

Alsea-Lobster Valley, Benton County, Oregon

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NEAI Projects*

Year	Applicant	Project	Funding Source ¹	Amount
1994		Jobs-in-the-Woods Contracts	Dept. of Labor	\$53,228
1994	Alsea - Benton County	Strategic Plan - Community Action Plan	USFS	\$10,000
1995	Alsea - Benton County	Technical Assistance - Alsea Strategic Plan Preparation	USFS	\$7,200
1996	Alsea Rural Health Care, Inc.	Alsea Rural Health Care Clinic Construction	CDBG	\$254,570
1996	Alsea Strategic Plan	Alsea Economic Development Program & Business Incubator	USFS	\$60,000
1998	Alsea Community	Alsea Community Library Building Program Development	FS	\$24,000
1996	Benton County	Water System Upgrade, Community of Alsea	RD grant (\$155k) RDA loan (\$32,900)	\$187,900
1995	Benton County	Benton County Technical Assistance	Old Growth Diversification Fund	\$15,000
Regional and County Projects				
1994	Oregon Consortium	Dislocated Worker Training		\$258,494
1995	Oregon Consortium	Dislocated Worker Training	JTPA	\$333,000
1994	Cascades West Council of Governments	Planning Grant	EDA	\$89,000
1994	Cascades West Council of Governments	Project Development - Technical Assistance	EDA	\$91,500
1994	Cascades West Council of Governments	Capacity-Building - Planning Supplement	EDA	\$190,000
1997		Resource Assistance for Rural Environments Program - Staff for Alsea Community Effort		\$150,000
1998				\$150,000
1999				\$125,000
1994	Cascades West Council of Governments	Intermediary Relending Program	RDA-IR	\$1,500,000
1996				\$1,500,000
1996	Cascades West Council of Governments	Economic Development District Technical Support	EDA	\$95,000
1997			EDA	\$50,000

* Project funding reflects initial loan and grant totals. Final funding amounts may be different.

1. Key to federal funding sources: CDBG = Housing and Urban Development Community Development Block Grant, FS = Forest Service, RD=Rural Development, RDA = Rural Development Assistance, IR = Intermediary relending program, JTPA = Job Training Partnership Act.

Background Context

Alsea is situated in the 200-square-mile Alsea-Lobster Valley that encompasses several narrow river valleys in Oregon’s coastal range. Alsea is about 25 miles west of Corvallis, the county seat, and 40 miles east of the Pacific Coast. State Highway 34, passing through Alsea-Lobster Valley, serves as a secondary route for travel between the Corvallis area and the coast. A stretch of Highway 34 between Philomath and Alsea includes a series of switchbacks that traverse a 1,230-foot pass through the Coastal Range, posing a significant physical and mental barrier that contributes to Alsea’s isolation.

Roughly 75 percent of the valley is in public ownership, managed by the Siuslaw National Forest (USFS) and the Salem District of the Bureau of Land Management. Seven percent of the land, comprised mainly of the narrow river valley floor, is zoned for agriculture. Timberlands in private ownership include tracts of land owned by residents, as well as industrial forestlands owned by Starker and Willamette Industries. Table 1 shows ownership and use of lands in the Alsea-Lobster Valley.

Established in 1908, the Alsea Unincorporated Service Center is just less than 52 acres. In 1994, there were 80 dwelling units with a total population of 180 residents. Alsea is served by fire, water (sewer and water), and school districts.

Alsea developed, providing goods and services to the Alsea-Lobster Valley area. In the 1970s, the Forest Service, their employees, and others employed in the local timber industry supported “three gas stations, two stores, two restaurants, and a tavern.” Today a store, gas station (with no service), and a restaurant provid-

ing basic services are all that remain. A county study reports “Alsea’s distinction is that it is isolated and is a service area removed from other available services . . . Alsea [unincorporated service center] is the core.”

The Alsea Unincorporated Service Center was the direct beneficiary of one NEAI intervention. Alsea, including the population living in the greater Alsea-Lobster Valley, participated in developing projects and benefited from the other interventions. This assessment treats the entire Alsea-Lobster Valley area as the Alsea community. However, residents of Alsea and Lobster Valley view themselves as distinct communities within the valley, as defined by geography, historical settlement patterns, and social institutions.

Population

County-wide population data indicates that Benton County is experiencing half of the growth rate of Oregon. The 1990 census indicated that 739 people live within two miles of Alsea; 1,321 additional persons were counted within the Alsea-Lobster Valley, for a total of 2,060 people, according to the Benton County Rural Development Plan (BCRDP).

There are many multi-generation families that remain in Alsea, as well as a sizeable population that migrated to the area in the 1970s. Most recently, Latinos are moving into areas of the valley. More than 50 percent of the current population has moved into the area since 1975, 28 percent of which moved in since 1986 (Alsea Community Survey, 1996). Tensions that exist between the new and the long-standing populations will be addressed in following sections.

Table 1

Land ownership: Alsea – Lobster Valley		
<i>Management</i>	<i>Use</i>	<i>Acreage</i>
Private	Forest	23,000
Private	Agriculture	9,000
BLM	Forest	57,000
USFS	Forest	40,000

Poverty

A 1994 survey found 389 houses occupied by 751 persons in the rural areas outside of Alsea. Median family income was \$26,000, and 31.8 percent of the families were considered at or below the poverty level. In the unincorporated service area, the survey found 61 occupied residences inhabited by 138 persons. The median family income was \$19,500, and 49.3 percent of the population was at or below the poverty level (Portland State University, 1994).

Employment

About 40 percent of the residents are employed full-time. Twenty percent are semi-retired or retired. Roughly 49 percent work in Alsea. Another 25 percent work in Corvallis, 10 percent in Philomath, and 17 percent work in other areas (Community Planning Workshop, 1997).

Local goods and service businesses currently employ approximately 10 full-time employees and 14 part-time employees. The largest local employer is the local K-12 public school with 44 employees. Professional and other employment opportunities are found in Philomath (16 miles), Corvallis (25 miles), and the Interstate 5 corridor (35 miles).

Changes in land management practices as a result of the Northwest Forest Plan included the 1996 closure of the Alsea Ranger District office, which once employed as many as 163 people. Although many Alsea residents maintained their positions with the Forest Service, they now commute to Waldport or Corvallis. Several employees took positions with the Forest Service in other areas of the state. Some left Oregon entirely. Today's employment situation represents a shift from the 1970s, 80s, and early 90s when natural resources played a central role in the local economy.

Brief History of Alsea

Agriculture

Most arable lands in the upper river valley were claimed by 1855 under the Donation Land Act by families that continue to reside in the area (Reynolds, 1993). By the mid 1880s, what were once subsistence

farms were exporting goods to larger markets. Several residents recall an agricultural economy that included dairy, cattle, and sheep farms.

The 1992 Agricultural Census indicates that there are 58 farms in the area. Of those farms, 28 are 49 acres or less, while 30 are 50 acres or more. No farms are greater than 1,000 acres in size. Livestock, produce, poultry, hay-alfalfa, and small grain predominates present-day agricultural production. There are a handful of agricultural enterprises that specialize in Christmas trees, wools, seeds, and goat cheese. While 25 farmers consider farming their principle occupation, only 14 of the 58 rely solely on farm income. Only 10 farms had an income greater than \$10,000 annually.

The 1994 Alsea Strategic Plan includes a list of recommended community projects. Several projects listed under "distinct viable economy/stable business/new business opportunities" entail creating or expanding the agricultural base of the area. Residents continue to view agriculture as an important part of the Alsea-Lobster Valley culture.

Forestry

Alsea was the center of Benton County's wood industry through 1955, serving as a central point for logging railroads (BCRDP). The Benton County 1994 Rural Development Plan reports, "Alsea is Benton County's most forest-dependent community because of its isolation from major employers of the mid-Willamette Valley region and its location at the center of 120,000 acres of prime timberland within the Alsea watershed." Before the turn of the century there were two mills operating in the valley (Reynolds 1993). Kingfisher² articles about longtime male residents often begin with recollections such as "forestry was in my family from the beginning" or "[I] started logging at fourteen." Older residents recall "lot[s] of little mills, personal mills. In the 1960s and 70s there was Digger, 5-Rivers, Brand S, Hendrix, and Northside in Philomath with two mills running two shifts a day." Small mills closed in the late 1940s, giving way to the post-WWII timber boom when timber was managed to grow "like grain crops." Another resident

2. "Kingfisher is a project of the 9th grade English students who hope to capture the culture and history of folks who live in the lush river valleys and on the timbered ridges of the coast range." Kingfisher.

who moved to Alsea in 1976 commented that Alsea was a “booming, booming town. Kids would work in the woods a few days a week and go to school for a couple,” boasting that they made more money than the teachers. “People used to assume they will have jobs in the woods.” Bigger mills in the area began closing in the 1980s. Then, “lumber people moved on, unless they were farmers.”

One resident remarked, “Logging has changed, the owl, there is less work to do [and that it] affected families around. People who lost jobs left early” or pursued other opportunities. Her husband worked at a Lobster Valley mill until the mid 1980s. When the mill closed, he worked in reforestation for a local contractor. When that work dried up he put himself through community college. He now works doing computer assisted drafting (CAD) for a firm on the Interstate 5 corridor.

While the Northwest Forest Plan affected mill workers and woods workers in Alsea, the timber industry shed much of its workforce through the 1980s. Despite this, as late as 1993, Philomath was home to six mills, employing many Alsea residents.

Residents who worked in the woods often maintained their employment as contractors or working for contractors almost exclusively on private lands. Many crews that once worked locally on national forest lands now commute several hours a day to worksites. While the demand for their work is strong, the effects of working long distances from home has taken its toll on the workers and their families. The results are splintered families, spouses and former spouses of timber workers without work, and the emigration of longtime residents.

There are two logging contractors based in Alsea who together employ approximately 35 people. At least two other contractors continue to work in the woods and provide employment opportunities for workers on a seasonal basis. One resident guessed that perhaps 10 Alsea residents still work in mills.

Key Issues

Alsea is a rural community isolated by geography from professional-level employment and government services. Consisting of farms and timberlands, residents settled the area and historically supported

themselves on a resource-based economy through a suite of seasonal work. The once predominant fishing, forestry, and farming workforce that supported the Oregon economy were deeply entrenched in the culture in Alsea, including dependence on row crops, dairies, livestock, fisheries, sawmills, and other forest products.

National trends in resource management are reflected in the history of the area; noteworthy are the timber booms in the 1950s, 70s and 80s, as well as the industry’s precipitous decline in the early 1990s. In the 1960s the Forest Service built a ranger station in Alsea that it then vacated in 1996. Forest Service operations contributed greatly to the vitality of the community. For 35 years the ranger station provided employment opportunities and access to the forest for area residents. Forest Service employees who lived in town spent their paychecks in local restaurants and stores and employees and crews purchased fuel for their vehicles from one of Alsea’s three service gas stations. The most direct and meaningful impact of the changes in the timber industry was the departure of the Forest Service from Alsea. Currently, Forest Service buildings remain vacant and in disrepair.

There are a number of formal membership organizations such as the Grange, the school district, the fire department, the library, the Gleaners, as well as a handful of churches, restaurants, bars, and a general store that link residents. Through their efforts, the community historically has been able to pull together to accomplish what needed doing. Residents often pointed out “much of what is here was initiated and built by the community,” including “the clinic, the school gym, and the fire hall.” Several residents attributed the construction of the Forest Service District Office in 1965 to a community effort.

Despite the make-do, can-do expressions of independence, Alsea residents acknowledge the importance of elected officials and county administrators who are cognizant of rural issues and supportive of community initiatives. Residents’ remarks indicate a predominantly negative attitude toward government, relating solely to the state’s Department of Land Conservation and Development (DLCDD). The Department of Land Conservation and Development is the state agency responsible for

developing and upholding land-use policies resulting from Senate Bill 100, passed in the early 1970s. The ensuing land-use regulations strictly regulate development in rural areas. Benton County is responsible for administering land-use laws in unincorporated areas like Alesea. Besides strong community antipathy toward land-use regulations, Alesea's relationship with Benton County is positive.

Alesea, like many rural communities in Oregon, sustained a wave of in-migration in the 1970s. New residents often brought their experiences and energy to bear in formal and informal community development. In many ways the social order of the longer-term residents never reconciled with the new energy, ideas, and civic concerns of the 1970s immigrants. The health and well-being of Alesea is closely

tied to social and demographic trends associated with an influx of retirees, commuters, or rural entrepreneurs and the death of longer-term residents, as well as the out-migration of the younger generation of long-term residents.

The 1994 Alesea Community Strategic Plan (a project funded through the NEAI) identifies the following areas to which residents should dedicate their time and energy:

- Community facilities and infrastructure
- Timber dependency and economic development
- Land-use policies, housing, and the environment
- Families, children, and youth
- Local representation in county politics

Table 2

Alesea, Benton County Population Change 1990 - 2000						
	April 1, 1990	April 1, 2000	Population Change 1990-2000	Percentage Change 1990-2000	Natural Increase 1990-2000	Net Migration 1990-2000
Oregon	2,842,321	3,421,399	579,078	20.4	157,626	421,452
Benton Co.	70,811	78,153	7,342	10.4	3,928	3,414

NEAI Projects and Programs

Community Economic Revitalization Teams (CERT)

As part of the NEAI, Benton County government took lead responsibility for working with unincorporated areas such as Alesea. Responsibilities included generating, prioritizing, and submitting projects to the state CERT. The Economic Development Administration (EDA) provided funds to Benton County through NEAI to enable them to “work on the road” in the unincorporated areas and with county service districts “to put projects together to get funding.” This work entailed coordinating project development, and serving as “liaison between resources and the communities and visa versa.” Benton County saw a need for building community capacity, and consciously sought to “cultivate a volunteer base” through the course of providing technical assistance. The County's efforts were sup-

ported in part by assistance from the CWCOG.

Alesea residents initiated their own strategic planning process in 1993 and, through the county's efforts, obtained Initiative funds to hire a consultant to facilitate the process. Alesea Community Effort (ACE), a nonprofit corporation, formed as an outgrowth of the strategic planning process. As the county's consultant working in Alesea, Sheryl Bennett not only facilitated the strategic planning process but was also charged by the county with soliciting project proposals from the community or generating proposals on behalf of the community. After the strategic plan was completed, county staff played an ongoing “facilitative” role as “project pitcher” for unincorporated areas county-wide.

The county administered grants on Alesea's behalf before Alesea Community Effort (ACE), a local

nonprofit organization, received its 501(c) (3) status, enabling it to receive the Multi-Tenant Facility Grant from the Forest Service and a Resource Assistance for Rural Environments (RARE) participant in 1998. All but one project was dependent upon the county and its ability to dedicate time and energy addressing the community's needs. In 1999, after incorporating as a nonprofit, ACE participated in the annual project collection process by preparing and submitting its own project notification forms.

Cascades West Council of Governments (CWCOG), which comprises the Economic Development District for Benton, Linn, and Lincoln counties, played a lead support role in facilitating NEAI interventions in the region and Alsea. CWCOG received approximately \$515,000 from EDA through the Initiative for "Technical Assistance for Project Development," "Capacity-Building," and "Economic Development District Technical Support." Initially, when "no one knew what [the] Initiative was" CWCOG brought staff on part-time. As requirements of the "project collection process" became clear, the position quickly expanded. Funds supported CWCOG staff participation at three levels of the NEAI process: 1) at the local level with community members, elected officials, and/or staff, 2) at the county or region level with elected officials or staff, and 3) at the state level with state and federal agencies. The CWCOG solicited and collected project concepts in incorporated communities that lacked adequate staff, worked with county commissioners to prioritize and rank projects, and submitted the projects to Oregon Economic Development Department (OEDD), which was charged with administering the State Community and Economic Revitalization Team (SCERT).

CWCOG visited timber-impacted communities, meeting with and regularly communicating with commissioners, city recorders, mayors, and planning staff. As the years progressed, CWCOG reached further into the community, moving towards a community-based process. CWCOG provided technical support that included working with community groups to develop projects; defining the scope and funding needs of projects; helping community members complete the three-page application (Project

Notification Forms); grant writing; and building the capacity of communities to take over the same range of responsibilities.

CWCOG also provided technical assistance to the counties' board of commissioners. The CWCOG's work with communities fulfilled the task of working "with the board of commissioners to identify projects" and completing Project Notification Forms. Staff examined funding agencies' requirements to help match community needs with the agencies' programs. CWCOG participated on various SCERT committees to represent the needs of communities and to maintain a flow of communication between communities and the SCERT. By sitting in on many meetings they would learn what would work and staff said that they "took that knowledge directly to the communities, [which] helped them shape their projects."

Benton County used a team approach to rank projects. The Board of Commissioners made priority recommendations to submit to the SCERT, advised by the County's Technical Advisory Committee. In 1994, members of this committee included CWCOG, representatives from the Siuslaw National Forest, the Salem District BLM Office, Linn-Benton Community College, Community Services Consortium, the Economic Development Partnership, Resource Conservation and Development Partnership, Oregon State Extension, Benton County Public Works Department, City of Philomath, and Sheryl Bennett.

As members of the committee, CWCOG worked with the Board of Commissioners to develop criteria to review, score, and rank projects based on the criteria. In 1994, these criteria included:

1. Project provides Community Strategic Plan and/or implements adopted plan
2. Project is of regional nature
3. Readiness to proceed
4. Impact
5. Geographic proximity to Corvallis

County, CWCOG, and Forest Service staff all reported working closely with one another. A Forest Service employee said that they worked "in partnership . . .

advising [staff] and [staff] advising the community.” Assistance included developing and submitting applications with proper documentation. The same Forest Service employee reported that assistance tapered as Alsea “became very capable and astute.”

Projects

NEAI-funded projects in Alsea address the range of needs identified in the 1994 Alsea Community Strategic Plan (Plan). They represent infrastructure development, new economic development strategies for job and capital creation, worker retraining, and capacity-building. These projects correspond with community interests insofar as they are expressed by the Plan.

Strategic Plan—Community Action Plan, 1994

Technical Assistance—Alsea Strategic Plan Preparation, 1995

Strategic planning, funded through NEAI, was an outgrowth of community meetings initiated prior to the Initiative. A community meeting was convened by two local women, one of whom was a Forest Service employee “with an inside perspective” on what was “coming down the road.” Members of local organizations and key community members were invited to the community forum to give presentations about their groups and their efforts. One hundred people participated. When county commissioners heard about the meeting, they offered \$10,000 to hire someone to facilitate the process. These funds were accessed through the Initiative. The group held a second meeting after the offer was made. They “organized a bit,” and then worked through the process for over a year with the facilitator. The stated goal of the project was “to allow residents and agencies to evaluate which infrastructure and job development project proposals are most consistent with goals of the Alsea Community.” Monthly meetings resulted in the Alsea Community Strategic Plan. The Plan includes census data, survey results, a statement of the community’s mission and vision, lists of strategies and recommended projects, and action plans. Strategies and projects in the initial Plan were not prioritized. The availability of funds through NEAI enabled the community to acquire resources critical to the success

of the planning effort and developing the ensuing projects.

Two measures of success for the effort include the “amount of new resources brought into the community” and the “number of new jobs existing in 1995, as compared to 1990.” Before the plan was completed in 1995, seven project notification forms were submitted for NEAI funding. “When we got done with the plan, Sheryl (the consultant from the county) asked what we were going to do now . . . were we going to put it on ‘the shelf?’”

Alsea Community Effort was subsequently responsible for developing plans for building a new library and the Economic Development Program & Business Incubator project, both NEAI-funded projects. Insofar as job creation, outcomes are nominal; one job was created to date. However, ACE efforts, built upon the foundation of the Plan and civic activism, have been able to secure additional resources for the community. ACE serves as the main contact point between the unincorporated area and government and private sources of funding and assistance. One heavily cited initiative of ACE is the Alsea Valley Voice, a newsletter serving Alsea residents. The newsletter has a “strong impact on the community . . . combating disinformation . . . typical of rural communities as well as encouraging greater involvement in events and activities.” Indeed, what was initially envisioned as a mouthpiece for ACE has now become a community forum for the broader community.

Alsea Rural Health Care, Inc., Alsea Rural Health Care Clinic Construction, 1996

Although this project appears in Oregon’s SCERT-funded project database, those most closely associated with the project believe that their SCERT proposal was denied funding. According to the state, the initial proposal was not picked up by a lead agency.

Upon learning that funding was denied, the clinic hired a consultant who facilitated the community’s strategic planning—and helped the clinic apply for a Housing and Urban Development Community Development Block Grant (CDBG). In 1996, the clinic received \$254,570 in CDBG funds from Housing and Urban Development through the Economic and Community Development Department.

Alsea, Oregon

The Alsea Rural Health Care Clinic has been in the community for nearly 20 years, operating for 15 years “temporarily” out of a “small, old, and dingy” mobile home. Residents often remarked that the facility leaked and “literally had holes in the floor.” The new facility, developed with CDBG funds, is clean and bright, providing adequate space for the provision of clinical services. Besides providing basic medical services, when the resources allow, the clinic also provides a host of social services to residents. The facility’s space serves two additional important functions. The clinic is a public space where 1) residents can access or get direction to a plethora of formal or informal social and health services, and 2) outside agencies can come into the community to deliver services or outreach to residents.

The clinic is well supported by the community. The local fundraising event brings in several thousand dollars annually. “People support it regardless of whether they use it,” states one resident. Without exception, residents praise the clinic staff for the services they provide to the community. Residents often said that the clinic provides space for a plethora of community services, above and beyond clinic services. The clinic is “where you go if you need anything—physicals, cold meds . . . [there is] waiting

space for kids [where] Jeni can watch them.” The clinic also increases the ease of communication and service delivery between Alsea and outside entities.

Benton County, Water System Upgrade, Community of Alsea, 1996

This project entailed constructing a new reservoir, replacing pipes, and changing the water distribution system’s engineering to increase capacity and efficiency. According to the project notification form, the upgrade was viewed as “the first step in encouraging the start of any industry or small business enterprises (sic).” Furthermore, the project was to increase flow to fire hydrants, decrease water losses, decrease pumping costs, and, ideally, provide jobs during construction.

Local support for the project was expressed through its inclusion in the Plan, a 3-0 vote by the Alsea County Service District (i.e., the Benton County Commissioners), and positive input from the community at a public meeting. As one county employee put it, “the county did the water project . . . they ran it by the community. People in town didn’t really notice.”

The water system upgrade project was developed and implemented by standard practices. By all ac-



Alsea Rural Health Care Clinic

counts the project went without incident. The new reservoir and piping are performing to expectations. A Benton County contractor performed the work but no area residents were employed on the project. To date, the improved flow to fire hydrants has not saved or protected life or property, and no new businesses have connected to the system.

According to the county, the immediate benefits of the project, a three-day water reserve, a two-way flow, and increased fire capacity, were “really the driving force” behind the project. The upgrade did not address any legal or otherwise critical health, safety, or welfare crisis that the community of Alsea was facing. County officials make the point that the improved system is important to the community to create a sense of optimism for the future. The importance of optimism for the future cannot be downplayed, and the cost and potential benefits of the project appear fitting for Alsea’s size and needs.

Alsea Economic Development Program & Business Incubator, 1996

In the course of Alsea’s strategic planning process the group was “approached by the Forest Service about their interest in acquiring Forest Service buildings, so it became the focus.” The community wanted to use the buildings for the community’s benefit to take the place of the Forest Service. The community expressed an interest in acquiring the buildings, but before this could happen the Forest Service and other funding organizations needed to see a business plan to be certain the community could effectively utilize the facilities. The community’s goal was to implement economic development goals from the Plan; a group of concerned and interested residents formed a committee under the aegis of ACE to guide the effort. With assistance from the Forest Service and Benton County, they submitted a Project Notification Form through the SCERT process and received funds for the project. The Multi-Tenant Facility grant, funded by the Forest Service, enabled Benton County to hire the University of Oregon’s Community Planning Workshop as consultants to research alternative uses of the vacant Forest Service buildings and to develop a business plan.

Working with the community, the Community Planning Workshop (CPW) assisted with the evalu-

ation of: 1) opportunities for converting the Alsea Ranger Station into a “multi-tenant” facility; 2) feasibility of establishing a food cooperative; and 3) opportunities for agricultural storage and processing facilities. CPW also helped the community develop a tourism plan for the area. Field research that included interviews, surveys, a literature review, case studies, and a review of relevant data was used to develop an analysis of opportunities and options. The results of the research were documented in a series of technical memorandums.

The premise of the Multi-Tenant Facility project was to take advantage of the vacant Forest Service buildings just outside Alsea to provide a basis for local economic development. Forest Service employees at various positions within the agency communicated with the community regarding the Forest Service’s intentions for the facilities. At different times the buildings were to be made available for free, for \$300,000, for \$500,000, or for rent. The community assumed the complex would be made available, and tried to determine what would be feasible at the different levels of expense. In the end, the Forest Service wanted market rate rents for the facilities, making it unaffordable to the community. ACE decided to put the issue aside and address projects where they felt they could accomplish their goals.

The series of technical memorandums, a buyer’s club, and negative feelings toward the Forest Service are the results of the project. The technical memorandums will soon be outdated, but they do contain a wealth of data about the community and the four areas of investigation.

Resource Assistance for Rural Environments (RARE), 1997-1998 & 1998-1999

RARE is a statewide program administered by the University of Oregon’s Department of Planning, Public Policy, and Management. The project notification form submitted by the program states that RARE’s “foundation is the development of local capacity and infrastructure to improve the economic and environmental conditions of rural Oregon.” Participants work in host communities to address the “wide range of rural community development needs and problems, as identified by the local communi-

ties.” Communities across Oregon are eligible to apply for RARE positions. Selected communities contribute \$15,000 toward the \$30,000 cost of a RARE participant. Along with a RARE participant, the community receives a computer and opportunities for targeted training.

Alsea, through the efforts of ACE and Benton County, acquired volunteers for two consecutive years. The RARE participants each served as staff for ACE. The first RARE participant was charged with developing a newsletter, plans for a new library, economic development opportunities, and additional tasks associated with developing the organization. The second participant was charged with continuing the work begun by the first participant, as well as updating the 1994 Plan. Community members were unanimous in praising the program and gave accolades to the first volunteer. The first RARE participant “made a huge difference . . . gave a good shot in the arm; procedures, office set-up, outreach, answering phones . . . she was the glue that held us together.” RARE successfully developed an organizational model and infrastructure for ACE, helped to start the Alsea Valley Voice, as well as the library planning process. Benton County provided the local match the first year using funds from an existing NEAI grant from the Forest Service. ACE acquired funding from the state to provide the local match to get a RARE participant a second year. The second participant continued to publish the Alsea Valley Voice and helped the community prioritize projects in the strategic plan.

Alsea Community Library Building Program Development, 1998

The library building project entails “the basic planning process of assessing needs and then designing a new library facility” to serve “the over 1,600 people living in the rural greater Alsea community.” Planning for the library is a direct outcome of the strategic planning effort. ACE, spearheading the effort, cites in the NEAI Project Notification form that the project “is the highest priority” of ACE and it is included in the Plan.

Donna McNeil, the 1997-1998 RARE participant in Alsea, applied for and received \$24,000 from the Forest Service to plan for the library. The grant funds

were the first funds directly administered by the newly formed ACE. The experience of acquiring and managing a grant was intended to build ACE’s capacity to “manage its future.”

An advisory group was formed to “include as many interested individuals . . . as possible.” The “library support group” ensured an open process in which anyone could participate; 14-15 people regularly participated. The planning process has now been underway for over two years. Ambitious plans for a multi-use facility have been adopted, a library site has been selected, and zoning issues have been addressed with the county. Some community members challenged the conditional use permit, which was upheld by the Oregon Land Use Board of Appeals.

The Forest Service grant has been crucial for the project, because it enabled the community to get professional assistance from an architect—expertise the community lacked. The funds also enabled the community to implement a survey, conduct outreach, and ensure that the planning process remained open and equitable.

Cascades West Council of Governments, Intermediary Relending Program, 1994 & 1996

The Intermediary Relending Program (IRP) was funded by USDA, through NEAI, to help timber-impacted communities by providing access to capital for job creation. IRP loans are for land, buildings, machinery, equipment and fixtures, as well as working capital for businesses outside of Corvallis and Albany, in Benton, Lincoln, and Linn counties. Loans of up to \$250,000 are available with up to 25 percent equity required. One job is expected to result from every \$35,000 borrowed.

The IRP is one program in a suite of loan programs administered by the CWCOG. The five other loan programs include the EDA funded Revolving Loan Fund, the state-funded Business Investment Fund, and three Small Business Administration loan programs, including a micro loan program. The five loan programs vary in amounts available, interest rates, level of risk, equity requirement, terms, and fees. The IRP funded by USDA is a loan from USDA rather than a grant. Compared with EDA funded IRPs, which are grant funded, USDA funded IRP loans have



Alsea Library

higher interest rates and are made to lower high-risk applicants.

People who are unable to acquire bank loans are often referred to the CWCOG from the banks. A substantial effort was made to “build public sector awareness.” City and county planners, certified public accountants, realtors, and nonprofits were all informed about the loan programs. One business in Alsea that secured a loan was referred to the CWCOG by their real estate agent. In total, there were three applicants to the IRP loan program from Alsea. One was declined, one fell through and one was administered. A fourth local business considered a loan but, due to collateral requirements, opted not to apply.

The supported applicant, a person with 30 years of retail experience and a longtime interest in owning his own business, moved to the area and acquired a store in Alsea with the help of a loan through the IRP. He heard about the CWCOG and the loan program through his real estate agent. He met the COG, “they were very helpful and very demanding,” and they were able to contribute 70 percent toward his loan. They also connected him to a traditional lending source for the remaining 30 percent of the capital needed to acquire the business and get it up and running. The CWCOG encouraged him to borrow more than he initially projected, which turned out to be crucial.

CWCOG made the store a reality because “a bank loan might have been too expensive.” CWCOG has also offered ongoing technical assistance but he has not needed it due to previous retail experience.

He has changed the store quite a bit and there has been a noticeable increase in business. He noted that “there are a lot of loggers here, log truck drivers [and that] if these folks go it will be really hard for the store,” and for the community. Furthermore, the “Hispanics out here are important.” Although they generally work for large contractors, there are also many independents who “drive in early in the morning from the Salem area to harvest moss, salal, vine maple and tree bark” and to buy supplies at the store. Many residents in the community suggest that “if the store goes the community won’t be much more than a slower spot along the highway.”

A local entrepreneur was the individual who was denied. This loan was intended to help build up an existing but transitioning business. The CWCOG cited credit issues as their reason for denying the loan. The business is presently undergoing a number of improvements.

Job Training Partnership Act

The Job Training Partnership Act (JTPA) is a federally funded program designed to move people

into the workforce and towards self-sufficiency. The Community Service Consortium (hereafter Consortium) administers JTPA in Benton County. Dislocated worker programs are supported by the JTPA. According to Consortium staff, in the early 1990s there was “a very strong need” for dislocated worker programs and there was a “higher ratio of timber workers.” Additional funds became available in the 1990s to support the increasing numbers of people needing assistance. Department of Labor funds, called “Timber Grants,” were designated for dislocated timber workers to provide additional services, such as longer-term training packages, ongoing case management, and support service, such as daycare. According to Consortium staff, the demand for these services by displaced timber workers has largely dissipated over the past five years.

The Consortium works with clients to determine what their background is, what their needs are, and what they want. Consortium employees then explain the program, determine eligibility, assess skills, and match the client with appropriate training or work opportunities. The Consortium uses a case management system and performance measures. Where the goal used to be with “just getting a job” the Workforce Investment Act that replaced JTPA in 2000 now entails a longer-term strategy; get a job, move to a self-sufficient wage job, and career progression.

People generally found out about the Consortium’s programs by word of mouth. Services were also advertised in classified advertisements, at theaters, business expositions, and through rapid response team members directly meeting with employees at work sites. Indeed, Alsea residents who utilized the Consortium’s services most often heard about them through friends or acquaintances that spoke highly of the program. One person found out about the Consortium at work when a representative visited his worksite. A third person was required to use the Consortium’s services as part of her severance agreement. Beneficiaries’ ages ranged from early 30s to mid-50s.

A total of 15 Alsea area residents took advantage of the Consortium’s services between 1994 and 2000. Residents recall taking a battery of tests, undergoing one-on-one counseling, and participating in weekly peer meetings. The Consortium “filled gaps” by acquiring or directing clients to resources, such as child

care assistance, as well as providing encouragement. This supported Alsea-Lobster Valley residents in their efforts to take advantage of new education, training or employment opportunities. One man received business training assistance but “didn’t take advantage of everything that was available” due to time constraints.

Residents experienced mixed success with the Consortium. While most spoke positively about the services provided by the Consortium, there were a slew of comments about more subtle aspects of program administration and its limitations. One client complained that caseworkers “want to be helpful but [are] from a different world,” were too “thin-skinned” and unable to empathize with the stresses associated with dislocation. Several walked in the Consortium’s door with the expectation that they would “walk out with a job placement.”

However, more often than not residents in need did not have the flexibility to take advantage of training opportunities. One resident said, “People used to making money have a debt load and can’t chance it.” One client took advantage of training but said, “There are limits. [You] can’t really take a long-term approach to anything when you are in a desperate situation.” He started his own business “long before” he finished school. Staff at the Consortium summed up the issue this way: “Clients usually come in once they are half-way through their unemployment insurance. Most cannot handle the poverty long-term training entails, so they opt for short-term training.”

The workforce from Alsea typically wants to be self-employed or is accustomed to working several different jobs on a yearly basis that vary by season. In contrast, JTPA objectives are “on-the-job learning” and “career progression.” Those terms often translate to working for an employer and working up the ladder over a lifetime of employment. Some people, who consider themselves loggers, cannot “comprehend starting low and working up.” Mill workers from Alsea, however, are accustomed to “career progression,” but find it difficult to start out at the bottom of the ladder and draw much less income. One focus group participant said that in light of the changing job market, “people don’t know what they want to do. [They are] not career-oriented, paycheck oriented . . . highest bid workers.”

Finally, one resident said that rural communities like Alsea are “not too likely to buddy-up with Big Brother.” They value independence and self-sufficiency and feel that it is “a big deal to seek assistance.” Despite such comments, one of the program’s local success stories is someone who is energetic, entrepreneurial, and savvy—personality traits expressing the “self-made attitude” commonly found among Alsea residents. The person used the Consortium as a springboard to gain

just enough positive momentum to succeed in the transition away from millwork. Many others did not seek any assistance.

Jobs-in-the-Woods

Jobs-in-the-Woods was not a significant program in Benton County. One contractor in Alsea received two contracts for just over \$50,000. The contractor still works in Alsea but has a much smaller business.

Current Socioeconomic Conditions and Effects of NEAI on Community Well-Being

Socioeconomic Condition

Many older residents expressed the sentiment that Alsea is in decline. Jobs increasingly are found only in Philomath or further east, leading many to talk about Alsea becoming a “bedroom community.” The local service economy is threatened by turnover in local businesses and the limited business hours of existing businesses. Several members of multi-generation families are moving closer to Corvallis and taking their businesses with them. Timber jobs for high school students have not returned, and there are no indications of other developments that will replace such natural resource jobs. Youth complain about the lack of “things to do except sports” and feel powerless to change the situation. They described work and recreation opportunities that, without exception, exist at least 25 miles east in Corvallis.

Retirees and urban refugees continue to move into the area and try their hand at various agricultural or mercantile enterprises but for the most part do not rely on the land for their livelihoods. These residents represent an overlay of wealth and mobility over the diminishing natural resource-based, multiple-livelihood families that have lived in Alsea for generations.

Until the release of the 2000 Census, there are no reliable statistical data to describe current socioeconomic conditions in Alsea. However, based on interviews with Alsea residents, the 2000 Census data are likely to paint a picture similar to the one above.

Community Capacity

NEAI was designed to assist timber workers transition to new jobs, to diversify timber-based economies and to enhance community infrastructure. To varying degrees, the suite of NEAI programs and projects were successful in increasing Alsea’s capacity.

Community capacity is the collective ability of residents in a community to respond to external and internal stresses, to create and take advantage of opportunities, and to meet local needs. Community capacity consists of five dimensions: (1) physical capital, which includes a community physical infrastructure (e.g., sewer systems, business parks, capital assets such as equipment, housing stock and schools); (2) financial capital, which includes money, credit, and other financial resources available for local use; (3) human capital, which includes the skills, education, experiences and general abilities and capabilities of residents; (4) cultural capital, which includes the myths, beliefs, norms, and lifeways that serve to organize groups and facilitate survival; and (5) social capital, which includes the willingness of residents to work together toward community goals (and not just self-interested goals). Evaluating the impact of NEAI projects on the capacity of Alsea thus requires a closer examination of these various dimensions of capacity. Human and cultural capitals were most notably increased as a result of NEAI interventions.

Besides providing employment opportunities, the Forest Service provided a range of resources for

the community. The Forest Service's departure from the community led to a decline in economic vitality, leadership, and physical and communications infrastructure. Approximately \$100,000, accessed through the Initiative, was used for strategic planning, exploring alternative uses of vacant Forest Service facilities, planning the development of a new library, and acquiring RARE participants. These projects were effectively community-based efforts to replace the Forest Service. In addition, they were intended to help the community move away from a dependence on natural resource-related jobs. The Alsea Health Clinic also plays an important role in addressing human needs in the community. NEAI investments significantly increased human and cultural capitals that in turn improved the community's ability to respond to change and work toward common goals.

Alsea's access to resources increased (e.g., external/financial capital), as did its ability to take advantage of opportunities. Significantly, the relationships and structures making this possible have been institutionalized.

As discussed above, both Benton County and CWCOG intentionally set out to "transfer skills" to Alsea residents. For their part, the Forest Service provided direct assistance to the community vis-à-vis regular communications with the Alsea Community Effort. The ability of outside entities to work with the community and the community's ability to develop working relations was an important Initiative outcome.

When necessary, Benton County administered grants on behalf of unincorporated communities. These communities typically lack any legal organizations capable of representing themselves in grant applications. The county administered several grants on behalf of ACE, enabling them to receive the Multi-Tenant Facility Grant from the Forest Service and a RARE participant in 1998. One county official observed, "Agencies want successful projects and don't want a lot of trouble. Communities without staff . . . have a difficult time, so someone in the middle needs to build the success of (the) project." As fiscal agent for ACE, the county provided general oversight and assistance in project administration to "smooth over the roughness." All but one project

relied upon the county's ability to dedicate time and energy to address community needs. The relationship between ACE and Benton County enabled Alsea to obtain funding for various projects. In 1999, ACE participated in the annual project collection process, preparing and submitting project notification forms. Investments in Benton County and CWCOG for "capacity-building" greatly increased Alsea's access to resources, leading to a shift in who was able to access state and federal dollars. By 1999, Alsea had successfully completed work that heretofore was completed by outside entities.

Despite its development, Alsea's continued ability to respond to change and work toward goals outlined in the plan depends on a staff person attending to organizational matters. Implementing outreach activities within the community and maintaining communications with local and regional entities; raising funds; managing projects, etc. "is too much work to expect of volunteers," said one resident. On the whole, each community-based effort, including the construction of the health clinic, contributed to a steady increase in the community's ability to address change and to take advantage of opportunities. Two RARE volunteers worked in Alsea full-time in various capacities to help the emerging community nonprofit get up and running. These volunteers institutionalized the community's ability to develop, launch, and implement community-based efforts. Each effort increased access to resources and subsequently resulted in the acquisition of more resources. In turn, the community has moved closer to achieving its goals and, significantly, taking responsibility for meeting these goals. Still, their success is predicated upon staff to carry out day-to-day functions of the organization.

It is also important to note that the health clinic and its staff greatly increase the community's ability to provide for itself. One of the clinic's two staff is the "community service coordinator." She spends a lot of her time "directing assistance or directing to assistance"—that is, networking with all types of programs and subcontracting services. Such work has always gone on, but, according to one county official, "the new building provides the physical infrastructure for the provision of the services."

Alsea developed new structures to convene and catalyze interested and concerned residents. In turn, new opportunities for leadership combined with the creation of participatory decision making processes resulted in a shift and expansion of decision making authority within the community. One important but negative outcome is increased tensions between old and new resident populations.

Strategic planning was the first and most important step for the community to begin to take control of its destiny. The facilitator paid for with Initiative funds was crucial to the community’s ability to complete their strategic plan and key to their taking joint actions to achieve their goals. Importantly, strategic planning, the Multi-Tenant Facility project, library planning, and general ACE efforts offered ongoing opportunities for resident involvement. Community awareness, established through public meetings and newsletters; input received through interviews and surveys; as well as decisions made through committee work and board meetings, were the modus operandi of ACE. Community members determined what areas the board should focus on, and were instrumental in developing and implementing plans. This community-based decision making contrasted with the top-down decision making used to develop and implement the water system project.

In Alsea, it was said that NEAI “provided a new forum for leadership,” that is, it provided the opportunity for newcomers to take on leadership roles. In this manner, the community participation mentioned above paved the way for the “ascendancy” of “newcomers over the old.” One person involved in

providing assistance to Alsea said the NEAI resulted in “social upheaval” in communities and suggested that this was a desired effect. In Alsea, the social upheaval results from friction between old-timers not interested in community change and willing to exert energy to maintain the status quo, and the newer residents who work towards change to create their version of a viable community. Support from outside entities and access to resources institutionalized these dynamics.

Alsea Community Effort grew out of the NEAI-funded 1994 Alsea Strategic Plan. ACE was ultimately responsible for all but two projects in Alsea: the upgraded water system and the construction of the Alsea Health Clinic. ACE was groomed by county, regional, and federal organizations to become the community-based organization representing the needs and interests of the community.

Prior to the planning sessions in 1994, there were several organizations serving the various needs of the community. Many of these organizations still exist. Table 3 includes a list of proposals that were submitted for funding through the SCERT process, but were denied funding.

ACE proposals were not funded to the exclusion of other organizations’ proposals, but they had far more success than the Grange, fire district, and school district. These organizations represented “old guard” institutions, while ACE was overwhelmingly but not exclusively a newcomer’s organization. By supporting ACE, outside entities built the capacity of the newer residents’ organization, tacitly supporting the newer residents’ efforts to institute change in the community. As one long-term resident put

Table 3

Proposals Denied Funding	
1993	Alsea Fire District Facility Improvement
1996	Hope Grange Hall Facilities Improvements
1997	Alsea School District Facility Improvements
1997	Small Business Counseling Services
1997	Thyme Garden Expansion (private business)
1998	Value-Added Wood Products Feasibility Evaluation
1999	Alsea C.S.D. Storm Water Improvements

it, “younger people did the strategic planning” and participate on ACE, “they moved in from the outside [and were not] born-n-raised here.”

Despite differences among community members, the strategic planning process succeeded in giving voice to the community’s various interests, and established a broad-based plan for improving the community’s institutions and economic strength. As a result of the strategic plan, the community now has easier access to the resources (including money and expertise) it needs to achieve its goals. However, conflicts in the community continue and some divisions within the community have widened. Conflict has delayed the construction of the new library and led to the waste of valuable resources. For some residents, especially youth, the planning process and its equivocal results have reinforced pessimism about the community’s ability to get things done.

Effect of NEAI on Workers

Two NEAI interventions intended to directly serve dislocated timber workers were the Jobs-in-the-Woods Program and Job Training Partnership Act. The Jobs-in-the-Woods program, designed to provide jobs for local contractors, resulted in one area contractor receiving contracts for \$53,228 in 1994.

The Job Training Partnership Act, administered by the Community Service Consortium, was enhanced to serve the needs of dislocated timber workers. That program served 15 Alsea residents between 1994 and 2000. JTPA achieved moderate levels of success in addressing individual needs and providing assistance to dislocated workers, although not all participants were dislocated timber workers. Two residents who received assistance benefited from the availability of childcare and the additional funds made available for a training program.

Patterns and Themes of Successful Interventions (and Failures)

Unified Goals and Strategies

The U.S. Forest Service, CWCOG, and Benton County worked together to deliver services to Alsea, to obtain the resources the community needed, and to help the community develop its self-sufficiency. NEAI funding increased the efficacy of these organizations in Alsea.

Building Success

As fiscal agent for ACE, the county provided general oversight and assistance in project administration to “smooth over the roughness.” County staff saw that “agencies want successful projects and don’t want a lot of trouble.” One county official saw his role as the “someone in the middle (who) needs to build success of projects.” The county helped to develop Alsea’s capacity and to establish Alsea’s track record, so the community had credibility with funding entities as it “went out on its own.”

Volunteer Commitment

Alsea residents themselves contributed literally thousands of hours toward the development of their community. Twenty residents regularly show up for board meetings, and countless others participate on

one committee or another. This kind of commitment is critical for the success of community-based project in an unincorporated area without formal local governance.

Top-down Versus Community-Based

The Alsea Rural Health Clinic and the water system upgrade project provide insight into the opportunities provided by and the impacts resulting from projects initiated at different levels of governance. The water system upgrade was carried out by the county, to fulfill its responsibilities to provide adequate water supplies to Alsea. While the upgrade does increase the storage and delivery capacity of the system, ideally it should provide the necessary infrastructure for economic development. Unfortunately, existing land-use regulations, access to credit, and other conditions within the community are not complementary to a development strategy requiring water connections. Several residents have questioned the need for the upgrade and, at this time, no new businesses have opened or considered locating in Alsea because of the availability of a water hook-up.

Alsea Rural Health Clinic provides health and human services to the community and is managed by a local community nonprofit. The ongoing maintenance

and development of the clinic reflect the immediate and long-term needs of the community. The broadening of the clinic's focus in its provision of formal and informal, direct and indirect services stems from the ongoing involvement of the community in its development. Because of the community's involvement in that "physical infrastructure" project, the capacity of the community has increased markedly, with increases in social, human, and physical capitals. Furthermore, the continued success of the clinic requires ongoing maintenance and development of these capitals that secondarily enhance the community's ability to address change.

Lack of Capital Creation

The Intermediary Relending Program was less successful in Benton County than in other counties in the region. Approximately 50 percent of the loan funds went to Lincoln County, and the other

half to Linn County, primarily to businesses in the Santiam Canyon. One staff person at CWCOG said several times that "it has been difficult to get dollars out . . . Timber-affected communities are difficult to serve with IRP" because of lack of collateral, credit issues, or the need for 100 percent financing. In her words, "the [fundamental] lack of financial capital or collateral in rural communities limits loans."

According to CWCOG staff, two obstacles to the program's success are the lack of business skills in the community, and the lack of capital management skills and savvy. The history of many local businesses, including timber mills, validates this point. The CWCOG believes that if there were grants to provide start-up capital, "patient capital" (loans with deferred payments) and technical assistance, the program would have more successes in rural areas.

Conclusions

Investments in Alsea, Benton County, and regional programs and entities were intended to assist timber workers' transition to new jobs, to diversify the area's timber-based economy, and to enhance community infrastructure. Residents spoke in positive terms about NEAI investments, but were critical about the benefits derived from them. The timber workers in Alsea have not realized benefits from the Initiative. Strategic planning, the projects resulting from this planning, and the improved water system have yet to provide new jobs or new economic opportunities. Nonetheless, the water system is in place and offers the potential for development. The Forest Service buildings, although not yet available to the community, also offer potential, particularly for businesses or industry fitting to the scale, needs, and interests of the region.

Governmental and quasi-governmental staff, for their part, point out that changes are occurring, and that it's difficult, logistically, to serve rural communities. The community's relationships with some governmental organizations, such as the county and CWCOG, have improved. Through these relationships, the community now has ready access to a range

of resources that can benefit local workers. Alsea is also in a good position to take advantage of new opportunities that could benefit the larger community.

In the meantime, the Alsea Health Clinic and the Alsea Community Effort are working to improve the quality of life in Alsea. The clinic not only provides basic health and human services, but also serves as an important toehold in the community for various county and state agencies. Even when resources are not available at the clinic, people have a local point of contact that vastly increases service delivery to rural residents. Secondarily, the distance for the information to flow up to service providers or down into the community is greatly reduced, leading to a more responsive delivery of service. Alsea Community Effort has acquired small grants to provide programs for youth to complement the school's efforts. They are also spearheading an effort to develop an ecosystem workforce to maintain area residents' connection with the health of the watershed, as well as to increase the area's economic welfare. None of these efforts would have been possible without the experiences and resources gained through the Initiative.

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Alsea, Oregon

Interviewees

Chris Bielenberg	Benton County Public Works
Mary-Ann Carr	Alsea resident, Alsea Rural Health Clinic staff
John and Eileen Clark	Alsea residents, local merchants
Miguel Alandete	Senior Loan Officer, Cascades West Financial Service, Inc.
Rolph Hagen	Alsea resident, local merchant, entrepreneur, Alsea Community Effort participant
Doc and Jo Haley	Alsea residents
Dan Hayes	Community Service Consortium
Fred Hendrix	Alsea resident, Alsea Community Effort participant
Russ Kaufman	Alsea resident, entrepreneur, Alsea Community Effort participant
Jeni Lanning	Alsea resident and staff at Alsea Rural Health Clinic
Mary Merriman-Smith	Executive Director, Cascades West Financial Service, Inc.
George McAdams	Benton County Parks Department
Jackie Nichols	Alsea resident, Alsea Community Effort staff
Mary Rounds	Alsea resident, Alsea Public Library staff
Rocky Sapp	Alsea resident, woods worker
Mimi Stout	Alsea resident, agriculturalist
Pam Silbernagel	Former Oregon Cascades West Council of Governments staff
Steve Trask	Alsea resident, restoration/logging contractor
Willie Wilson	Alsea resident, Alsea Community Effort participant

Focus Group Participants

Richard	Alsea youth
Matt	Alsea youth
Hillary	Alsea youth
Tanya	Alsea youth
Connie France	Alsea resident, JTPA beneficiary
Ed Lanning	Alsea resident, JTPA beneficiary
Gary O'Brien	Alsea resident, JTPA beneficiary

Assistance Provided

Rose Armour	Field Coordinator, Resource Assistance for Rural Environments
Viola Bedell	Alsea resident, Forest Service
Anne Carlson	Forest Service
Peter Idema	Benton County
Cynthia Solie	Executive Director, Oregon Cascades West Council of Governments
Jeff Speilman	Alsea resident, merchant and entrepreneur
Mark Swing	Alsea resident, former woods worker
Megan Smith	Program Coordinator, Resource Assistance for Rural Environments

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