
II. ORGANIZATION AND STAFFING

A. District Organization

Since 1970, the District now operated by the Development Resources Group has grown significantly in resource scope and capacity to serve the region. A budget currently in the \$400,000-\$450,000 range is generating a little under \$5 million in directly managed and pass-through funds including the Revolving Loan Fund (RLF), Colorado Enterprise Zone contributions, and other projects. This is a ratio of over \$11.00 for every \$1.00 investment in the District operations.

The ratio increases up to \$50.00:\$1.00 when payrolls in RLF-assisted businesses, grants generated by staff efforts or participation not directly managed by DRG, Enterprise Zone tax savings, and other public and private investments in processing plants and infrastructure are taken into account. In 17 years of operation, the RLF is averaging about 30 full-time equivalent jobs/year, and about 10-15 more jobs are being created or retained from other types of assistance.

Still regarded as the core source upon which other support is built, EDA funding of \$52,000/year has remained unchanged over 30 years and currently makes up about 11.5% of the total budget.

Operating as a 501(c)(3) tax-exempt Colorado non-profit corporation, the DRG represents a blend of organizational functions and services once carried out by several organizations on behalf of or related to the District effort, including the San Luis Valley Regional Development and Planning Commission (RDPC); San Luis Valley Economic Development Council (EDC); and the San Luis Valley Council of Governments (COG). Recent emphasis has been given to restoring agency involvement in the functions provided by the COG and RDPC in land use planning, and review of master plans, subdivision proposals, and other projects.

Membership in the DRG is established by EDA Development District codes and guidelines, which are also a major influence in the DRG's stated mission: "To promote and facilitate economic and community development activities which will create jobs, improve income, and maintain the quality of life in the San Luis Valley."

Relationships between Board, committees, programs, and staff comprising the DRG or affiliated with it, including the CEDS Committee and effort, are shown in the following organization/function chart. The Executive Board currently consisting of 12 representatives is elected by the full Board, and was appointed to function as the Regional CEDS Committee. The Executive Board meets on a monthly basis, or as needed for CEDS. Quarterly meetings of the full Board are held in various locations throughout the region and provide opportunity for business and citizen input.

The Loan Review Board (LRB) functions as a subcommittee of the DRG, with authority to make independent loan decisions and set local loan policy. Map work and technical assistance is being provided by the independent GIS/GPS Authority co-located with DRG in exchange for rent. Leading Edge business planning and management classes are co-sponsored by DRG and the Adams State College Small Business Development Center (SBDC).

Most of the programs shown are discussed in various sections of the report. Staff assignments are shared by 5 full-time staff, and the consultant relationships for CEDS are shown by dotted line. Clerical and administrative assistance has also been supplemented from time-to-time by another part-time position. Staff assignments not specifically indicated under the program boxes indicate shared staff roles or mainly reserved for Executive Director participation. General administrative positions assist the Executive Director and department heads.

B. CEDS Committee

Our approach to the CEDS Committee (or Strategy Committee) was to designate the regional CEDS responsibility (by full Board consensus) to the Executive Board, with the balance of Board representatives encouraged to participate on county committees in their respective areas designed to include a wider range of local leadership, community planning groups, other persons with a stakeholder interest, and local citizens in general. Two rosters are included with the first showing the full Board and Executive/Regional CEDS Committee, and the second showing members and participants on the CEDS Committee for each county.

A total of 38 member organizations and their representatives participate in the District organization, 20 (52.6%) of which are local elected officials (compared to the EDD requirement of 51%). The balance of 18 organizations were selected to represent a cross-section of the regional economic interests. A total of 13 (34.2%) are minority (compared to the EDD requirement of 25%). Notable other key areas of interest include women (23.7%); community organizations (65.8%); business and industry (50.0%); finance (13.2%); and agriculture (10.5%). Other interest areas including professionals, utilities, education, public health, elderly, disabled, unemployed, underemployed, and transportation had at least one or two persons.

The County CEDS listings include all persons attending the county meetings and/or completing a questionnaire on potential priorities. A total of about 75 questionnaires were sent out to a targeted list of community leaders or any Board reps missed in the process. DRG Board reps or alternates attending or providing survey input are marked in bold. The DRG Chairman and other Regional CEDS Committee members who attended some of the county meetings are already included on the other list.

A total of 71 persons attending and/or giving input by questionnaire are summarized on the roster, with the following backgrounds and characteristics: local elected officials (28.2%); local government employees or planning commission

members (21.1%); minority (21.1%); women (43.7%); business/industry (39.4%); community organizations (73.2%); finance (9.9%); agriculture (11.3%); education (8.4%); and other interests (less than 3.0%).

C. Community Coordination

Our intention and need to embark on the CEDS work was discussed with various government agencies and local organizations over a period of about a year before CEDS Committee activation took place. We also relied on our network of Board reps to communicate this information to their organizations and circles.

Examples of the government levels and organizations contacted included: Colorado Department of Local Affairs (DOLA); Office of Economic Development and International Trade (OED); Division of Local Government Demography Section; USDA Rural Development; SLV Resource Conservation & Development; Conejos County CON-CEPTs; Saguache County ScSEED; Costilla County Rural Community Assistance Corporation (RCAC); Alamosa County Chamber Development Corporation (ACDC); Colorado Department of Transportation (CDOT); SLV Community Connections; Alamosa Uptown & River Association (AURA); various Chambers of Commerce; tourism groups; banks; business leaders; SLV County Commissioners Association; and various municipal governments.

Cooperation from these contacts was also requested in providing copies of planning documents and data for the analysis. In most cases, the CEDS planning did not compete with other planning schedules, and was viewed primarily as a resource benefit for these entities. Special provisions in the process, however, were made to recognize and include any stated priorities in the recent planning initiatives by the CON-CEPTs, Costilla/RCAC, and ScSEED groups.

D. CEDS Committee Work Program and Agenda

The following outline summarizes the basic work steps starting with activation of the CEDS Committee:

<u>Timeline</u>	<u>Task</u>	<u>Responsibility</u>		
		<u>Staff</u>	<u>CEDS Committee</u>	<u>CEDS Consultant</u>
1. March 2002	Confirm staff assignments	X		
2. " "	Activate CEDS Committee	X		
3. " "	Continue data collection and analysis	X	X	
4. " "	Develop preliminary work plan	X	X	
5. " "	Define roles and relationships with existing agencies	X	X	
6. " "	Identify and appoint CEDS partners	X	X	
7. " "	Secure private sector funds	X		

8.	April	"	Select and hire CEDS Consultant	X	X	
9.	"	"	Hold county meetings	X	X	X
10.	May	"	Summarize county input			X
11.	"	"	Conduct survey of CEDS Committee and other leaders	X		X
12.	June	"	Develop regional vision statement and goals		X	X
13.	"	"	Prioritize goals		X	X
14.	July	"	Develop action plans		X	X
15.	August	"	Prioritize programs and activities		X	X
16.	"	"	Define evaluation process		X	X
17.	"	"	Develop county input summaries		X	X
18.	September	"	Adopt action plan	X	X	
19.	"	"	Finalize CEDS document	X	X	
20.	"	"	Adopt CEDS document – DRG Board and counties	X	X	

E. Comments on the Process

The above does not include efforts which began in mid-year 2001 to design the CEDS approach and begin collecting data and other information needed for the analysis. Completion of the CEDS was originally planned for December 2001, but was extended to September 30, 2002 due to competing deadlines for grant applications and other project demands.

Data analysis carries a strong weight in the CEDS model for our region, and a decision was made in early discussions with the Executive Board (prior to its CEDS Committee activation) for the Director of Research and Planning to commence this work using assistance from the intern assigned to the DRG office. Assistance with map preparation used in the document, and a portion of local data collection, was provided by the GIS/GPS Authority.

Based on reviews of the 1992 OEDP and CEDS documents from other Districts, a decision was made to pursue an experienced community facilitator to improve county level input and presence in the CEDS. Additional funding was secured by the Executive Director for this purpose from banks and other private business contributions. This enabled us to contract in April 2002 for the services of Marsha Porter-Norton, who assisted Region 9 EDD of Southwest Colorado in their CEDS work. Private funds also made it possible to extend assistance of our intern on a consultant basis following completion of the service term in June, and place the GIS/GPS Authority on retainer.

County meetings were planned with the intent of involving and obtaining input from a cross-section of shareholder interests and other local citizens. Key county and development group personnel were contacted in scheduling the meetings, notices were distributed, and an article was published in the Valley Courier announcing the meeting times and places. Invitations to the planning sessions were advertised as "economic development town meetings."

Preparations were made beforehand to identify key players; plans and projects underway; economic development challenges; conflicts, issues, and controversies; and other pertinent information.

Meetings were held as follows:

- Alamosa County --- County Courthouse, Alamosa, April 10, 2002
- Conejos County --- North Conejos School District admin office, La Jara, April 15, 2002
- Costilla County --- County Courthouse, San Luis, April 16, 2002
- Mineral County --- Underground Mining Museum, Creede, April 6, 2002
- Rio Grande County --- County Courthouse annex, Del Norte, April 11, 2002
- Saguache County --- County Courthouse, Saguache, April 25, 2002

Typical meeting formats included a brief introduction by staff concerning economic conditions and the purpose of the CEDS, with the balance conducted by the consultant using flipcharts. Handouts included selected tables from the analysis pertaining to the county, and a questionnaire asking for listings on priority action steps, perceptions about what projects are most effective, and a ranking on current and proposed District activities.

Attention was first focused on the S.W.O.T. exercise, followed by the group's vision of the future, and the goals and projects most likely to achieve the desired future. For Conejos, Costilla, and Saguache, the process was started by reviewing the planning work already done by community groups, with a segue into the S.W.O.T. analysis or other appropriate stage of discussion.

Following the meetings, the input from the counties was summarized in a questionnaire designed to provide a preliminary indication of preference or priority. Selected portions of DRG Board retreat priorities and current work program projects and activities were also combined along with the county input. A survey of the CEDS Committee, DRG Board, and selected community stakeholders was taken and results presented to the Regional CEDS Committee and DRG Board at the end of June. CEDS Committee reviews of program and activity alternatives formulated on the basis of these results were then made to select priorities as described in the final sections of this document.

F. Staffing

Staff support and consultant services provided to the CEDS Committee include data collection and analysis; assistance in conducting county meetings and surveys of membership and other stakeholders; summarizing results of meeting input and surveys; formulating alternative strategies and action steps for CEDS Committee review in determining priorities; preparing the final document for Committee, Board, and county approval; and reporting program progress to the Committee and EDA.

Following is a brief biographical sketch of the DRG staff and other parties, and their qualifications for assistance on the CEDS project:

Michael D. Wisdom, Executive Director

Responsible for overall DRG management, liaison with funding agencies, business expansion and recruitment, Enterprise Zone administration, assistance to community projects, and a wide range of other duties. Membership participation includes: National Rural Development Council (Executive Board); Colorado Rural Development Council (past Chairman); Governor's Interregional Council on Smart Growth; Colorado Association of Nonprofit Organizations (Executive Board); Sangre de Cristo Marketing Partnership; and many more. Started position with RDPC and EDC consolidation in 1994.

John S. Stump, Director of Research and Planning

Responsibilities include: Coordination of CEDS staff support and principal author of CEDS document; EDA District program planning; Responsible Administrator and Environmental Certifying Official for CDBG- and EDA-funded RLF programs; SLV Transportation Planning Region assistance; State Data Center Affiliate services; and RLF capitalization. Also provides grants management and application work for other projects. Involved in District activities since 1982 and former Director of RDPC. Experience also includes authorship of 1984 and 1992 CEDS documents. Bachelor of Science, University of Wisconsin.

Marsha Porter-Norton, CEDS Consultant

Consultant for community facilitation and mediation; outreach strategies; and strategic planning. Led project team for Region 9 EDD 2001 CEDS; developed Community Development Action Plans for 5 counties; devised public involvement and community development strategies; and co-wrote document. Served as Director for Operation Healthy Communities from 1994-2001 and developed and co-authored Pathways to Healthier Communities annual publication. Master of Social Work, University of Denver.

Barry Wolfer, Data Analyst Consultant

Enrolled in the Mennonite Voluntary Service program after college graduation and started internship with DRG in June 2001. Assigned to assist the R&P Director on the CEDS project and retained on a consultant basis after the end of the volunteer service term. Specializes in data collection, table layout, word processing, draft analysis, Internet search, and a variety of tasks in CEDS document preparation. Bachelor of Arts, Eastern Mennonite University.

Pete Magee, San Luis Valley GIS/GPS Authority

Established in 1998, the regional agency is tasked with design, development, implementation, and maintenance of GIS/GPS services and products. These include full service in spatial data creation and data conversion using ArcInfo, ArcView, and Auto/CAD Map. PhD, Oxford. Assistants on staff include Brenda Felmlee and Lisa Clements.

Richard K. Davidson, Director of Lending

Responsible for RLF loan packaging and direct services including: Business and financial analysis; participating lender liaison; credit reviews; presentation for loan decisions to the Loan Review Board; screening/consultation/referrals; servicing/monitoring; employment tracking; and collections and workouts. Served as Vice-President and Loan Officer at Alamosa National Bank, Community Banks in La Jara, and First Interstate Bank of Roswell. Experienced in commercial, farm, and installment lending. Started with DRG in 1997 and former RDPC Chairman.

Rynn M. Nichols, Director of Finance

Responsible for DRG financial statement preparation, voucher preparation, billing and payments, bank accounts, Enterprise Zone and tax reports, payroll and withholding, and related functions. Bachelor of Science, Adams State College.

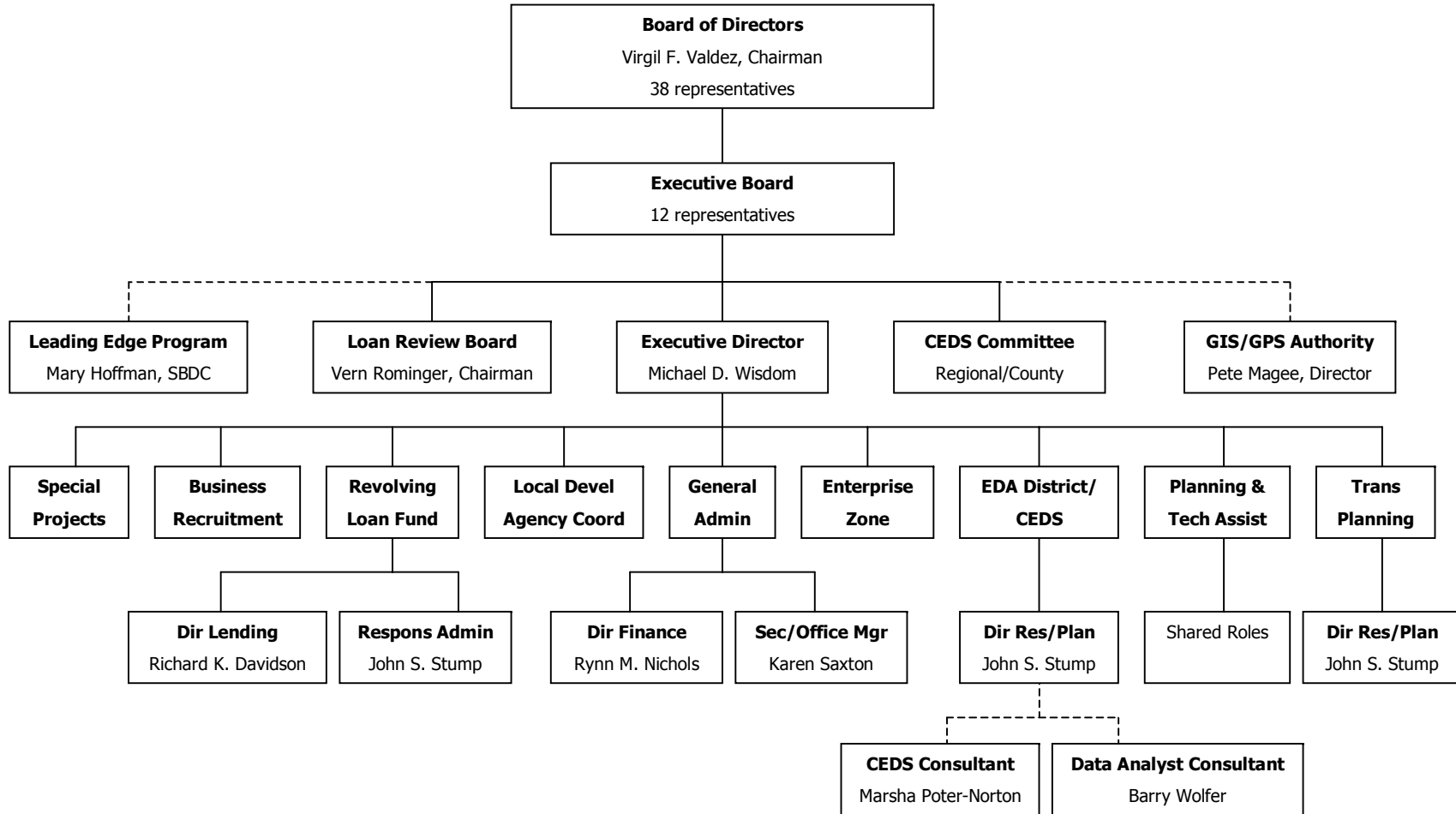
Karen Saxton, Office Manager

Provides various clerical and related assistance including: Word processing; receptionist duties; assistance in reports preparation; and other tasks. Started with DRG in June 2002.

Diana Steenburg

Served in the Office Manager position on a part-time basis during a portion of the CEDS work period, and provided assistance in various data collection tasks. Retired from Adams State College.

G. San Luis Valley Development Resources Group / San Luis Valley Economic Development District Organization / Function Chart – August 2002



Representative	Member Organization	Elected official	Minority	Executive Board	Regional CEDS Comm	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Richard Williams	Town of Bonanza	X																				
Linda Wires	SLV Board of Coop Services												X								X	
Ruth Ann Woods	Trinidad State Jr. College												X								X	
Totals	Total organizations = 38	20	13	12	12	17	2	5	4	1	2	2	3	25	2	1	1	1	1	1	9	3
Regional CEDS Committee		5	4	12	12	4	1	3	3		1	1	1	10	1	1		1	1	3	2	

Key Areas of Interest			
1 Business	5 Professionals	9 Community Organizations	13 Unemployed
2 Industry	6 Labor	10 Public Health	14 Underemployed
3 Finance	7 Utilities	11 Elderly	15 Women
4 Agriculture	8 Education	12 Disabled	16 Transportation

**I. San Luis Valley Development Resources Group
County CEDS Committee Members and Participants - August 2002**

Representative	Member Organization	Local Govt		Minority	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
		Elected	Other																		
Alamosa County																					
Charlene Brown	Town of Hooper	X											X							X	
Judy Burrell	B & H Enterprises												X							X	
Duane Bussey	Alamosa Chamber of Comm				X		X						X								
J.P. Dawson	Trinidad State Jr. College											X									
Steve Eberhart	P & Z				X																
Tim Flowers	Valley Courier				X																
George Garcia	SLV Transit Coalition			X																X	
Kendall Gomez	Trinidad State Jr. College												X								
Michael Hackett	City of Alamosa		X										X								
Lynn Johnson	Tu Casa												X							X	
Russell Johnson	SLV Regional Medical Center													X							
Jim Mietz	SLV RC & D							X					X								
Richard Oliver	Alamosa Downtown Merchants				X																
Kathy Rogers	City of Alamosa	X											X	X						X	
Margarite Salazar	Valley-Wide Health Services								X				X		X					X	
Arvin VanRy	Colorado Construction				X	X															
Bob Zimmerman	Alamosa County	X							X					X							
Totals	CEDS Comm = 17	3	1	1	5	1	1	2	1				5	7	2					5	1
Conejos County																					
Robert Bagwell	Conejos County	X						X													
Mack Crowther	CON-CEPTs	X						X						X							
Debra Downs	Colo Dept of Local Affairs							X						X						X	
Jogn Dufresne	Town of Romeo	X												X							
Sophie Faust	" "							X						X						X	
Julie Gallegos	Conejos County		X																	X	
Bill Laurell	Antonito				X																
Felix Lopez	USDA-NRCS			X				X						X							
Tressesa Martinez	CON-CEPTs		X	X										X						X	
Robert McCarroll	Conejos County	X							X												
Lupita Ponce	" "		X	X																X	
Arnie Valdez	" "		X											X							
Austin Valdez	Town of La Jara	X			X																
Ann Marie Velasquez	Los Caminos Antiguos Byway													X						X	
Totals	CEDS Comm = 14	5	4	3	2		3	3					8							6	

SLV Development Resources Group

II-11

2002 CEDS

Representative	Member Organization	Local Govt		Minority	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
		Elected	Other																	
Saguache County																				
Ken Anderson	Planning Commission	X											X							
Jan Bigelow	" "	X					X						X							X
John Callaghan	Town of Saguache	X											X							
Wade Collins	Planning Commission		X										X							
Mary Hoffman	Small Bus Development Center				X		X						X							X
Linda Joseph	Planning Commission		X										X							X
Peggy McIntosh	Saguache County		X				X						X							X
Wendi Maez	" "		X	X									X							X
Mark Rogers	" "		X										X							
Neil Seitz	Planning Commission		X		X								X							
Stephanie Steffens	ScCEED				X	X							X							X
Linda Stagner	Moffat Schools		X										X	X						X
Jeff Shook	Planning Commission		X										X							
Jim Swanson	Resident																			
Mary Swanson	ScCEED												X							X
Totals	CEDS Comm = 15	3	8	1	3	1	2	1					1	14						8
County CEDS Committee Total = 71		20	15	10	25	3	7	8	1	1		6	52	2	1	1			31	2

Key Areas of Interest			
1 Business	5 Professionals	9 Community Organizations	13 Unemployed
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3 Finance	7 Utilities	11 Elderly	15 Women
4 Agriculture	8 Education	12 Disabled	16 Transportation