The WRDC extends a special thanks to the Community Development Extension Specialists who participated in the 2010 convening in Denver and/or who contributed details regarding their state’s Cooperative Extension activities in Community Development.

Mark Apel, University of Arizona
Marion Bentley, Utah State University
Buddy Borden, University of Nevada-Reno
David Campbell, University of California-Davis
Linda Cox, University of Hawaii
Steve Daniels, Utah State University
Lena Etuk, Oregon State University
Erik Glenn, University of Arizona
Bob Gorman, University of Alaska-Fairbanks
Tom Harris, University of Nevada-Reno
Lorie Higgins, University of Idaho
Doreen Hauser-Lindstrom, Washington State University
Dennis Kaan, Colorado State University
Paul Lachapelle, Montana State University
Michael Patrick, New Mexico State University
Harriet Shaklee, University of Idaho
Lou Swanson, Colorado State University

AUTHORS
Betsy H. Newman and Don E. Albrecht
Western Rural Development Center
Cooperative Extension Community Development Specialists apply science-based research to community engagement.

The number of FTEs dedicated to community development in the West.

The number of **FTEs** dedicated to **community development** in the **West**.
Introduction

Extension was established in 1914 by the Smith-Lever Act to initiate interaction and improve communication between the land-grant universities in each state and the residents and communities of that state. At one time, most Extension programs involved the delivery of agricultural knowledge developed by university researchers to farmers who were by far the largest occupational group in the country. In a rapidly changing world, however, the role of Extension must necessarily change. Today, less than five percent of rural residents earn their living from agriculture and other resource-based industries. It follows that to remain relevant Extension’s role must change and they must play a major role in helping individuals and communities address the challenges of a rapidly changing world.

To prioritize the issues and concerns of the rural West in the 21st Century, the Western Rural Development Center (WRDC) conducted a series of roundtables in 2009, one in each of the 13 western states. Additional roundtables were also conducted with the WRDC Board of Directors and the Navajo Nation.

The purpose of these roundtables was to prioritize the issues and concerns confronting individuals and communities of the rural West. From these Rural Development Roundtables, it was very apparent that the issues and concerns experienced by the residents and communities of the rural West are very different from the issues and concerns of the past.

From Roundtables to Extension

In October 2010, the WRDC hosted a meeting of Extension Community Development Specialists in Denver, Colorado. Representatives from 11 of the 13 western states participated in this meeting with the purpose being to allow each state to discuss the community development programs that have been developed in their state.

Through this sharing process, the attendees learned from one another and took home ideas that have worked effectively in other states. This meeting also served as a way of establishing a framework to allow better cooperation and communication across state boundaries, and allow the West’s Community Development (CD) professionals to identify programmatic gaps in meeting those needs that emerged from the WRDC roundtables.

This report provides:
1. A brief regional overview of Cooperative Extension’s community and economic development FTEs.
2. An inventory of current program areas and activities at each of the Western LGU’s as they relate to community and economic development.
3. Recommendations for advancing Extension’s community and economic development efforts in the West.

The WRDC’s priority areas were developed based on the region’s input at the Rural Development Roundtables.

Extension must play a prominent role in providing the programs needed to help rural residents compete in today’s economy.
Priority One: Enhance Human Capacity through People-Based Rural Development

For decades, employment in agriculture and the other resource-based industries have been declining. As a result, many rural workers are finding that the education and training sufficient for employment in the resource-based industries does not translate easily into the talents and skills needed for high-quality employment in the new global economy. Extension must play a prominent role in providing the programs needed to help rural residents compete in today’s economy.

Priority Two: Create Vibrant Rural Economies through Place-Based Rural Development

The traditional approaches used by rural communities to improve economic opportunities within their boundaries are much less successful than in the past. When most nonmetro jobs were in agriculture and the natural resource industries, community development efforts tended to focus on enhancing the supply of or demand for natural resources. Then with the growth of manufacturing, the most common rural development path was to induce an industrial firm to build or relocate to their community. In today’s economy, the opportunities for resource development are limited, and the traditional “buffalo hunt” for industrial firms is more costly, the odds of success are greatly reduced and overall this approach is much less effective as a community development strategy than in the past. At the same time, there are development opportunities that simply did not previously exist. With computers, the Internet and cell phones, it is now possible for individuals and firms to be connected to the world while enjoying the benefits of rural living. Extension must play the vital role of helping communities understand these changes and develop programs that are successful in attracting and developing high-quality employment in a global era.

Priority Three: Promote Sustainable Natural Resource Development

Historically, a high priority has been placed on locating and developing natural resources. Much has changed in recent decades. The West experienced a decline in many of the traditional resource-based industries as technology replaced human labor in the production process. In certain cases, legal and cultural changes have greatly limited opportunities for rural residents to utilize natural resources for their economic livelihood. Additionally, population growth and an improved standard of living have greatly increased demand for some resources such as water and open space, and several resources including forests and rangelands were not used sustainably and consequently supplies are now limited. At the same time, amenity resources are one of the major economic drivers in the 21st Century. It is a time for ready access to research and people skilled in community economic development, land-use planning, natural resources, and conflict resolution. Again, Extension must play a vital role in providing these formats for open dialogue, increasing scientific awareness and conflict resolution.

The Regional Rural Development Roundtable participants helped the WRDC establish its priority areas for the coming years.
Federal, State and local government dollars fund Cooperative Extension. Between 1977 and 2000 Extension’s funding has shifted with states providing a larger share than the Federal government. As reported by Ahearn, et al., in 2000, 49 percent of the $1.7 billion that supported the Extension system was from states with the Federal government funding at 24 percent and local governments funding at 27 percent.1

This collaborative funding effort translates into each state allocating funding to Extension program areas based on the state’s priorities as identified by its leaders. Therefore, each state and each region may place a different level of emphasis on the program areas. (Extension activities from 1977-1992 were categorized into four program areas: agriculture and natural resources; community resource development, 4-H and youth development, and home economic and human nutrition. Today Extension activities are categorized into nine knowledge areas.)

To gain a regional overview of Extension community development efforts we must look back to a 2000 report2 released by the Economic Research Service detailing Extension’s FTEs across all program areas from 1977-1992. We will also look at the region’s knowledge area data reported for 2007-2009 taken from the plan of work database using state reports. While we do not have data for the years 1993-2006 we can still glean trends in Extension as they pertain to FTE allocation in the four program areas, and particularly in Community Resource Development.

Figure 1 shows the regional trend in allocated FTEs to Extension’s community development program area between 1977 and 1992. The peak for three of the regions appears to have occurred in 1977 and since then there has been a predominant downward trend in FTEs allocated for community development.

Table 1 outlines the community development FTEs for each region in 1977 and 1992. During this time period the Northeast region (ME, VT, NH, RI, CT, NJ,

Table 1. Community Development FTEs by Region, 1977 and 1992.

<table>
<thead>
<tr>
<th>Region</th>
<th>1977</th>
<th>1992</th>
<th>Percent FTE Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>234.2</td>
<td>130.0</td>
<td>45% decrease</td>
</tr>
<tr>
<td>North Central</td>
<td>567.2</td>
<td>380.3</td>
<td>33% decrease</td>
</tr>
<tr>
<td>South</td>
<td>439.3</td>
<td>278.1</td>
<td>36% decrease</td>
</tr>
<tr>
<td>West</td>
<td>176.0</td>
<td>135.8</td>
<td>22% decrease</td>
</tr>
</tbody>
</table>

Figure 1. Extension CD FTEs All Regions, 1977-1992.

Agriculture & Natural Resources FTEs from 1977-1992

Northeast 14%
North Central 8%
South 2%
West 5%

Human Environment & Human Nutrition FTEs from 1977-1992

Northeast 10%
North Central 4%
South 6%
West 32%

4-H & Youth Development FTEs from 1977-1992

Northeast 24%
North Central 30%
South 28%
West 20%
DE, MD, PA, WV, NY, MA) had the largest decrease in community development FTEs. In 1977 the region had 234.2 FTEs in community development and by 1992 that number had fallen to 130.0 or by 45 percent.

Similarly, the North Central region (ND, SD, NE, KS, MO, IA, MN, WI, IL, MI, IN, KY, OH) reported 567.2 FTEs in community development in 1977 compared to 380.3 in 1992 and that is a 33 percent decrease.

In 1977 the South (FL, GA, SC, NC, VA, TN, AL, MS, LA, AR, OK, TX) reported 439.3 FTEs and by 1992 the region’s community development FTEs had dropped 36 percent to 278.1. The West (WA, OR, CA, ID, NV, UT, AZ, MT, WY, CO, NM) reported the smallest decrease in FTEs. The region reported 176.0 FTEs in 1977 that were allocated to community development and by 1992 the number was 135.8 or a 22 percent decrease.

How many FTEs is Cooperative Extension in the West allocating to community development today? The WRDC has compiled the western region’s FTEs allocated to community development thanks to the input from each Extension Service within the region (Table 2). In 2010 the West had 88.38 FTEs allocated to community development. That’s a 35 percent decrease from 1992 and a 50 percent decrease from 1977. Consider too that the 2000 ERS report didn’t include FTEs from Hawaii and Alaska whereas the 2010 numbers compiled by the WRDC do include these two states (Figure 2).

How do FTE allocations in community development compare to those allocated for the other three major Extension program areas during this same time period of 1977-1992? The FTEs reported for Agriculture and Natural Resources indicate it is the most stable of the four program areas.

<table>
<thead>
<tr>
<th>State</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>3.50</td>
</tr>
<tr>
<td>Arizona</td>
<td>2.00</td>
</tr>
<tr>
<td>California</td>
<td>5.00</td>
</tr>
<tr>
<td>Colorado</td>
<td>4.98</td>
</tr>
<tr>
<td>Hawaii</td>
<td>1.00</td>
</tr>
<tr>
<td>Idaho</td>
<td>5.00</td>
</tr>
<tr>
<td>Montana</td>
<td>5.00</td>
</tr>
<tr>
<td>Nevada</td>
<td>4.20</td>
</tr>
<tr>
<td>New Mexico</td>
<td>1.00</td>
</tr>
<tr>
<td>Oregon</td>
<td>4.45</td>
</tr>
<tr>
<td>Utah</td>
<td>10.15</td>
</tr>
<tr>
<td>Washington</td>
<td>33.10</td>
</tr>
<tr>
<td>Wyoming</td>
<td>9.00</td>
</tr>
<tr>
<td><strong>Regional Total</strong></td>
<td><strong>88.38</strong></td>
</tr>
</tbody>
</table>

Table 2. Western Extension CD FTEs in 2010.

**Figure 2.** Western Extension CD FTEs 1977-1992 and 2010.

**FTEs in Agriculture and Natural Resources** appear to have remained the **steadiest** since 1977.
Between 1977 and 1992 Extension’s Agriculture and Natural Resources FTEs had only minor fluctuations and several regions ended this time period reporting slight FTE gains with only the North Central seeing an eight percent decrease.

Human Environment and Human Nutrition FTEs endured some fluctuations but overall ended this time period with increased FTEs in three of the four regions. The West saw the largest gains in HEHN FTEs increasing 33 percent from 344.5 FTEs in 1977 to 510.8 FTEs in 1992.

The 4-H and Youth Development program area, like the Community Development program area, saw steady declines across all regions during this time period.

In 1977 the Northeast reported 696.1 FTEs in 4-H and Youth Development and by 1992 that number had fallen to 527.9 or a 24 percent decrease.

The North Central region reported the largest decline of 30 percent going from 1638.1 FTEs in 1977 to 1142.7 in 1992.

The South saw a 28 percent decrease. In 1977 the region reported 1988.3 FTEs in 4-H and Youth Development and by 1992 that number had fallen to 1439.4.

The West also reported a decrease. In 1977 the region reported 570.7 FTEs in 4-H and Youth Development and by 1992 the reported number of FTEs had decreased 20 percent to 454.1.

### Community Development in The 21st Century

The comparisons of Cooperative Extension program areas indicated steady downward trends in FTEs for Community Development and 4-H and Youth Development. Moving into this century, what do the state reports from 2007, 2008 and 2009 indicate for community development efforts in the region? The data detailed here was extracted from the plan of work database that is created compiling data submitted by each state Extension Service. The data for this three-year time period differs greatly from that already reported in several ways:

1. The four program areas have been expanded into nine topic areas with numerous knowledge areas embedded within each topic area.
2. Due to time constraints at the Federal level it was not possible to query data for just the 13 western states, so the data includes FTEs for the four Pacific Territories.
3. The data for these three years includes community development FTEs reported from a cross section of Extension activities such as Natural Resources (Knowledge Areas: Alternative Land Uses, Weather and Climate, and Outdoor Recreation).

Figure 3 indicates that the community development FTEs reported for the region (including the four Pacific Territories) was 168.2 in 2009. Obviously that number is significantly higher than the information gathered for this report and detailed in Table 2 that showed the region’s total CD FTEs at 88.38. This is good news for the region’s communities and we hope to see increased Extension involvement in community development.

### Program Area Summary

This review of Cooperative Extension Program Area FTEs indicates a decline in FTEs and thus funding for Community Development and 4-H and Youth Development, and yet research shows that self-development strategies offer great potential for improving local economic sustainability.
vitality in small communities. This report outlines recommendations for increasing Extension personnel working in community development to better meet the rapidly changing needs of the region’s rural communities.

Next, this report inventories the CD activities occurring in the region. Given the small number of FTEs dedicated to this program area, the efforts are impressive. Each state delivers programs to build capacity of local leaders and the workforce. Throughout the region Community Development Specialists are engaged with the public in small business development, land use planning, renewable energy initiatives, small farm sustainability, and youth entrepreneurial development, to name a few. These activities are effectively serving the public to build stronger, more vibrant communities.

Footnotes


4The Knowledge Areas queried for this data: 131, 132, 134, 601, 602, 604, 605, 607, 608, 610, 803, and 805.


The FTE data queried for 2007, 2008 and 2009 came from the Manual of Classification for Agricultural and Forestry Research, Education and Extension. Below is a listing of the topic areas and knowledge areas represented in Figure 3.

Knowledge Areas Queried

**ECONOMICS, MARKETS AND POLICY**
- Economics of Ag Production & Farm Management

**BUSINESS MANAGEMENT, FINANCE & TAXATION**
- Marketing & Distribution Practices
- Natural Resource & Environmental Economics
- Consumer Economics
- Community Resource Planning & Development
- Domestic Policy Analysis

**NATURAL RESOURCES, GENERAL**
- Alternative Land Uses
- Weather and Climate
- Outdoor Recreation

**YOUTH, FAMILIES & COMMUNITIES**
- Sociological & Technical Change Affecting Individuals, Families & Communities
- Community Institutions, Health & Social Services
Inventory of State Programs

Following are the Western Extension Community Development activities along with the programs categorized according to the WRDC’s regional priorities, and the FTE’s in each state that have been dedicated to community development.

ALASKA

The University of Alaska Fairbanks Cooperative Extension program area in Natural Resources and Community Development provides outreach education regarding forest resources, mineral resources and mining, water resources, and rural communities. Program faculty and staff partner with a wide variety of local, state and federal governments, local and regional Native Alaskan tribal organizations and non-governmental organizations to address such issues as resource management, economic analysis, public policy education, and rural development.

Alaska Cooperative Extension has funded community development through soft money and at this time they have no specialist or field faculty focused primarily on community development. However, four professional staff are involved in community development projects and many Extension faculty are involved in rural development although they may not represent their efforts as such.

The Alaska Cooperative Extension program offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   • Alaska Native Village Capacity Building
   • 4-H Youth Entrepreneurs

2. Create Vibrant Economies through Place-Based Rural Development
   • Alaska Homemade Series
   • Sustainable Communities
   • Alternative Livestock

3. Promote Sustainable Natural Resource Development
   • NEPA Permitting — get involved
   • Wood Energy
   • Forest based Income Opportunities

Alaska’s Cooperative Extension Community Development FTE = 3.5. Alaska’s 3.5 FTE involved in rural development is divided among:
   • 6 Faculty
   • 4 Staff

ARIZONA

Beginning in the mid-1990’s, Arizona Cooperative Extension discontinued its community development program until in 2007 it hired two agents and reinstated the program now known as Community Resource Development. In only a few years the agents have worked to establish expertise, resources and training in the following areas:

• Land Use Planning
• Sustainable Development
• Economic Development
• Small Acreage Landowners

Alaska

*Snapshot

Square Miles 663,267
Total Pop. (2006) 670,053
Population 66.7%
Hispanic Pop. 185%

Arizona

*Snapshot

Square Miles 113,998
Total Pop. (2006) 6.2 million
Population 126%
Hispanic Pop. 192%

California

*Snapshot

Square Miles 163,695
Total Pop. (2006) 36.4 million
Population 54%
Hispanic Pop. 141.5%

The Community Resource Development program offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Youth Entrepreneurship Curriculum
   - USDA-RD pilot of Strengthening Economies Together (SET)

2. Create Vibrant Economies through Place-Based Rural Development
   - Economic Development Training
   - University of Arizona Regional Center for Sustainable Economic Development
     - Community Business Matching
     - Wineries Survey
     - Land Use Suitability for Renewable Energy Mapping
     - LocalFresh (localfresh.info) Direct Marketing Website
     - REAPrject

3. Promote Sustainable Natural Resource Development
   - Sustainable Subdivision Design
   - Rural Planning Areas
   - Planning Charrettes
   - School Gardens
   - Renewable Energy Workshops
   - Arizona’s Changing Rural Landscape
     - Online resources including interactive maps, land use publications, news and more

Arizona’s Cooperative Extension Community Development FTE = 2.0. The two FTE are divided among:
- 2 full-time Statewide Agents

CALIFORNIA
For the most part, California Cooperative Extension sees community development as an inherent feature of all its work, rather than as a separate program. Much of the more focal community development work is driven by extramural funding for specific research projects. Current focus areas include:
- Community Food Systems
- Community Youth Development
- Natural Resource Based Community Development
- Latino Community Engagement

These focus areas are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Community Youth Development
   - Latino Community Engagement

2. Create Vibrant Economies through Place-Based Rural Development
   - Community Food Systems

3. Promote Sustainable Natural Resource Development
   - Natural Resource Based Community Development

California’s Cooperative Extension Community Development FTE = 5.0. The five FTE are divided among:
- 2 Full-time Statewide Specialists
- 3 FTE spread among approximately 12 County Advisors

Alaska has the lowest population density in the country, at about one person per square mile. In contrast, the population density in New Jersey is 1,134 persons per square mile.
COLORADO
Colorado Cooperative Extension programs are driven by the needs at the community and regional level. To better assist the state’s communities, Colorado State University recently developed regional engagement centers. These new centers enable Colorado Cooperative Extension to work at county and regional levels through direct engagement with the communities to develop the programs that address their specific needs. Colorado Extension is moving forward with the motto “Outreach starts with an answer—engagement ends with an answer.”

Colorado’s Cooperative Extension Community Development FTE = 4.98. These FTE’s are divided among:
- 15 Specialists and Agents

HAWAII
Hawaii’s Community Resource Development Research/Extension Programs produce positive impacts and build upon the strengths of individuals, families, and communities.

The Community Resource Development Research/Extension Program offers resources and training in the following areas:
- Adult Leadership Development
- Community Development
- Agribusiness Development
- Natural Resource Development

The University of Hawaii Extension’s Community Resource Development program offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Agricultural Leadership Program
   - Family and Community Leadership Program (FCL)
   - 4-H Youth Development
   - Financial Skills Management
   - Ohana Caregivers
   - Center on the Family

2. Create Vibrant Economies through Place-Based Rural Development
   - The Beef Initiative
   - Sustainable and Organic Agriculture Program
   - Planning for Profits (for crafters and other creative professionals)
   - The Keiki Kuleana (youth entrepreneurship program)
   - The Business of Agriculture (for agricultural producers)
   - AgriBusiness Education and Incubation Program
   - Community Business Matching Program

3. Promote Sustainable Natural Resource Development
   - Greenscapes to Black Ink (for landscape professionals)
   - Forestry and Agroforestry Program
   - Water Quality Program
   - Hawaii Rangeland Programs
   - Invasive Species and Pest Control Research/Extension Programs
   - Invasive Weed Management Program

Hawaii’s Cooperative Extension Community Development FTE = 1.0. The one FTE is allocated to:
- 1 Full-time Specialist

82 percent of Idaho adults have a high school diploma and 17.4 percent have a college degree (2000 Census).

Over 70 percent of Hawaii residents live on the Island of Oahu in the Honolulu Metropolitan Area.
IDAHO
University of Idaho Extension assists Idaho communities by offering economic and leadership development programs. Partnering with state and federal agencies and private foundations, Extension helps communities address challenges ranging from rapid population growth to economic and social changes affecting rural Idaho. Extension strives to help the state’s greatest asset: its people.

The University of Idaho Cooperative Extension’s Community Development program focuses its efforts in these projects areas:
- Human and Social Capital
- Business and Community Entrepreneurship
- Community Spaces and Places

The program offers numerous resources within each of its project areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Gold Standard Customer Service
   - Idaho’s Journey
   - Poverty Reduction
   - Horizons/Community Coaching
   - County Profiles and Social Accounting Matrix
   - Indian Land Tenure

2. Create Vibrant Economies through Place-Based Rural Development
   - Horizons program

3. Promote Sustainable Natural Resource Development
   - Situation Assessment for Watershed Planning

Idaho’s Cooperative Extension Community Development FTE = 5.0. The five FTE’s are divided among:
- 4 Specialists
- 16 Educators

MONTANA
The Montana State University Extension Community Development (CD) Program provides educational and research-based resources to strengthen the social, economic and environmental well-being of communities across the state. Our Extension Specialists and Agents work to address community development issues identified by the people of Montana in their home communities.

Montana State University Extension’s Community Development

**Colorado**
*Snapshot*

<table>
<thead>
<tr>
<th>Square Miles</th>
<th>104,093</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pop. (2006)</td>
<td>4.7 million</td>
</tr>
<tr>
<td>Population</td>
<td>63%</td>
</tr>
<tr>
<td>Hispanic Pop.</td>
<td>115%</td>
</tr>
</tbody>
</table>

**Hawaii**
*Snapshot*

<table>
<thead>
<tr>
<th>Square Miles</th>
<th>10,930</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pop. (2006)</td>
<td>1.2 million</td>
</tr>
<tr>
<td>Population</td>
<td>33.3%</td>
</tr>
<tr>
<td>Hispanic Pop.</td>
<td>22.7%</td>
</tr>
</tbody>
</table>

**Idaho**
*Snapshot*

<table>
<thead>
<tr>
<th>Square Miles</th>
<th>83,570</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pop. (2006)</td>
<td>1.4 million</td>
</tr>
<tr>
<td>Population</td>
<td>55.4%</td>
</tr>
<tr>
<td>Hispanic Pop.</td>
<td>178%</td>
</tr>
</tbody>
</table>

Inventory of State Programs

Program is divided into two areas:

- Good Governance
- Community Vitality

Montana’s program offers numerous resources within its two areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Citizen Board Training
   - Public Officials Training
   - Local Government Extension Training
   - Leadership Development

2. Create Vibrant Economies through Place-Based Rural Development
   - Horizons program
   - Strategic Planning/Visioning
   - Community Health (CROW Tribe)

3. Promote Sustainable Natural Resource Development

Montana’s Cooperative Extension Community Development FTE = 5 plus. The five FTE’s are divided among:

- 1 Specialist
- 2 Associate Specialists
- 3 Agents
- 24 Agents working less than 1.0 FTE each in community development

NEVADA

The University of Nevada Reno Cooperative Extension’s mission is to discover, develop, disseminate, preserve and use knowledge to strengthen the social, economic and environmental well-being of people.

The University of Nevada Cooperative Extension’s Community Development programs are currently divided into five projects:

- Engaged Leadership Program
- Lincoln County Community Development
- Nevada border cities enhance their communities and provide jobs
- Risk Management
- Small Business Development in Rural Nevada

Nevada’s CD program also provides these resources to communities:

- Community Development Publications
- Community Development Contacts
- Center for Economic Development
- Center for Rural Entrepreneurship (Nevada)
- Nevada Commission on Economic Development
- Needs Assessment

The Community Development program offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Center for Rural Entrepreneurship (Nevada)

Montana

*Snapshot

Square Miles: 147,042
Total Pop. (2006): 994,632
Population: 20.1%
Hispanic Pop.: 83.1%

Nevada

*Snapshot

Square Miles: 110,560
Total Pop. (2006): 2.5 million
Population: 211.7%
Hispanic Pop.: 627%

New Mexico

*Snapshot

Square Miles: 121,589
Total Pop. (2006): 1.9 million
Population: 50%
Hispanic Pop.: 60.5%

• Community Development Publications
• Community Development Contacts

2. Create Vibrant Economies through Place-Based Rural Development
• Center for Economic Development
• Nevada Commission on Economic Development
• Community Business Matching Model
• Rural Health Works
• Industrial/Occupational Cluster Studies
• Economic Impacts of Nevada Higher Education
• Project F.I.N.D. (Future Industrial Need Inventory) – Lander County
• University Center for Economic Development

3. Promote Sustainable Natural Resource Development
• Clean Energy Analysis
• Impact of Surface Water Reallocation and Public Land Grazing

Nevada’s Cooperative Extension Community Development FTE = 4.2. The 4.2 FTE are divided among:
• 7-8 Full-time Faculty

NEW MEXICO
New Mexico State University Cooperative Extension’s Community Resource and Economic Development Program provides research-based knowledge and information, education programs, and professional development training to grow and empower communities, develop entrepreneurs, build and promote leaders, and enhance human and social capital.

The Community Resource and Economic Development Program at NMSU-CES provides the following services:
• Professional Development Training
• Community-level economic development training and technical assistance
• Developing local community economic development teams
• Community economic development assessments
• Developing and implementing community economic development strategic plans
• Economic development analysis
• Youth entrepreneurship development

New Mexico State University Cooperative Extension Service Community Resource and Economic Development Program offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
• USDA-RD pilot of Stronger Economies Together (SET)
• Youth Entrepreneurship (YES Programs)

2. Create Vibrant Economies through Place-Based Rural Development
• Community Economic Development Training for County Commissioners
• Community Economic Development Training for County Agents

Nevada’s population grew 32.3 percent between 2000 and 2009 representing the most growth in the West.

18.7 percent of New Mexico adults have a college degree, which is a higher proportion than Alaska, Arizona, Idaho, and Nevada among western states.
Inventory of State Programs

3. Promote Sustainable Natural Resource Development
   • Small Farm Sustainability
   • Zuni Traditional Agriculture Revitalization

New Mexico’s Cooperative Extension Community Development FTE = 1.0. The one FTE is divided among:
   • 1 Full-time Specialist

OREGON
Oregon State University Extension Community Vitality Workgroup works with communities and agencies to examine local and state issues; increase public access to community data; and understand and support rural community vitality.

OSU’s program has under gone many transitions since its height in the 1970’s and 1980’s. At that time, the program employed six county faculty and four on-campus faculty. In 1995 OSU Extension eliminated the Community Development program area.

In 2005, with the Sustainable Rural Communities Initiative the Community Development program was rekindled and since then the program and staff have continued to grow and is now known as the Community Vitality Work Group.

The Community Vitality Work Group focus their efforts on:
   • Applied Research
     • Economic impact analysis
     • Program evaluation
     • Survey research
     • Social demographic analysis
     • Community vitality research
   • Oregon Rural Community Information System
   • Consultations
   • Public Presentations
   • Issue Briefs
   • Education/Training

Oregon State University’s Community Vitality Work Group offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   • Oregon Rural Community Information System (ORCIS) Trainings

2. Create Vibrant Economies through Place-Based Rural Development
   • Business Retention and Expansion Program
   • Retail Analysis and Signage Consultation
   • E-commerce Business Solutions
   • Sorting out Economic Gibberish and Making Money in Tough Times

Oregon’s Cooperative Extension Community Development FTE = 4.45. The 4.45 FTE’s are divided among:
   • 2 Tenure-track Faculty
   • 2 Professional Faculty
   • 2 Instructors
   • 1 Coordinator

In 2006 Washington was the second largest state in the Western Region in total population behind only California.

More than four out of every five (83 percent) Oregon adults have completed high school, and nearly one out of every five (19.2 percent) have a college degree.
**Utah**

The Utah State University Cooperative Extension System continues its long-standing tradition of extending the university to the people to improve the quality of life for individuals, families, and communities.

Utah State University Cooperative Extension provides resources and trainings in both Community Development and Business and Economic Development. The Community Development program areas include:

- Leadership and Conflict Resolution
- Landscape Architecture
- Community Assessment and Youth City Council
- Business and Economic Development
- Tourism and Outdoor Recreation
- Agribusiness
- Agriculture Economic Development

The Business and Economic Development resources and programs include:

- Business Resource Centers
- Small Business Development Centers
- Business Expansion and Retention (BEAR)
- Business Outreach Support Services (BOSS)

USU Cooperative Extension’s Community Development and Business and Economic Development programs offers numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. **Enhance Human Capacity through People-Based Rural Development**

2. **Create Vibrant Economies through Place-Based Rural Development**

3. **Promote Sustainable Natural Resource Development**

Utah’s Cooperative Extension Community and Business Development FTE = 10.15. The 10.15 FTE are divided among:

- 13 Faculty, Agents and Specialists

**Washington**

Leveraging state and federal dollars with grants, WSU Extension programs help communities develop the infrastructure and amenities they need to remain economically viable and to improve the quality of life for local residents.

Washington State University Extension provides resources in Community Development and Economic Development. The program and research areas for Community Development include:

- Diversity

---

**Oregon**

*Snapshot*

- Square Miles: 98,380 Total
- Pop. (2006): 3.7 million
- Population: 40.5%
- Hispanic Pop.: 314%

**Utah**

*Snapshot*

- Square Miles: 84,898
- Total Pop. (2006): 2.5 million
- Population: 74.5%
- Hispanic Pop.: 233%

**Washington**

*Snapshot*

- Square Miles: 71,299
- Total Pop. (2006): 6.4 million
- Population: 54.8%
- Hispanic Pop.: 263%

Inventory of State Programs

- Consensus Building
- Demographic Analysis
- Disaster Management
- Government and Leadership
- Economic Modeling

The program and research areas for Economic Development include:
- Demographics
- Global Competitiveness
- Regional Economic Analysis
- Small Business Development

WSU Extension’s Community and Economic Development programs offer numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   - Latino/Hispanic Microenterprise Training Program
   - Division of Governmental Studies and Services (DGSS)
   - Facilitation training

2. Create Vibrant Economies through Place-Based Rural Development
   - Horizons: Community Leadership to Reduce Poverty program
   - Digital Technology program
   - Ruckelshaus Center (joint program with University of Washington)

3. Promote Sustainable Natural Resource Development
   - WSU Extension Energy Program

Washington’s Cooperative Extension Community Development FTE = 33.1. The 33.1 FTE are divided among:
- 3 Administrative Professionals
- 2 Civil Service Staff
- 18 County Faculty and Staff
- 3 Regional Staff
- 14.5 Specialists
- 1.5 Administrators

**Wyoming**

The University of Wyoming Cooperative Extension has created the Community Development Education Initiative Team whose aim is to increase the capacity of communities, enterprises and families to create a sustainable future in which to live, learn, and work.

The CDE team provides the following services to Wyoming’s communities:
- Communities and Environment and natural resource impact analysis:
  - Federal and State land policy impact analysis
  - Energy impacted communities impact analysis
  - Community planning and decision support programming
  - Conflict Resolution and Collaborative Practice Education
  - Energy Extension

Community Development Education:
- Community Leadership Institute development
- Appointed board training leadership development program

---

**Wyoming**

*Snapshot*

<table>
<thead>
<tr>
<th>Square Miles</th>
<th>97,813</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pop. (2006)</td>
<td>515,004</td>
</tr>
<tr>
<td>Population</td>
<td>↑9.7%</td>
</tr>
<tr>
<td>Hispanic Pop.</td>
<td>28%</td>
</tr>
</tbody>
</table>

In 2000, the **median household income** in Wyoming was **$37,126**. Unlike most states, the **income gap** between metropolitan and nonmetropolitan residents in Wyoming was **relatively small**. The median household income in metropolitan counties was $38,113 compared to $37,031 in nonmetropolitan counties.

• Business and personal finance education
• Energy impacted community development

The University of Wyoming Extension’s Community Development programs offer numerous resources within each of its program areas and these are outlined below as they relate to the WRDC’s regional priority areas.

1. Enhance Human Capacity through People-Based Rural Development
   • Community Leadership Institute development
   • Appointed board training leadership development program
   • Business and personal finance education
   • Energy impacted community development

2. Create Vibrant Economies through Place-Based Rural Development
   • Community planning and decision support programming
   • Conflict Resolution and Collaborative Practice Education
   • Energy impacted community development

3. Promote Sustainable Natural Resource Development
   • Federal and State land policy impact analysis
   • Energy impacted communities impact analysis
   • Energy Extension

Wyoming’s Cooperative Extension Community Development FTE = 9. The nine FTE are divided among:
   • 4 Faculty
   • 6 Extension Educators
   • *3 Academic Professionals

*At the time of this printing the University of Wyoming has advertised to hire a fourth academic professional to work in community development.

Wyoming’s population density is relatively sparse with only two counties reporting more than 50,000 residents.

Only Nevada and Utah have lower poverty rates than Wyoming.
Recommendations

It is apparent from this inventory of community and economic development activities, that the West’s Extension faculty and staff are creating meaningful, research-based tools and programs to strengthen the region’s rural communities, and it is essential that Extension continue to play a vital role in helping individuals and communities find ways to address the concerns and problems outlined in this report.

It is also clear that in an increasingly complex world communication between the university and the residents of the state needs be a two-way street rather than a system where university knowledge is simply delivered to recipients. In our fast-paced world, the problems that must be dealt with change rapidly, and university professionals should listen to and understand the pressing problems experienced by individuals and communities. With this understanding, they can then better position themselves to use their expertise to address emerging concerns in a meaningful way.

The economic importance of agriculture has declined in many states placing additional pressure on Colleges of Agriculture and Extension in a period when state and federal funding sources are declining. This has a direct effect on Community Development Extension Services staffing and funding, which has declined precipitously not only in the West, but nationally over the past two decades.

Many of societies major problems in rural areas are connected to issues related to human capacity, rural economies and sustainable natural resource development. Addressing these issues is, in large part, the province of the CDES mission.

Given these emerging priorities and the changing role Extension must play in addressing these priorities, we make the following specific recommendations:

1. For the most part, approaches to address these changing needs falls under the rubric of Community Development (CD). For Extension to be in a position to meet growing CD needs, it will require that more agents with CD training be hired and that other agents receive basic CD training so they understand and can assist in the implementation of CD programs. To assist in this training, the Regional Development Centers have developed a basic web-based CD training program called “Foundations of Practice” that is offered regularly and could help prepare Extension agents to meet the emerging needs of their communities.

2. To help Extension meet the human capacity needs described in Priority One, it is essential that entrepreneurship training, workforce training, leadership development, eCommerce training and other programs be developed and utilized to provide rural residents with the training and skills needed for success in the global economy. Especially needed are programs geared toward underserved, low-income and minority populations.

3. Programs needed to help communities address the place-based development needs of Priority Two include efforts to encourage the emergence and growth of local firms through entrepreneurial development, the promotion of value-added development for local products, and the encouragement of individuals with geographically mobile or creative rural communities need Extension’s expertise and assistance to address its increasing societal problems.

In the Western Region median incomes for minority households in nonmetro counties are only 61% as high as median incomes for white families in metro counties.
class occupations to utilize modern information and communication technology and establish their home in a rural community.

4. To address the needs of Priority Three, Extension must be in position to provide timely, unbiased and accurate scientific information on resource development issues and provide programs in conflict resolution. Also, Extension is well positioned to assist and encourage communities with identifying community priorities relative to local environmental changes.

5. The development of needed programs will be more efficient if each state does not have to operate in a vacuum. Learning from one another and sharing ideas across state borders will be of great value. To assist in this effort, we suggest that CD specialists from across the region meet together annually to share ideas and brainstorm for solutions. The WRDC is willing to coordinate and make local arrangements for this annual meeting.

We encourage you to share your comments about this report and the recommendations on the WRDC blog at westernrural.wordpress.com CDES Report 2011, or by contacting the WRDC at wrdc@usu.edu.

Regional
*Snapshot

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square Miles</td>
<td>1,871,141</td>
</tr>
<tr>
<td>Federally Owned</td>
<td>55.4%</td>
</tr>
<tr>
<td>Total Pop. (2006)</td>
<td>69.3 million</td>
</tr>
<tr>
<td>Population</td>
<td>60.5%</td>
</tr>
<tr>
<td>Hispanic Pop.</td>
<td>145.1%</td>
</tr>
</tbody>
</table>

More than one-half (55.4 percent) of the land in the western region is federally owned, compared to only 4.5 percent in the rest of the U.S.

The Western Rural Development Center is one of four regional centers in the U.S. dedicated to strengthening rural communities and their economies. The WRDC:

- works to build the capacity of rural citizens in the 13 western states and 4 U.S. Pacific Territories.
- provides on-the-ground community development training for rural citizens.
- effectively mobilizes multiple agencies, universities, Extension Services, and organizations for the benefit of rural citizens.
- efforts directly benefit rural communities by providing them with training and skills to invigorate their local economies and create jobs.

**Mission**
The WRDC collaborates with its public and private sector partners to promote excellence in research, education and Extension for the prosperity of western rural communities.

**Goals**
The WRDC strengthens rural communities by sharing scientific discovery and application of sustainable practices with rural citizens via conferences, trainings, Web 2.0, and publications. The Center aims to help rural communities prosper, thrive economically, and become self-sustaining.

**Land-Grant Colleges and Universities**
The Western Rural Development Center, established by the Rural Development Act of 1972 “to provide for improving the economy and living conditions in rural America,” works closely with the land-grant colleges and universities throughout its region to promote excellence in research, education and Extension.
Board of Directors
Loosely defined, a Board of Directors is “a body of elected or appointed members who jointly oversee the activities of a company or organization.”

We at the WRDC define our Board of Directors as “compassionate experts who give generously of their time to effect positive change for the rural West.”

If it were not for this dedicated group of individuals, the WRDC would not be nearly as effective or successful in its efforts.

Kent Briggs
Council of State Governments-WEST

Mike Burke
Oregon State University

Dina Chacon-Reitzel
New Mexico Beef Council

Noelle Cockett (Chair)
Utah State University

Dave Conine
USDA-RD, Utah

Dan Dooley
University of California

Linda K. Fox
Washington State University Extension

Jose L. Garcia
Washington State University Extension

H. Michael Harrington
Western Association of Agricultural Experiment Station Directors

Stanley Johnson
University of Nevada-Reno

Sheldon R. Jones
Farm Foundation

Benita Litson
Dine College

Sally Maggard
USDA-NIFA

Rang Narayanan
University of Nevada-Reno

Sonny Ramaswamy
Oregon State University

Peter Stenberg
USDA-ERS

Lou Swanson
Colorado State University

The WRDC is one of four regional centers in the U.S. dedicated to strengthening rural communities and their economies.

Stay connected to regional activities. Join us in:
Twitter: westernrural
Facebook: Western Rural Development Center
Blog: westernrural.wordpress.com
The WRDC is hosted by Utah State University and receives generous support from USU Cooperative Extension and the Utah Agricultural Experiment Station.