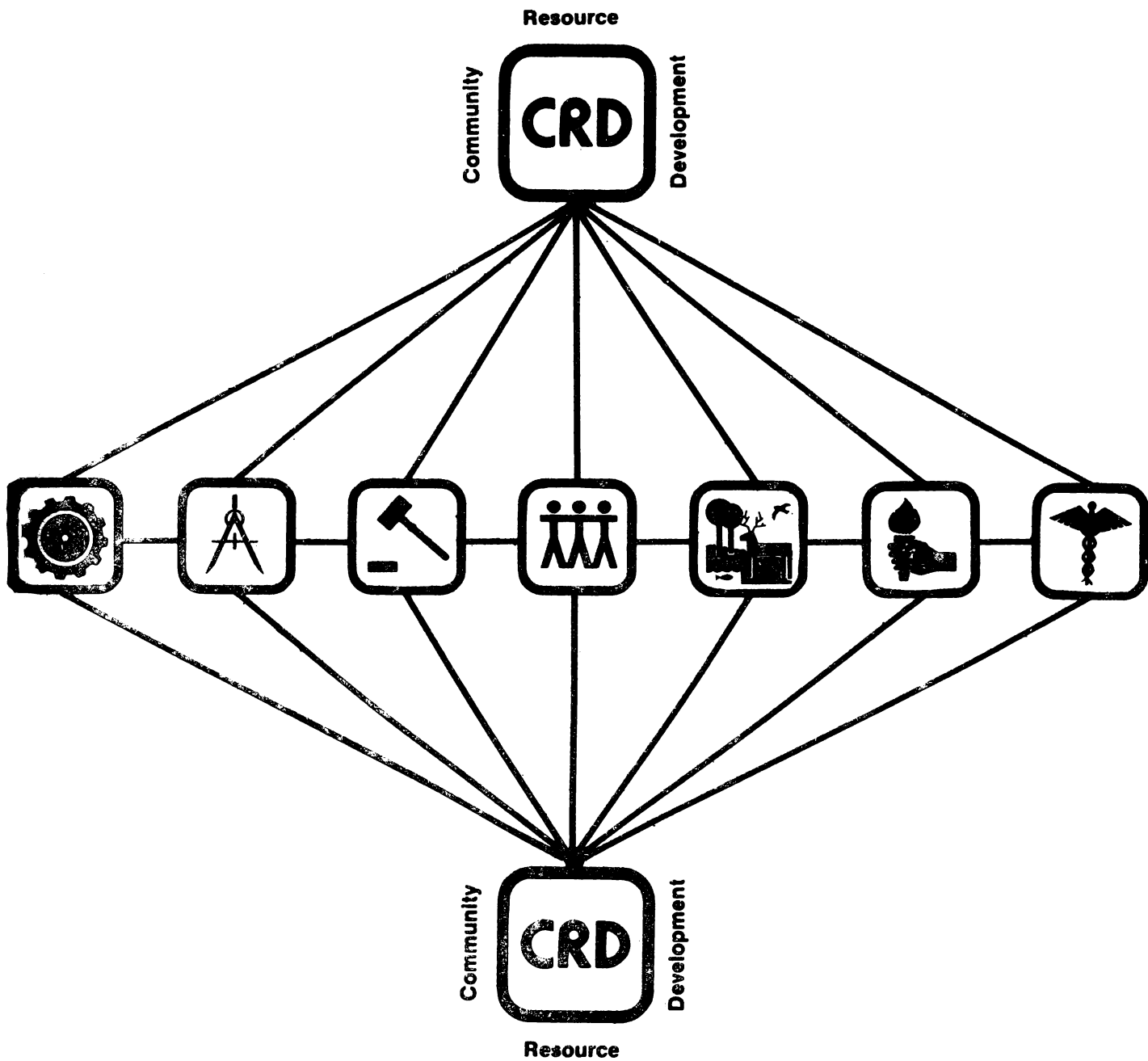


AN EXTENSION GUIDE TO CRD PROGRAMS



PREFACE

Extension workers have carried out educational work something like CRD for more than 60 years. A 1918 Extension circular was titled "Focusing on the County Community." The Victory Gardens of World War II were a form of community development—hundreds of these single-purpose organizations evolved into multi-purpose community organizations during and after the war.

In 1955, USDA started a pilot Rural Development effort. By 1961, 250 low-income counties had such programs.

An expanded program started in the early 60's, called Rural Area Development or, sometimes, simply Area Development.

The first national Extension workshop in Community Resource Development was held in Michigan in 1965. CRD became (and remains) the most common acronym for such work.

Rural Development was mentioned in national legislation for the first time in Title IX of the Agricultural Act of 1970. Title IX established rural development as a national goal and as a mission of USDA. The first exclusive rural development legislation was enacted in 1972, with Extension accorded a specific role under Title V of the Rural Development Act. The Department has continued to use the term "rural development." A Rural Development Policy Act was signed in 1980. (Source: *Community and Rural Development*, USDA/SEA, December, 1981).

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MISSION STATEMENT

The mission of the Community Resource Development Program (CRD) of the Virginia Cooperative Extension Service is to serve as a bridge between the university and the community to provide information and transfer knowledge that will assist community residents and organizations in their collective efforts to maintain or build better communities. CRD provides specialized information, research results, and knowledge from different disciplines of the university and other public and private sources, and places these resources at the disposal of the community. The program is a multidisciplinary one that provides through workshops, seminars, publications, and direct consultations, educational programs that are important to community and organizational development.

The goal of CRD is to apply knowledge in the solution of those problems that people face as they work to make their community a better place. CRD programs are based upon the philosophy that people in a community have a right and an obligation to participate in making decisions about those matters of common concern that will affect their communities. Community development involves a process whereby those in a community arrive at group decisions and take actions to improve their well-being. Thus, CRD is concerned not only with what is done in a community to solve problems but, also, with how it is done.

The primary audiences of CRD are governmental and nongovernmental organizations in Virginia. CRD is a source of information and educational programs for such organizations as local governments, local, regional and state associations, community and civic economic development associations, volunteer associations and other neighborhood or community improvement organizations.

PART I

WHAT IS COMMUNITY RESOURCE DEVELOPMENT?

Community Resource Development is one of the four program components of the Cooperative Extension Service. The other three are Agriculture and Natural Resources, Home Economics, and 4-H Youth. Agriculture and Natural Resources programs focus on the dissemination of information and the transfer of knowledge relating to the production of food and fiber and the wise and efficient use of natural resources. Home Economics programs focus on educational experiences which will enable individuals and families to manage home resources wisely to achieve family goals. 4-H Youth programs focus on educational experiences that help youth to develop as individuals, as members of the family, and as members of the community.

Community Resource Development programs focus on the dissemination of

information and the transfer of knowledge that will assist community residents and organizations in their collective efforts to maintain or build better communities. These programs normally assist individuals working collectively through deliberate discussions to identify and explore issues, needs, problems, and opportunities facing them in their local community, area, or region. Usually CRD programs focus on providing assistance to communities through one or more of six basic steps involved in the community development effort: problem identification; goal setting; action planning; decision making; action; and evaluation. These steps, when placed in their proper order, are referred to as the "community development process." They are described in Table I.

Table I

Community Development Process—Basic Steps

Problem Identification	A need or opportunity must be defined in some preliminary form so that others might be encouraged to join in a collective search for resolution. "If you can't define, you can't resolve."
Goal Setting	A desired outcome (goal) must be identified before purposeful action can occur. "If you don't know where you are going, you can't get there."
Action Planning	A sequence of activities and events (game plan) must be developed to guide actions toward goal achievement. "Planning improves the probability for success."
Decision Making	A commitment of sufficient resources must be allocated so that the action plan can be implemented. "Before you say you can't, give it a try."
Action	A decision must be implemented to achieve a desired outcome. "Actions speak louder than words."
Evaluation	A determination must be made of the appropriateness of the action to the desired outcome. "If at first you don't succeed, try again."

When the steps of the "community development process" are applied to CRD programs, it is important to keep in mind some key elements that can be used to improve the likelihood of success for the process. These key elements (defined in Table II) are assess needs, involve people, collect information, exchange ideas, identify leadership, and develop organization. When these steps and key elements are combined in a timely manner and in the right proportions, community development can occur.

Table II

Key Elements for Using the Community Development Process

Assess Needs	It is important to systematically identify those issues, problems or opportunities which residents feel should be addressed. Many standardized procedures have been developed to accomplish this task, e.g. surveys, group processes, community forums, workshops. "If you don't assess it, you can't address it."
Involve People	It is important to involve people in working on community concerns or opportunities. "People who help to identify or define it, support it."
Collect Information	It is important to have the necessary information (facts and figures) needed by those people involved in identifying the needs, setting the goals, planning the action, and doing the evaluation. "Information reduces uncertainty."
Exchange Ideas	It is important to exchange ideas. Lots of ideas force us to spend more time clarifying objectives. "We don't have to justify ideas, only our actions."
Identify Leadership	It is important to identify those people who can make things happen. "Someone who knows where he or she is going, is enthusiastic about getting there."
Develop Organization	It is important to create an organization that can get the job done. Many techniques have been developed to build organizational effectiveness. "People must plan to organize, and organize to plan."

In order to effectively utilize Community Resource Development assistance, the extension professional must recognize that:

1. Communities are complex social institutions that have developed a wide array of community organizations, institutions and processes that contribute to the development of authoritative decisions to act for the collective benefit;
2. Communities are complex social institutions that have a wide variety of different opportunities, expectations, needs and problems requiring collective action;
3. Communities evolve in an uneven manner so that the community agendas may contain many opportunities and concerns that are in different stages of development both within and between communities;
4. Community development efforts within a community may have already evolved beyond the initial steps in the "community development process."

5. A community's request for assistance may emerge at any one of the steps in the "community development process" (Table I).

It is essential that the extension professional recognize and evaluate those opportunities where important contributions of Community Resource Development assistance can be provided to further the desired goals of the community. Therefore, the role of the extension professional may be a narrow one or a broad one. These roles might include such things as helping to convene a meeting to provide an initial forum for discussing a topic of community interest or concern, searching for and collecting information that a community group can use in its discussion, or helping a group to organize, set goals and define alternatives.

Community Resource Development is a program that emphasizes community, organizational, and individual growth and development. Through the "community development process," communities and their individual members acquire information, accumulate knowledge, and develop skills to engage in self-help efforts to more effectively utilize their local resources for achieving community goals.

PART II

CRD PROGRAMS

CRD programs cover a wide range of topics and employ a variety of delivery techniques, such as conferences, workshops, home study programs, audio-visual packages, publications, technical consultations, and research reports. The list that follows contains many examples of programs that are supported by CRD resources. The list should not be viewed as inclusive.

- 1. Community Economic Development**
 - Virginia Institute for Economic Development
 - Virginia Community Certification Program
 - Community Economic Development Strategy Planning Assistance
 - Economic Impact Models
 - Retention and Expansion of Existing Business and Industry
 - Community Market/Image Analysis Consultations and Workshops
 - Tourism Development
 - Commercial Recreation Development
 - Downtown Revitalization
- 2. Business Development**
 - Managerial & Supervisory Development Workshops
 - Small Business Institute Programs
 - Business Management Workshops
 - Quality Circles Workshops
 - Chamber of Commerce Goal Setting and Planning Workshops
- 3. Government Operations and Finance**
 - Training Programs for Municipal Council Members
 - Training Programs for County Board of Supervisor Members
- 4. Comprehensive Community Planning and Development**
 - Professional Development Workshops for Local Government Employees
 - Financial Management Workshops
 - Financial Trend Monitoring Systems
 - Budget Development Assistance
 - Local Government Decision Making Workshops
 - Emergency and Disaster Assistance Workshops
 - Assessment and Reporting of Damage Following a Disaster
 - Agency Relations
- 5. Community Services and Facilities**
 - Technical Assistance in Land Use Planning
 - Zoning and Subdivision Ordinances—Workshops and Publications
 - Training Workshops for Planning Commission members and Board of Zoning Appeals members
 - Capital Improvement Program Assistance
 - Energy management for Industry and Government
 - Sewage system management
 - Solid waste management

- Water and waste water management
 - Technical Guide for Local Recreation Facilities Development
 - Workshops and Technical Assistance for Recreational Program Development
- 6. Crime Prevention**
- Youth programs
 - Vandalism
 - Home Security
 - Neighborhood/Community Watch
 - Farm Security
 - Legal Process
 - What You Can Do To Prevent Crime
 - Fraud and Con Games
 - Personal Protection
- 7. Leadership and Organization Development**
- People Involvement
 - Needs Assessment Surveys
 - Taking Your Community Pulse: A Catalog of Needs Assessment Techniques
 - Leadership Correspondence Course
- 8. Public Policy and Public Affairs**
- Population Trends and Analysis
- The Commonwealth: A Statistical Introduction to Virginia
 - The Virginia Assembly Public Forums
 - Agricultural and Natural Resources
 - Agricultural Land Preservation
 - Agricultural, Forestal, and Open Space Districting
- 9. Community Education Development**
- Technical assistance to school divisions establishing community education programs
 - Assistance in establishing cooperative models for the delivery of community services
 - Staff development for community education personnel
 - Advisory Council training and orientation
 - Technical assistance in conducting community needs assessments
 - Assistance in studying the cost-benefit relationships in community education programs
 - Assistance in establishing school volunteer programs

PART III

CHARACTERISTICS TO LOOK FOR IN A SUCCESSFUL CRD PROGRAM

The following characteristics are essential for developing a successful CRD program at the unit level. The presence of these characteristics will enable the Extension staff to develop a local effort that can produce a quality CRD program.

<i>Characteristics</i>	<i>Comments</i>
1. Positive commitment on the part of agents toward CRD.	County or City Extension Staff feels the CRD program area is important and shows interest in CRD.
2. Agents understand Extension CRD purpose and capabilities.	USDA expects Cooperative Extension to help communities utilize all USDA and Land Grant Resources to help local citizens and government improve communities. The philosophy of the VCES is to make all Land Grant capabilities available to individuals and communities that need them.

3. Local government and community leaders understand Extension CRD programs and purposes.

For effective use of resources, local government officials and community leaders must understand Extension CRD programs and purposes. It is the responsibility of Extension agents to help them become aware of these programs and purposes.

4. Regular communications between Extension and local elected and appointed government officials, key groups, and individuals.

To communicate there must be systematic and reasonable access to leadership. This can be face to face, broadcast, or printed media. All three are needed to ensure effective communication.

5. Unit Extension Staff make an effort to organize and match agent talents with CRD program opportunities.

An attempt to match the special strengths of each Extension agent to the CRD needs should be a goal. These strengths should be identified and matched.

6. Agents look for and are aware of opportunities to match Extension programs and capabilities with community development opportunities

The most effective and respected Extension staff is one that looks for and recognizes opportunities and needs that can be supported by total USDA and land grant resources. Many of these support resources will be CRD related.

7. Agents have identified the existing community leaders who can organize and mobilize resources to achieve community goals.

To build a better community, one cannot look at just youth, agriculture, or any other one or two segments of the Community. Better communities result when leaders (1) look at the total community, (2) identify needs or opportunities, and then (3) take the action necessary to meet needs and take advantage of opportunities.

PART IV

CRITERIA TO HELP EVALUATE AN EXTENSION UNIT CRD PROGRAM

Criteria

Extension Agent participation in in-service and CRD support meetings.

Comments

Evidence would include Agent CRD participation in state CRD workshops, VESA, regular in-service training, district meetings, District Program Support meetings, and unit program support meetings.

Extension Agents communicate meeting opportunities to relevant potential local government and citizen participants.

Evidence that Agents have communicated CRD program opportunities to potential participants through direct letter, personal contact, media, or newsletter.

Citizen participation in CRD meetings.	Evidence that citizens have participated in local, regional, or state meetings organized by, or supported by, local, district, or state staff.
Extension Agents' use of CRD program resources.	Evidence that agents have requested and used publications, audio visual, or staff resources in support of local programs.
Community (government or civic) requests for Extension CRD assistance.	Evidence that governmental or civic leaders have requested and used CRD assistance to support their local community efforts.
Extension Staff time used for program area efforts.	Evidence that appropriate CRD staff time is reflected in VEMIS reports, written narratives, NARS Reports, and entries to the CRD Annual Report.
CRD objectives in the Unit Plan of Work.	Evidence that Unit has planned for and worked on CRD objectives.
Clientele Feedback.	Evidence from any testimonials such as letters or reports from client groups that express appreciation for CRD program assistance.
A CRD Advisory Committee.	Evidence that a unit has a functioning CRD program advisory committee.

NOTES



**Community Resource
Development**