

## Chapter 13

# Extension Community Development

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*The information that follows focuses on some of the educational activities and programs in Extension Community Development. It should not be viewed as a totally comprehensive review.*

## Early Community Development

**(Editor's Note:** *The early Extension work relating to Community Development (prior to 1972) started as activities in the Extension Programs and Training, and Agricultural Economics sections. Comments are carried about this program area in this chapter, Chapter 7, and Chapter 23.)*

Community development educational programs were a part of the Kansas State University Cooperative Extension Service since near the very beginning.

They were known as rural development, rural area development, resource development, community resource development, and, finally, community development.

### First Community Development—1917

Early program efforts included the hiring of a highway engineer in 1917.

Other early development emphasis included Extension assisting with:

- 1) Implementation of the provisions of the Homestead Rehabilitation Act in 1934.
- 2) First Rural Life Association Annual Conference in 1935.
- 3) Work to promote rural electrification, rural organization and development programs.
- 4) Retail marketing for merchandisers in 1959.
- 5) Rural economic development and community recreation planning in 1960.

It was in 1960 that the beginnings of the modern era of community development programs began to take shape with a joint effort by the Agricultural Experiment Station and the Cooperative Extension Service.

The building blocks for future major program thrusts in community development were beginning to be put in place in 1960 with the initiation of what was to become the Rural Area Development (RAD) Program.

## Building Blocks for CD Programs

The major objective of this project was to carefully examine all resources available to farmers and communities and suggest alternative methods of developing those resources to provide increased revenue, more stable incomes, and more satisfactory services.

The pilot study was made in South Central Kansas with Rice County as the representative of the area. Two Extension Specialists were employed in 1960, and a third in 1961.

An Agricultural Development Association was organized in Rice County. A study was made in Neosho County, and a special study in three organized districts in North Central Kansas.

### Trade Area Survey—1960

Beginning about 1960, the Kansas Cooperative Extension Service made use of postcard trade area surveys in its economic development educational programs.

They served as an effective method of arousing community interest and stimulated an organized development effort.

The survey also gave some indication to community leaders about where people bought goods and services, the number of actual and potential customers in the area, and whether the area was adequately served by businesses.

It also indicated areas of competition between towns and possible success of expanded or new businesses.

In 1965, leaders in Kingman, Harper, Pratt, Reno, Stafford, and Sumner Counties met with Extension Area Development Specialists and voted to conduct a trade area survey in each county.

The leaders in each county agreed to serve as an advisory committee to undertake the surveys.

Over the years, the local attitude survey became a basic tool to initiate development activities at the local level, though the original postcard survey was gradually replaced by more comprehensive procedures.

Literally hundreds of surveys have been conducted across the state.

### Rice/Neosho Pilot Studies—1961

A pilot study was made in Rice County and an Agricultural Development Association organized in that county.

Another study was conducted in Neosho County and three specialized studies were undertaken in organized irrigation districts in North Central Kansas.

Two Extension Specialists were employed in 1961 to provide leadership to the effort. A third was hired in 1962.

### State Rural Development Committee—1962

A State Rural Area Development Committee was organized in 1962 with the membership representing agriculture, business, industry, religion, education, civic groups, state agencies, state officials of federal agencies, and Kansas State University.

### Marshall County Model—1965

While the first efforts in Rice County mark the beginning of the modern community development era, a program initiated in Marshall County in February, 1965, set the pattern for future programs.

Seventy business, civic, and agricultural leaders from eleven communities of Marshall County met with Extension Area Development Specialists of Kansas State University.

In mid-February, 1965, 70 business, civic, and agricultural leaders from 11 communities of Marshall County met with Extension area development Specialists of Kansas State University.

An 11-member advisory committee was elected from 11 communities of the county.

### Survey of Facilities—1965

As a first step in undertaking a development program, they voted to request assistance from Kansas State University to conduct a facility and service postcard survey.

The purpose of the survey was to give residents of the county an opportunity to express their opinions as to the adequacy (good, fair, poor) of the various facilities or services offered in their hometown.

The first survey, which included an evaluation of 16 facilities and services offered in Marshall County communities, was sent to every household in Marshall County.

On April 1, 5,390 postcards were mailed. There were 2,233 returned, or 41 percent.

In August, 160 leaders from 11 communities of the county met to receive information about the survey results, and list facilities or services that needed the most attention.

In October, 145 persons met in committees to further define problems, determine what further information was needed, and decide who might be helpful in solving problems.

### **Marshall County Action Plans—1965**

The chairpersons of the committees met with Leslie Frazier, Extension Area Development Specialist, to discuss plans of action.

They assigned priorities to community needs, as a result of survey information, as follows:

- 1) Community planning and appearance.
- 2) Library improvement.
- 3) Parks, playgrounds and recreation.
- 4) Streets and roads.
- 5) Industrial development.
- 6) Police protection.

The next step was the presentation of information on planning and development to key leaders in ten communities of the county by the Extension Specialist and a representative of the Kansas Department of Economic Development.

As a result of the presentation, leaders of all the communities voted in favor of proceeding to organize for city and county comprehensive planning.

Each city council appointed a city planning commission and selected two of their members to a county planning committee.

### **Riley County Parks/Recreation Study—1965**

County Extension Agents also provided leadership in local development activities. In the spring of 1965, the County Commissioners of Riley County appointed a county study committee of nine members under the leadership of Bob Newsome, County Agricultural Agent.

The committee made a study of 18 existing and potential park sites in the county giving consideration to:

- 1) The publics which would receive benefit from park sites which might be developed.
- 2) Opinions of citizens in each community regarding the need for additional park facilities.
- 3) Location of sites which would provide ade-

quate space for outdoor recreation. In this regard, the committee took into account such things as:

- historical significance of the site.
- economic aspects of the site in relation to the total economy of the area.
- educational value of the site.
- accessibility and adequacy of roads to the site.
- recreational possibilities of each site.
- facilities needed to utilize each site for outdoor activities and possible cost.

- 4) Legal provision for the establishment, administration, and maintenance of park areas.

### **ECOP Report—1966**

During the first 50 years of its existence, the Cooperative Extension Service expanded its educational efforts from purely technical agricultural production to marketing, agricultural business, problems of rural families, problems bearing on general land and water resource planning and use, and other significant public problems.

Included were explicit institutional questions on taxation, the allocation of public moneys for human and natural resource development, health standards involving food production and processing, air pollution, pesticides, and many other aspects of human life.

Some of these program areas were not envisioned when Extension programs were started and were originally considered by many to be outside the sphere of Cooperative Extension work.

The 1966 Extension Committee on Organization and Policy (ECOP) Report outlined some of the basic needs of people. These needs arose primarily from the inability to make adequate or timely economic, political and social adjustments during a time of rapid technological development.

Assistance that was needed included help with community organization, education, leadership identification and training, problem identification, resource inventory, and program development.

Technological advancement and a shifting population created problems common to both rural and urban areas. The Kansas State University Cooperative Extension Service moved to organize to meet those basic needs.

## Community Resource Development—1966-67

During the 1960's, most of the rural and community development activities were coordinated through Extension Agricultural Economics.

That effort was accelerated in 1966 when Donald Erickson was appointed as Section Leader and Extension Economist for Resource Development.

During that same year, Patrick Smythe and Kirk Baker joined the staff as Extension Economists, Resource Development; Gary Vacin as Extension Economist, Resource Development Information; and Duane Olsen as Area Extension Economist, Resource Development.

For the first time, with new staff joining those already there, a sufficiently large and specialized staff was put into place to develop educational programs relating to community resources.

Extension Specialists already working in this area were Robert Bevins, Leslie Frazier, and Roger Regnier.

The Community Resources Project, through its interdisciplinary approach, used many resource people to assist local communities gain a better understanding of existing problems and the potential for further development of both human and natural resources.

Research workers in the fields of economics, sociology, engineering and government worked closely with Extension Specialists to carry out the community resource development program.

Significant program efforts were undertaken during that first year or two in the mid 1960's, assuring the future success of the Community Resource Development Program.

### CRD Definition—1966

Community resource development was defined as a process whereby people in a community could make group decisions and take actions to enhance the social and economic well-being of the community.

### Oberlin Project-A Model—1966

A community development program was presented to citizens of Oberlin by Extension Specialists at three dinner/discussion meetings in 1966.

One hundred 60 county leaders decided that Oberlin needed to become a regional shopping center with an attractive "downtown" area.

This provided an opportunity for students from KSU majoring in community planning to work with

the citizens of Oberlin to develop a downtown development plan for their Main Street.

Ultimately, a combination of the plans developed by the students was adopted and put into place in Oberlin. That one activity, along with training for sales people in the community, helped draw customers from many surrounding towns, including larger McCook, Nebraska.

It was also the foundation upon which Oberlin, with continuing assistance from Extension become a model for other communities to follow in local development efforts.

In addition to the downtown renovation, KSU Extension Service conducted feasibility studies on a cattle feedlot, large dairy production unit and expanded swine feeding. All of these were successfully developed in the 1970's.

### County Comprehensive Planning—1966

One of the initial phases of the community resource development program effort was to develop an Extension program on county comprehensive planning and zoning.

Counties were assisted by Housing and Urban Development Section 701 funds that paid for professional planners to develop county-wide comprehensive plans for counties.

In many counties, use of a comprehensive plan was limited by lack of participation and understanding of what was in the plan by citizens. In some counties where there were specific problems, a comprehensive plan and land use plan was needed before local governments were able to control development.

Extension Specialists from the Community Resource Development Section met with the Kansas Department of Economic Development (KDED) and the Farmers Home Administration (FmHA) to organize the educational program for comprehensive planning.

It was felt that comprehensive planning would probably develop from the area development committees already established. Where there were no committees Extension assisted in developing new planning committees.

### NE-KAN Project—1966

Pilot project was started in ten contiguous counties, four in Nebraska and six in Kansas, which had the same basic agricultural production potential.

Most of the family incomes in the area were lower than anywhere else in the two states, due primarily to the small size of the farms, lack of industrial development in the area, and out-migration of young people.

An intensified effort involved establishing two area CRD specialists, one in Kansas and one located in Nebraska. Their objective was to identify the power structure in the ten-county area and involve those people in community resource development without regard to the state line.

Several projects were initiated across state lines including one relating to health. However, ultimately, the state line proved to be too much of a barrier for substantial cooperation to take place between the two states.

Each state expanded the Extension Specialists' territory within the respective state. In Kansas this position evolved into a northeast area CRD Extension Specialist.

Later, four additional Area CRD Extension Specialists were to cover the other four Extension areas of Kansas.

#### **Community Resource Development—1967**

The educational activities of the first full year of operation, 1967, set the tone for programs for years to come:

- 1) Comprehensive rural water and sewer planning.
- 2) Galena City Commission sewer project educational meetings.
- 3) City-county comprehensive planning programs.
- 4) Downtown development of Oberlin, KS.
- 5) The Oakley dairy plan feasibility study.
- 6) Joint resource development project with Nebraska.
- 7) Participation in community planning short course.
- 8) Special summer course for Soil Conservation Service work unit conservationists.
- 9) Development of a state agency planning subcommittee.
- 10) Educational programs on rural zoning
- 11) Inclusion of agricultural resources in county wide comprehensive planning.

- 12) State TAP Subcommittee and summary of community projects.
- 13) Seward County farm services and community survey.
- 14) Kiowa County development activities
- 15) Neosho County facilities survey and educational meetings.
- 16) Recreational potential study for Brown and Jefferson counties.
- 17) Ag Committee Seminar with the Hutchinson Chamber of Commerce.
- 18) Cheney Reservoir Planning Commission development.
- 19) Educational work with the Cattle Feeders' Association in Northwest Kansas.
- 20) Interagency man-power survey.
- 21) Hunting and recreational development near the Quivera Refuge.
- 22) Use of the press in educational effort on comprehensive planning
- 23) Assistance with "Fish and Quail A 'Plenty" program.

#### **Feasibility Studies**

Specific programs that evolved out of the industrial and agricultural programs included feasibility studies for industrial development, development of commercial cash flow statements and financial standards for commercial feedlots.

Examples of specific feasibility studies that were developed and presented to various interested groups included a rabbit processing plant, lamb packing plant, wood-chipping firm, modular home factory, ski resort, and a detailed study of recreational resources of the state, by county.

This program also included a research component which, in part, conducted a study of all Kansas communities with a population over 500, concerning the cost of providing various community services such as water, sewer, and various utilities.

These costs were published and made available to each community so they could compare their community with other communities of similar size in managing their particular community services.

## Community Development and Economics

Through 1971, Extension Community Resource Development Specialists and their programs were a part of Extension Agricultural Economics.

On July 1, 1972, after months of discussion, a new separate program area of Community Development and Economics Programs was created.

It was on the same status as the other major program areas; agricultural programs, home economic programs, and 4-H and youth programs.

Community Resource Development and Economic programs was headed by an Assistant Extension Director.

The first Assistant Extension Director assigned to this position was Oscar Norby, who took over in July, 1973.

He had responsibility for coordination of the Extension community resource development efforts in cooperation with Extension agricultural economics and grain science.

### Community Development a Unit—1976

In 1976, coordination of Agricultural Extension Economics and Grain Science programs reverted back to the Assistant Director for agricultural programs, and Community Development was established as a separate program area.

### Extension Specialists in CRD—1976

Two state Extension Specialists, Leslie Frazier and Kirk Baker, were transferred from Agricultural Extension Economics to Community Resource Development, to form the basis for a staff for a new Extension Community Resource Development unit.

They were directly responsible to the Assistant Director, with tenure granting and promotional status, as in academic departments.

The first steps in the development of the new Community Resource Development (CRD) unit involved filling vacant positions that were available to the unit.

Steven Bittel was hired as Extension CRD Specialist in the Southeast Area and William Eberle was hired as Extension Specialist, Land Utilization and Planning.

They joined Kenneth Albright as South Central Community Resource Development Specialist, and Hank Deutsch, assigned to the Sunflower Resource Conservation and Development District.

By 1974, three additional area CRD Specialists were in place, with Ralph Utermoehlen in the Northeast Extension Area, Larry Hendrix in Southwest, and Ensley Sisk in Northwest. Ensley Sisk also served as Title V Specialist, leading an intensive development program in three Northwest Kansas counties.

The specific staffing to the Sunflower RC&D Project ended in 1976 with those funds moved to the Southeast Extension Area for two years where Steven Bittel gave special attention to working with the SEKAN RC&D Project.

### Wildlife and Outdoor Recreation—1977

The Extension Wildlife and Outdoor Recreation Specialist position held by George Halazon was moved to the Community Resource Development unit in 1977.

### Big Lakes Regional Planning—1977-81

For a four-year period, 1977 to 1981, the director of the Big Lakes Regional Planning Commission, Frank Mosier, was also a part of the CRD unit under a cooperative agreement as the result of an in-depth study by a special subcommittee of the State Extension Advisory Council.

## Community Development

In 1981, the name of the entire Extension emphasis program area was changed from Community Resource Development to Community Development Programs.

### Staff Changes—1980's

Staffing changes in the 1980's included: William Eberle replaced Oscar Norby as Assistant Extension

Director in December, 1983.

Norby retired and the position that had been held by William Eberle in land utilization was eliminated.

David Darling replaced Kirk Baker in 1983, following Baker's resignation.

Ensley Sisk replaced Leslie Frazier in coordinating the PRIDE Program following Frazier's retirement in 1985.

Duane Williams replaced Larry Hendrix in the southwest area following his death in an automobile accident in 1985.

On September 1, 1988, Williams transferred to the DIRECT Program and the positions in the Southwest and Northwest areas were temporarily vacant.

#### **Specialists to Academic Departments—1987**

Also in 1987, the first staff restructuring took place since CRD Programs had been established as a separate program area and administrative unit in 1972.

A new policy was established that required all Extension Specialists in "tenure earning" positions be placed in appropriate academic departments, rather than continuing to be housed together within the Community Development Unit.

The Extension Specialist in community economic development was transferred to the Agricultural Economics Department, and all future positions were to be similarly placed in academic departments.

With this change, Community Development Programs took the first step toward becoming a program area only, and no longer serving also as a subject matter unit.

#### **CD Committees in Ext. Council Law—1987**

The most recent changes affecting Community Development Programs came about in 1987.

After many hearings and much deliberation, the 1987 Kansas legislature revised the County Extension County Law to restructure County Extension Councils. Members were to be elected to plan community and economic development programs at the county level.

The first Economic Development Initiatives Program Development Committees were put into place in each county with the local Extension council elections in the fall of 1987.

While community and resource development educational programs had been included in the County Extension Council Law for many years, a formal structure for planning programs was in place for the first time.

## **Kansas PRIDE Community Improvement Program**

The Kansas PRIDE Community Improvement Program was developed as a unified effort, endorsed by the Governor and jointly administered by the Kansas State University Cooperative Extension Service and the Kansas Department of Economic Development (later to become the Department of Commerce).

PRIDE was an acronym for Program Resources with Initiative for Developing Effectiveness.

The idea of a PRIDE Program had been discussed for a few years prior to 1969 by Extension Specialists in the Community Development Section, the Agricultural Economics Department of Kansas State University, and personnel of the Kansas Department of Economic Development (KDED).

The concept became firm at a June, 1969, meeting of representatives from the Kansas Power and Light Company, Kansas City Power and Light, local chambers of commerce, Kansas Association of Commerce and Industry, Kansas Department of Economic Development League of Kansas Municipalities, and Kansas State University.

After the June meeting, Governor Robert Docking indicated the Cooperative Extension Service should

give initial leadership to the PRIDE Program.

Pat Smythe, Extension Specialist in the Department of Agricultural Economics, Kansas State University, was elected chairman of a committee to implement it.

George Billings, vice president for Area Development, Kansas Gas and Electric Company, was elected the first chairman of the Kansas PRIDE Committee.

Governor Docking launched the PRIDE program at the Annual State Economic Development Conference in Topeka in February, 1970.

Extension personnel of the Department of Economics who were in charge of PRIDE for KSU were Pat Smythe, Kirk Baker and Leslie Frazier.

PRIDE was designed to draw the entire state together under an overall resource development emphasis. The primary objective was to provide all communities, regardless of their size, with a way to organize their local community resources, compare themselves to communities of similar size, and to compete for statewide recognition.

The PRIDE program included a short-term, action-oriented community achievement phase and

a long-term inventory, analysis and development phase.

### **Short-Term PRIDE Program**

The short-term phase involved the community in pulling together to form a PRIDE committee comprised of existing organizations, many of which were already involved in community improvement such as civic clubs, Chambers of Commerce, and other development groups.

The committee began with some of the immediate projects, such as cleanup-fixup, that could be accomplished in a relatively short time.

The communities could then compete with similar sized communities for cash awards provided by private business and industry sponsors.

### **Long-Term PRIDE Program**

The long-term Blue Ribbon program included the community taking an inventory of 23 subcategories of community services and facilities within nine major categories: community planning, economic development, community services, utilities, housing, transportation, education, and enrichment.

Later the nine categories and 23 subcategories were simplified into 19 total areas.

For each category, the community completed a self-study which was then evaluated by an appropriate state or federal agency to determine whether the community met basic standards for the level of development the community was planning.

After attaining Blue Ribbon recognition in all categories the community could be designated a Kansas Pacemaker Community.

During the nearly 19 years of the program through 1988, over 400 communities participated in the PRIDE program and about 10,000 community improvement projects were completed by community volunteers.

Many County Extension Agents became directly involved in the PRIDE program, contributing assistance in helping communities get organized and providing educational assistance for specific projects such as beautification, agricultural programs, and community recreation.

## **National Policy and Legislation—1908-1985**

There were several national policy and legislative initiatives that added rural development emphasis to Extension's mission.

The Country Life Commission Report of 1908 made a number of recommendations for improving rural life and, partly as a result of that, the Extension Service was born.

Land use planning became an Extension function during the New Deal of the 1930's.

And the Smith-Lever Act was modified in 1955 giving Extension authority to assist in the introduction of industry designed to supplement farm income.

The first significant program was a rural renewal program authorized by Congress in 1962 with Extension providing organizational and educational leadership to the Rural Areas Development (RAD) program.

The Rural Development Act of 1972, under Title V, made a clear statement of the Cooperative Extension Service's role in rural development and provided funds to undertake special programs.

Finally, Section 1440 of the 1985 Food Security Act (the Farm Bill) provided funds to eight states, one of

which was Kansas, to assist displaced and financially stressed farmers and rural communities.

### **Rural Development Act (RAD)—1972**

Title V of the Rural Development Act may have had the greatest impact on Kansas Extension community development efforts of all the legislation.

It focused Kansas State University and statewide attention on the needs of rural communities and on Cooperative Extension Service as a primary delivery system for programs for communities in Kansas.

Title V also provided funding to develop intensive program efforts in one or more pilot project areas.

### **Three-County Pilot Program—1974**

The three-county area of Rawlins, Decatur, and Sheridan Counties was selected for the initial pilot program beginning in 1974.

An Extension Specialist was hired to serve the pilot area half-time while serving the entire Northwest

Extension Area as Area Community Resource Development Specialist the remainder of his time.

A Kansas Rural Development Advisory Council was appointed under the leadership of the vice-president for agriculture at KSU to develop and coordinate a plan for the program.

In addition, an advisory committee was established in the three-county region and also one in each of the three counties.

Under the pilot effort, dozens of studies and feasibility analyses were undertaken. Faculty from several KSU departments were brought to the region

to assist with development activities. Most intensive work on the pilot project was completed by 1977.

Some of the funding was used to emphasize rural development in high-need areas across the state. The amount of funding was small, about \$26,000 per year for Cooperative Extension Service, but it gave a major boost for Extension rural development efforts.

The Rural Development Policy Act of 1980 extended the authorization period for Title V, but what little funding remained was folded into regular Smith-Lever appropriations.

## **Kansas USDA Committee for Rural Development**

The period from 1969 to 1982 saw some of the most significant cooperation among USDA agencies in Kansas. The Kansas USDA Committee for Rural Development was established in response to a memorandum from the Secretary of Agriculture in 1969.

That was followed by establishment of similar Regional Rural Development Committees along with committees in each county.

### **Rural Development Plans of Work**

USDA agencies in Kansas worked closely to develop state, regional and county plans of work that featured joint actions.

Much of the needed coordination was accomplished by Middle Management Rural Development Committees. Committees at all levels met on a regular basis to share programs and accomplishments.

Statewide joint training was conducted for all local and regional agency personnel on topics such as land use planning and flood plain management.

### **USDA Agencies Cooperate—1969-82**

Perhaps the most important aspect of the USDA rural development structure was not the program's accomplishments, but instead the almost unprecedented cooperation and coordination among USDA agencies in the state at all levels.

By 1982, the State Rural Development Committee had become a subcommittee of the USDA State Coordination and Administration Committee and the Rural Development Committee became inactive.

That high a level of interagency coordination and cooperation was not duplicated for the rest of the 1980's.

### **Programs Change With the Times**

While the number of Extension Specialists and the amount of County Extension Agent time devoted to rural and community development remained relatively small, the program efforts were noted for the wide variety of educational activities that were undertaken.

Community development programs changed with the changing needs of people.

### **Land Utilization and Planning—1971-83**

From 1971 through 1983, an Extension Specialist position was established to provide leadership to a wide variety of programs that fell under the general heading of land utilization and planning.

During that time period, 12 planning short courses were held for local planning officials and a statewide Kansas Land Use Conference brought statewide leaders together to discuss issues and identify directions.

For ten years, a Land Use Symposium for Mid-America brought issue-based educational information to Kansas and Missouri decision-makers. Special training programs were conducted for USDA agency personnel under the Cooperative Extension's leadership.

Dozens of local educational programs were conducted for local planning groups on planning and zoning topics.

Extension provided leadership in providing information on the National Flood Insurance Program and

conducted programs on community and residential water conservation.

Educational emphasis was placed on using soil and other natural resource information as a basis for planning.

A Multidisciplinary Land Utilization Task Force coordinated Extension educational efforts and published a statewide newsletter, "People and the Land."

### **Housing Programs—1970's**

Adequate rural housing was a major issue of the 1970's and an Extension Housing Task Force was formed to coordinate educational programs.

Dozens of housing workshops were held across the state in conjunction with housing tours and manufacturers displays and presentations.

Extension Community Development Specialists joined with Extension Home Economics Specialists to present timely information to help communities make decisions that would improve housing opportunities for citizens.

### **Community Recreation Programs**

A wide variety of programs were established to assist communities as they worked to provide recreational opportunities for their citizens, particularly the youth.

Recreational facilities, theaters, and community centers were among the projects resulting from educational programs. Outdoor recreation programs, in conjunction with wildlife management educational programs, were conducted beginning in the 1950's.

Programs included shooting sports, hunter safety, fishing, game cooking, and scuba diving. An offshoot of the scuba diving program was a special underwater search and rescue educational program for local law enforcement and public safety officials.

### **Tourism Programs**

Extension Specialists provided leadership in the

establishment of regional tourism associations for the development and promotion of tourism.

Specialists also provided leadership from time to time to the annual Governor's Tourism Conference and to the development of the Travel Industry Association of Kansas. Ongoing programs included educational programs in tourism hospitality and tourism promotion.

### **Small Business Programs**

The Cooperative Extension Service conducted some programs for small businesses beginning in the 1950's. Early programs were primarily aimed at agri-businesses and those programs continue through 1988, the time of this history.

In the 1970's, a variety of programs were conducted for "Main Street" businesses. Those that continued to be offered included customer relations, merchandising and salesmanship.

In the 1980's programs in home-based business became popular. Programs for food-related businesses received special emphasis.

### **Economic Development Programs**

Emphasis in community development programs in the 1980's was on economic development.

The Kansas Legislature created Economic Development Initiative Program Development Committees as part of the Extension Council in each county and emphasized the need for the Cooperative Extension Service to expand its economic development efforts.

Statewide County Extension Agent training programs were conducted and new economic analysis procedures implemented.

Most efforts were placed on economic development strategic planning education. County Extension Agents in dozens of counties assisted in the establishment or revival of local economic development committees.

## **Farm Bill, Section 1440—1985**

Section 1440 of the 1985 farm bill provided funds to Kansas and seven other states to assist displaced and distressed farmers and rural communities. That funding continued under the Rural Crisis Recovery Act.

Educational efforts undertaken as a result of this

funding included pilot "balanced farming and family living" programs in several counties.

Agents were trained in job search education and training manuals were developed.

"Youth in business" educational materials were developed.

And a rural family Extension support Specialist was hired to work with counseling professionals and other care-givers in expanding assistance available to distressed farm families.

**DIRECT Program—Early 1987**

Educational programs to help in creating new rural jobs and income opportunities were expanded. A single point of contact, the DIRECT program, was established.

Individuals and communities could come with their economic, business and rural development questions and be directed to the best information

source or the best available expert assistance. This unique program expanded the capability of County Extension Agents to respond to a wide variety of new questions.

As Extension moved beyond its first seventy-five years, community development was established as a relatively small, but important, part of the Extension education tradition.

**Contributing Author.** *The primary contributing author to this chapter on Community Development was William Eberle, Assistant Director, Community Development.*

**A listing of personnel involved in Extension Community Development is included in Chapter 6, Extension Personnel, pp. 49-50.**

*(Some early Community Development work was carried out by Extension specialists in Extension Agricultural Economics and Extension Programs and Studies. Those specialists are listed in their respective departments.)*