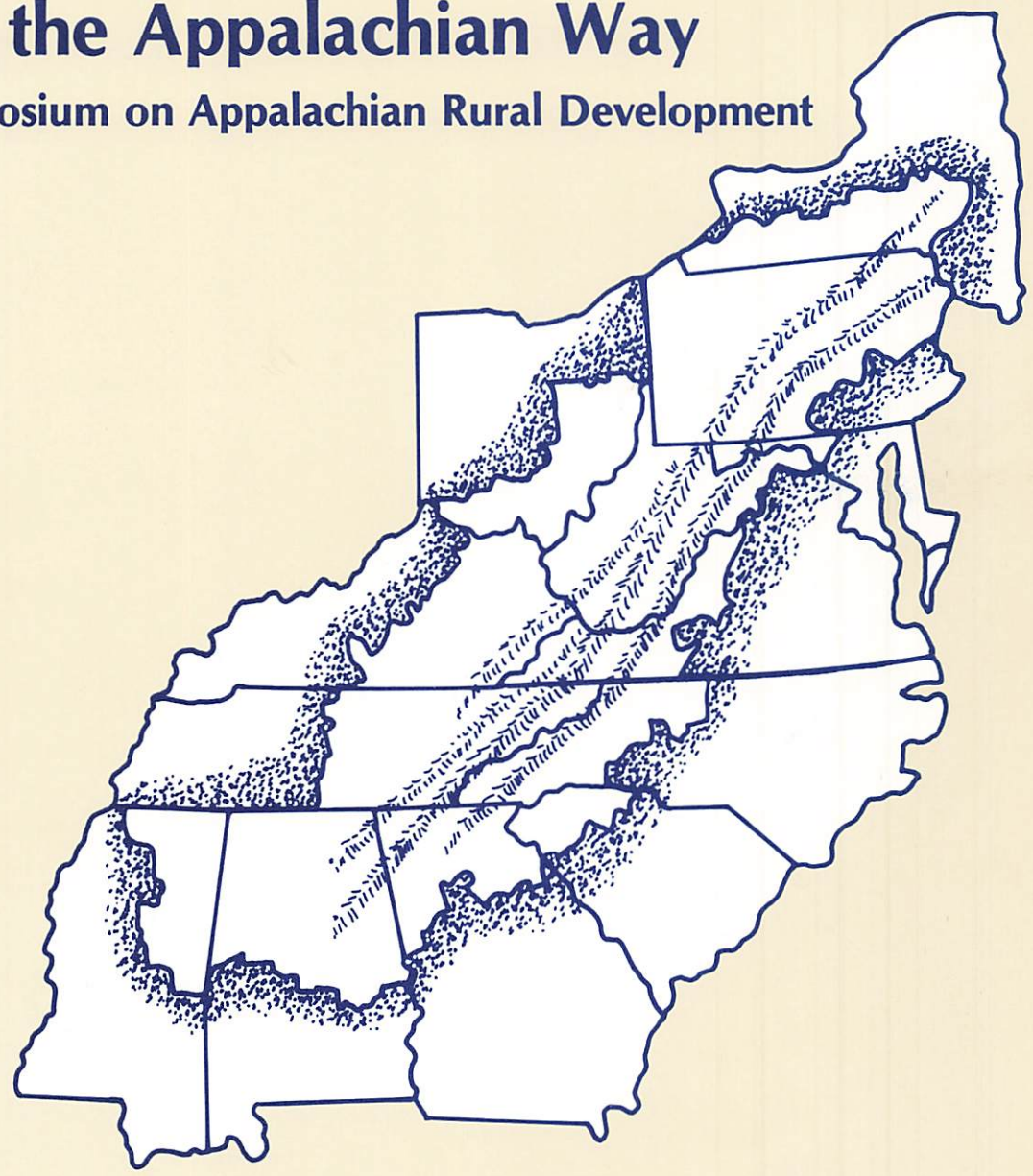




Sharing Successes Along the Appalachian Way

A 13-state Symposium on Appalachian Rural Development



International Exposition
of Rural Development

Nov. 3-5, 1983

Appalachian Development Center
Morehead State University
Morehead, Kentucky

Sharing Successes Along the Appalachian Way is part of the International Exposition of Rural Development (IERD). The IERD is a three-year series of events culminating in a 1984 10-day international symposium in India. The goal is to have self-help projects from around the world exchange ideas and experiences for the benefit of global rural development. In the Appalachian Symposium we will share information on what is and isn't working in community self-development through 13 Appalachian states.

From November 3-5 approximately 60 people from across Appalachia met to participate in this symposium. During the 3 days 20 organizations and communities presented their experiences and accomplishments while participants discussed the factors contributing to success.

Discussion focused around three basic questions:

1. What are the major trends affecting development in Appalachia?
2. What are the guidelines and keystones needed for the success of development efforts?
3. How can the practical experience of the participants accelerate future development and what are the implications for effective strategies for the future?

This document contains the preliminary results of the work of the symposium.

Sharing
Successes
Along the
Appalachian Way

Morehead
State
University
November 3-5, 1983

TABLE OF CONTENTS

INTRODUCTION TO THE SYMPOSIUM

SPONSORING ORGANIZATIONS

SYMPOSIUM PARTICIPANTS

TRENDS OF DEVELOPMENT

KEYSTONES OF DEVELOPMENT

GUIDELINES FOR DEVELOPMENT

CHALLENGES AND RESPONSES

PROJECT DESCRIPTIONS

ACKNOWLEDGEMENTS

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Successes
Along the
Appalachian Way

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Morehead
State
University
November 3-5, 1983

The Appalachian Development Center is Morehead State University's regional service arm. With the goal of practical and philosophical support for the 49 Appalachian counties of Eastern Kentucky, ADC serves the region through its Office of Business Development, Office of Regional Research, Office of Community Services, Office of Appalachian Studies, and the Small Business Development Center.

Eastern Kentucky's largely community-based populace is well-served by the "Sharing Successes Along the Appalachian Way" development symposium of the International Exposition for Rural Development. Through the information and communications' links gained in this symposium, ADC will continue to serve and stimulate progress in the communities of Appalachian Kentucky.

The Institute of Cultural Affairs is a private, non-profit, non-partisan, non-sectarian organization which offers planning assistance to groups of all kinds and a variety of leadership training programs. Its services are designed to catalyze grass-roots participation in improving the quality of life, by serving the world-wide need for self-help development in local communities and organizations.

For almost 30 years, the staff of the Institute of Cultural Affairs has been pioneering in educational methods, curriculum designs and participatory problem-solving techniques.

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Along the
Appalachian Way

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Along the
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November 3-5, 1983

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During the first evening participants visited the displays from 20 projects and programs. This provided opportunity for individual discussion and particular development efforts.

Participants then met in four teams to share their experiences and identify trends. The four teams then came together as a total symposium and discussed the importance of the 20 discerned trends for the future.

1. NETWORKING FOR GREATER EFFECTIVENESS: There is a trend in development toward coalition of services within individual communities and states.

This is illustrated by:

1. Coordination of services by providing agencies to elders.
2. Increase use of bartering in all sectors.
3. Cooperative partnership between sectors (private, local, public)
i.e. Energy Options and South Central Livestock Projects.

2. NON-PROFIT DIVERSIFICATION OF SUPPORT: There is a trend in development toward expanding responsibilities of not for profit organizations.

This is illustrated by:

1. Non-profit marketing products on T.V.
2. Non-profit selling their services (i.e. grant waiting, stress management).
3. Parent group taking out loan to start baker for handicapped.

3. EXPANDED WORK FORCE: There is a trend in development toward training and using of more women and handicapped to provide more viable, dedicated work force.

This is illustrated by:

1. Handicapped bakery in Oakland, MD
2. 5-County support system for Elderly in their Homes in Kentucky
3. Home-Based businesses--crafts, seasonal items, gifts.

4. USE OF MORE VOLUNTEERS: There is a trend in development toward increased use of, and dependency on volunteers as a result of decreased public funding support.

This is illustrated by:

1. Paying stipend and mileage to increase volunteer force.
2. Training volunteers with specific/special skills (i.e. Hospice, Home Health Care).
3. Volunteerism as transition to employment.

5. **NEW, CREATIVE PARTNERSHIPS:** There is a trend in development toward increased involvement of Private Sector as partners in Community Development.

This is illustrated by:

1. Private Sector support through grants and services of personnel to services of personnel to service agencies.
2. Loan of equipment by companies.
3. Private-Public networking and collaboration.

6. **LAND DEVELOPMENT:** There is a trend in development toward getting unaccessable, unusuable land to work for the people.

This is illustrated by:

1. Creation of recreation areas and parks/land used by all ages for recreation.
2. Housing Developments for low income and the elderly.
3. Shopping Facilities--creates new businesses and employment.
4. Local ownership and preservation of resources.

7. **HOMETOWN GUMPTION (OR) MORE LOCAL INITIATIVE AND LESS GOV'T SUPPORT:** There is a trend in development toward more local initiative and less government support. People are not waiting for government agencies to start or continue projects.

This is illustrated by:

1. The Clear Fork Valley Community Land Trust Program in Campbell Co, TN. 60 acres have been made available for housing, gardens, workshops, recreation and a summer camp. All local church money from Appalachia.
2. In Hillsboro Ohio the Senior Citizens Center is purely local project, is self-supporting.
3. The Country Oven Handicapped Bakery in Oakland, MD has become self-supporting after one year of operation.

8. **DEMOGRAPHIC CHANGES:** There is a trend in development toward more women in the work force and as agents of charges. A growing population over 65 who are meeting their own needs; a geographic shifts in population--some return to rural areas.

This is illustrated by:

1. Women taking leadership in community change--illustrated at this symposium.
2. Volunteer positions filled by the elderly to serve the elderly.
3. Return of many Appalachians who left for jobs in urban area and are now retiring.

9. SUPPORT IN FUNDING FOR COMMUNITY DEVELOPMENT: There is a trend in development toward funding from both government, private, and public sources.

This is illustrated by:

1. State and county government assuming more financial responsibility. School system rather than federal funding.
2. Private industry, businesses, churches, providing support. Senior Citizen's Center, Interfaith of Breathitt County, Bakery.

10. ORGANIZING FOR COMMUNITY IMPROVEMENT: There is a trend in development toward communities working together to train community leaders, to increase articulation of needs and problems, and to retain people and resources in the community.

This is illustrated by:

1. Local leaders are organizing cooperative college program for themselves.
2. Service agencies are recruiting and training local volunteer leadership.
3. Tennants in housing projects are taking leadership and decision making roles.
4. Emphasis on upgrading public education, increased pay, testing, accountability.

11. HEALTH CARE AVAILABILITY: There is a trend in development toward the greater availability of health care in Appalachian.

This is illustrated by:

1. Renewed interest in Midwivery.
2. A rural doctor program at University of Kentucky Medical School.
3. More clinics by doctors.

12. ECONOMIC DEVELOPMENT: There is a trend in development toward experimenting with job possibilities in relation to available public facility resources and long term impact natural resources.

This is illustrated by:

1. Stronger regulations stripping.
2. Improved public facilities.
3. More jobs in relation to physical resources.

13. RELATIONSHIPS TO ESTABLISHED STRUCTURES: There is a trend in development toward established political and corporate structures extending their interest and resources to rural areas.

This is illustrated by:

1. Coordination of human services to avoid duplication in Jackson, Gallia, Meigs counties, Ohio.
2. City of Charleston incorporating nearby islands.
3. Willingness of corporations to locate in rural areas.

14. PRACTICAL EDUCATION: There is a trend in development toward alternative, improved and supplementary education.

This is illustrated by:

1. Adult education emphasis.
2. National and State concern and attention.
3. Back to basics and vocational emphasis.

15. CULTURAL AWARENESS: There is a trend in development toward cultural awareness through overcoming past stereo typing and a recognition of our past and our potential.

This is illustrated by:

1. Celebration/Appalachian days.
2. Growth in local arts and crafts.
3. Appalachian studies.

16. SELF DEVELOPMENT: There is a trend in development toward self development at the grass roots level using local initiatives (Back to Basics).

This is illustrated by:

1. Decentralization or Federal programs. (HUD CDBG now to local and SBA 503 now to local).
2. Local accountability for economics development.
3. Reversal of philosophy of government economic supremacy (no more "let Uncle Sam do it.")

17. ACCOUNTABILITY THROUGH ANALYSIS: There is a trend in development toward needs and resource assessment as well as the demonstration of success. Small specific successes build support for larger goals.

This is illustrated by:

1. Women and Empllyment, Inc. is currently assessing the skills and needs of rural women and the small business opportunities for them.
2. Parents want educational opportunities for their children as a way out of economic depression.
3. Funding sources require greater research regarding the feasibility of project successes.

18. NETWORKING AT ALL LEVELS: There is a trend in development toward state agencies, church groups, service organizations, educational resources, grass roots organization combining resources to meet the needs of the area.

This is illustrated by:

1. Tug Valley Recovery Shelter (Domestic Violence and Emergency Resources).
2. Gateway Focus on Elderly (Volunteer Services to Elderly).
3. Child Abuse Volunteers.
4. Displaced Homemakers Programs.

19. LOW BUDGET/HIGH IMPACT: There is a trend in development toward developing program's with less funds--more volunteer--senior citizens involvement--with stronger attempts at publicizing project for maximum impact.

This is illustrated by:

1. Newspaper coverate, more T.V. coverage, work of mouth, ministeries, Must toot own horn.
2. Using more local material resources-volunteers-Edisto Island Resources coming to led people instead of reverse.
3. More local contributions and interest in ongoing programs, making staff part-time and volunteer. Using other agencies for expertise and supplies. Actually, more staff-more involvement.

20. FERNINIZATION OF DEVELOPMENT: There is a trend in development toward using female resources in practical application to address developmental issues.

This is illustrated by:

1. Economic oppourtunities/entrepreneurship (Small Business Ad) focus for/ by women.
2. Involvement of women in networks and as resource people.
3. Education: senior citizens and Women in Development. Edisto Island Community Ed and Recreation Women and Employment.

The Second session of "Successes Along The Appalachian Way" focused participants on the question of "What are the components necessary for the success of development efforts?" Working in four teams, participants discussed examples from their projects and programs and identified "keystones" of local development. These keystones were then illustrated through practical experience from development efforts.

1. CREATIVE MOBILIZATION OF RESOURCES: A keystone of development is ability to mobilize resources.

This is illustrated by:

1. Access to funds; identifying funding sources, writing and receiving grants to medical needs, Gateway Elder Center
2. Solicit up donations from the private and public sector for the Mountaineer Food Bank.
3. Access to human resources: Lane Incorporated Hospice Program using 100 trained volunteers.
4. Access to organizational/institutional resources: four separate communities cooperating on a clean-up campaign.

2. IDENTIFYING COMMUNITY NEEDS: A keystone development is identifying community needs to provide adequately products and services.

This is illustrated by:

1. Bakery provides employment for handicapped and provides need products/
2. Energy option lowered energy cost for community.
3. Food Bank provides food and uses resources thrown away.

3. DEVELOPING PUBLIC AWARENESS: A keystone development is developing Public Awareness through publicity news.

This is illustrated by:

1. Christian Appalachian Project--Raises and tells story of org. and people
2. Baker-Festival Float with Pierre' to celebrate and build public awareness.
3. Food Bank-Develop Business Contacts, set-up booths, public service announcements.

4. SUPPORT COMMUNITY: A keystone development is developing community support (public and private).

This is illustrated by:

1. Referrals or use of service--Gateway Focus on Elderly, Mountaineer Food Bank, South Central Livestock Program.
2. Community provides funding or in-kind services: Focus on Elderly (other agencies funding), South Central Livestock Program (loan of equipment), Energy Options (loan of office space).
3. Volunteers--participating three direct service, advisory boards and advocates (endorsements). Country Oven Baker, Mountaineer Food Bank, WVA Community Chest Experiment.

5. **TEAMWORK IS KEY:** A keystone of development is dedicated staff working as a team.

This is illustrated by:

1. Mountaineer Food Bank started with a task force for 9 months researching then Board of Directors planning and setting policies. Now staff works as team implementing policies.
2. Country Oven Bakery--his team with team leader dedicated to goal of training and employing handicapped.
3. WV Community Cluster--mobilized volunteers from public housing to involve themselves in their own communities setting own goals, i.e, clean-up days.

6. **ACCOUNTABILITY AIDS SUPPORT:** A keystone of development is accountability

This is illustrated by:

1. Justification of spending public funds, spending for what intended JTPA which unemployment area/dam in 100 year flood plan.
2. Cost/Benefit Ration--A 1 million dollar project to protect an area receiving \$2000 per year damage would be inadequate or JTPA Program in an area of 4% unemployment.
3. Quality Product--Permanently retards flood and the woman has full-time permanent, unsubsidized employment.

7. **PLAN - PLAN - PLAN -:** Organization and Planning

This is illustrated by:

1. "If you don't know where you're going--you'll end up somewhere else" WVA Cluster put together plans for action before starting on tasks and maintains a clear sense of purpose.
2. Creating long term 3-5 years plan, each year short term plan. South-Central Livestock Program.
3. Regularly scheduled staff/volunteer meetings to coordinate effort--women and employment, image of control.
4. National Food Bank-- One professional approaches national food resource and distributes food to 57 food banks nationwide.

8. **RESOURCE DIVERSITY:** A keystone in development is to be open to a variety of resources/assistance.

This is illustrated by:

1. Funding, federal/state/local/private/religious. Program income and investment.
2. Technical assistance, universities, businesses--Appalachian Development Center at Morehead.
3. In kind donation, printing, bookkeeping, volunteers, materials and real estate.

9. INITIATORS WITH VISION

A keystone of development is Visionary (ies) Initiator (s).
This is illustrated by:

1. Individual-Marie Cirillo moving into the Clear Fork, Tenn. (Women's Exchange, Land Trust, Crazy Quilt & other friendship groups.)
2. Agency-Community agency investigating needs resulted in Highland Community Senior Citizen's Center - became independent.
3. Victims-Coal Employment Project-organized by women who found themselves discriminated against.

10. DEDICATED LEADERSHIP

A keystone of development is Leadership committed, or dedicated, to the project's purpose and goals.
This is illustrated by:

1. South Central New York R C & D--committed to continued use of marginal agricultural land when the former use is disappearing.
2. Western North Carolina University - committed to the social and economic development of the Appalachia.
3. Christian Appalachian Project - leads in its service area in social services and human development.

11. CONTINUOUS PLANNING PROCESS

A keystone of development is to identify needs and set purpose and goals.
This is illustrated by:

1. Edisto Self Development - Community was called by it's leadership to identify the needs of the community.
2. A committee was appointed to set goals. A governing board was elected by the community.
3. A director was employed to implement - goals and objectives along with the community.

12. PUBLICIZE POSITIVE RESULTS

A keystone of development is informing the public of project success and development through presentations & media releases.
This is illustrated by:

1. Community forum to allow zoning variance for Women's Shelter.
2. Newspaper series/Radio-TV lead people to your service

13. SHIFT IN PERSPECTIVE

A keystone of development is: continued motivation/challenge
This is illustrated by:

1. Appalachian Alliance came alive in 1977 when massive floods affected many communities that had CBO's.
2. Mountain Women's Exchange took on training women in home construction when a regional housing group asked them to be the "minority".
3. The Community Land Trust was motivated to do a summer camp when church groups from Oak Ridge wanted the experience and the Community Land Trust stood its ground in doing a camp for its own kids. There is now a rural/urban summer camp experience.

14. COMMUNITY SUPPORT

A keystone of development is: develop community support
This is illustrated by:

1. Developing acceptance for handicapped day care created a base for economic development project called the Country Oven Bakery.
2. In developing the Powell River Land Trust support was given by real estate buyers, local farmers, elected officials, experts in alternative farming, and leaders from the Holston Presbytery.
3. In the Elder NeighborProjects people who are interested in the programs for the elderly (even possible competitors) are asked to serve on the steering committee for the county program.

15. PROJECT VISIBILITY

A keystone of development is: Project visibility.
This is illustrated by:

1. Highland County Senior Citizens Center in Hillsboro is in an old Kroeger store 'right downtown'.
2. Country Oven Bakery (employs handicapped) has grocery bags with the name of the bakery, location, phone and symbol '83 National Award Winners.
3. Community Cluster Project in Charleston newspaper coverage of clean up days at Orchard Manor.
4. Christmas wreath T.V. advertisement by Christian Appalachian Project.

16. BROAD BASED FUNDING

A keystone of development is assuring a broad base of funding.

This is illustrated by:

1. Local government providing salary for local Senior Citizen Project.
2. Local Senior Citizens serving people of the community by catering and hosting banquets to raise operational funds.
3. Volunteers providing need help in maintenance clerical, transportation.

17. CULTIVATE MULTIPLE SOURCES OF FUNDING

A keystone of development is identifying and cultivating multiple sources of funding.

This is illustrated by:

1. Livestock project started with federal funding (Appalachian Regional Commission) success has captured private industry interest and funding.
2. Funding cut caused budget modification and proposals to other sources.
3. Diversification of funding through all of government and private foundations for example Heifer International, State Agricultural and Markets and county economic development agencies.

18. RESEARCH

A keystone of development is research in the form of assessment and evaluation.

This is illustrated by:

1. A craft cooperative--researched need for local employment, assessed local resources and skills, and researched marketing of crafts.
2. The Appalachian Land Study researched land ownership. From this research the Kentucky Fair Tax Coalition was formed.
3. Domestic Violence Center researches qualifications of staff to ensure an effective program.

19. CORE GROUP COMMITMENT

A keystone of development is the commitment of the community to provide financial support as well as the commitment of staff and volunteers to assess and implement the goals and objectives of the project.

This is illustrated by:

1. When funds are cut back the commitment of the staff is imperative to make up for the void. Some staff members "abandon ship" when the budget is cut.
2. Support from other community agencies or organizations assist the project in learning or finding out information which is needed.
3. A committed core group can help educate the community about the accomplishments of the project as well as its needs.

20. TARGET EFFORT

A keystone of development is targeting effort for an area by identifying services already present.

This is illustrated by:

1. Economic opportunities were a key problem identified in E. Kentucky. Which industries or services already present could be expanded.
2. Major industries identified are agribusiness, forest products, and mining.
3. Identify sub-industries within major industries to see if you can work with them.

21. COMMUNITY SUPPORT

A keystone of development is community support and involvement.

This is illustrated by:

1. Grassroots organization such as food co-ops.
2. Local leadership development initiatives like HAPSO.
3. Public and private sector encouraging citizen input and participation like EPA-Environmental Protection Agency.

22. DEDICATION AND TRUST

A keystone of development is dedication based on information and trust.

This is illustrated by:

1. Leaders of the community Cluster Project of W. Virginia join to share information and to celebrate successes.
2. Several influential people on the 24 member board of the Highland County Sr. Citizen saw to it that the city could buy and lease the old Kroger store for their use.
3. Broad-based support in each of the communities served by the Elder Neighbor Program in Cullowhee, N.C., give stability to the projects.

23. RECOGNITION OF NEED

A keystone of development is to recognize the need.

This is illustrated by:

1. Marion County Model Mile Clean Stream Program saw the need to remove litter and debris from streams.
2. Country Oven Bakery saw need to provide jobs for handicapped people and to help them feel socially accepted.
3. Critical events draw attention to a need, like floods show the need for watershed dams, or a fire department taking two hours to reach a fire shows the need for improved community services.

24. ORGANIZATIONAL STRUCTURE

A keystone of development is organizational structure.

This is illustrated by:

1. Montgomery Co. School Bond Issue passed because of the structure developed through the community council and organization of parents, teachers and school children.
2. A recreation area/softball field was developed when an organization developed a process and worked with the land company to get land donated.

Sharing
Successes
Along the
Appalachian Way

KEYSTONES

Morehead
State
University
November 3-5, 1983

3. Elder Neighbor Project uses the resources of a University Outreach Program to develop county resources to support volunteer programs for elders.

The guidelines which follow are the result of a "brainstorm" session of the participants based on their experience in doing development.

ALWAYS be excited
ALWAYS expect the unexpected
ALWAYS try to see a news release in any event
ALWAYS tell the public about your accomplishments
ALWAYS get the good news of progress publicized
ALWAYS point out successes -- no matter how small
ALWAYS solicit public review and comment
ALWAYS say that you "don't know" if you don't
ALWAYS be political

NEVER assume people are infomed about the project
NEVER make promises that you can't keep
NEVER promise more than you can deliver
NEVER expect instant change or results
NEVER be political

IN THE ARENA OF MANAGEMENT

ALWAYS evaluate the potential/possibility of accomplishing the tasks chosen
ALWAYS understand the family/kin/political ties before launching the project
ALWAYS target programs to local needs
ALWAYS look for alternatives
ALWAYS be prepared; have the facts
ALWAYS ask for help even if you don't need it
ALWAYS define the project and the goals
ALWAYS include everyone in the planning
ALWAYS define enemies as abtract obstacles -- not as personalities
ALWAYS do what you say that you are going to do -- follow through
ALWAYS be ready to change your model whenever necessary
ALWAYS keep an open mind
ALWAYS get local permission
ALWAYS constantly evaluate
ALWAYS develop small, achievable steps toward goals
ALWAYS be determined; never give up despite the obstacles

NEVER waste time on flaky development projects
NEVER give up
NEVER act without planning
NEVER give orders
NEVER boast about yourself
NEVER talk like it all started when you came
NEVER assume that it is easy
NEVER assume that any detail is not important
NEVER say never
NEVER assume anything

IN THE ARENA OF PARTICIPATION

ALWAYS congratulate people for efforts, especially volunteers
ALWAYS engage all age groups
ALWAYS give 150% effort
ALWAYS build on success
ALWAYS present a united front
ALWAYS allow for local "ownership" of the turf
ALWAYS involve people in a meaningful way
ALWAYS respond to the needs and concerns of the local residents
ALWAYS be optimistic
ALWAYS develop shared responsibility
ALWAYS take time to explain decisions
ALWAYS meet often and reflect on progress
ALWAYS serve coffee and doughnuts
ALWAYS accept responsibility for your area

NEVER do your project alone
NEVER belittle honest effort
NEVER be inflexible
NEVER be judgemental
NEVER tell anyone "That is a stupid idea"
NEVER set a date for planning unless all can be there
NEVER discriminate in any way
NEVER make demands when your are soliciting support
NEVER say "you should"
NEVER be negative
NEVER push ideas on people
NEVER design a program without local input
NEVER criticize someone in front of others
NEVER take personal credit for a corporate effort
NEVER make other peoples decisions
NEVER dominate the action publicly

IN THE ARENA OF TRAINING

ALWAYS have written concrete material and information available
ALWAYS learn from mistakes
ALWAYS have methods that work
ALWAYS know your audience
ALWAYS use familar examples
ALWAYS acknowledge good work of volunteers

NEVER withhold information collected at the local level
NEVER assume that you have all the answers
NEVER think that you can't learn something
NEVER think that you have to do things the way they have always been done
NEVER talk down to your audience
NEVER be general

IN THE ARENA OF COALITIONS

ALWAYS expect people to cooperate
ALWAYS have community support
ALWAYS involve local groups/leaders
ALWAYS develop a core of support
ALWAYS involve expertise from other areas
ALWAYS obtain community leadership support

NEVER be afraid to ask for help
NEVER anger the local politicians
NEVER exclude local wisdom
NEVER exclude groups from development of plans
NEVER attack/fight prior to considering negotiation possibilities

IN THE ARENA OF FUNDING

ALWAYS do your "homework" on finances
ALWAYS plan and budget
ALWAYS inventory and involve all resources of assistance
ALWAYS be patient, persistent, and sincere
ALWAYS get it in writing
ALWAYS thank everyone
ALWAYS follow up and keep the sponsor informed

NEVER take on a project without investigating available resources
NEVER depend on a single source of funds
NEVER depend on money only
NEVER allow outside funds to control
NEVER count funds not in the bank
NEVER start with big monies
NEVER pay for something when you can get it free
NEVER choose project which competes with local business if project is public funded
NEVER pay for something before you receive it
NEVER dismiss a potential source as unworthy

During the third section of the symposium, participants examined the keystones which were organized into four arenas:

- (1) TELLING THE STORY
- (2) COMPREHENSIVE RESOURCE DEVELOPMENT
- (3) REGULAR PLANNING STRUCTURE
- (4) COMMITTED LEADERSHIP

They then listed the major challenges to be overcome and brainstormed some representative, effective approaches and actions in response to these challenges.

Major challenges and effective approaches for the future
are:

- A. Select best medium and way to tell the story
 - 1. Develop good relations with media
 - 2. Use different/appropriate media (signs, video, handouts)
 - 3. Good signs
- B. Make it interesting
 - 1. Effective/catchy logo, slogan, image
 - 2. Good press releases
 - 3. Good story tellers
- C. Allocate time and resources
 - 1. Recruit/train promotional expertise
 - 2. Tell story to ourselves
 - 3. Use board (in addition to staff) to tell story
- D. Use story to organize linkages
 - 1. Report documentation, negative learnings, the truth
 - 2. Create eventfulness - open house, festival proclamation, dedications
 - 3. Involve different ages, agencies, exchange stories

Major challenges and effective approaches for the future are:

- A. Knowing How to "Play the Game"
 - 1. Provide for dialogue between parties
 - 2. Overcome image barriers through role playing
 - 3. Development comprehensive knowledge of funding sources (i.e., clearinghouse)

- B. Total Sector Development
 - 1. Adequate public relations
 - 2. Effective planning involving all groups
 - 3. Schedule regular evaluation and reporting sessions

- C. Structure for Long Range Planning and Mobilization of Resources
 - 1. Assign agency to assume structure responsibility
 - 2. Develop common calendar for regular meetings of service providers and funding sources (public, private)
 - 3. Each agency designate staff to implement long range plans

Major challenges and effective approaches for the future are:

- A. Establishing cooperative planning efforts between sectors.
 1. Public hearings
 2. Task forces or ADHOC committees
 3. Coordination as criteria for evaluation
 4. Investigate planning methods and cycles of other groups
 5. Network tax groups
- B. Overcoming conflicting purposes within parts of an organization
 1. Internal newsletter
 2. Joint planning meetings
 3. All organization events and celebrations
 4. Common goals and strategies
- C. Using information from A.R.C. Land Study to shape development strategies
 1. Dialogue with land holding companies
 2. Movements toward land reform
 3. Tax reform
 4. Enforcing currently existing laws
 5. Publicize the study
- D. Accessing state and private (banking) funding information
 1. Dialogue with funding sources
 2. Capital flow studies within region
 3. Workshops on implications of deregulation laws
 4. Extending banking services into the mountain areas
- E. Identifying appropriate skill training for leadership of the group
 1. Research/talk to other groups
 2. Separate technical/human dynamic skills necessary
 3. Articulate nature of the group

Major challenges and effective approaches for the future are:

- A. Efficient Use of Funds
 - 1. Try more creative staffing
 - 2. Review job descriptions
 - 3. Use nonmonetary benefits
 - 4. Study fringe costs

- B. Building a Core Group
 - 1. Honor skills of the group
 - 2. Rotate assignments
 - 3. Have effective communication access
 - 4. Celebrate the successes

- C. Groups Focused to Serve the Community
 - 1. Develop interagency taskforces
 - 2. REassessment of needs and services
 - 3. Brainstorming with the community the actual needs

- D. Maintaining Perspective in Midst of "Giving Your All"
 - 1. Study together to care for spirit of the group
 - 2. Celebrations of accomplishments
 - 3. Take personal care breaks
 - 4. Learn when to let go
 - 5. Interaction outside of your own community

WEBSTER COUNTY COOPERATIVE PARISH
Debbie Pittman
P.O. Box 71
Webster Springs, WV 26288
304-847-7582

Focus of project: Leadership Development of Local Church Members for Self-determination, Nutrition, Women, Housing

Description: Webster County Cooperative Parish is a group of twenty-two churches seeking to provide outreach ministries within local communities. Goals include providing leadership training and development; meeting food, clothing, and housing rehabilitation needs; developing cooperative programs with youth; expanding and strengthening existing womens organizations. Programs include a Work Camp (Housing Rehabilitation), Christmas Store, Community Food Pantries, Vacation Bible Schools, and Local Church Teacher Training.

Webster County is a poor county with approximatley 10,000 population; 30% of the employable population are unemployed, because of the severe depression of the coal and lumber industries. The county is isolated by the lack of any major highway in the county. There is also a large population of senior citizens and also large number of families receiving assistance from the Dept. of Human Resourses.

There is a good public school system, with adequate facilities, churches of many demoninations, a health clinic and a small hospital. There is low crime rate and friendly people who do help each other both individually and through their chruches.

APPALSHOP, INC.
Martin Newell
P.O. Box 743 Whitesburg, KY 41858
606-633-0108

Focus of project: Small Business, New Industries, Youth Education, Adult Education Technical & Job Training, Cultural Heritage Education, Communications.

Description:

Appalshop is a community-based, multi-arts organization located in the coalfields of rural eastern Kentucky. Its activities reach much of the Appalachian region and have been recognized nationwide for their artistic excellence. Appalshop's purpose is to document the history and culture of Appalachia and to translate that culture to contemporary audiences through film, video, theater, recordings, print, and photography.

ELDER NEIGHBOR

Don Kelley
CIML/WCU
Cullowhee, NC 28723
704-227-7492

Focus of project: Care & Prevention of Disease, Elders, Community Organization & Political Structures

Description: The Elder Neighbor program encourages and helps community organizations to develop strong volunteer services for rural mountain elders. Local sponsoring organizations are responsible for program operation in their county or community, raising funds, choosing staff, and matching volunteers with shut-in older people. Elder Neighbors are elders helping elders. They make friendly visits, drive their friend to the store for health care and other services, help with home repairs, and in other ways serve to boost the well being of older people in need.

Western Carolina University's Center for Improving Mountain Living currently offers to help start Elder Neighbor programs in Western NC which has more than 100,000 people age 60 and over. Since early 1981 eight counties have started the program, 250 volunteers have been trained, 16 issues of the program newsletter have been published, about 20 requests for help have been answered from persons outside the region, and an annual awards program has been started as an incentive for communities to expand self-help projects benefitting elder people.

KENTUCKY HIGHLANDS INVESTMENT CORP.

Frederick J. Beste III, President
Box 628
London, KY 40741
606-864-5175

Focus of project: Small Business, New Industries

Description: Kentucky Highlands Investment Corporation is a private development corporation involved in three principal activities in Eastern Kentucky:

1. The investment of venture capital in new and growing businesses in the area.
2. The provision of working capital financing to area small businesses through the financing of accounts receivable.
3. The brokering of industrial real estate properties.

It was a pioneer in the application of a capitalistic, free enterprise approach to the economic development needs of a depressed area, and has achieved national recognition for its approach and success in its endeavors.

KHIC is one of the few long-term survivors of the 1970's federal grant program (Title VII community development corporations). Today it is operated entirely from its investment income.

DISPLACED HOMEMAKERS

Alice Mark
ADC Morehead State University
Morehead, KY 40351
606-783-2379

Focus of project: Technical & Job Training, Women

Description: Displaced homemakers are individuals who have worked in the home for a number of years, dependent on the income of another family member and who suddenly find themselves without that income due to widowhood, divorce, separation, disability of spouse or other loss of family income. Many of these homemakers are older women, often with children to support. Even though they have contributed much to our society as homemakers, they have received no health, retirement, or unemployment benefits as a result of their labor. They find themselves now unemployable because of their age, sex, and lack of vocational and job skills. They generally have had no recent paid work experience. Those who have had work experience in the early years of marriage often find those skills no longer applicable in today's job market, and these individuals need to be retrained. The problems encountered by the rural displaced homemaker intensified by circumstances that tend to keep her isolated and unable to participate in the job search. These problems are lack of transportation, unavailability of public transit services into outlying areas, and a narrower range of job opportunities than that found in more densely populated urban centers.

The objective of the Displaced Homemakers Program curricula is to move a participant from a non-active job seeking status to a wage earner. Thus, objectives will be accomplished by assisting the student to confront and overcome the many barriers that have prohibited her from taking action on a career plan.

EMERGENCY FUND & SERVICE INC.

Irene Cheek, Director
P.O. Box Barbourville, KY 40906
06-546-4622

Focus of project: New Industries, Nutrition, Care & Prevention of Disease, Cultural Heritage Education

Description: Knox County Economic Opportunity Council, Inc., along with Emergency Fund and Service, Inc. is dedicated to the relief of poverty in Knox County, Kentucky. In the hopes that every individual in the area will someday become self-sufficient, productive members of the community.

Our goal is to provide direct services in a manner that enables the person to earn the aid given. This is accomplished by allowing the individuals to work with their own talents and resources to earn credit. Therefore, allowing people to know that they have earned their aid instead of receiving hand-outs. Through the above mentioned methods, we have seen many of our clients enter jobs and further their education becoming productive individuals.

The services provided at EFSI see many of the poor in the area. Since there are few resources such as jobs, clients receive encouragement and help in finding ways to help themselves.

DISPLACED HOMEMAKERS PROGRAM

Dr. Richard Carpenter
Somerset Community College
808 Monticello Road
Somerset, KY 42501
606-678-8174

Focus of project: Adult Education, Technical & Job Training, Women

Description: The Displaced Homemaker Program is for CETA eligible participants who are single, widowed, divorced, or has a total disabled spouse. They have been a homemaker and have not been in the work force for approximately five years. They need counseling, life skills training, and marketable skills in order to become productive in the world of work. Work experience slots has provided upgrading skills.

We have provided these participants the supportative services they need in order to be trained. These included child care, travel allowances, wages and incentive payments.

The success rate of this program has been great. We have 45% placed in employment and 22% in higher education or training for a total of 70% positive termination rate.

Community resource people have been a valuable asset. They have helped with participation on an advisory board, orientation speakers, job placement, and participant referrals.

GATEWAY FOCUS ON ELDERLY

Rhonda Davis, Director
P.O. Box 666
Owingsville, KY
606-674-6396

Focus of project: Elders

Description: Gateway Focus on Elderly has as its major objective the deferral and/or prevention of institutionalization of the elderly through the recruitment, training, and maintainence of a corp of local volunteers. The program provides housekeeping, laundry, shopping, transportation, escort, chore, meal delivery and respite services to individuals over sixty years of age who are unable to perform the activities of daily living necessary to maintain themselves in their own homes.

The program is directed by a licensed social worker who recruits, trains, and supervises the volunteers and provides case management to insure that agency linkages are utilized to their maximum potential. Volunteers are recruited from the community served to facilitate service delivery. In this way, the program not only meets the needs of the elderly, but serves as a means of providing training and developing skills useful in securing employment for those people volunteering.

The program was initiated in January, 1981 and is funded through December, 1983

GRASS ROOTS ECONOMIC DEVELOPMENT CORP. INC
Wayne Sheffel-Volunteer Director
P.O. Box 703
Jackson, KY
606-666-7340

Focus of project: Comprehensive

Description: GREDC is an umbrella corporation for rural community development, with the following objectives; (1) To create economic and social change in the lives of low-income families in Breathitt, Lee and Wolfe Counties, Kentucky. (2) To establish community based, community-owned and community-controlled enterprises to provide employment. (3) To utilize local resources as much as possible. (4) To provide technical assistance to member organizations and communities. (5) To research the feasibility of a variety of projects in the low-income communities of Breathitt, Lee and Wolfe Counties, and implement through organizing training, technical assistance and funding.

LIVING AND LEARNING
Margy Johns, Coordinator
Somerset Community College
Somerset, KY 42501
606-678-8174

Focus of project: Nutrition, Cultural Heritage Education, Elders

Description: SCC living and Learning Program has been existence since 1966 and it is anticipated that a course similar to this one and the past ones will be offered each semester as long as funds and community support continue. We select topics which are both beneficial and interesting to the class members who are all senior citizens of our community. The topics are based upon expressed desires of class members. The course is free and open to the public. Five colleges in KY began offering this course. SCC is the only one still in existence; has also been offered in Florida, Illinois and California

ONEDIA BAPTIST INSTITUTE
Dr. JoAnn Seymour
Onedia Baptist Institute
Onedia, KY 40972

Focus on project: Comprehensive

Description: Provide lines of access for young people to develop to their optimum potential, learn to share their talents. Special help groups to students for remedial academic skills, school operates its own farm, water treatment plant, waste disposal facility, etc. Students working together, share customs, language develop their talents and use them to be resourceful and independent, School sustains itself.

DIVISION OF RURAL IMPROVEMENT
Ethel B. Miller, Vista
P.O. Box 312
Greenwood, SC 29646
803-223-1540

Focus on project: Energy Conservation, Early Childhood Education, Youth Education, Literacy, Housing

Description: The committee was organized to address problems and needs of low-income citizens in Greenwood County through education, resources and leadership by:

1. Encouraging citizen participation of the grassroots population in public affairs
2. Promoting leadership throughout the county at the grassroots level
3. Sponsoring specific projects which improve opportunities of the grassroots population through self-help initiatives.

The ultimate goal of the Committee is to aid low-income persons in becoming self-sufficient and self-supporting, reducing dependency on public assistance programs.

EDISTO ISLAND SELF-DEVELOPMENT OF PEOPLE, INC.
Virginia Morgan, Executive Director
P.O. Box 36
Edisto Island, SC 29438
803-869-2272

Focus of project: Nutrition, Youth Education, Adult Education, Technical & Job Training, Elders, Women, Literacy, Housing, Transportation, Community Organization & Political Structures

Description: Edisto Island is an extremely isolated community located at the Southern end of Charleston County, SC. It is connected to the mainland by a drawbridge; however, the community still remains isolated from the social, economic and political institutions of Charleston and the larger communities. Of a total population of 1374; 115 of the residents of Edisto Island are black. Fifty-One percent of the population earns a family income of less than \$2000 per year; Forty-nine percent of the population earns a family income of less than \$3000 per year.

The Edisto Island Self-Development of People, Ince. made many accomplishments such as providing jobs for the rural poor at the community center, training in sewing, improvement of 49 senior citizens's health, tutoring classes helped 50 children upgrade and increase their reading and math skills, adults were given a chance to learn how to sign their names, read and add their monies, 75 persons were taught the basics of typing and were able to get jobs. The poor youth were able to enjoy instrurctional indoor and outdoor games for the firs time in their lives, 62 homes were saved from abandonment and condemnation as well as creating a safer and more suitable environment for the rural poor.

HENDERSON SETTLEMENT
David L. Allen
P.O. Box 205
Frakes, KY 40940
606-337-3613

Focus on project: Crop Production, Livestock, Potable Water, Child Care Home, Nutrition, Youth Education, Adult Education, Literacy, Community Organization & Political Structures, Comprehensive.

Description: The Community Development Ministry is focused in 3 major ways: community center activities, community services and home visitation. Two used cloting stores are operates, an excellent library and bookmobile are much used services.

Home visitation is very important in this isolated mountain area. Individual needs of families can be discovered and ways to help people help themselves. In the local area there are many great needs for social and recreational outlets. Henderson Settlement provides a gymnasium for sports of all ages. The swimming pool and park are popular in the summertime.

Community Development focuses on helping people learn ways to provide for their basic individual and community needs.

COALITION OF AMERICAN ELECTRIC CONSUMER
Rees Shearer, Executive Director
114 Court St.
Abingdon, VA 24210
703-628-3371

Focus of Project: Energy Conservation, Energy Impact, Alternative Energy Production, Community Organization & Political Structures

Description: The Coalition of American Electric Consumers was founded in 1978 to empower people to reform American Electric Power Company to provide electricity with maximum economy and efficiency with minimal adverse impact on people, communities and the environment, promoting conservation in place of capital investment.

As association of citizens groups and individuals from the AEP service area, the Coalition keeps groups from isolation in long struggles, provides technical data and develops unified strategy.

AEP, the largest investor-owned utility in the United States, controls eight major electric subsidiaries from Appalachia to the Midwest.

Individual ratepayers and victims of AEP construction projects are essentially powerless in the face of this multi-billion-dollar corporation. The Coalition unites consumers as one, effective unit.

Specific objectives of the Coalition now include: support for rural community groups resisting the construction of extra high voltage transmission lines on the basis of lack of need for lines, threats to human health and destruction of property; and reform of AEP and government regulatory agencies, beginning with action on coal use and wholesale policy.

CHILD DEVELOPMENT CENTER
Mary Mulhern, Administrator/Director
224 E. Broadway
Jackson, Ohio
614-286-3995

Focus of Project: Early Childhood Education

Description: A Child Development/Day Care Center that offers a safe, happy and well supervised environment. A state and federal licensed facility where children are directed and encourage to reach their fullest potential through play, organized activities, cultural enrichment field trips and projects. A center that is staffed by well trained and caring adults. A center whose philosophy is:

The Child Development Center is an organization of instruction that recognizes two important aspects of growth and development of children:

1. Growth is a continuous process
2. The individual rate of growth differs

A program that directs its time and energies to the development of the complete child, physically, intellectually, emotionally, and socially.

A center that teaches and practices the theory that Home and Center work together for the happiness of the child.

HIGHLAND COUNTY SENIOR CITIZENS CENTER, INC.
Rosalie Morgan, Director
185 Muntz Street
Hillsboro, OH 45133
513-393-4045

Focus of project: Nutrition, Adult Education, Arts, Cultural Enhancement, Transportation, Community Organization & Political, Communications, Beautification.

Description: The Highland County Senior Citizens Center Inc. had taken a direct approach in providing services to the elderly in the form of physical, emotional, and psychological support. Has a basic belief in the integrity, value and contribution the elderly are able to make to society. The project has grown from a membership of 0 to 3500 at the present, besides serving several hundred outside the membership, the Center has relocated in better and improved facility to better serve the elderly.

It is felt that this type of program is a wave of the future as people are living longer, move actively in life in retirement years. We are providing a great need for social and service support to our elderly.

A genuine need for specific programs and services existed, this need was met by strong leadership, great volunteerism, on-going support from community, business, professional and political interest. The involvement and support of those being served by the program has made the project successful.

The Center serves as a focal point for delivery of services, the focus on direct delivery of programs and services has aided to independent living, with something to look forward to each day. A reason for living full productive lives.

HAMILTON APPALACHIAN PEOPLE'S SERVICE ORGANIZATION
Judy Gillens, Director
522 Butler Street
Hamilton, OH 45011
613-868-0950

Focus of project: Energy Impact, Alternative Energy Production, Consultancy and Advocacy Information and Referral Food Pantry, Early Childhood Education & Recreation, Youth Education, Adult Education, Cultural Heritage Education, Community Organization & Political Structures, Beautification

Description: HAPSO recognizes that concerned citizens working together to address issues of common concern can significantly influence future action on those issues. Therefore, HAPSO strives to bring people together at the neighborhood level for the purposes of identifying and addressing common needs and concerns. HAPSO also believes in the value of independence and self-sufficiency. Thus, it continuously strives for the realization of residential leadership (i.e., the residents not only choose the issues of common concern, they are actively involved in seeking resolutions to these issues).

HAPSO conducts, organizes, and sponsors numerous educational and recreational classes and programs for area residents--from pre-schoolers to senior citizens; primarily free to the public. HAPSO firmly believes in the need for such programming as it is an essential tool in unifying a community and promoting independence and self-sufficiency. Further, if these programs were not available, many low-income residents could not otherwise take advantage of such opportunities.

ALLEGHENY HIGHLANDS PROJECT
Barton Baker, Project Director
Room 1080 Agricultural Science Bldg.
West Virginia University
Morgantown, WV 26506
293-6256

Focus of Project: Crop Production, Livestock & Poultry Production, Marketing, Adult Education, Communications

Description: The major objective of this Project was to integrate existing forage-livestock technologies into management systems for hill land farmers and deliver the technologies as a package concept which when adopted would enhance the social and economic welfare of rural people. The Project accomplished many of its goals with cooperating farmers and technology adoption spread throughout the Project area and into other parts of the State.

MOUNTAINEER FOODBANK, INC
Eileen R. Willy, Executive Director
416 River Street
Gassaway, WV 26624
304-364-8150

Focus of Project: Food & Fiber Processing, Marketing, Small Business, Nutrition, Community Organization & Political Structures

Description: Mountaineer Food Bank is a food clearinghouse that solicits, stores, and redistributes over a million pounds of donated food annually to non-profit agencies serving the needy. Our primary objectives are two-fold: reduce waste by diverting surplus food to needy while trying to alleviate hunger. West Virginia is usually #1 in unemployment nationally and is the third most rural state in the US. At a grassroots level, we have successfully organized local groups to form food pantries and given technical assistance so they are independent agencies within their own communities capable of assessing their own needs. We currently assist over 50,000 low-income households with the number growing daily. The demand for food far exceeds our supply. Transportation is the main problem we have to cope with. Such a rural state makes it difficult to provide the necessary interstate & intrastate trucking. Our best resources are our human resources in West Virginia. People make the effort to share of themselves and their time on many different levels in many different ways. Many of the needy served by their local pantries end up volunteering hours of time to keep the pantry running. Volunteers and donations are the backbone of the food bank.

JACKSON AREA MINISTRIES RESOURCE AND TRAINING CENTER
Pam Sicles, Secretary
P.O. Box 603
Jackson, OH 45640

Focus of Project: Crop Production, Marketing, Human Resources, Community Development, Nutrition

Description: The United Methodist Church initiated the Jackson Area Ministries Resource and Training Center in 1969 in the Appalachian area of the state of Ohio. The work, which was begun mainly in Jackson County, now has extended into surrounding counties as time has permitted and as need has arisen. The service area includes eight counties of southern Ohio, with greater involvement in three of those counties.

Like most Appalachian Counties, the economic situation has created high unemployment and a real financial strain on those with fixed incomes and/or large families.

J.A.M.R.A.T.C.'s programs of assistance include: human resources (food co-ops, food pantries, clothing banks); agricultural development (family gardens, farmers' markets); and, community development (work camping).

Inflation, fixed incomes, unemployment, federal and state cuts, all make it imperative that someone respond to human need in a caring manner.

PIKE COUNTY COMMUNITY CANNING CENTER, INC
Alice Clagg, President
P.O. Box 701
Piketon, OH 45661
614-947-4620

Focus of Project: Food and Fiber Processing, Nutrition

Description: The Pike County Community Canning Center is a non-profit, community based organization which provides a facility for the processing preserving of home grown foods. The Center, which is open to the public, operates during the garden harvest season and is staffed by trained supervisors. Area residents who use the center are charged a small fee.

COAL EMPLOYMENT PROJECT

Key project person
P.O. Box 3403
Oak Ridge, TN 37830
615-482-3428

The Coal Employment Project (CEP), established in 1977, was founded by women who grew up in the Appalachian coal-fields. CEP has developed a multi-faceted strategy to break the barriers of discrimination in the coal industry (our sights have since been expanded to include other traditionally discriminatory industries). The components have included a legal arm, which gives us the muscle we need to be effective; a media strategy, which assures that women miners and potential women miners, as well as the world in general, know our story; a support group strategy, to help women organize on local levels to solve their own problems and to guide CEP's work; a research strategy, to document the extent of the problems which we know exist; and an advocacy strategy, which helps women organize to accomplish some of their goals, such as the inclusion of maternity/paternity leave clause in the next UMWA contract.

WEST VIRGINIA COMMUNITY CLUSTER

Key project person
Bill Dotson
P.O. Box 86
Charleston, WV 25351
304-348-6840

The West Virginia Community Cluster was created in a response by the Charleston Housing Suthority to federal cut-backs in funding for social and economic services serving residents in five family communities of about 3000 residents. The residential communities consist of approximately 50% white and 50% black residents. The key accomplishments created by this project are dramatic increase in each community assuming responsibility for beautification, community security and well being, activities and participation.

HANCOCK COUNTY EDUCATION CO-OP

Key project person
Trisha Collins, Registrar
% Courthouse
Sneedville, TN 37869
688-733-4824

Hancock County Education Co-op is a locally organized community project which has provided access to a college program for several dozen adult leaders. Fifteen of these have used this project for a degree program and have received a college degree. The unique feature of this program is that it has focused courses so that they tie in with community development.

POWELL RIVER LAND TRUST

Key project person
Zae & Geri White
Rt. #2 Box 77A
Sneedville, TN 37869
615-733-4791

Eleven hundred acres of mountain farmland is scheduled to become the Powell River Land Trust and create an opportunity for self-help among low-income families in Hancock County, Tennessee and Lee County, Virginia. This land trust will encourage the traditional trust of self-reliance by diversifying the local agricultural base and by encouraging the cooperative development of farmland enterprises. These include opening up homesites, developing summer and retirement homes, vegetable farming, direct marketing to consumers, and creating small businesses. By putting the land in trust the land will be removed from the speculative real estate market and demonstrate a way to prevent the exodus of families from the area.

WOMEN AND EMPLOYMENT, INC.

Key project person
Linda Holup, Proj. Dir.
1217 Lee St.
Charleston, WV 25309
304-345-1298

This is a non-profit corporation established to ensure the availability of training for women in non-traditional jobs. It has been in operation in Charleston, West Virginia since 1979 and serves the city plus the rural areas surrounding the city. Two general strategies were discussed. The first resulted in a method for finding and employing women in the construction industry. It consisted of monitoring the hiring practices of construction companies involved in projects funded by the U.S. Office of Housing and Urban Development. One such project, the only one in Charleston in 1979, was employing one woman on the construction site. Since then, additional projects have been initiated and the non-profit corporation filed a lawsuit against the city, and settled out of court when a compromise was reached regarding the procedure for ameliorating the problem of discrimination on the work sites.

THE COMBINED RESIDENCY/PRACTICE PROGRAM

Key project person
David K. Heydinger, M.D.
Ass. Dean for Academic Affairs
Marshall University School of Medicine
Huntington, WV 25701
304-526-0508

This program prepares physicians to organize & practice community responsive primary health care, particularly in rural/underserved areas. It involves 3-4 years of residency training with an intervening 2 years of practice in a small rural community. During this time participants are taking course work and doing research leading to a Master's of Science in Community Health. From year five on, the program will have 30 or more physicians either in training or providing health care to the medically underserved. This unique program attracts candidates from all parts of the country and in addition to rural/underserved areas, is useful to those interested in international health care needs. Specialization is available in Family Practice, Obstetrics/Gynecology, Pediatrics, Internal Medicine & Psychiatry. The measure of success is that by July 1984 ten physicians will be practicing in rural/underserved areas of West Virginia which would otherwise be without adequate medical care.

MARION COUNTY COMMUNITY IMPROVEMENT

Key project person
Dayton J. Michael
Marion County Extension Agent
P.O. Box 1628
Fairmont, WV 26554
304-366-3331

The Marion County Community Improvement Association has as its major goal the improvement of the overall environmental conditions of Marion County and, as a result, make the county a better place to live, work, and recreate. The total program has shown accomplishments in the areas of building new homes, remodeling old homes, building community centers, establishing playgrounds, installation of community water systems, road improvement and overall community beautification. The program has enabled all age groups to work together as a team.

ENERGY OPTIONS IN HOUSING

Key project person
Helen Perrine
104 River Crest Dr.
Coraopolis, PA
412-281-2102

Energy Options shows people what really works in saving energy costs through technical assistance, information transferral, in workshops, one to one, and tours, so that available housing is affordable and safe.

CLEAR FORK VALLEY PROJECTS

Key project person
Marie Cirillo, Volunteer
Box 34
Clairfield, IN 37715
615-784-6832

The Clear Fork Valley identifies the place where an informal but long standing cooperative effort has occurred. It started in 1968 when 3 groups were organized in Clairfield, Tennessee to deal with health and job needs. Additional organizations dealing with housing, food, water, land, folk arts, child care, and legal aid found strength in mutual cooperation. In 1978, the formation of Mountain Womens Exchange extended the interest in sharing beyond the Clear Fork to neighbors in Kentucky. Groups organized in settlements along the Clear Fork river include Model Valley Development Council, The Clear Fork Clinic, Woodland Community Land Trust, Mt. Comm. Child Care, Mountain Women's Exchange and Crazy Quilt Friendship Center.

TUG VALLEY RECOVERY SHELTER ASSOC., INC.

Key project person
Marcia L. Corbett, Director
Box 863
Williamson, WV 25661
304-235-6121

Tug Valley Recovery Shelter Association, Inc. is to educate and eliminate domestic violence. The project provides shelter, counseling, food, clothing, legal assistance and information for victims of domestic violence and education for the wider community about domestic violence. This service has been made available in an isolated rural area.

SANDY MUSH SOLAR GREENHOUSE PROJECT
Paul Gallimore, Director
Long Branch Environmental Education Ctr.
Rt. 2 B0x 132
Leicester, NC 28748
704-683-3662

Focus of project: Comprehensive

Description: The purposes of this project are severalfold:

1. To education rural people to the ways of energy conservation, energy efficiency, and practical application of solar energy.
2. To demonstrate the heat and food producing potential of attached passive solar greenhouses, as well as to indicate directors on how the greenhouse can be managed to produce income through horticulture.
3. To assist the wider rural community on ways of planning according to energy, food, and income-generating needs in order to achieve greater local self-reliance while maintaining the integrity of the native ecology.
4. To train individuals in the community in the skills of the building trades as well as horticultural sceinces.

Initiated in the Fall of 1979, the project has been and continues to be an effective means for generating self-hlep in the rural areas of western NC, but could certainly be applied to rural areas across the world where climate is a constraint in growing high-nutrition food, and where deforestation is a result of trying to satisfy needs for warmth in the Winter season. Positive ecological values seem to grow in the community when it is clearly demonstrated that basic needs can be met through the use of applied solar energy in greenhouses and through year-round horticulture.

CHRISTIAN APPALACHIAN PROJECT
Jack Morris
322 Crab Orchard Road
Lancaster, KY 40351
606-792-3051

Focus of project: Comprehensive except Resource Development

Description: The Christian Appalachian Project was officially born as an agency: to work with persons of all Faiths, in the spirit of Christ to help the poople of Appalachia establish business and industries of their own to work with the people of Appalachia in such things as the education of children and the care of the elderly.

SOUTH CENTRAL LIVESTOCK PROGRAM

**Kenneth Cobb, Coordinator
21 E. Main Street
Norwich, NY 13815**

**Focus of project: Crop Production, Livestock, Food & Fiber Processing, Marketing
Small Business, Energy Conservation**

Description: South Central RC & D Livestock program through ARC has started to develop a new industry in the southern tier region of NYS. They have successfully gotten Cornell University, NYS Ag & MRTS S.C.S, ARC, Extension Service, SWCD's, and producers to work together for a common goal. All the idle land in southern tier is being used for beef or sheep production.

COUNTRY OVEN BAKERY

**Charlotte Griffith, Executive Director
12 South Third Street
Oakland, MD 21550**

Focus of project: Small business, Technical & Job Training

Description: The Appalachian Parent Association, Inc., a private, non-profit agency, operates programs for the handicapped in rural, Appalachian Garret County, MD. These programs include: the Appalachian Center, a training program; The Appalachian Workshop, a sheltered workshop; and the Country Oven Bakery, a retail bakery.

The idea for the Bakery emanated out of the success of a baking project in the day care program. We realized the capacity of our clients to produce baked goods and there was little competition for this market. A needs assessment was obtained from a local university, as a graduate study project, and this assessment was the basis for applying for a HUD Community Block Grant. The study substantiated the feasibility of starting a retail bakery in the Oakland Area; and the Bakery would provide training and employment of handicapped individuals. provide a service to the community and create a revenue bases for operating Appalachian Parent Association, Inc., programs.

In 1980, an \$84,000 grant was used to rennovate part of a building the Appalachian Parent Association, Inc., had purchased. (The rest of the building is used by our sheltered workshop and day program.) The grant also covered equipment, supplies, materials, and staff salaries.

The second year of operating, the Appalachian Parent Association, Inc., subsidized this project for approximately \$6000 and the third year \$3000. The Bakery employs nine individulas with 80% of this workforce being handicapped.

In 1982, the Maryland Governor's Commission on Employment of the Handicapped named the Country Oven Baker "Small Employer of the Year"; and in 1983, the President's Committee on Employment of the Handicapped named the Country Oven Baker National "Small Employer of the Year" based on the Bakery's training and employment programs.

The Bakery project demonstrates to other projects how with appropriate planning and funding, this is a feasible idea.

DEVELOPING A PROGRAM FOR LAND APPLICATION OF SEWAGE SLUDGE

Guy Temple,
Cooperative Ext. Service, Courthouse
Lewisburg, PA 17837
717-524-4461

Focus of Project: Crop Production, Energy Conservation, Waste Disposal, Infrastructure

Description: Communities are being required to install and upgrade sewage facilities. The disposal of sewage sludge provided by these plants in an environmentally safe, economical, and community acceptable manner has become a problem for many communities. In years past, most of the sludge was dumped on scrubland, into landfills, or incinerated. Landfills and incinerators are becoming more expensive.

Today sewage sludge is being considered by some regulatory agencies and some communities more as a valuable fertilizer resource to be used rather than a disposal problem.

The project was an attempt to get landowners (farmers) and municipal officials together to review the latest research, their own needs and conditions, and develop a program of applying sludge to farmland that was agreeable to both.

The program was accomplished in two years in a municipal area of approximately 8200 people. Approximately 40 landowners have been involved. The borough saved \$27,000 the first year of operation. The landowners save on fertilizer costs. The overall community benefits from using a resource.

DUNGANNON DEVELOPMENT COMMISSION

Nancy Robinson, Executive Director
Box 393
Dungannon, VA 24245
702-467-2306

Focus of Project: Marketing, Small Business, New Industries, etc. Comprehensive

Description: In 1979 a group of concerned citizens got together to work for more jobs and improved conditions in the local sewing factory. In order to do this, they formed a non-profit community development corporation. (The Dungannon Development Commission). This initial concern for jobs grew into a concern for the whole community development in the areas of housing, recreation, and education.

The DDC is comprised of people from the town of Dungannon and surrounding area. Individual members annually elect 16 board members who set directors and hire staff.

Sharing
Successes
Along the
Appalachian Way

ACKNOWLEDGEMENTS

Morehead
State
University
November 3-5, 1983

Al Smith (Keynote Speaker) Editor of London Sentinel-Echo
and former Federal Co-chairperson of the Appalachian
Regional Commission

MOREHEAD STATE UNIVERSITY

President - Morris L. Norfleet

Vice President - Phillip W. Conn, Bureau of University
and Regional Services

Appalachian Development Center - Donald L. Fogus, Director
Danny Wright, Communications Coordinator
and Support Staff

Office of Printing Services

Division of Media Services

Department of Agriculture, University Greenhouse

Operations and Maintenance

Department of Geography

Newscenter 12

The Trail Blazer

Campus Coordination

Adron Doran University Center

WLEX-TV, Lexington, KY

WKYT-TV, Lexington, KY

WVLK-Radio, Lexington, KY

Institute of Cultural Affairs Coordinations and
Facilitation staff

ENTERTAINERS

Rodi Jackson and Cloggers

Glenn Fulbright, Dance Caller

Leo Blair and Scott