of the program ideas presented in this proposal with staff and officials of the Extension Service, CARD, and the Resource Conservation and Development Project of the Soil Conservation Service we have determined that there not only will be no duplication in effort, but also the addition of this proposal will enhance the other programs and lead toward a more comprehensive programming than can be achieved by any of the plans of implemented separately.

D. Program Goals

The model proposed by the National Center for Human Development would coordinate, expand and improve available existing public and private social and economic services, assist the total area in developing as a new "industry" the under-utilized recreation area stretching across the counties; determine location for, the amount and type of housing needed, and explore mechanisms for inter-city and inter-county governmental action in area development.

Most importantly it would develop a continuous planning capability within the 4-county area. The purposes would be to revitalize blighted areas, expand housing, expand job and income opportunities, reduce dependency on welfare, improve educational facilities and programs, maintain and improve ongoing health care, enhance recreational and cultural opportunities, establish better access between home and job, and stem the out-migration tide from the area.

E. Specific Program Objectives

Program objectives are three-fold: 1) To study and design the type of mechanism which can allow a multi-county area to achieve the capability of continuous and comprehensive area-wide planning and programming;

2) To develop methods through which the decision making can be decentralized sufficiently to allow and encourage maximum participation of local residents--both the local power structure and the residents

on whom the planning and programming will have an effect:

3) To demonstrate how a modified and flexible model cities program can be effective in a rural area.

Specifically, the NCHD program has as its objective the development and establishment of a rural demonstration agency comparable to the City Demonstration Agencies under the model cities program, and particularly to develop local councils and an Area-wide Council to assist in the overall planning function. The rural demonstration agency will plan and implement programs in the areas of Education, Health, Housing, Income Maintenance and Social Services, Employment, and Economic Development, Transportation, Physical Environment and Relocation. The planning process developed will insure that action applications will be grass roots citizen initiated and will be built on the already evidenced tremendous desire of the citizens in this area to plan and work together to solve their problems and develop to the fullest the potential for growth in the entire area.

NCHD has been in contact with initial planning efforts of the Upper Explorerland RC & D project. They have expressed concern over housing for the elderly as their immediate program need and have decided that first priority in planning and development be given to this concern. Consequently, NCHD proposes to develop during the first year of this program a housing project for the elderly that would meet the needs of the 4 counties. We will locate a sponsor, a site, and develop a proposal for funding.

Once housing for the elderly is developed, it is anticipated that many farm houses currently occupied by the elderly will be vacated. This type of "vacating" if unchecked, could result in abandoned homes in rural areas. To avoid this type of blighted housing areas, the project will attempt to develop a system of guaranteed loans to younger families who could utilize such homes for their families. The guaranteed loans could be used for down payments and/or refurbishing of those homes soon to be, or already, vacated. NCHD, after discussion with Upper Explorerland, believes that coupling the housing project for the aged with this type of program for the younger families wanting to remain in the area, will avoid the need for public low rental housing in the four counties. In addition, it will give the stability that comes from home ownership to the young families who will be needed for jobs which will open through the economic development as foreseen.

F. Seed Funds

Our experience on planning and developing programs and involving residents in such planning, has shown that the most successful way is to begin by planning for specific programs or funds that are readily available. It is important to have such short range success stories in order to develop confidence within the group. From such short range planning objectives the planning group can then begin

to design and develop a long range planning capability.

Consequently we recommend that a \$100,000 Seed Fund be included in our project. These funds would not be contracted out by NCHD until:

1. Local Councils are established in each area.
2. An Upper Explorerland Planning Council is established (as certified by the Governor's Office for Planning and Programming).
3. The proposed use of such seed funds meet the priorities, guidelines, policies and procedures of the Upper Explorerland Planning Council.

G. Project Timetable

NCHD proposes to provide the professional and clerical services for planning purposes in the 4 county area during a two year demonstration period. During the first year, NCHD will engage primarily in organizing councils, in developing background information on local problems, needs and resources, in compiling local priorities, and beginning to design programs and prepare proposals to obtain funds. During the second year, emphasis will be placed on training local councils to operate their own planning programs and in preparing proposals. One proposal to be developed during the second year is for funds to operate the Upper Explorerland Planning Council beginning year 3.

II. PROGRAM METHODOLOGY AND CONTENT

NCHD has designed a comprehensive two-year program for the four-county area to prepare the four counties to design, develop, and operate a model rural development program. During the two-year period, NCHD will provide the professional planning services for the 4-county area. NCHD will also develop an organizational mechanism and train local persons to perform the planning functions in the future with less reliance on outside technical assistance.

NCHD's program is designed to work closely with local leadership in providing the required level of technical assistance services needed in the overall program planning and developmental efforts. We recognize that all technical assistance services provided within the four-county area must be based on a careful review of local programs, needs, personnel and resources.

Of critical importance is the quality of the staff members and consultants selected and trained by NCHD to provide assistance within the four counties. They must have a technical competence, a thorough understanding of rural program planning and development, experience in working with public and private agencies in rural areas and the ability to be accepted by local public officials and residents.

Staff will consist of an over-all director from NCHD, a planning director selected from the local community and part-time (1/3) utilization of the professional secretaries of the Chambers of Commerce from the major city in each county, i.e., Cresco, Decarah, Elkader, and Waukon. The advantages of such an approach are four-fold: first, NCHD and Upper Explorerland will be assured the experience and assistance of these important local bodies will be available and the project will be strengthened by this support; secondly, the local offices will be intimately involved on a day-to-day basis and will increase their planning capability through additional professional staff time; thirdly, the local areas will be assured a continuing presence in each community after the completion of the demonstration project, and fourthly, the use of shared facilities and staff time will reduce the costs of the project.

Consultants selected to work with the project will be selected on the basis of skill for the specific job to be performed, and where possible will be selected from the state of Iowa. We will include economists, architects, engineers, specilaists in Board and staff training, etc.

Our method of operation is to concentrate our attention on an organizational structure for planning and on specific areas:

- A. Organizational Structure
- B. Problem Identification
 - a. Identifying social and economic problems
 - b. Establishing local priorities.
- C. Current Efforts
 - a. Preparing an inventory of existing public and private resources.
- D. Potential of Four-County Area
 - a. Assessing the potential in the four-county area for social and economic growth.
- E. Action
 - a. Developing an action plan for the four-county area for program development and operation.
- F. Evaluation
 - a. Preparing an evaluation mechanism.

A. Organizational Structure

NCHD will serve during this two-year demonstration program as the interim planning organization for the Upper Explorerland 4-county area. However, while NCHD will provide the professional and secretarial support, policy suggestions and recommendations will be made by residents and elected public officials of the Upper Explorerland Planning Council of the 4-county area. Elected officials will constitute at least 51% of the planning council.

The Upper Explorerland Planning Council and NCHD, at the time of funding will open a bank account in the 4 county area. Funds will be deposited in the name of the local organization and withdrawals will require two co-signatures. One signature must be an appointed authorized representative of the local agency and the other signature from an appointed authorized representative of NCHD. NCHD will work closely with local residents and public officials to establish Local Planning Councils in each of the 4 counties included in this program. These councils would include a number

of sub-committees for program areas (health, education, economic development, housing, etc.). They would be responsible for carrying out all planning activities with the professional and secretarial services of NCHD. Elected officials, businessmen, and residents would serve on the Local Planning Councils.

NCHD would also work closely with local residents and public officials to organize an Upper Explorerland Planning Council which would include representatives of the Local Planning Councils and would work in close coordination with State officials. The Upper Explorerland Planning Council would be responsible for planning and developing social, economic, housing and related programs for the 4 counties. During the first 2 years, NCHD would provide the necessary secretarial and professional support as well as develop the mechanism to obtain future operating funds after this 2 year demonstration program.

B. Problem Identification

In close cooperation with public and private sector agencies, community leaders, and residents, we propose to identify local social and economic problems. We propose to meet individually with public and private agencies operating programs in the area, as well as with individual businesses, business groups, elected officials, community leaders, and residents.

During these meetings, we will work closely with local residents to clearly determine local priorities in terms of identifying social and economic problems and local ideas for problem resolution.

C. Current Efforts

NCHD will prepare an inventory of existing public and private programs, funds, and resources in the four-county area. The following four committees will be established and an inventory of resources in these categories will be compiled:

- A. Human Resources;
- B. Community development resources;
- C. Economic Affairs;
- D. Natural Resources.

During the early stages of the program and in close consultation with the Governor's Office for Planning and Programming, and with local public and private officials, NCHD will prepare a definition of these four areas.

This inventory of resources will provide to the local officials and the citizens a compilation of information needed for future planning and programming. It will rely heavily on existing materials and publications, thus avoiding any unnecessary work and expense on existing agencies in the area.

D. Potential

In close cooperation with local officials and persons, NCHD will prepare a report assessing the potential of the four-county area for social and economic growth. Particular attention will be paid to those growth areas making utilization of local resources and personnel. We will focus on local priorities as explained by both public officials and private citizens. A priority listing of growth projects will be developed for review and consideration by the Upper Explorerland Planning Council.

E. Action

From the priority listing of social and economic programs, NCHD will develop for the Upper Explorerland Planning Council an action program and timetable. This will discuss and outline the specific programs to be planned, developed, and operated by public or private agencies identifying which agencies are to have prime responsibilities and their specific assignments. A timetable will also be developed identifying tasks and target dates for the completion of each specific task.

During this initial planning period, NCHD will be primarily responsible for developing and following up on the action program. We will also identify the type of professional assistance needed by both public and private agencies to assist them in planning and implementing their assignments.

One action program that we now foresee is to identify a source of funds to provide the Upper Explorerland Planning Council with secretarial and professional support to carry out such responsibilities in the future on their own at the completion of this NCHD project. In other words, NCHD will assume the responsibility of developing a proposal to obtain funds to continue the Planning Council on a permanent basis instead of developing the council and seeing it fold-up at the completion of this NCHD program.

F. Evaluation

NCHD recognizes the importance of developing an evaluation capability within the four-county area. Consequently, during this program period NCHD will work closely with state and local officials in designing an area-wide evaluation mechanism and in providing secretarial and professional support to perform those evaluation functions. We will also be designing a permanent evaluation process whereby the Planning Council as well as specific public and private agencies will be developing a permanent capability for program evaluation purposes.

Our concept of evaluation is to provide information to public and private officials involved in overall program planning on the qualitative aspects of the programs that are being operated; a cost benefit analysis of programs to provide program comparisons; a self evaluation mechanism for programs; a feed-back mechanism to introduce

immediate program improvements; a method of identifying gaps in programs and needed services and a method of assigning priority to programs under consideration.

Delivery of Technical Assistance Services

NCHD presents in this section descriptions of the activities and tasks to be performed in this program. These activities are classified as follows:

Phase I - Project Planning

Describes the specific tasks to be completed during the initial two months planning phase of the project.

Phase II - On-Site Technical Assistance Services

Describes the services that will be provided within the four-county area.

Phase III - Off-Site Technical Assistance Services

Describes the development of materials, arranging and attending meetings with public and private agencies and groups and other services to be provided for the four counties in program development and related activities outside the four counties.

Phase I - Project Planning - Initial Two-Month Period.

Activity "A"

Orient and coordinate with the Governor's Office for Programming and Planning.

Task I -- Review project, discuss and agree on program goals, methods, and coordinating relationships.

Task II -- Develop the mechanism to obtain information from state agencies on social and economic problems, programs and resources in the four counties.

Task III -- Develop the method for obtaining a review and approval from state agencies for programs, priorities, and alternatives developed at the four-county level.

Task IV -- Obtain recommendations from the Governors Rural Policy Council regarding their most effective methods for participating in the planning and evaluation activities of local councils and the Upper Explorerland Planning Council.^{1/}

Activity "B"

Orient public and private officials and citizen groups in the four counties regarding the program.

Task I -- Review program with elected officials, private citizens, and groups to orient them as to the program goals, methods, and personnel.

Task II -- Obtain recommendations regarding the most effective methods and procedures for developing, designing, and operating local councils and area-wide councils.

Task III -- Obtain recommendations regarding individuals and organizations which should serve on the local councils and the Upper Explorerland Planning Council.

Task IV -- Design methods and procedures of identifying local social and economic problems, priorities, programs, and resources.

^{1/}

See Appendix for Program and Membership.

Task V -- Develop methods and procedures to inform public and private agency officials and the total community regarding all stages of program operations.

Task VI -- Agree on the process to be followed in assessing potentials in the area for social and economic programs and how to assign priorities for such possible programs.

Task VII -- Agree on the process for identifying roles and responsibilities of public and private agencies that may become involved in future programs.

Task VIII -- Agree on the process of obtaining official approval from public agencies and elected officials for programs or actions that require such approvals.

Phase II - Delivery of On-Site Technical Assistance Services

Activity "A"

Organize local councils.

Task I -- Meet with residents in each local area to discuss program, operating methods, and procedures of the local council.

Task II -- Meet with local residents to agree on the number and specific persons who should serve on each local council.

Task III -- Meet with persons recommended to serve on local councils to serve on council and brief them on the program and operating methods and procedures.

Task IV -- Develop a schedule for future meetings identifying time, place, and agenda.

Task V -- Prepare and operate a continuing training program for all council members to enable them to adequately perform their functions, to be informed by the community and to inform the community.

Phase III - Delivery of Off-Site Technical Assistance Services

Activity "A"

Task I -- Agree with local councils on agencies, corporations, etc., on the procedures that should be followed in visiting outside of the 4-county area for program planning and development purposes.

Task II -- Agree with local councils on who should accompany NCHD personnel to such meetings.

Task III -- Schedule such outside meetings for program planning and evaluation purposes and report back to local councils on developments.

Task IV -- Prepare training, program development and related materials for use in 4-county area.

Capability Statement
National Center For Human Development

The National Center For Human Development, Inc., is a newly formed, woman-owned and operated consulting firm specializing in rural development, research, training, evaluation and technical assistance services to Federal, State and country agencies and to private and community groups.

Offices for the Center are located:

Mason City, Iowa
842-6th Place, S.E.
(Telephone: (515) - 423-3984)
Ms. Sandage, Co-director

Rockville, Maryland
5114 Parklawn Terrace
Suite 202
(Telephone: (301) - 770-5212)
Ms. Garrity, Co-director

Washington, D.C.
1928 Varnum Street, N.E.
(Telephone: (202) - 544-5694)
Mr. Polhaus, Legal Counsel

The co-directors of NCHD personally have just completed a rural strategy delivery system for the Welfare Reform Planning Staff (WRPS) of the U.S. Department of Labor and currently are outlining an effective operating system through which WRPS can coordinate its manpower programs in rural areas with available Department of Agriculture programs.

In addition both co-directors, Shirley Sandage and Margaret Garrity have had extensive experience in designing, developing and operating programs for people in disadvantaged rural areas. They have worked in the fields of manpower, housing, education, board training, social, economic and demographic research.

Ms. Sandage, is a noted authority on designing and operating programs of education, health, child care and manpower for rural poor, particularly migrants. Child of Hope, a book written by Mrs. Sandage in 1968 has been required reading for welfare staffs of several states which designed and operated migrant programs. As deputy director of the Migrant Research Project, she developed and operated training programs for migrant worker indigenous aides in approximately 25 organizations. Training consisted of identifying and assisting eligible persons to apply for assistance under the national food programs; simplified accounting methods in properly utilizing government funds as well as directing some aspects of the research program was also included. Prior to that, she designed and operated joint migrant farm worker programs in a two-state area. Adult and child education programs, manpower programs including job creation and job development, and health programs were directed by her for three years, through the two-state agency.

Francis J. Polhaus, lawyer and vice-president of NCHD, is an authority on existing barriers in public and private agencies which prohibit disadvantaged groups from participating in education, manpower and economic development programs.

Ms. Garrity, treasurer of NCHD is an expert in designing, developing and operating programs for disadvantaged rural people and rural areas. She was the director of the OEO Migrant Research Project which conducted a two-year study to identify, nationally, the social, economic and demographic characteristics of the migrant population, through interviews conducted with Federal, State and county officials of public agencies, employers, growers, crew leaders, labor contractors, private organizations and migrant farm workers. The report of the research is the only definitive study of this scope. Miss Garrity also was the former assistant chief of the Migrant Division, OEO, where she designed and developed some of the initial migrant education, manpower, housing and child care programs. Prior to that she directed the President's Committee on Government Contracts, where she was responsible for developing nondiscriminatory personnel hiring and promotion policies with the one hundred largest Government contractors, assisting them in staff training, and simultaneously developing training programs for contracting and enforcement staffs of Federal agencies.

SHIRLEY M. SANDAGE - Director

Ms. Sandage is President and Co-director of the National Center For Human Development, a woman-owned and operated consulting firm offering research, evaluation and technical assistance to public and private groups serving the unemployed. She provides technical assistance services to the U.S. Department of Labor on the development of policies and strategies to serve the rural population and is presently a member of the Rural Task Force established by the U.S. Department of Labor to undertake the redirection of the U.S. Employment Service and the Rural Manpower Administration. She is specifically responsible for the design of a delivery system to provide equal access to manpower programs for rural areas and training programs under proposed welfare reform legislation.

As assistant director of the Migrant Research Project a two-state year, she assisted in all phases of administration of the total program: research, legal, and grant funding. She was specifically responsible for grants totalling approximately one half million dollars to 43 grantees.

Ms. Sandage served as executive director of a two-state migrant agency. She established programs in job training, economic development, day care, Head Start, child education, adult education, and rural health clinics. She also developed curricula and teaching methods for educational and job training programs for migrants.

Ms. Sandage established and was executive director of a rural Migrant Health Project in Iowa. She served on advisory committees to the U.S. Public Health Service to establish a uniform health referral system and was on the national steering committee to plan a Health Conference in Albuquerque, New Mexico, in 1969.

She has served as consultant on teaching the disadvantaged to the Iowa Department of Public Instruction, and to the Iowa Manpower Council, Labor Mobility Project, a resettlement project between Iowa and Mississippi.

Ms. Sandage has authored a book, Child of Hope.

MARGARET GARRITY - Consultant

Ms. Garrity is the Secretary-Treasurer and Co-director of the National Center for Human Development, a woman owned and operated consulting firm offering research, evaluation, training and technical assistance to public and private groups engaged in economic development and serving the unemployed. She has extensive experience in assisting public and private employers in developing and implementing positive programs of recruiting, hiring and upgrading under employed and unemployed workers. She is assisting the Department of Labor with the development and implementation of policies and strategies to serve rural areas through manpower and development programs under proposed welfare reform legislation and U.S. DOL ongoing programs.

Ms. Garrity directed the OEO Migrant Research two-year Project which developed research on living and working conditions, including legal action and supplying food, on an emergency basis for migrant farm workers. Over-all supervision of approximately 35 professional and clerical workers and managing a \$750,000 budget were additional responsibilities.

For three years Ms. Garrity was the assistant Chief, Migrant Division of OEO. Her responsibilities included reviewing, developing evaluating and administering more than fifty million dollars in migrant education, manpower, day care and housing programs.

She has served as regional director, States Service Division, Bureau of Labor Standards, U.S. Department of Labor, Chicago. The purpose of the agency was to develop labor standards through State agencies. Her responsibilities included encouraging passage of labor laws, training State staff, working with civic groups, and organizing activities relating to migrant workers problems through legislative and educational approaches.

Ms. Garrity served as executive director of the President's Committee on Government Contracts, and assisted in developing practices leading to the abolition of job discrimination among Government contractors. Her responsibilities included general overall supervision of national and regional office staff of approximately fifty people. This included research staff, lawyers, contract officers, information and educational staff.

Currently both co-directors of NCHD are providing technical assistance services to the U.S. Department of Labor in designing and developing policies for the inclusion of migrants and other rural disadvantaged, both farm and non-farm, in job placement, manpower and supportive service programs required by the proposed welfare reform legislation. Their expertise includes conducting analyses of proposed and enacted legislation to assist DOL officials in developing policy in regard to program design.

Eber W. Eldridge - Consultant

Education:

B.S. Iowa State University, Major, Voc. Ed., Minor, Economics
 M.S. Michigan State University, 1957; Major, Agricultural Economics
 Ph.D. Iowa State University, 1960; Major, Agricultural Economics;
 Minor, Economic Theory.

Professional Work:

County Extension Director, 1946-1956; Public Affairs Specialist,
 Michigan State University, 1956-1957; Public Affairs and Economic
 Development Specialist, Iowa State University, 1957 - present;
 Professor, Department of Economics and Sociology, Iowa State University,
 1963 - present; Leader of program of Economic Development, Iowa
 Extension Service; Visiting Professor, Colorado State University, 1965,
 1964, 1963, 1962, 1961; Has taught off-campus courses.

Assignments and Experience:

Consultant to Federal Extension Service Commission on Youth, 1961;
 Consultant to the American Broadcasting Company, 1960;
 Consultant, National Extension Committee, ECOP report on Community
 Resource Development;
 Consultant for Manitoba Canada Extension Service;
 Consultant for Maryland Extension Service;
 Consultant for Minnesota Extension Service;
 Consultant for North Dakota Extension Service;
 Economic Consultant for Iowa regional planning firms;
 National Chamber's Advisory Panel, Washington, D.C., 1967;
 Instructor for National Ext. Workshop, Community Resource Dev., '66 & '68;
 Iowa Area Development Committee, (served 5 yrs. secretary-treasurer);
 Served on Iowa's Partners of the Alliance program development team
 to Yucatan, January 1966;
 Member of Iowa Governor's Commission on State and local Government;
 Member of the Governor's Iowa Intergovernmental Relations Commission;
 State Economist, Iowa Governor's Office, 1967;
 Supervised Graduate Programs.

Honors, Awards, etc.:

Epsilon Sigma Phi award for distinguished service; Gamma Segma Delta;
 Omicron Delta Epsilon; Phi Kappa Phi, Psi Chi; Commendation for Superior

Honors, Awards, etc., - Continued

Service from President's Agricultural Advisory Committee, 1956;
Distinguished Service Award - National County Agents Association;
Commendation for Superior Service, Federal Extension Service; Governor's
Commission on State and Land Government, 1964; Extension Association
Superior Service Award; Highest class scholastic record in under-
graduate curriculum, 1964; Recipient of Sears Scholarship Award (1st,
2nd, and 3rd years); Iowa State University, highest depart scholastic
record.

Association Memberships:

American Economics Association
American Agricultural Economics Association
American Farm Economics Association
Boy Scouts of America Advisory Committee
Community Development Society, founded 1969 (founding member)
Governor's Commission on State and Local Government, Ia. Governor's
Office
Lutheran Student Center Board

DON F. HADWIGER

Consultant

Training

University of Santa Clara 1947-1949
 University of Oklahoma B.A. 1953 Major: Government
 Minor: Economics
 University of Nebraska M.A. 1954 Major: Political Science
 University of Iowa Ph.D. 1956 Major: Political Science

Master's Thesis: Municipal Home Rule in Oklahoma

Doctor's Dissertation: Farm Organizations and U.S. Foreign Trade Policy, 1946-55

Experience

University of Nebraska	1953-1954	Graduate Assistant
State University of Iowa	1954-1956	Teaching Assistant
Southwest Missouri	1956-1962	Associate Professor
Iowa State University	1962-1967	Associate Professor
Iowa State University	1967-Present	Professor

Post Doctoral Fellowships and Activities

1958-1959 American Political Science Association Congressional Fellow
 1965-1966 U.S. Department of Agriculture Outside Scholar
 1969-1970 Coordinator, Clark College (Atlanta) Washington Internship

Subjects Taught

1. Present specialization. Legislative process, chief executive public opinion, public policy
2. Previously taught. Pressure groups, political parties, international relations, international organisation, comparative governments--U.K. and France, comparative governments--Soviet Union, Soviet foreign policy, U. S. deplomatic history--both periods, U. S. history to 1865, Latin American governments.

Other relevant experience:

First President, Story County Housing Incorporated, 1968-1969.
 Board member, Rural Housing Alliance, 1970-present
 Charter Board member, National Coalition on Rural Housing, 1970-present
 Chairman of departmental curriculum committee, 1967-1969.
 Chairman of departmental research grants committee, 1970-present.
 President, Iowa Housing Coalition, 1971-present.

Reviews:

Review of Harold Briemeyer's Economic Organization of Agriculture for America Political Science Review, August, 1966.

Review of Charles Hardin's technical paper in President's Advisory Commission on Food and Fiber for Agricultural History (April, 1969).

Review of Don Kirschner's City and Country, for American Political Science Review, December, 1970.

Review of Randall E. Torgerson, Producer Power at the Bargaining Table, Agriculture History, 1971.

Articles:

"Representation in the Missouri General Assembly," Missouri Law Review, April, 1959.

"Political Effects of Farm Population Changes," Farm Policy Forum, Spring, 1961. Reprinted in Labor Mobility and Population in Agriculture (Ames: Iowa State Press, 1961).

"Comments on the 1960 Presidential Election in Missouri," Missouri Political Science Association Newsletter, May, 1961.

Contributor, Goals and Values in Agricultural Policy (Ames: Iowa State Press, 1961).

"The General Farm Organizations," Farm Policy Forum, 1963-1964.

"Farm Fundamentalism: Its Future," Journal of Farm Economics, December, 1962.

"Are Farmers Better Citizens?" Better Farming Methods, 1964.

"Freeman and the Poor," Agricultural History, January, 1971.

"Black Appointed Local Office Chiefs," forthcoming in Public Personnel Review.

Papers:

"Personality, Tradition and Issues in the 1964 Election," paper delivered at Iowa Political Science Association, 1965.

"The 1964 Elections in the Midwest," Guest Lecturer on the 1964 Election Postmortem, Drury College, 1965.

"The Wheat Referendum - Its Meaning for Future Farm Policy," paper at the Fourth Economic Conference and Seminar for Agricultural Editors, February 12, 1964.

"Food Policy Feedback," paper presented at the Midwest Conference of Political Science, 1967.

"Freeman and the Poor," at the American History Association Meetings, December, 1969.

"Blacks and the U. S. Department of Agriculture," at the American History Association Meetings, December, 1970.

"Blacks and the U. S. Department of Agriculture," at the National Planning Association Meeting, Chicago, October 29, 1971.

Chairman or commentator at several panels of the APSA meetings and Midwest Conference of Political Scientists.

THOMAS KARTER

Consultant

Mr. Karter is a specialist in rural resource mobilization programs. He has had 15 years of service with the Federal Government, including the U. S. Departments of Labor, Commerce, and Health, Education and Welfare and the Office of Economic Opportunity (OEO), where he served for two-and-one-half years as director of the Migrant Division. He has served as a private consultant for 5 years to urban and rural agencies in manpower development, health programs, housing, and economic development.

As director of the OEO Migrant Division, Mr. Karter was responsible for developing, reviewing, approving, and evaluating the first projects to become operational in rural areas. He stimulated the development of other resources for migrant projects with other public and private funds.

Mr. Karter has continued in developing rural programs as a consultant by providing TA to rural groups, including:

- . TA to a rural co-op in Holmes County, Mississippi in developing a beef cattle manpower and economic development project funded by the Ford Foundation and OEO.
- . TA to a rural agency in Louisiana to develop a migrant health project funded by PHS; and
- . TA to a rural co-op in Alabama in developing an economic development plan.

Mr. Karter is also experienced in designing and planning Model Cities (HUD) programs. He was responsible for planning, designing, and administering nearly \$500,000 in Model Cities programs in New Orleans, Tuskegee, Alabama, New York City, Asheville, North Carolina, and Bridgeport, Connecticut in the areas of:

- . board training
- . manpower development
- . day care development
- . economic development

Mr. Karter holds a degree in economics from New York University.

BUDGET - YEAR #1

41

19,000

Direct Costs

Personnel

Director (3/4 time) \$ 18,000

Director of Planning 16,000

4 Community Specialists (1/3 time @ \$5000 X 3) 15,000

Administrative Assistant 8,500

4 part-time typists (4000 hours @ \$3.00 per hr.) 12,000

Sub-Total \$ 69,500

10% Fringe Benefits 6,950

Sub-Total \$ 76,450

Ralph

20,000

74,500

7,450

81,950

Consultants

250 man days at an average of \$99 per day 22,500

200

Sub-Total 98,950

18,000

99,950

Travel and Per Diem

Local Travel - 10¢ a mile for 30,000 miles 3,000

Out-of-Area - 40 Trips @ \$150 per trip 6,000

Per Diem - 140 days @ \$22 per day 4,400

Sub-Total \$111,950

4000

3080

110,030

Indirect Costs - 40% of \$111,950

Sub-Total 44,780

Management Fee - 8% of \$156,730 12,538

Seed Funds 100,000

\$269,268

110,030

44,012

152,042

12,232

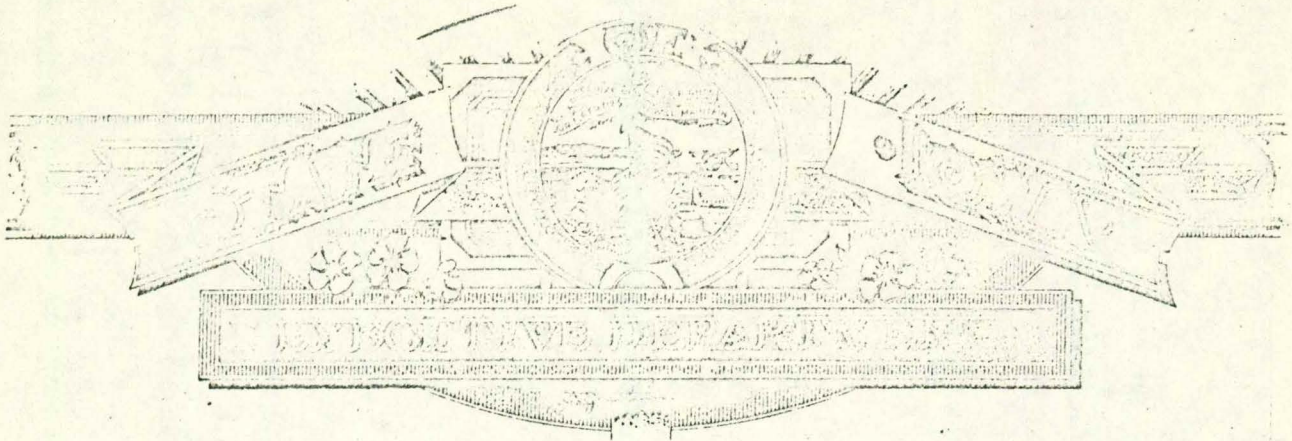
166,365

100,000

266,365

BUDGET - YEAR #2

Direct Costs - Personnel		\$ 76,450	81,950
Consultants		10,000	9,000
Travel and Per Diem		<u>9,000</u>	7,500
	Sub-Total	\$ 95,450	<u>98,450</u>
Indirect Costs		<u>38,180</u>	39,380
	Sub-Total	\$133,630	<u>137,830</u>
Management Fee - 8%		<u>10,690</u>	11,026
	Total	\$144,320	<u>148,856</u>



EXECUTIVE ORDER NUMBER THREE

GOVERNOR'S PROGRAM AND COUNCIL FOR RURAL COMMUNITY DEVELOPMENT

PREAMBLE

WHEREAS, the high quality of life enjoyed by Iowans has depended on the health of our agricultural economy, on the opportunities provided to all citizens -- rural and urban -- for realizing their full growth potential, and on a good balance between rural and urban development; and

WHEREAS, these components of a quality life are threatened by a continuing, extensive migration from Iowa's rural areas to larger cities, both here and elsewhere in the nation; and

WHEREAS, the federal government, under the leadership of President Richard M. Nixon, has set priority on rural community development to stem the migration to the large urban centers by making job opportunities, recreational facilities and other facets of a quality life attractive in rural communities; and

WHEREAS, I, as Governor, deem it advisable to bring to bear the powers of the Governor's Office to coordinate the efforts of the various agencies and levels of government into a coherent program for rural community development.

NOW, THEREFORE, I, Robert D. Ray, Governor of Iowa, do hereby order and proclaim that there shall be an organized commitment to marshal Iowa's public and private resources to rural development needs and priorities, and this commitment shall be called THE GOVERNOR'S PROGRAM AND COUNCIL FOR RURAL COMMUNITY DEVELOPMENT, to operate within the framework of objectives and guidelines hereinafter set forth:

ARTICLE I NATURE OF THE PROGRAM

The mission of the Governor's Program and Council for Rural Community Development shall be to enhance the quality of life for present and future generations of Iowans living in rural areas and communities. The objectives and goals of this program are to improve interagency coordination, facilitate more unified and immediate responses to problems that arise, and strengthen ties among governmental and private persons at all levels of activity.

Major areas of inquiry and coordination include: agriculture, employment opportunities, local government capabilities, availability of transportation services, delivery of education, manpower, law enforcement, health, and social services, decent housing and a suitable living environment. The accomplishments in rural areas will, because of the interrelatedness of urban and rural life, further strengthen our programs for urban development.

These goals can only be reached with the full participation of agencies and individuals from the private sector and all levels of government. The Governor's Office is pledged to solicit, guide, and recognize such participation. The powers of the Governor shall be exercised as feasible toward the fulfillment of these rural community development objectives.

ARTICLE II RURAL POLICY COUNCIL

Overall direction of the Governor's Program and Council for Rural Community Development shall be the responsibility of the Rural Policy Council, which is hereby created. The Council shall be composed of the following State officials and executives:

Governor, serving as chairman
Secretary of Agriculture
Director, Office for Planning and Programming
Director, Iowa Development Commission
Director, State Office of Economic Opportunity
Director, State Conservation Commission
Director, Department of Soil Conservation
Director, Cooperative Extension Service,
Iowa State University
Commissioner, Department of Public Health

The Council may recommend and the Governor may appoint such additional members and include such other persons in deliberations as deemed beneficial to the furtherance of the Council's objectives.

ARTICLE III PROGRAM DIRECTION, STAFFING, AND BUDGET

A. Program Coordinator

Staff direction and research shall be the responsibility of the Program Coordinator, who shall be an employee of the Office for Planning and Programming, and who shall report directly to the Rural Policy Council on all matters pertaining to the Council. The Program Coordinator shall call upon and work with the various agencies, levels of government, and private concerns to prepare such background information, problem analyses, program studies, funding proposals, plans, publications, or other information as may be required by the Rural Policy Council. The Program Coordinator shall be responsible for the efficient operation of the Rural Development Task Forces, described below, and shall assist the Rural Policy Council in establishing such Task Forces.

B. Rural Development Task Forces

The Rural Policy Council may structure such Rural Development Task Forces as it may deem necessary to assist in accomplishing the objectives and guidelines set forth. The Task Forces may be composed of representatives from interested agencies, levels of government, universities, the private sector, and the general citizenry. On each Task Force, one member agency shall be designated to assume major staff responsibilities, with other members assisting as needed. The Program Coordinator shall be responsible for overall coordination of staff work of Task Forces.

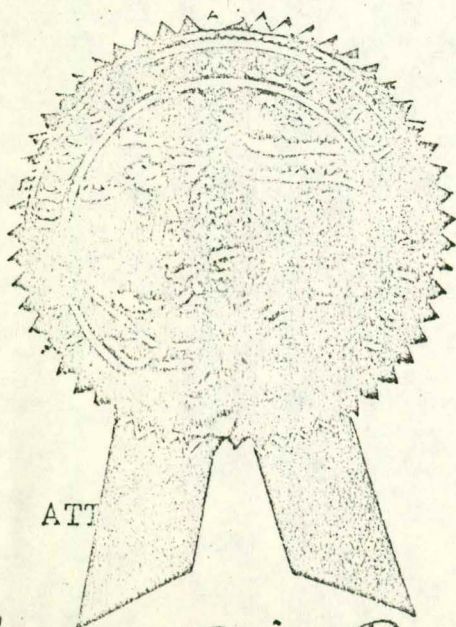
C. Funding

The research, coordinating, and program development costs of the Governor's Program and Council for Rural Community Development shall be met from a variety of sources, including a current federal grant to the Office for Planning and Programming, appropriations for Governor's Study Committees, and such other grants, appropriations, and transfers as may be available and approved by the Governor. The staff and support costs of participating agencies shall normally be met by the respective agencies.

D. Methods and Schedule

The specific research methodologies and coordinative procedures shall be determined by the Rural Policy Council with advice of the Program Coordinator.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and caused the Great Seal of the State of Iowa to be affixed. Done at Des Moines this 5th day of February in the year of our Lord one thousand nine hundred seventy-one.



ATT

Robert D. Ray
GOVERNOR

Edmund G. Snodgrass
SECRETARY OF STATE

GOVERNOR'S RURAL POLICY COUNCIL
AND
PROGRAM FOR RURAL COMMUNITY DEVELOPMENT

State of Iowa -- Des Moines, Iowa

The Rural Policy Council formed on February 5, 1971, through Executive Order Number Three is the policy-making body for the Governor's Program for Rural Community Development. The primary function of the Council is to provide overall direction for the Rural Community Development Program which is designed to improve interagency coordination and facilitate more unified and immediate responses to rural problems that arise to enhance the quality of life for present and future generations of Iowans living in rural areas and communities.

The Governor serves as Chairman for the Council which consists of the chief administrative officers of twelve state agencies and the Governor's Rural Development Coordinator.

COUNCIL MEMBERS

GOVERNOR and Chairman

RAY, Robert D.
Office of the Governor
State Capitol
Des Moines, Iowa 50319
Phone: (515) 281-5211

AGRICULTURE

LIDDY, L. B.
Secretary of Agriculture
State Capitol
Des Moines, Iowa 50319
Phone: (515) 281-5321

CONSERVATION COMMISSION

PRIEWERT, Fred A.
Director
Valley Bank Building
4th and Walnut Streets
Des Moines, Iowa 50309
Phone: (515) 281-5384

COOPERATIVE EXTENSION SERVICE

ANDERSON, Dr. Marvin A.
Director
Iowa State University
Ames, Iowa 50010
Phone: (515) 294-4576

DEVELOPMENT COMMISSION

WYMER, Chad A. - Director
250 Jewett Building
Des Moines, Iowa 50309
Phone: (515) 281-3251

ECONOMIC OPPORTUNITY

TYSON, Robert F. - Director
Valley Bank Building
4th and Walnut Streets
Des Moines, Iowa 50309
Phone: (515) 281-5965

*RURAL COMMUNITY DEVELOPMENT

LAUFENBERG, Wayne E. - Coordinator
Office for Planning and Programming
State Capitol
Des Moines, Iowa 50319
Phone: (515) 281-5974

EMPLOYMENT SECURITY COMMISSION

KLEIN, James T. - Chairman
1000 East Grand Avenue
Des Moines, Iowa 50319
Phone: (515) 281-5361

HEALTH

REEVE, Dr. Arnold M.
Commissioner
Lucas State Office Building
Des Moines, Iowa 50319
Phone: (515) 281-5605

HIGHWAY COMMISSION

COUPAL, Joseph R.
Director of Highways
Iowa State Highway Commission
Ames, Iowa 50010
Phone: (515) 232-7250

PLANNING AND PROGRAMMING*

LAUFENBERG, Wayne E.
Acting Director
State Capitol
Des Moines, Iowa 50319
Phone: (515) 281-5974

PUBLIC INSTRUCTION

BENTON, Dr. Robert D.
State Superintendent
Grimes State Office Building
Des Moines, Iowa 50319
Phone: (515) 281-5294

SOCIAL SERVICES

GILLMAN, James N. - Commissioner
Lucas State Office Building
Des Moines, Iowa 50319
Phone: (515) 281-5452

SOIL CONSERVATION

GREINER, William H. - Director
Grimes State Office Building
Des Moines, Iowa 50319
Phone: (515) 281-5851

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