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**ABSTRACT**

This manual is intended to help rural officials solve community problems. In defining local needs, rural officials should pick a winning issue, enlist community support, make certain of local authority to pursue the project, and build local credibility by demonstrating good government management. Officials can marshal resources by joining forces with other rural governments and networking through state associations and regional councils. To be knowledgeable and professional, rural officials need to understand the basic workings of state governments. This includes learning about the functions and duties of each branch of government as well as state-run federal programs versus state-run, state-funded programs that exist to benefit rural governments. Finally, rural officials need to expand their leadership skills by making themselves valuable to state officials, and being persistent but patient when working toward a goal. Included in the appendices are addresses and phone numbers for: (1) federal and state agencies and national organizations that can assist rural officials; (2) extension service offices listed by state; (3) public information offices of state legislatures; (4) state community development block grant offices; and (5) state job training partnership offices. Schedules for sessions of state legislatures and office addresses for governors are also listed. (KS)

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# RURAL GOVERNMENTS IN A TIME OF CHANGE:

## Working With Your State

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# **RURAL GOVERNMENTS IN A TIME OF CHANGE:**

## **Working With Your State**

**By Paula N. Alford**

**National Association of Towns and Townships**

This publication is one of eight informational manuals developed for rural government officials by the Rural Governments Coalition and the U. S. Department of Agriculture. Support was provided by the following USDA agencies:

Office of Rural Development Policy  
Extension Service  
Soil Conservation Service  
Forest Service  
Economic Research Service  
Farmers Home Administration  
Cooperative State Research Service  
Federal Crop Insurance Corporation

Governmental and Public Affairs  
Office of Transportation  
Rural Electrification Administration  
Statistical Reporting Service  
Agricultural Cooperative Service  
Foreign Agricultural Service  
Food and Nutrition Service

The Rural Governments Coalition consists of the following organizations:

- NACo** -- National Association of Counties, 440 First Street, N. W., Washington, D. C. 20001
- NADO** -- National Association of Development Organizations, 400 North Capitol St., N. W., Suite 372, Washington, D. C. 20001
- NARC** -- National Association of Regional Councils, 1700 K Street, N. W., Washington, D. C. 20006
- NATaT** -- National Association of Towns and Townships, 1522 K Street, N. W., Suite 730, Washington D. C. 20005

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## **HOW TO ORDER COPIES**

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If you would like additional copies of this manual or any of the eight training manuals included in this series, please contact one of the Rural Governments Coalition members listed on the next page. Manuals available in this series include the following:

**Tapping Federal Know-How**  
**Hazardous Materials Transportation**  
**Making Management Improvements**  
**Rural Economic Development**  
**Sharing Local Costs**  
**Financing Rural Development**  
**Managing Rural Natural Resources**  
**Working With Your State**

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# Regional training conferences result in publication of manuals

In 1982, the Rural Governments Coalition and the U. S. Department of Agriculture sponsored an important symposium at the Wingspread Conference Center near Racine, Wisconsin. The symposium was titled "Rural Governments in a Time of Change: Challenges and Opportunities." The participants represented officials of state, local, regional, and federal governments. What united them all was the search for new and better ways to assist rural officials in coping with the demands of change.

## The Purpose

Several observations resulted from this symposium, including the need for training and technical assistance for rural officials. Working closely with several rural development agencies of the U. S. Department of Agriculture, the Rural Governments Coalition conducted a series of training conferences to address this need.

In February 1983, the first of these training conferences was held in Atlanta, Georgia. The second conference was held in May at White Haven, Pennsylvania, and the third took place at Kansas City, Missouri, that same month. Milwaukee, Wisconsin, was the site of the final training session in July.

Participants at each of these conferences discussed problems facing rural officials and possible solutions. In order to reach as large an audience as possible, the Coalition agreed to publish a series of eight manuals highlighting some of the most critical issues discussed at the training conferences. The information contained in each manual was drawn from the experiences of the rural officials present at the conferences.

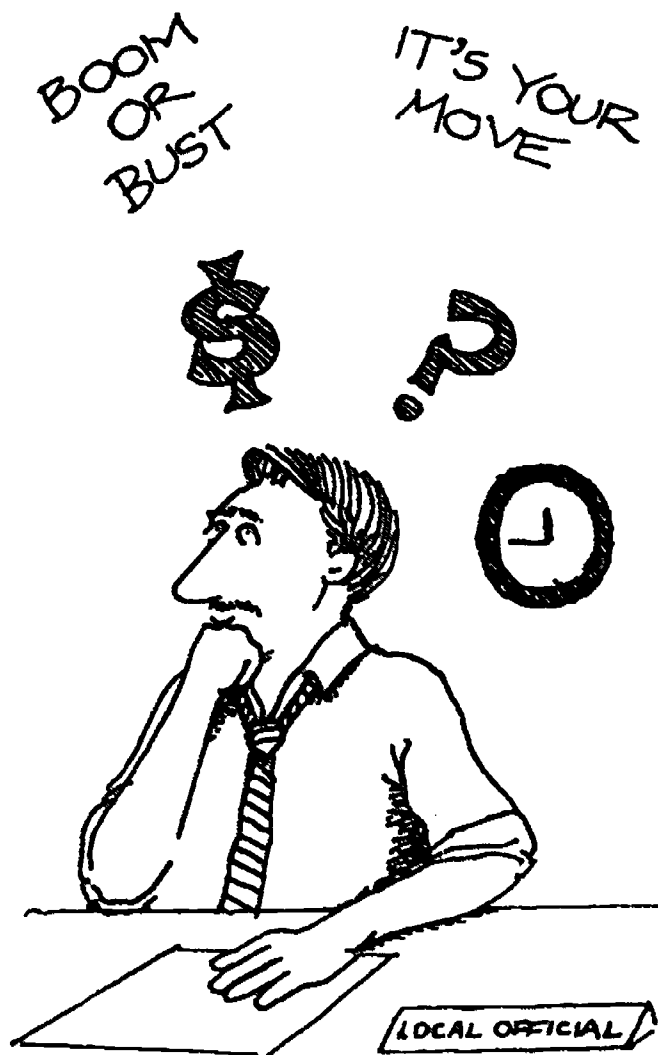
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# PREFACE

The information contained in each manual was drawn from the experiences of the rural officials present at the conferences.



# Local officials serve as vital link between state resources, rural needs

Rural government officials are the single most important link between their citizens and the policies of state governments.

One of the most challenging tasks of elected rural government officials is to establish good working relations with state government officials. An ongoing working relationship between rural and state governments is essential to the well-being of rural citizens. Rural government officials are the single most important link between their citizens and the policies of state governments.

The development of strong, positive relationships between rural and state governments will become increasingly important as the federal government continues to pass program responsibilities back to the states. This is a trend that must be addressed by all local government officials, particularly rural officials who struggle with unique communication and management problems. Rural areas tend to serve small populations and have lower population densities than urban areas. They are often relatively isolated from urban areas and even from contact with neighboring governments of similar size. Service networks are less complete in rural areas. Services that can be provided

must be transported for the most part over large distances.

All these factors contribute to the cost of providing services and the amount and quality of public facilities available in rural areas. Rural government officials, many of whom work part-time without pay or professional assistance, may find themselves cut off from other officials and unable to provide complete services because of this lack of a network. They also will be faced with paying higher costs to transport basic services over greater distances.

The unique circumstances of rural areas creates an important need for special policies at the state and federal levels to address rural concerns. Yet, both levels of government tend to overlook the needs of less populated rural areas with the exception of the farm population. State and federal governments tend to legislate for the "perceived majority," resulting in uniform policies that do not take into account the unique circumstances of rural governments. The groups that clamor the loudest get results. Unless a state has a predominance of

This publication is intended to help rural officials define what needs to be done, organize resources to get the job done, and take action.



# INTRODUCTION

rural communities, the needs of rural citizens tend to be overshadowed by those of metropolitan areas that have the staffs to prepare their position and the citizens to voice it. In some states where rural areas are predominate, the needs of urban centers are still addressed first.

State and federal policymakers overlook the needs of rural governments because of the traditional perception that small rural governments do not have the management capacity to carry out their responsibilities. Rural governments also tend to be discounted because they do not represent a substantial proportion of voters. These attitudes hit rural governments hardest when it comes time to distribute limited funds.

In spite of these drawbacks, productive relations between rural governments and their states are possible with a combination of organization, communication and persistence on the part of the rural official. A good, strong working relationship can occur when rural governments work collectively through every available means to reach a common goal. Those goals need to be determined by the rural governments involved, but the motivation to learn how to work with state government is spurred by the opportunity to:

- see the state put greater resources into rural communities
- find solutions to the problems most plaguing rural governments
- change state procedures or policies that are detrimental to rural areas

- improve the administration of current or future state programs.

Citizens of rural governments need to recognize and believe that they are part of a larger community that has many valuable resources potentially available. Rural officials must learn how to marshal local resources and participate in associations and networks available to them. For example, state associations and regional councils provide excellent opportunities for rural official involvement with the state. *Most important, rural officials must demonstrate and publicize their ability to perform services and manage local affairs on a consistent and professional schedule.*

This publication is a guide to help rural officials create a presence in state government and get results at the local level. The variety of relationships between rural governments and their states is immense, so the information in this guide must be molded to the individual community's circumstances. Officials will also need to take into account the historical practices of their state.

This guide will serve as a general checklist of possible options rural officials can follow. It is intended to help them define what needs to be done, organize resources to get the job done, and take action. Elected officials will need to sort through the options, however, and decide on the best course of action for their government. Common sense and sound professional judgment have no substitute.

The needs of rural citizens tend to be overshadowed by those of metropolitan areas that have the staffs to prepare their position and citizens to voice it.



## Chapter 1:

# Decide What You Want To Do

Turn your problem into a goal -- a broad, general statement of what you want to accomplish.

The first and most important task in solving community problems is to determine what needs to be done, how to do it, who is going to do it, when it needs to get done, and how important it is in relation to other problems. There are many ways to define needs, but no matter what process is used, you need a good description of your problems. List them in order of priority. Turn your problem into a goal--a broad, general statement of what you want to accomplish. Establish objectives--specific, timely, and measurable statements of what your government wants to accomplish. Finally, develop a strategy--the specific activities you want to complete.

For example, citizens of a mythical county called Adams may decide that their most pressing problem is the continuous disposal of untreated wastes into community streams due to a lack of any sewage treatment facility. This community's goal would be to find a means to halt pollution of local streams due to sewage disposal. One of several objectives might be to look into state funding for a sewage treatment plant. One of many strategies might entail exploring ways to secure help in applying for state funds.

### Pick a Winner

How do you define the problem? You may already have a process in place. If not, think about a brainstorming session among community leaders from all sectors to come up with a definition. Do not be surprised when everyone describes the problem differently. Plan on several meetings to hammer out a consensus. Work your definition of the problem into a statement of your community's goal, a list of objectives, and the activities required to fulfill those objectives.

The range of topics that you might address are as limitless as the number of local governments across the country. Depending on local circumstances, examples of some community objectives might be the following:

- obtain a percentage of state gas tax revenues for use in maintaining rural roads
- establish a rural crime prevention program

- provide meals and home care for bed-ridden senior citizens
- build a community park and swimming pool
- clean up contaminated water supplies
- attract a new company into the community.

All of the above objectives could require approaching the state at some point, but not all problems necessarily would. The next chapter focuses on marshalling your resources for an important reason. Unless it is necessary, you do not want to go to your state legislature, governor's office, or state agency program offices. If you can solve your problems by joining forces with others, all the better. If you cannot, then you must be able to explain clearly and precisely why it is that your local government, individually or as part of a group, is presenting its views to state officials. You also must be able to explain the exact nature of your visit as well as the reasons why other offices could not be of assistance. The key is to know what it is you're after before getting underway.

### Enlist Community Support

If you have not initiated action in the past that involved approaching one or more branches of state government, then you may want to give thought to addressing a concern that has the support of the community. Picking an issue that has broad-based community support will help you get organized. More important, you probably will get better results. A successful effort the first time will help build morale and foster community involvement in subsequent projects.

You may want to hold a public meeting to give citizens the opportunity to comment. Prepare an agenda in advance and highlight the results of the group efforts. If your community has more than one pressing problem, think about preparing a plan for two or three of them. Citizens will then have a chance to comment on the proposed agenda and express preferences. Some problems -- such as the community being targeted as a hazardous waste site under state law -- may be of such pressing concern to all citizens that a public meeting would not be necessary.

Nothing can undermine your efforts

Picking an issue that has broad-based community support will help you get organized. A successful effort the first time will help build morale and foster community involvement in subsequent projects.

## STATE DOCUMENTS TO KNOW ABOUT

### *State Constitution/State Statutes*

Look for a reference guide to the state constitution that explains the limitations placed on local governments. Key provisions on state taxing and spending are generally in the constitution. Check at the nearest high school, League of Women Voters office, regional council, law school, or governmental research group for publications that summarize the constitutional provisions.

### *Legislative Documents*

Publications to collect include: rules of each legislative house, handbooks for drafting bills, lists of committee members, biographical information on members of the legislature, and a simple explanation of how a bill becomes a law. Start your inquiries at the legislative research committee or the Office of the Parliamentarian at the state capitol, or call your representative's office.

### *Administration Regulations*

Become familiar with the process used by your state for publishing regulations, requirements for state public hearings, and the time period allowed for comments on state regulations. Likely sources of information might be the state register, individual state agency program manuals, or the State Administrative Procedure Act.

faster than lack of community support. By pushing ahead without substantial support or a clearly defined goal and objectives, you not only increase your chances for failure but also risk putting yourself out on a weak limb before people who could have been strong allies. Thinking ahead requires time and patience, but it will yield the best results.

### Explore State vs. Local Authorities

You may find that you need to do a little preliminary homework on local vs. state authorities. You would not want to find yourself faced with having to change the state constitution in order to change local zoning ordinances that would attract a company to your community.

Chances are that you already have a firm knowledge of zoning, land use, financial, licensing, and construction authorities. When embarking on a project that involves the state government, however, it cannot hurt to review the power of your state government to set ground rules. Look into its power to accomplish the following:

- define the structure of local government
- determine local taxes that may be imposed
- annex territory and consolidate governments

- create areawide agencies and authorities
- impose requirements on the administration of local taxes
- control use of land
- regulate local construction standards
- operate criminal justice facilities
- set education standards, including school financing
- regulate health care practices.

To avoid unnecessary work, you may only want to examine those areas that pertain to the proposed project. For example, you will need to make sure that you have the authority to zone for an industrial park before attempting to attract new industry. The next chapter will examine the extensive resources that exist at the state, regional or local government level to help answer your questions.

Before your government places a legislative initiative or state grant program among its top priorities, make a realistic assessment of your chances of success. Review state grant programs to:

- find out if your government is eligible for the grants suited to your needs
- study the kinds of projects that have been funded
- research the application and deadline procedures.

If, among your more pressing problems,

# CHAPTER ONE

By pushing ahead without substantial support or a clearly defined goal and objectives, you not only increase your chances for failure but also risk putting yourself out on a weak limb before people who could have been strong allies.

How do you define your problem, state your goal, list your objectives, and develop your strategy when you only serve as a part-time official, receive no pay, and have other duties to accomplish during working hours?

you find an issue which would require introducing, changing, or defeating state law, take an initial look at these three factors:

- the interest of other local groups in the problem, particularly your state associations
- the support and opposition that you are likely to encounter in your effort
- the chances for success based on the timing of your state legislature's session and the likelihood that a member of the legislature will "go to bat" for you.

You may find from this brief review that your issue will have to be shelved for awhile or that the timing or circumstances are excellent for taking action as planned. No matter what, it pays to test the water before diving in head first.

#### Demonstrate Good Local Management

You and other community leaders may conclude that local conditions warrant paying greater attention to demonstrating good local management before tackling a project that requires working extensively with state government. This course of action may help you get organized for a future initiative. In some states it also can open doors for working with the state and improving your community even further. (See companion manual, *Improving Local Government Management*).

For example, the state of Michigan has created the Communities of Economic Excellence Program. The program recognizes communities of economic excellence and also presents awards for completion of specific noteworthy economic development projects. Its top priority is to encourage governments to build and capitalize on

their strengths. Special achievement awards are granted for a wide range of projects including travel and tourism promotion, community beautification, and agriculture and natural resource development. Projects are selected according to the level of innovation, the degree of community involvement, the role of the project in job creation and economic health, and the extent to which the project is well organized.

The Missouri Community Betterment Program (MCBP) is another example. MCBP is locally controlled but receives state funds. It is a program designed to help communities help themselves before going to the state. MCBP helps build local capacity through a Neighborhood Assistance Program. Through this program, local business and non-profit organizations think of project ideas and sell those ideas to others in the business community who can benefit by obtaining tax breaks. Communities that do well in the program are given awards by the governor. The state provides a handbook explaining the awards program. It helps communities rank priorities and determine a good project to undertake.

Of course, little if any thought can be put into defining needs and setting goals without adequate human and financial resources. How do you define your problem, state your goal, list your objectives, and develop your strategy when you only serve as a part-time official, receive no pay, and have other duties to accomplish during working hours? This is a difficult problem for rural officials and one that will not go away. A realistic option is to set aside a little time to put your thoughts together and start enlisting help, bit by bit, and slowly work towards the goal. The next chapter emphasizes how to enlist help to get the job done. Remember, "Rome was not built in a day!"



## Chapter 2: Marshal Your Resources

Marshalling your resources can take you down many different paths, depending on the project you and your community decide to undertake. For projects that involve approaching the state, you will want well-respected professional support and a strong network behind you for the best results. You can work alone to arouse enthusiasm among other rural officials about your problem, but you will need help to convince a majority of state legislators to address your concerns. In approaching state agencies, you will find that proper contacts, a polished presentation, and professional support will enhance your chances of competing successfully in the grant process.

If you decide that preliminary help is needed in defining what you want to do, many resources are available to help you. Once you have a clear picture of what it is you need, state officials are available and ready to help you realize your goals. Federal, regional and university officials and private services can be mobilized to help you define your needs. So, marshalling resources can mean -- among other things -- putting together or participating in a coalition or enlisting assistance to form a strategy for approaching the state. The time-consuming but important task for you is to explore the possible ways you can get help. When that is done, "go for it!"

### Getting Help at the Start

Do you need a consultant? Don't let this word startle you into thinking about large, professional firms and spending "big bucks." There are many ways to get good consulting help for little, if any, money. The key is to find out what is available and then decide as best you can if you need a consultant and for what purpose.

A consultant is a person who provides professional advice or service. Some tend to specialize in certain services. You can use consultants to gather information, advocate a cause, train or educate, solve problems, identify new resources, uncover facts, counsel on the best course of action, or evaluate current plans. Under the right conditions, a consultant could be very helpful in making you and your community look good before state officials.

Consultants can come in handy if you

need to expand your information base in a hurry, obtain specialized knowledge, or gain fresh insight about your situation. For example, your community may decide that it wants to renovate buildings on Main Street. After some initial research, you find that state funding for such a project exists, but the deadline for applying is two months away. If you determine that the information needed to apply could be pulled together in time, this might be a good reason to find a consultant.

### Finding Good Help

For most rural governments, offices of the U.S. Department of Agriculture's Cooperative Extension Service, Soil Conservation Service, Forest Service, and Farmers Home Administration are long-established sources of help. Many of these offices can provide consulting help for your individual government as well as information on funded grant and loan programs. USDA extension offices are listed by state in the resource index of this publication. Information on how to reach the nearest Soil Conservation Service, Farmers Home Administration or Forest Service office is also listed.

These offices can help in many ways. For specific project ideas, you may want to look to another guidebook in this series that addresses an area of particular interest to your community. To spark your imagination, here are a few examples of assistance provided to rural governments by these valuable resources.

### *Cutting Red Tape*

The Leelanau, Michigan, Soil Conservation District offers help to citizens and governments to eliminate red tape. A state law allows rural landowners credit on their state tax if they meet specific requirements, prepare certain forms and provide explicit documentation. The local government has to help complete this paperwork, then the conservation district must verify it. In this county, the district does much of the preparation, saving time for the township and landowner.

### *Insect Repellent*

A gypsy moth problem was eased through the efforts of the Dauphin County,

# CHAPTER TWO

You can work alone to arouse enthusiasm among other rural officials about your problem, but you will need help to convince a majority of state legislators to address your concerns.

Going it on your own, particularly when you pick a legislative issue, can be a lonely course.

Pennsylvania, Conservation District. Assisted by a state forester, the district determined spraying was necessary but the cost -- \$12 per acre -- was prohibitive. An agreement was made so that municipalities paid only \$3 per acre, counties the same and the federal government chipped in the remaining \$6. Governments were notified of spraying sites and officials took responsibility for informing landowners. Both governments and landowners were given the right not to participate in this program. Few declined the offer.

### *Rural Managers*

The Extension Service in Massachusetts helps coordinate a state-sponsored, circuit-rider program for rural government managers. The state got the program rolling by supporting the "circuit riding" manager, but the rural governments eventually assumed the cost jointly. The extension service is helping the governments affected by the state proposal weigh the cost and benefits of participation in the program.

Local universities can be helpful, too. If you have a community college or state university nearby, check to see what kind of expertise is available. Local businesses, citizens and church groups may be an untapped resource. For example, one government found a professional planner among active retirees participating in the local senior organization. In this day and age you are also likely to find farmers with an additional area of expertise that is being utilized to help support the farm. Look in your telephone book for groups you may want to contact.

### *Join Forces With Your Neighbors*

How can you and your neighbors work together and help each other? Many state and federal programs and policies tend to pit local governments against each other as they compete for limited resources. It doesn't have to be that way. It is within your power to build allies instead of foes. Nothing will turn most state legislators or state administrators away from your cause faster than perceived antagonism between you and other officials, particularly those that live near your legislator's jurisdiction. Your state officials do not want to have to choose between local interests unless it is absolutely necessary, but sometimes it is. So, it is important to work together.

Take a quick inventory of other rural government officials in your area -- political party leaders; professional managers;

regional council board members; county council officials; development district board members; township selectmen and supervisors; special district officers; and village, borough and city officials. What are your common areas of interest and your "sore spots"? Valuable support and specific help can come from these resources if you develop a common base of interest. Remember to be realistic in terms of the time involved for all. If work is performed for each other, then put the agreement in writing.

For example, between the state and rural government exists a well-established system of regional planning and development organizations. Many states and agencies contract with these organizations in order to help local governments, including rural ones. Regional boundaries are established by the state legislature or by executive order of the governor, but the agencies are maintained by local governments. If you are contributing to the support of a regional organization, then use it!

Regional planning commissions, regional councils, development districts and councils of government -- all of these groups can help rural governments gain access to state programs. They can help rural governments in the following ways:

- write and administer state grants
- provide computer assistance
- put together state, local, and private financing packages
- supply management expertise
- develop areawide employment or growth strategies.

The Northwest Regional Commission in Minnesota is an example of local government cooperation resulting in a professional relationship with the state. The Commission helped two governments by locating \$400,000 to finance a combination community center and fire hall. The Commission also organized regional opposition to a state-proposed garbage disposal facility that would have accepted waste from outside the region. The proposal would not have been defeated without a feasibility study prepared by the Commission. Township, county and city officials in the same region also joined forces to resist a state-proposed hazardous waste site in their region.

Other rural governments should not be regarded as competitors or as "Big Brother." Meeting the human needs of one rural government benefits another. For example, one government may have the statistics that another government needs to support

Take a quick inventory of other rural government officials in your area. What are your common areas of interest and your "sore spots"? Valuable support and specific help can come from these resources if you develop a common base of interest.

its application for a state program. Supporting each other in such an initiative will increase the chances of success for the application and also result in benefits to both communities if the award is made. A small, rural government in Michigan was successful in obtaining state funds to retain and expand its services to the elderly because its county planning director and county director of elderly services gave their full support.

### Network Through State Associations

Going it on your own, particularly when you pick a legislative issue, can be a lonely course. Some of the most valuable resources available to help your government gain support have been highlighted here, but success at the state level — achieved by working through your state association — may be the sweetest kind and bring the biggest victories! It is not always possible for rural governments to join with their urban counterparts or small governments to join forces with larger governments to reach a common statewide goal. When rural governments share a common statewide goal, however, their chances of successfully persuading the state to see their viewpoint are magnified tenfold.

State governments are accustomed to dealing with statewide organizations. Time limitations, cost, and simple inertia prevent systematic statewide efforts to get everyone's views. If you visit your state legislator or state program agency official on a matter that, in their view, seems to matter only to your government, then your issue is likely to get lost in the shuffle of everyday business. If you have an important problem, build community support for it. Enlist the help of other rural governments. Obtain some professional backing at the regional, state and even federal levels. Finally, work hard to have your state association make your problem one of its top priorities. If the problem is fairly universal, you may convince your state association to enlist the help of other state associations.

Even if your problem is not a universal one, be sure to bring it to the attention of your state association by letter and phone call before you talk with state officials. Otherwise, you could lose the war before you start the battle when a state official, aware of your concern, calls your state association for details and the state association has no idea of the problem. Besides, if you are well organized, deliberate, and conscientious in your approach, your state

association may be able and willing to help you regardless of the size of the problem. That's their job. Bear in mind that your state association is only as good as the resources — human and financial — that go into it.

A lot of resources are available to you if they are marshalled properly. Review the resource section at the end of the guide to find out how to locate state associations, regional organizations, and community groups in your area. These resources are there to help you. You are working to serve your community and these resources exist to help you enlist the services of your state government towards that goal. You will encounter some people who have forgotten that fact and may appear condescending and intimidating in their knowledge. Remind them politely who you are and what their purpose is. After all, what is information or knowledge unless you can give it to someone who can use it? That person is you, the elected official.

### IMPORTANCE OF STATE ASSOCIATIONS TO RURAL OFFICIALS

- A source of technical assistance and training
- A unified voice on state and federal policies important to rural governments
- A place to set priorities for rural governments statewide
- A voice for your concerns at the state level
- A source of up-to-date information on state policy-affecting you
- A means to get other rural governments to rally around an important issue
- An interpreter of otherwise vague, confusing or complicated state actions or policies.

Regional planning commissions, regional councils, development districts and councils of government -- all of these groups can help rural governments gain access to state programs.



## Chapter 3:

# Understand Your State Government

Now that you have defined your goals, decided what you need to do, and marshaled your resources, you probably will already be working with your state. Still, to reach your goals, you may want to understand better how your state government works and brush up your professional skills.

Learning the in's and out's of your state government can be time consuming and overwhelming unless you keep in mind that you need not work alone. As discussed in Chapter Two, you will pick up information and support as you marshal your resources. Setting clear, practical goals and objectives as suggested in Chapter One will enable you to focus on those issues or procedures pertinent to your problem. Both approaches will help you impress state officials, but it is probably a good idea to remind yourself regularly of your goals. Do not fall prey to the old adage, "I can't see the forest for the trees!"

### Learn About Your State

Your state is made up of many parts: the state legislature, the governor and executive branch offices, state agencies responsible to the governor, independent agencies and commissions, and state courts. Although some rural officials could find themselves involved with an independent agency, a research commission, or the state court system, this chapter focuses on rural initiatives that require working with state legislators, agency officials, or the executive branch. Remember, for information on all branches of state government, contact your state association and regional organizations. Another excellent information source is state public information offices. A list of each state's public information office is included in the resource section at the end of this guide.

### The Legislature

Most state legislatures or assemblies are composed of two houses and numerous committees covering a wide range of issues important to rural governments. The legislature includes representatives from the region and their staffs, members and staff of committees, the presiding officers of each

house and their staffs, and the legislative agencies -- including research councils, budget agencies, reference bureaus, audit offices, and state capitol staff. Figure 1 shows how one state legislature is organized

Generally, the legislature is the law-making arm of state government. Delegates to the state legislature hold hearings on important state issues, introduce bills, help formulate the state budget, pass laws, and review the performance of state regulatory and enforcement offices of the government. Chapter One highlights your need to know your legislature's rules and procedures because the process varies from state to state. A basic outline on how a bill becomes a law is shown in Figure 2.

It is important to have a sense of direction because you could be flooded with information. First, you need to know when your legislature meets. A schedule of sessions is included in the resource section at the end of this guide. Equally important, you need to know what committees are responsible for the issues that concern your community. Committee membership of the state legislature should be attainable through your state public information office referenced in the resource guide.

### The Executive Branch

The executive branch is generally made up of the governor, the governor's personal staff, budget officer and examiners, planning officer and staff, and intergovernmental relations officers. A list of the office addresses for all governors is included in the resource guide.

Specific powers vary from state to state but generally the governor influences what laws are enacted by the state legislature and then implements them. The governor, as head of state, is also responsible for the administration of all laws. The state budget is proposed to the legislature by the governor, who also has veto authority over bills referred by the legislature.

Working to secure executive support for your cause is essential. The best way to get the governor's ear may be to have your concerns raised during a meeting between members of the legislature and the governor. You can do this through a strong network representing rural interests or through one of the advisory committees or task

The best way to get the governor's ear may be to have your concerns raised during a meeting between members of the legislature and the governor.

**FIGURE 1: EXAMPLE OF HOW A STATE LEGISLATURE IS ORGANIZED**  
*(Provided by the Council of State Governments)*

**VERMONT**

State House, Montpelier, VT 05602  
 (802) 828-1110 Office Hours: 7:45 - 4:30 EST

**Senate**  
 (Leaders and Staff)  
 President . . . . . St. Gov. Peter Smith (R)  
 President Pro Tem. Robert A. Bloomer (R)  
 Majority Leader . . . . . Stewart Smith (R)  
 Minority Leader . . . . . Peter Welch (D)  
 Secretary . . . . . Robert H. Gibson  
 (802) 828-2241

**House of Representatives**  
 (Leaders and Staff)  
 Speaker . . . . . Stephan A. Morse (R)  
 (802) 828-2245  
 Majority Leader . . . . . Robert E. Kinsey (R)  
 Majority Whip. . . . . Susan D. Auld (R)  
 Minority Leader . . . . . Ralph G. Wright (D)  
 Minority Whip . . . . . Paul N. Poirier (D)  
 Clerk. . . . . Robert L. Picher  
 (802) 828-2247

**SENATE STANDING COMMITTEES**

**Agriculture**  
 Chmn: Gerald Ira Morse (R)  
**Appropriations**  
 Chmn: Robert T. Gannett (R)  
**Education**  
 Chmn: Richard C. Soule (D)  
**Energy & Natural Resources**  
 Chmn: John H. Howland (R)  
**Finance**  
 Chmn: Arthur Gibb (R)  
**General Affairs**  
 Chmn: Allen D. Avery (R)

**Government Operations**  
 Chmn: William T. Doyle (R)  
**Health & Welfare**  
 Chmn: Madeline Harwood (R)  
**Highways & Traffic**  
 Chmn: Thomas M. Crowley (D)  
**Institutions**  
 Chmn: Mary Just Skinner (D)  
**Judiciary**  
 Chmn: Robert A. Bloomer (R)  
**Rules**  
 Chmn: Robert A. Bloomer (R)

**HOUSE STANDING COMMITTEES**

**Agriculture**  
 Chmn: Gordon J. Booth (R)  
**Appropriations**  
 Chmn: Norman E. Wright (R)  
**Commerce**  
 Chmn: Stuart W. Hunt (R)  
**Education**  
 Chmn: Marie Powers Condon (D)  
**Energy**  
 Chmn: Michael J. Obuchowski (D)  
**Fish & Game**  
 Chmn: Franklin J. Hooper (R)  
**General & Military Affairs**  
 Chmn: John F. Murphy (D)  
**Government Operations**  
 Chmn: Cole H. Hudson (R)

**Health & Welfare**  
 Chmn: Gretchen B. Morse (R)  
**Institutions**  
 Chmn: William G. Allen (R)  
**Judiciary**  
 Chmn: Edward R. Zuccaro (R)  
**Municipal Corporations & Elections**  
 Chmn: Howard P. Lunderville (R)  
**Natural Resources**  
 Chmn: Henry H. Case (R)  
**Rules**  
 Chmn: Stephan A. Morse (R)  
**Transportation**  
 Chmn: John J. Zampieri (D)  
**Ways & Means**  
 Chmn: Peter Giuliani (R)

**CENTRAL STAFF SERVICES**

**Legislative Council**  
 Co-Chmn: Sen. Gerald Ira Morse (R)  
 Co-Chmn: Rep. Daniel V. DeBonis Jr. (D)  
 (802) 828-2231  
**Operations Manager: Del Goulette**  
**Chief Legislative Draftsman: William Russell**  
**Legislative Draftsman: Peter Bluhm,**  
**Alan Boright, Michael Slater, Janet**  
**Ancel, Claudia Bristow**  
**Legislative Library**  
**Librarian: Del Goulette**

**Joint Fiscal Committee**  
 Chmn: Sen. Arthur Gibb (R)  
**Fiscal Analyst: Ronald Crisman**  
 (802) 828-2295  
**Statutory Revision Commission**  
 Chmn: Associate Justice Louis P. Peck  
**Secretary: Thomas J. Lehner**  
 Supreme Court Bldg. (802) 828-3281

**CHAPTER THREE**

States must dispense more than 90 percent of the Community Services Block Grant funds they receive to community activities aimed at helping low-income individuals.

forces created by or listened to by executive staff.

Your state association probably can provide you with a list of such influential advisory bodies. You may find that rural interests are not represented and need to be formalized to get the governor's attention. Such was the case in Massachusetts when the Massachusetts Rural Development Committee (MRDC, formed an extensive coalition in 1976. The MRDC boasts membership from every major federal, state, regional and private organization concerned with rural issues in the state of Massachusetts. Membership includes representation from 10 legislative subcommittees that address rural concerns and five executive agency offices administering state and federal programs directed at rural governments. As a result, a rural voice is evident in the formulation and administration of Massachusetts state policy.

#### State Agencies

State agencies are responsible for administering programs enacted into law by the legislature. They perform the "nuts and bolts" duties of a state's operations. Policy

#### FIGURE 2: GENERAL PRINCIPLES ON HOW A BILL BECOMES LAW

*(may vary from state to state)*

##### Bill introduced by member of legislature

- Based on personal interest
- Because constituents or others expressed interest
- At request of governor

##### Hearing held on bill

- Those invited testify on bill
- Those interested submit statements
- Bill revised and reported through appropriate committees (those having "jurisdiction")

##### Bill is sent to floor

- Full chamber votes on it
- Sent to other chamber for consideration
- Where two bills with different provisions result, members from both chambers meet to work out differences

##### If and when full legislature passes bill

- Sent to governor
- Governor signs bill into law

and programs as mandated by law are carried out by state agencies. Agency personnel consist of policy level personnel, such as cabinet officials appointed by the governor; executive officers who generally are appointed by the governor; career agency budget and planning officials; program staff; and regulatory officials.

Of greatest impact on rural governments is the authority of a state agency to design and implement regulation, based on state and federal law, in order to administer programs. Each agency has slightly different authority in every state. Learn what authority has been granted to a state agency for the program(s) of interest to you. Again, use the network of available experts for assistance since it will be next to impossible to comprehend an agency's authority by reading state or federal law.

State agency authority also extends to making decisions concerning the awarding of funds established by state law. This process is more political than it appears on the surface, but the funding authority of a state agency can be considerable. Therefore, it is important to understand the process used by the state agency to make and administer the rules governing assistance programs. Chapter One points the way towards some of the publications with which you may want to become familiar, such as the state register. In addition, Figure 3 briefly explains how the rulemaking process works. Since by this point you probably know what programs interest you, your best bet may be to seek assistance through the resources outlined in Chapter Two. This will help you learn all you need to know about the administration of a particular program.

Be sure to take note of the difference between state-created and state-funded programs and federal programs that are administered and funded in part by the state. You are likely to encounter both kinds since the federal government has been returning responsibility to the states for administration of several programs beneficial to rural governments.

For example, the U.S. Department of Housing and Urban Development (HUD) Small Cities Block Grant program is now administered by many states at their option. States distribute the funds to small communities of under 50,000 in population for water and sewer, housing rehabilitation, and economic development projects. Another example is the U.S. Department of Health and Human Services (HHS) Community Services Block Grant (CSBG). This program provides funding to states for programs which have a major impact on the



### FIGURE 3: RULEMAKING BY STATE AGENCIES

- State introduces a rule intended to encourage implementation of program
- State agency publishes proposed rule in official state publication for comment by a certain date; contact person for comments is listed
- Citizens, local officials and others comment by letter or in a statement during public hearing
- If legislature is interested, a hearing may be held to give opportunity for state agency to explain rule and for legislators to ask questions and comment
- State agency considers comments and either:
  - revises proposed rule
  - withdraws proposed rule
  - puts rule into effect

causes of poverty. States must dispense more than 90 percent of the funds they receive to community activities aimed at helping low-income individuals. They must also encourage private-sector involvement.

A final example is the Job Training Partnership Act (JTPA) which went into effect in October 1983. Under this federal program, states award funds to local governments for job training programs. The program places heavy emphasis on the involvement of local officials and Private Industry Councils (PICs) created at the local level to address the unique employment conditions of each government. The governor and a state board that includes legislators have oversight responsibilities for the program in each state.

All three programs could be, if they are not already, of great importance to rural governments. Locating the centre state office for each program is not particularly easy because the location of the lead office for each program is up to a state's discretion. The resource index of this guide lists the state office for the CDBG, CSBG and JTPA programs in each state. Note that the information is organized by federal program with the lead office for each state appearing after the title of the federal program.

State-created and administered programs vary dramatically from one state to another. To find what programs your state may offer of benefit to you, contact your state association, regional council, development

district, or state department of local affairs. Your state public information office, listed in the resource index, can provide the telephone number and address of your state department of local affairs. Here are highlights of some creative state programs for local governments.

#### State-Run, State-Funded Rural Programs\*

##### *Kansas Mainstreet Program*

Since 1980, the Kansas Department of Economic Development has helped small and rural communities retain and expand local businesses. The Kansas Mainstreet Program stresses revitalization of existing commercial areas as well as site development of new or expanding companies.

The major focus of the program is "mainstreet renovation," such as storefront restoration, site and public facility improvement, and coordinated promotional activities. In addition, the state assists small, rural communities in making important decisions about development of new industrial and commercial sites.

State economic development staff members help communities conduct labor surveys, coordinate local planning efforts and identify public and private financing resources. While the department provides on-site assistance to interested communities of any size, it especially encourages inquiries from small communities with limited staff resources.

Recently, Oxford Township (pop. 2,491) became one of the first townships to request assistance from the state department. Oxford is planning renovation and controlled industrial development of the settled, unincorporated Stanley area. The department will assist the community in surveying retail, commercial and recreational needs before local leaders develop an overall plan for the downtown.

In very rural areas, the Department of Economic Development has encouraged economic diversification through local tourism and cottage industries in place of industrial and commercial site development.

A similar community preparedness program operates in Indiana through the Department of Commerce. Programs also are being initiated in Michigan and Illinois.

\* Researched and written by Nancy Stark and Hamilton Brown of the staff of the National Association of Towns and Townships.

To find what programs your state may offer of benefit to you, contact your state association, regional council, development district, or state department of local affairs.

### *GREAT Towns in South Carolina*

In South Carolina, GREAT stands for the Governor's Rural Economic Achievement Trophy for towns. It is a program that helps small towns of under 15,000 in population prepare effectively for economic growth.

Forty-four towns have been designated GREAT Towns since the program began in 1976. Even very small communities, which run on 100 percent volunteer citizen energy, are becoming GREAT Towns.

The program consists of two phases. First, an organization and preparation phase includes a town completing a community profile, organizing a local development corporation, and so on. Then a community contact phase involves a team of three to five community leaders selected and trained to represent the town before visiting business prospects.

The South Carolina State Development Board guides town leaders through the program. State experts are also on hand to speak at town gatherings and Chamber of Commerce meetings.

Liberty, S.C., (pop. 3,167) recently became host to a new NCR manufacturing plant. Community leaders credit the GREAT Town program for their success in attracting this industry. In Great Falls (pop. 2,600), a partial shutdown of the community's major employer motivated

local leaders to take action. Although progress has been slow, Great Falls' citizens believe that the GREAT Town designation is helping them put their best foot forward.

### *Massachusetts Investment Pool*

In 1977, Massachusetts set up a state-administered investment pool for local government. Operating as a collective savings account in which all towns could participate, the Massachusetts Municipal Depository Trust (MMDT) offers high interest, no minimum balance, and immediate deposit and withdrawal privileges. By December 1982, more than 70 percent of the state's eligible governments were investing in this trust fund.

For small, rural governments there is no penalty for investing less than \$2,500 and there are no transaction charges, no matter how many withdrawals or deposits are made.

Many governments invest in MMDT for week or less, but they invest on a regular basis. For example, a rural government with a cash balance of \$2,000 - \$3,000, investing from Friday through Monday over a period of 50 weeks could earn interest for 150 days of the year.

At least 17 other states have a similar program.

## Chapter 4: Use Your Leadership Skills

While the range of reasons that could bring you in contact with your state government is limitless, the basic professional skills required to get the job done are similar. You use these skills every day in your capacity as an important local leader. Putting them to use in working with your state government simply means expanding their use to cover a broader territory. You may want to keep some special "rules of thumb" in mind as you develop a strategy and network for accomplishing your goals.

### Make Yourself Valuable

Think of ways to make yourself valuable to state officials. Their willingness to help you may depend in large part on their perception of your helpfulness to them -- past, present, and future. You are in the best position to think of the most fruitful action plan. Here are a few general suggestions to give you ideas.

- Help explain the governor's policy on an important issue to rural governments in your community.
- Publicize your state legislator's position on an issue in as many ways as possible.
- Build community support for a state executive or legislative proposal of benefit to your citizens.
- Help plan a visit of a state official to your area and accompany him/her on the trip.
- Put together facts and information about your government for use by state officials.
- Line up appropriate citizens to make presentations before state bodies on an issue that is important to your government.
- Enlist appropriate expertise to prepare written comments on state regulations or policies important to your government.

Keep informed about state activities of interest to your association. You may want to get on the mailing list for a few select publications. Your state association newsletter or magazine will probably provide the best overview of state initiatives important to rural governments. Other sources of valuable written information may be local offices of the Extension Service, Farmers

Home Administration or Soil Conservation Service; your state legislator's office; periodic publications by the state department of community affairs; or regional and development district newsletters. To avoid "information overload," you may want to obtain a sample of available publications before deciding which ones are most useful.

Many benefits may come your way as you make a concerted effort to help state officials do their jobs. You will establish a good track record and demonstrate your ability to get on top of the issues. You will find your state officials anxious and willing to help accomplish a project important to your government. Most important, you will develop a resource base from which you can share your expertise with others and at the same time learn from them. The number of allies that will appear from unexpected places may surprise you.

### Keep in Touch

Try to communicate with state officials on a regular basis. This takes time and can be aggravating. The key to success is to find positive ways to communicate without investing large amounts of time. You do not want to pester your state legislator or governor needlessly. Elected officials are very busy and simply do not have time to respond to every issue of importance to you, nor do they have time to go through all the printed material they receive. This is another reason why you should work through regional bodies and your state association.

Equally important, you probably do not have the time to go about "communicating everything with everybody," particularly if you are working on a specific project. So, you will need to come up with a few creative ways to keep in touch. Figures 4 and 5 provide some ideas.

No matter what issue you are addressing, there is nothing as important as giving credit where credit is due. If you have time for nothing else, try to drop a short note of thanks to those state officials who initiated or accomplished something important for rural communities in your state. Even the smallest accomplishment takes time. People want and deserve to be appreciated for a job well-done.



**FIGURE 4: TIPS ON COMMUNICATING WITH STATE LEGISLATORS**

- Invite legislators to important local events.
- Meet with candidates during their campaigns to present your views.
- Provide legislators with opportunities to address residents in your area.
- Visit your legislator during his/her recess.
- Offer your assistance to any newly elected official.
- Advise your state association of your contact with state legislators.
- Keep track of your legislator's position on issues through your regional organization, state association, etc.
- Listen to your legislator's views carefully and do not hesitate to challenge those views if you disagree.
- Get a specific commitment, one way or another, on issues important to your locality.

**Be Persistent But Patient**

Be persistent in getting results on your top priority project. If you initiate a project, you probably will find that getting someone to pay attention to it takes time. Stay on the offensive, but be patient with setbacks.

Adopting such a posture requires adhering to the guidelines set forth in Chapter One and Two. Know who state decision-makers are, for knowing whom to contact to speed up or slow down the decision-making process is extremely important. Spending time with the wrong people is a waste of time for both you and them. Here, your state association or regional council can be invaluable resources.

Staff members should be able to identify the important decision-makers on issues of importance to you. Because of their ongoing working relationship with state officials, your association representatives should be able to tell you, for example, if delays are common in a certain state agency

or what the chances are that a favorable bill will be reported out of committee as well as what needs to be done to make this happen.

Learning the decision making channels of your state government can take more time than any other endeavor. The formal channels you learn about may not be the channels used to make a decision important to you. Most of the time, the real decision making source is not apparent until your efforts are underway. So, it is probably a wise decision to keep in close touch with the resources you identified in Chapter Two. By working as a group, coalition, or network you are more likely to discover not only who to contact and who to avoid but the appropriate time to take action or sit back and wait.

Keep in mind -- being persistent does not mean making a nuisance of yourself. Coupled with patience, knowledge, and support, your persistence can mean achieving your goal in a constructive, professional manner.

**FIGURE 5: HINTS ON COMMUNICATING WITH EXECUTIVE BRANCH AND STATE AGENCY OFFICIALS**

- Attend state-sponsored regional workshops on programs of importance to government.
- Comment, where possible, on state agency program rules and proposals.
- Highlight successful state programs in local publications; critique unsuccessful ones.
- Seek out and meet with professional assistance staff on programs of interest to you.
- Promote citizen participation in state administered rural programs.
- Press for rural participation on advisory committees and task forces.
- Recommend rural officials for key appointments.
- Advise state and regional officials of your views on state-sponsored activities.

By working as a group, coalition or network, you are more likely to discover not only who to contact and who to avoid, but the appropriate time to take action or sit back and wait.

# Conclusion

Working with your state can enable rural officials to participate in state programs and contribute to state policy on behalf of their communities. It means establishing yourself as a reliable resource for the state, which in turn can mean benefits for the citizens in your region, county, town or township. By building rapport with state officials and members of the legislature, rural officials can provide state policy-makers and lawmakers with their community's perspective. By working with the state, rural officials can deflect the possibility of negative policy and enhance the prospects for regulations and laws favorable to the needs of their localities.

To work successfully with your state requires a commitment by rural officials to put their energies into defining what needs to be done, marshalling resources, understanding the workings of state government, and employing acquired leadership skills.

In defining local needs, rural officials will want to consider picking a winning issue, enlisting community support, making certain of local authority to pursue the project, and building local credibility by demonstrating good government management.

The most important step in working with state government for most rural officials may well be to marshal resources and support statewide. Rural officials will need to evaluate whether or not to get help at the outset, find good help, and join forces with their rural neighbors. Above all, rural government officials should explore the possibility of networking with other governments through their state associations and regional councils. Resources are available – the key is to locate and make the best possible use of them.

Regardless of the vehicle used to provide

input into state laws, policies, and regulations, rural officials will want to understand the basic workings of the state government. This includes learning about the functions and duties of each branch of government as well as state-run federal programs vs. state-run, state-funded programs that exist to benefit rural governments.

Finally, rural officials will need to expand the use of the leadership skills that elected them to office. One of the most important ways to get state officials to pay greater attention to the needs of rural governments is for rural government officials to help state officials do their job. In addition to becoming a valuable resource to the state, rural officials will want to find efficient ways to communicate with state officials on a regular basis. If time does not permit for anything else, rural officials should make a practice of giving state agency personnel and legislators credit where credit is due. Some ways to achieve this are a thank-you letter, a laudatory article in the local newspaper, or an announcement in the association newsletter. Rural officials will need to develop persistent but patient tactics in working towards their goals. This will mean identifying state decision-makers and learning about the processes used by state officials to make decisions.

Working with the state government can be challenging, rewarding, frustrating, and defeating – all at the same time. If time is taken at the beginning to develop goals, objectives, and a good strategy, such effort will always reap rewards for rural officials – win or lose. To be knowledgeable, professional, and in control of your government's destiny may be the greatest reward that working with state government can bring you.

To be knowledgeable, professional, and in control of your government's destiny may be the greatest reward that working with state government can bring you.

## References

A variety of written resources, including articles from newspapers, state association magazines, and state program brochures were used in preparing this guide. References that were used repeatedly include the following:

*Book of the States*, Council of State Governments, Iron Works Pike, Lexington, KY 40578.

*Hiring a Consultant*, Western Rural Development Center, Oregon State University, Corvallis, OR 97331.

*Identifying Problems and Establishing Objectives*, Western Rural Development Center, Oregon State University, Corvallis, OR 97331.

*National Community Reporter*, July 1983 - March 1984 issues, National Association of Towns and Townships, 1522 K Street, N.W., Suite 730, Washington, DC 20005.

*Rural Government Capacity: Institutional Authority and Rural Leadership*, by J. Norman Reid. Prepared for Presentation at the International Meeting on Local Government and Rural Development of the Organization for Economic Cooperation and Development, April 16-20, 1984.

*Rural Governments Coalition Workshop Transcripts*, prepared by the Rural Governments Coalition during workshops held between October 1982 - July 1983.

*State Legislative Committees 1983 - 83*, Council of State Governments, Iron Works Pike, Lexington, KY 40578.

*Working With Your State, A Guide for Regional Councils*, the National Association of Regional Councils, 1700 K Street, N.W., Washington, D.C. 20006.

## Resources

The following list includes references to federal and state agencies and national organizations that can help rural officials work with their state. Refer to the text of the guide for additional resources and suggestions concerning the best way to locate the most helpful information sources for your particular project.

### U. S. GOVERNMENT OFFICES

#### U.S. Department of Agriculture (USDA)

Office of Rural Development Policy  
14th & Independence Aves., S.W., 5048 South  
Washington, D.C. 20250  
202/382-0044

Coordinates rural development policy that affects states and localities.

Extension Service  
14th & Independence Aves., S.W., 340A  
Washington, D.C. 20250  
202/447-3377

Through State Extension offices, conducts educational programs in rural areas. See page 2 for a list of extension offices in your state.

**Farmers Home Administration  
Public Information Office  
4112 South Agriculture Building  
Washington, D.C. 20250  
202/447-6903**

Administers a number of rural grant and loan programs through the state and district offices addressing water and sewer, water supply, housing, community and business interests.

Contact your Farmers Home Administration District Office. To find this number, look in your local telephone directory under U.S. Government, Department of Agriculture, Farmers Home Administration. Should it be necessary, the office listed above can direct you to the appropriate federal farmers home program, where you will be able to obtain further information.

**Soil Conservation Service (SCS)  
Rural Development Division  
6021 South Agriculture  
Washington, D.C. 20250  
202/447-6903**

Plans and carries out programs to protect and develop the nation's resources. Helps rural governments with natural resource problems. Contact your local conservation district by consulting the telephone book. If that does not work, call the office listed on the previous page to locate the SCS office nearest you.

**U. S. Forest Service  
Rural Development  
Resource Conservation and Development Programs  
4211 South Agriculture Building  
Washington, D. C. 20250  
202/447-7767**

Administers forest service programs in rural areas. The local telephone directory should list the nearest office in the U. S. Government section. If not, contact the number listed above for further information.

#### U. S. Department of Housing and Urban Development (HUD)

**State and Small Cities Office  
HUD Building, Room 7184  
Washington, D. C. 20410  
202/755-6322**

Administers grants to states to assist localities under 50,000 in population -- CDBG, Small Cities programs. See page 31 for a list of state offices.

#### U. S. Department of Health and Human Services (HHS)

**Community Services Office  
1200 19th Street, N. W., Room 436  
Washington, D. C. 20506  
202/254-7030**

Administers community services block grant (CSBG) to states to assist localities. See page 36 for state offices.

**U. S. Department of Labor  
Employment and Training Administration  
601 D Street, N. W.  
Washington, D. C. 20213  
202/376-6093**

Administers the Joint Training Partnership Act discussed in this guide. State administering offices are listed on page 33.



**Economic Development Administration (EDA)**  
Office of Public Affairs  
Commerce Building  
Washington, D. C. 20230  
202/377-5113

Assists communities to endure economic uncertainties by changing economic conditions and stimulating economic growth through public works projects. Locate your state representative through your state department of local affairs. The number listed above can provide information on the range of funding available through EDA.

**Tennessee Valley Authority (TVA)**

Office of Natural Resources and Economic Development  
Old City Hall Building  
601 W. Summit Hill Dr.  
Knoxville, TN 37902  
615/632-8101

Provides a variety of information, services, and management support to rural governments, in conjunction with areawide and state economic, environmental, and commercial issues.

**Appalachian Regional Commission**

1666 Connecticut Avenue, N. W.  
Washington, D. C. 20235  
202/673-7835

Coordinates federal and state economic development efforts in the Appalachian states.

**NATIONAL ORGANIZATIONS**

**Council of State and Community Affairs Agencies (COSCAA)**  
444 North Capitol Street, N. W., Suite 251  
Washington, D. C. 20001  
202/252-2291

Comprised of state community affairs agencies, COSCAA focuses on community development and state and local planning.

**National Association of Towns and Townships (NATaT)\***  
1522 K Street, N. W., Suite 730  
Washington, D. C. 20005  
202/737-5200

Represents the interests of town and township officials nationwide through direct members and state associations.

**National Association of Counties (NACo)\***  
444 First Street, N. W.  
Washington, D. C. 20001  
202/393-6226

Represents the interests of county officials nationwide.

**National Association of Development Organizations (NADO)\***  
400 North Capitol Street, N. W.  
Washington, D. C. 20001

Represents the interests of local economic development organizations.

**National Association of Regional Councils (NARC)\***  
1700 K Street, N. W.  
Washington, D. C. 20006  
202/457-0710

Represents regional councils comprised of local governments nationwide.

**National Governors' Association (NGA)\*\***  
400 North Capitol Street, N. W.  
Washington, D. C. 20001  
202/624-5300  
Represents the nation's governors.

**National Conference of State Legislatures (NCSL)\***  
1125 17th Street, Suite 1500  
Denver, CO 80202  
303/292-6600  
Represents state legislators nationwide.

**NCSL, Washington, D. C. Office:**  
444 North Capitol Street, N. W.  
Suite 303  
Washington, D. C. 20001  
202/737-7004

**Housing Assistance Council (HAC)**  
1025 Vermont Avenue, N. W.  
Washington, D. C. 20005  
202/842-8600  
Makes recommendations about state housing policy on behalf of rural areas.

**Chamber of Commerce of the United States**  
1615 H Street, N. W.  
Washington, D. C. 20062  
202/463-5514  
Represents interests of regional and state chambers of commerce; provides information on state and local government management.

**Rural America**  
1302 18th Street, N. W.  
Washington, D. C. 20036  
202/659-2800  
Organization involved with rural development issues with a focus on low-income people.

**National Rural Electric Cooperative Association**  
1800 Massachusetts Avenue, N. W.  
Washington, D. C. 20036  
202/857-9500  
Represents interests of rural electric systems at state and federal levels.

**Council of State Governments**  
State Information Center  
P. O. Box 11910, Iron Works Pike  
Lexington, KY 40578  
606/252-2291  
Represents interests of governing bodies of states, commonwealths and territories; publishes *Book of the States* and other publications with information about state governments and legislatures on a state-by-state basis.

In addition, there are many other interest groups addressing specific issues of importance to rural governments as well as affiliate organizations of those detailed above. Contact your state and national association for a list of organizations by topic area. (For example: energy, budget, environmental, or transportation concerns.)

\*Member of Rural Governments Coalition, a group founded in 1980 to provide a unified voice for rural government officials in the nation's capital and to assist rural governments in serving their citizens.

\*\*Affiliated with Rural Governments Coalition.



## STATE EXTENSION SERVICE OFFICES

### ALABAMA

Cooperative Extension Service  
Auburn University  
Auburn, AL 36849  
205/826-4444

Cooperative Extension Service  
Alabama A&M University  
Normal, AL 35762  
205/859-7342

1890 Extension Programs  
Tuskegee Institute  
Tuskegee, AL 36088  
205/727-8808 or  
205/727-8811

### ALASKA

Cooperative Extension Service  
University of Alaska  
303 Tanana Drive, Room WW64  
Fairbanks, AK 99701  
907/474-7246

### AMERICAN SAMOA

Land Grant Programs  
American Samoa Community College  
Mapusaga Campus  
P. O. Box 2609  
Pago Pago, American Samoa 96799

### ARIZONA

Cooperative Extension Service  
College of Agriculture  
University of Arizona  
Tucson, AZ 85721  
602/621-7209

### ARKANSAS

Cooperative Extension Service  
University of Arkansas  
P. O. Box 391  
Little Rock, AR 72203  
501/373-2575 or  
501/373-2500

1890 Agricultural Programs  
University of Arkansas  
Box 82  
Pine Bluff, AR 71601  
501/541-6868

### CALIFORNIA

Cooperative Extension Service  
University of California  
2120 University Avenue  
Berkeley, CA 94720  
415/644-4300

### COLORADO

Cooperative Extension Service  
Colorado State University  
Administration Building  
Fort Collins, CO 80523  
303/491-6281  
FTS-323-5273

### CONNECTICUT

Cooperative Extension Service  
College of Agriculture and  
Natural Resources  
University of Connecticut  
Storrs, CT 06268  
203/486-2917 or  
203/486-2918

### DELAWARE

Cooperative Extension Service  
University of Delaware  
Newark, DE 19711  
302/738-2504

1890 Extension  
Delaware State College  
Dover, DE 19901  
302/736-4929

### DISTRICT OF COLUMBIA

Cooperative Extension Service  
University of the District of Columbia  
4200 Connecticut Ave., N.W.  
Washington, DC 20008  
202/578-6952

### FLORIDA

Cooperative Extension Service  
University of Florida  
1038 McCarty Hall  
Gainesville, FL 32611  
904/392-1761

1890 Extension  
Florida A&M University  
Box 320  
Tallahassee, FL 32307  
904/599-3561

### GEORGIA

Cooperative Extension Service  
University of Georgia  
Athens, GA 30602  
404/542-3824

1890 Extension  
Fort Valley State College  
Fort Valley, GA 31030  
912/825-6296

### GUAM

Cooperative Extension Service  
University of Guam  
Box EK  
Agana, GU 96910  
671/734-9162 or  
671/734-2575

### HAWAII

Extension Service  
University of Hawaii  
Honolulu, HI 96822  
808/948-8234

### IDAHO

Cooperative Extension Service  
University of Idaho  
Agricultural Science Building  
Moscow, ID 83843  
208/885-6639

### ILLINOIS

Cooperative Extension Service  
University of Illinois  
Mumford Hall  
Urbana, IL 61801  
217/333-2661

### INDIANA

Cooperative Extension Service  
Purdue University  
Agricultural Admin. Bldg.  
West Lafayette, IN 47907  
317/494-8489

### IOWA

Cooperative Extension Service  
Iowa State University  
110 Curtiss Hall  
Ames, IA 50011  
515/294-4676

### KANSAS

Cooperative Extension Service  
Kansas State University  
Umberger Hall  
Manhattan, KS 66506  
913/532-5820

### KENTUCKY

Cooperative Extension Service  
University of Kentucky  
Ag. Science Building N  
Lexington, KY 40546  
606/257-4772  
FTS/355-2775

1890 Extension Programs  
Kentucky State University  
Frankfort, KY 40601  
502/564-6152

### LOUISIANA

Cooperative Extension Service  
Louisiana State University  
Baton Rouge, LA 70803  
504/388-6083

1890 Extension Programs  
Southern University and A&M College  
Baton Rouge, LA 70813  
504/771-2242

### MAINE

Cooperative Extension Service  
University of Maine  
Orono, ME 04473  
207/581-3188

**MARYLAND**

Cooperative Extension Service  
University of Maryland  
College Park, MD 20742  
301/454-3742

1890 Extension Programs  
University of Maryland  
Eastern Shore  
Princess Anne, MD 21853  
301/651-2200 Ext. 637

**MASSACHUSETTS**

Cooperative Extension Service  
University of Massachusetts  
Amherst, MA 01003  
413/545-2766

**MICHIGAN**

Cooperative Extension Service  
Michigan State University  
East Lansing, MI 48824  
517/355-2308

**MICRONESIA**

College of Micronesia  
College of Tropical Agriculture  
and Sciences  
Drawer F  
Ponape, E.C.I. 96941

**MINNESOTA**

Cooperative Extension Service  
University of Minnesota  
St. Paul, MN 55108  
612/373-1223

**MISSISSIPPI**

Cooperative Extension Service  
Mississippi State University  
Box 5446  
Mississippi State, MS 39762  
601/325-3036

1890 Extension  
Alcorn State University  
Lorman, MS 39096  
601/877-2916 or  
601/877-2933

**MISSOURI**

Cooperative Extension Service  
University of Missouri  
309 University Hall  
Columbia, MO 65211  
314/882-7754

Cooperative Extension Service  
Lincoln University  
Jefferson City, MO 65101  
314/751-3797

**MONTANA**

Cooperative Extension Service  
Montana State University  
Bozeman, MT 59715  
406/994-3402

**NEBRASKA**

Cooperative Extension Service  
University of Nebraska  
Lincoln, NE 68583  
402/472-2966

**NEVADA**

Cooperative Extension Service  
University of Nevada  
Reno, NV 89557  
702/784-6611

**NEW HAMPSHIRE**

Cooperative Extension Service  
University of New Hampshire  
Taylor Hall  
Durham, NH 03824  
603/862-1520

**NEW JERSEY**

Cooperative Extension Service  
Rutgers State University  
Box 231, Cook Campus  
New Brunswick, NJ 08903  
201/932-9306

**NEW MEXICO**

Cooperative Extension Service  
New Mexico State University  
Las Cruces, NM 88003  
505/646-3015

**NEW YORK**

Cooperative Extension Service  
New York State Colleges of  
Agriculture & Life Sciences &  
Human Ecology  
103 Roberts Hall  
Ithaca, NY 14853  
607/256-2117

**NORTH CAROLINA**

Cooperative Extension Service  
North Carolina State University  
Box 5157  
Raleigh, NC 27650  
919/737-2811

1890 Extension  
North Carolina A&T State University  
Box 21928  
Greensboro, NC 27420  
919/379-7691

**NORTH DAKOTA**

Cooperative Extension Service  
North Dakota State University  
Fargo, ND 58105  
701/237-8944  
FTS/783-5248

**NORTHERN MARIANAS**

Cooperative Extension Service  
Dept. of Natural Resources  
Saipan, CNMI 96950

**OHIO**

Cooperative Extension Service  
Ohio State University  
2120 Fyffe Road  
Columbus, OH 43210  
614/422-4067

**OKLAHOMA**

Cooperative Extension Service  
Oklahoma State University  
Ag. Hall  
Stillwater, OK 74078  
405/624-5400  
FTS/728-4150

1890 Extension  
Langston University  
Langston, OK 70350  
405/466-2231

**OREGON**

Cooperative Extension Service  
Oregon State University  
Corvallis, OR 97331  
503/754-2713

**PENNSYLVANIA**

Cooperative Extension Service  
The Pennsylvania State University  
323 Ad. Admin. Bldg.  
University Park, PA 16802  
814/863-0331

**PUERTO RICO**

Cooperative Extension Service  
University of Puerto Rico  
College Station  
Mayaguez, PR 00708  
809/832-4040

**RHODE ISLAND**

Cooperative Extension Service  
University of Rhode Island  
Woodward Hall  
Kingston, RI 02881  
401/792-2476

**SOUTH CAROLINA**

Cooperative Extension Service  
Clemson University  
Clemson, SC 29631  
252/656-3382

1890 Extension Programs  
South Carolina State College  
Box 1765  
Orangeburg, SC 29117  
803/534-6916

**SOUTH DAKOTA**

Cooperative Extension Service  
South Dakota State University  
Brookings, SD 57006  
605/688-4147

**TENNESSEE**

Agricultural Extension Service  
 University of Tennessee  
 Box 1071  
 Knoxville, TN 37901  
 615/974-7114  
 FTS/854-4257

1890 Extension Programs  
 Tennessee State University  
 Nashville, TN 37203  
 615/320-3650

**TEXAS**

Agricultural Extension Service  
 Texas A&M University  
 College Station, TX 77843  
 713/845-7967

1890 Extension  
 Prairie View A&M University  
 Prairie View, TX 77445  
 409/857-2023

**UTAH**

Cooperative Extension Service  
 Utah State University  
 Logan, UT 84321  
 801/750-2200

**VERMONT**

Cooperative Extension Service  
 University of Vermont  
 Morrill Hall  
 Burlington, VT 05401  
 802/656-2990

**VIRGINIA**

Cooperative Extension Service  
 Virginian Polytechnic Institute  
 and State University  
 Blacksburg, VA 24061  
 703/961-6705

1890 Extension  
 Virginia State College  
 Petersburg, VA 23803  
 804/520-6421

**VIRGIN ISLANDS**

Cooperative Extension Service  
 College of the Virgin Islands  
 Box L, Kingshill  
 St. Croix, VI 00850  
 809/778-0246

**WASHINGTON**

Cooperative Extension Service  
 Washington State University  
 Ag. Sciences Bldg.  
 Pullman, WA 99164  
 509/335-2933

**WEST VIRGINIA**

Cooperative Extension Service  
 West Virginia University  
 817 Knapp Hall  
 Morgantown, WV 26506  
 304/293-5691

**WISCONSIN**

Cooperative Extension Service  
 University of Wisconsin  
 432 N. Lake Street  
 Madison, WI 53706  
 608/263-2776

**WYOMING**

Cooperative Extension Service  
 University of Wyoming  
 Box 3354, Rm. 155, Ag. Bldg.  
 Laramie, WY 82071  
 307/776-5124

**PUBLIC INFORMATION OFFICES  
STATE LEGISLATURES**

(Information on activities, policies and programs of the legislature provided by the Council of State Governments.)

**ALABAMA**

Secretary of the Senate  
State Capitol  
Montgomery, AL 36130  
(205) 832-5224

Speaker of the House  
State Capitol  
Montgomery, AL 36130  
(205) 832-3501

Legislative Reference Service  
State Capitol  
Montgomery, AL 36130  
(205) 832-3496

**ALASKA**

Division of Public Services  
1024 West 6th Ave.  
Anchorage, AK 99501  
(907) 274-8518

Legislative Information  
State Capitol  
Juneau, AK 99811  
(907) 465-4648

**ARIZONA**

House Information Desk  
House Wing, State Capitol  
Phoenix, AZ 85007  
(602) 755-4221

Senate Information Desk  
Senate Wing, State Capitol  
Phoenix, AZ 85007  
(602) 755-3559

**ARKANSAS**

Public Information Office  
State Capitol  
Little Rock, AR 72201  
(501) 371-0738

Legislative Information Office  
4th Floor, Rm. 2 East  
State Capitol  
Little Rock, AR 72201  
(501) 371-3027

**CALIFORNIA**

Senate Office of Research  
1100 J St., #500  
Sacramento, CA 95814  
(916) 445-1727

Assembly Office of Research  
1100 J St., #535  
Sacramento, CA 95814  
(916) 445-1838

**CONNECTICUT**

Office of House  
Minority Leader  
Rm. 705, State Capitol  
Hartford, CT 06106  
(800) 666-8700

**DELAWARE**

Adm. Asst. to the Senate  
Majority  
legislative Hall  
Dover, DE 19901  
(302) 736-5254

Adm. Asst. to the House  
Majority  
Legislative Hall  
Dover, DE 19901  
(302) 736-5254

**FLORIDA**

Senate Presidents' Office  
Rm. 408-B, State Capitol  
Tallahassee, FL 32301  
(904) 488-5176

Speakers' Office  
Rm. 420, State Capitol  
Tallahassee, FL 32301  
(904) 488-1450

**GEORGIA**

Senate Public Information  
Officer  
Rm. 122B, State Capitol  
Atlanta, GA 30334  
(404) 656-5097

House Public Information  
Officer  
Rm. 142A, State Capitol  
Atlanta, GA 30334  
(404) 656-5082

**IDAHO**

Legislative Information  
Center  
3rd Floor, Rotunda  
State Capitol  
Boise, ID 83720  
(208) 334-2000

Legislative Council  
East End Basement  
State Capitol  
Boise, ID 83720  
(208) 334-2475

**ILLINOIS**

Information Coordinator  
Legislative Council  
Rm. 107, Stratton Bldg.  
Springfield, IL 62706  
(217) 782-6851

**INDIANA**

Office of Public Information  
Legislative Services Agency  
Rm. 302, State House  
Indianapolis, IN 46204  
(317) 269-3419

**IOWA**

Public Information Officer  
Legislative Service Bureau  
State Capitol  
Des Moines, IA 50319  
(515) 281-5129

**KANSAS**

President of the Senate  
State House  
Topeka, KS 66612  
(913) 296-2419

Speaker of the House  
State House  
Topeka, KS 66612  
(913) 296-3382

**KENTUCKY**

Public Information Officer  
Legislative Research Comm.  
Rm. 300, State Capitol  
Frankfort, KY 40601  
(502) 564-8100

**LOUISIANA**

House Legislative Services  
P. O. Box 44486  
State Capitol  
Baton Rouge, LA 70804  
(504) 342-7393

Senate Public  
Information Officer  
P. O. Box 44183  
State Capitol  
Baton Rouge, LA 70804  
(504) 342-2040

**MAINE**

Legislative Information  
Officer  
Legislative Council  
Rm. 315, State House  
Augusta, ME 04333  
(207) 289-3021

Clerk of the House  
State House  
Augusta, ME 04333  
(207) 289-2866

Secretary of the Senate  
State House  
Augusta, ME 04333  
(207) 289-3601

**MARYLAND**

Information Desk  
Basement, Legislative  
Services Bldg.  
90 State Circle  
Annapolis, MD 21401  
(301) 841-3810

Information Desk  
Ground Floor, State House  
Annapolis, MD 21401  
(301) 841-3886

**MASSACHUSETTS**

Intergovernmental Relations  
Legislative Service Bureau  
Rm. 527A, State House  
Boston, MA 02133  
(617) 722-2520

**MICHIGAN**

Secretary of the Senate  
2nd Floor, State Capitol  
Lansing, MI 48909  
(517) 373-2400

Clerk of the House  
State Capitol  
P. O. Box 30036  
Lansing, MI 48909  
(517) 373-0135

**MINNESOTA**

Senate Public Information  
Officer  
Rm. B29, State Capitol  
St. Paul, MN 55155  
(612) 296-0504

Legislative Public  
Information Officer  
Rm. 9, State Capitol  
St. Paul, MN 55155  
(612) 296-2146

**MISSOURI**

Senate Information Officer  
Rm. 334A, State Capitol  
Jefferson City, MO 65101  
(314) 751-3824

House Information Center  
Rm. 236, State Capitol  
Jefferson City, MO 65101  
(314) 751-4043

**MONTANA**

Public Information  
State Capitol  
Helena, MT 59620  
(406) 449-4853

**NEBRASKA**

Unicameral Information  
Office  
Rm. 350, State Capitol  
Lincoln, NE 68509  
(402) 471-2788

**NEVADA**

Research Division  
Legislative Counsel Bureau  
Legislative Bldg.  
Carson City, NV 89710  
(702) 855-5637

**NEW HAMPSHIRE**

Clerk of the Senate  
Rm. 301, State House  
Concord, NH 03301  
(603) 271-2111

Information Officer  
House of Representatives  
Rm. 308, State House  
Concord, NH 03301  
(603) 271-3661

**NEW JERSEY**

Legislative Information  
Service  
Office Legislative Services  
Rm. 111, State House  
Annex, CN-042  
Trenton, NJ 08625  
(609) 292-4840

Sen. Maj. Communications  
Director  
Rm. 40, State House  
CN-099  
Trenton, NJ 08625  
(609) 292-7446

Sen. Min. Communications  
Director  
Rm. 224, State House  
CN-099  
Trenton, NJ 08625  
(609) 292-5199

Assembly Min.  
Communication - Director  
Rm. 216, State House  
CN-098  
Trenton, NJ 08625  
(609) 292-5339

**NEW YORK**

Secretary of the Senate  
Rm. 321, State Capitol  
Albany, NY 12224  
(518) 455-2051

Records Access Officer  
Assembly Public  
Information Office  
Rm. 102, Concourse  
Albany, NY 12248  
(518) 455-4218

**NORTH CAROLINA**

Librarian  
Legislative Library  
State Legislative Bldg.  
Jones St.  
Raleigh, NC 27611  
(919) 733-9390

**NORTH DAKOTA**

Legislative Council  
State Capitol  
Bismarck, ND 58505  
(701) 224-2916

**NORTHERN MARIANA ISLANDS**

Chief Legislative Consultant  
P. O. Box 129  
Civic Center  
Saipan, CM 96950

Special Asst. to the  
Senate President  
P. O. Box 129  
Civic Center  
Saipan, CM 96950

House Public Relations  
Officer  
P.O. Box 586  
Civic Center  
Saipan, CM 96950

**OHIO**

Senate Legislative Public  
Information Officers  
State House  
Columbus, OH 43216  
(614) 466-8842

House Legislative Public  
Information Officers  
State House  
Columbus, OH 43216  
(614) 466-8842

**OKLAHOMA**

Director  
Senate Records &  
Information  
Rm. 534, State Capitol  
Oklahoma City, OK 73105  
(405) 524-0126

**OREGON**

Administrator  
Legislative Administration  
Committee  
Rm. S401, State Capitol  
Salem, OR 97310  
(503) 378-8179

Coordinator  
Legislative Media Systems  
Rm. S408, State Capitol  
Salem, OR 97310  
(503) 378-8194

**PENNSYLVANIA**

Senate Majority Office of  
Legislative Information  
Rm. 337, Capitol Bldg.  
Harrisburg, PA 17120  
(717) 783-5191

Senate Minority Office of  
Communications  
Rm. 535, Capitol Bldg.  
Harrisburg, PA 17120  
(717) 787-5166

House Majority Public  
Information Office  
Rm. 527E, Capitol Bldg.  
Harrisburg, PA 17120  
(717) 787-7895

House Minority Public  
Information Office  
Rm. 630, Capitol Bldg.  
Harrisburg, PA 17120  
(717) 787-3993

**PUERTO RICO**

Senate of Puerto Rico  
Capitol  
San Juan, PR 00904  
(809) 724-2030

**RHODE ISLAND**

Legislative Press &  
Information Bureau  
Rm. 20, State House  
Providence, RI 02903  
(401) 277-2457

**SOUTH CAROLINA**

Clerk of the House  
P. O. Box 11867  
Columbia, SC 29211  
(803) 758-5240

Clerk of the Senate  
P. O. Box 142  
Columbia, SC 29202  
(803) 758-8989

**SOUTH DAKOTA**

Legislative Research Council  
Rm. 500, E. Capitol  
Pierre, SD 57501  
(605) 773-4498

Chief Clerk of the House  
State Capitol Bldg.  
Pierre, SD 57501  
(605) 773-3842

**TEXAS**

Legislative Reference  
Library  
P.O. Box 12498  
Capitol Station  
Austin, TX 78711  
(512) 475-4626

**UTAH**

Secretary of the Senate  
State Capitol  
Salt Lake City, UT 84114  
(801) 533-5701

Chief Clerk of the House  
State Capitol  
Salt Lake City, UT 84114  
(801) 533-5801

**VERMONT**

Legislative Council  
State House  
Montpelier, VT 05602  
(802) 828-2231

**VIRGINIA**

Legislative Information  
State Capitol  
Richmond, VA 23219  
(804) 786-6530

**VIRGIN ISLANDS**

Media Services Director  
P. O. Box 477  
St. Thomas, VI 00801  
(809) 774-3179

**WEST VIRGINIA**

Office of Legislative  
Public Information  
Rm. 153, Main Unit  
State Capitol  
Charleston, WV 25305  
(304) 348-8905

**WISCONSIN**

Reference & Library Section  
Legislative Reference Bureau  
Rm. 201 N., State Capitol  
Madison, WI 53702  
(608) 266-0340



**SCHEDULE FOR SESSIONS OF STATE LEGISLATURES**  
(by Council of State Governments)

STATE	CONVENES	*ADJOURNS	LENGTH
Alabama	Apr. 19	Aug. 1	105 calendar days
Alaska	Jan. 17	(May 30)	No limit
Arizona	Jan. 10	/Adj. 4/27/	
Arkansas	Jan. 10	/Adj. 4/4/	
California	Jan. 3	(Sept. 15)	No limit
Colorado	Jan. 5	(June 8)	No limit
Connecticut	Jan. 5	June 8	6 months
Delaware	Jan. 11	June 30	6 months
Dist. of Col.	COUNCIL MEETS IN SESSION ALL YEAR LONG		
Florida	Apr. 5	June 3	60 days
Georgia	Jan. 10	/Adj. 3/4/	
Hawaii	Jan. 19	/Adj. 4/22/	
Idaho	Jan. 10	/Adj. 4/14/	
Illinois	Jan. 12	(June 30)	No limit
Indiana	Jan. 3	/Adj. 4/15/	
Iowa	Jan. 10	/Adj. 5/14/	
Kansas	Jan. 10	/Rec. 4/24 - Adj. 6/3/	
Kentucky	NOT MEETING		
Louisiana	Apr. 18	July 11	85 calendar days
Maine	1 Dec. 82	June 15	100 legis. days
Maryland	Jan. 12	/Adj. 4/11/	
Massachusetts	Jan. 5	(All yr.)	No limit
Michigan	Jan. 12	(All yr.)	No limit
Minnesota	Jan. 4	/Adj. 5/23/	
Mississippi	Jan. 4	/Adj. 4/16/	
Missouri	Jan. 5	June 30	6 months
Montane	Jan. 3	/Adj. 4/21/	
Nebraska	Jan. 5	/Adj. 5/25/	
Nevada	Jan. 17	/Adj. 5/22/	
New Hampshire	Jan. 5	July 1	No limit
New Jersey (CO)	Jan. 11	(All yr.)	No limit
New Mexico	Jan. 18	/Adj. 3/19/	
New York	Jan. 5	(All yr.)	No limit
North Carolina	Jan. 12	July 3	No limit
North Dakota	Jan. 4	/Adj. 4/20/	
Ohio	Jan. 3	(All yr.)	No limit
Oklahoma	Jan. 4	June 21	60 days
Oregon	Jan. 10	(July)	No limit
Pennsylvania	Jan. 4	(All yr.)	No limit
Rhode Island	Jan. 4	/Adj. 6/13/	
South Carolina	Jan. 11	June 15	6 months
South Dakota	Jan. 11	/Adj. 3/24/	
Tennessee	Jan. 11	/Adj. 5/12/	
Texas	Jan. 11	May 30	140 days
Utah	Jan. 10	/Adj. 3/10/	
Vermont	Jan. 5	/Adj. 4/23/	
Virginia	Jan. 12	/Adj. 2/28/	
Washington	Jan. 10	/Adj. 4/24/	
West Virginia	Jan. 12	/Adj. 3/12/	
Wisconsin	Jan. 3	(June 30)	No limit
Wyoming	Jan. 11	/Adj. 4/2/	

(CO) - Bills not receiving substantive action in 1982 carried over to 1983 session deliberations.  
\*Adjournment dates given are estimated. Actual adjournment dates shown as "/Adj. (date)/".



**OFFICE ADDRESSES FOR GOVERNORS  
(by Council of State Governments)**

State or Jurisdiction	Office	Address
Alabama	State Capitol	Montgomery 36130
Alaska	Pouch A	Juneau 99811
American Samoa	Government House	Pago Pago 96799
Arizona	State House	Phoenix 85007
Arkansas	State Capitol	Little Rock 72201
California	State Capitol	Sacramento 95814
Colorado	State Capitol	Denver 80203
Connecticut	State Capitol	Hartford 06115
Delaware	Legislative Hall	Dover 19901
Florida	State Capitol	Tallahassee 32301
Georgia	State Capitol	Atlanta 30334
Guam	Executive Chambers	Agana 96910
Hawaii	State Capitol	Honolulu 96813
Idaho	State Capitol	Boise 83720
Illinois	State Capitol	Springfield 62706
Indiana	State Capitol	Indianapolis 46204
Iowa	State Capitol	Des Moines 50319
Kansas	State Capitol	Topeka 66612
Kentucky	State Capitol	Frankfort 40601
Louisiana	State Capitol	Baton Rouge 70804
Maine	State House	Augusta 04330
Maryland	State House	Annapolis 21404
Massachusetts	State House	Boston 02133
Michigan	State Capitol	Lansing 48909
Minnesota	State Capitol	St. Paul 55155
Mississippi	State Capitol	Jackson 39205
Missouri	State Capitol	Jefferson City 65101
Montana	State Capitol	Helena 59620
Nebraska	State Capitol	Lincoln 68509
Nevada	State Capitol	Carson City 89710
New Hampshire	State House	Concord 03301
New Jersey	State House	Trenton 08625
New Mexico	State Capitol	Santa Fe 87503
New York	State Capitol	Albany 12224
North Carolina	State Capitol	Raleigh 27611
North Dakota	State Capitol	Bismarck 58505
Northern Mariana Is.	Civic Center	Saipan CM 96950
Ohio	State House	Columbus 43215
Oklahoma	State Capitol	Oklahoma City 73105
Oregon	State Capitol	Salem 97310
Pennsylvania	State Capitol	Harrisburg 17120
Puerto Rico	La Fortaleza	San Juan 00901
Rhode Island	State House	Providence 02903
South Carolina	State House	Columbia 29 11
South Dakota	State Capitol	Pierre 57501
Tennessee	State Capitol	Nashville 37219
Texas	State Capitol	Austin 78711
Utah	State Capitol	Salt Lake City 84114
Vermont	State House	Montpelier 05602
Virginia	State Capitol	Richmond 23219
Virgin Islands	Government House	Charlotte Amalie, St. Thomas 00801
Washington	Legislative Building	Olympia 98504
West Virginia	State Capitol	Charleston 25305
Wisconsin	State Capitol	Madison 53702
Wyoming	State Capitol	Cheyenne 82002

## STATE COMMUNITY DEVELOPMENT BLOCK GRANT OFFICES

More than 45 states are expected to take over the Community Development Block Grant (CDBG) program administered by the U. S. Department of Housing and Urban Development (HUD). The program was established to help localities meet development needs -- such as housing rehabilitation, water and sewer demands or downtown revitalization. A portion of CDBG funds are distributed to small communities -- under 50,000 in population -- based on a formula or through a competitive grants basis. To find out more about the program in your state, call the office listed below.

### ALABAMA

Office of State Planning and  
Federal Programs  
3734 Atlanta Highway  
Montgomery, Alabama 36130  
(205) 832-6400

### ALASKA

Department of Community and  
Regional Affairs  
Pouch B  
Juneau, Alaska 99811  
(907) 465-4700

### ARIZONA

Governor's Office of Economic Planning  
and Development  
Arizona State Capitol  
1700 West Washington  
Phoenix, Arizona 85007  
(602) 256-4331

### ARKANSAS

Arkansas Industrial Development Com.  
No. 1 Capitol Mall, Room 4C-300  
Little Rock, Arkansas 72201  
(501) 371-2052

### CALIFORNIA

Division of Community Affairs  
921 - 10th Street, Fourth Floor  
Sacramento, California 95814  
(916) 445-4775

### COLORADO

State Department of Local Affairs  
1313 Sherman Street  
Denver, Colorado 80203  
(303) 866-2771

### CONNECTICUT

Department of Housing  
1179 Main Street  
Hartford, Connecticut 06103  
(203) 566-8209

### DELAWARE

Department of Community Affairs  
156 South State Street  
P. O. Box 1401  
Dover, Delaware 19901  
(302) 736-4263

### FLORIDA

Dept. of Community Affairs  
2571 Executive Center Circle, East  
Tallahassee, Florida 32301  
(904) 487-8466

### GEORGIA

Department of Community Affairs  
40 Marietta Street, NW  
Atlanta, Georgia 30303  
(404) 656-3836

### IDAHO

Division of Economic and Community  
Affairs  
State Capitol Building, Room 108  
Boise, Idaho 83720  
(208) 334-2470  
FTS 544-2470

### ILLINOIS

Dept. of Commerce and  
Community Affairs  
222 S. College Street  
Springfield, Illinois 62706  
(217) 782-3555

### INDIANA

Dept. of Commerce  
440 North Meridian Street  
Indianapolis, Indiana 46204  
(317) 232-8800

### IOWA

Office of Planning and Programming  
523 East 12th Street  
Des Moines, Iowa 50309  
(515) 281-3711

### KANSAS

Department of Economic Development  
503 Kansas Avenue  
Topeka, Kansas 66603  
(913) 296-3480

### KENTUCKY

Office of Community Development  
Capitol Plaza Tower, 24th Floor  
Frankfort, Kentucky 40601  
(502) 564-2230

### LOUISIANA

Louisiana Dept. of Urban and  
Community Affairs  
P. O. Box 44455  
Baton Rouge, Louisiana 70804  
(504) 925-3756

### MAINE

Community Assistance Division  
184 State Street  
Augusta, Maine 04333  
(207) 289-3261

### MARYLAND

Department of Economic and  
Community Development  
2525 Riva Road  
Annapolis, Maryland 21401  
(301) 269-3174

### MASSACHUSETTS

Department of Community Affairs  
100 Cambridge Street  
Boston, Massachusetts 02202  
(617) 727-8690

### MICHIGAN

Office of Community Development  
P. O. Box 30004  
Lansing, Michigan 48909  
(517) 373-8363

### MINNESOTA

Department of Energy,  
Planning, and Development  
480 Cedar Street  
St. Paul, Minnesota 55101  
(612) 297-3666

### MISSISSIPPI

Department of Planning and Policy  
500 High Street, Room 1304  
Jackson, Mississippi 39202  
(601) 354-7018

### MISSOURI

Division of Community and Economic  
Development  
P. O. Box 118  
Jefferson City, Missouri 65102  
(314) 751-3600

### MONTANA

Department of Commerce  
Capitol Station  
1424 9th Avenue  
Helena, Montana 59620  
(406) 449-3494

### NEBRASKA

Community Affairs Division  
Box 94666  
Lincoln, Nebraska 68509  
(402) 471-3111

### NEVADA

Office of Community Services  
Capitol Complex  
Carson City, Nevada 89710  
(702) 885-4420

**NEW HAMPSHIRE**

Office of State Planning  
2 1/2 Beacon Street  
Concord, New Hampshire 03301  
(603) 271-2155

**NEW JERSEY**

Division of Planning  
Dept. of Community Affairs  
Calhoun and State Streets  
Trenton, New Jersey 08625  
(609) 292-2953

**NEW MEXICO**

State Planning Division  
505 Don Gaspar  
Santa Fe, New Mexico 87503  
(505) 827-4950

**NEW YORK**

Department of State  
Albany, New York 12224  
(518) 474-5246

**NORTH CAROLINA**

Department of Natural Resources and  
Community Development  
P. O. Box 27687  
Raleigh, North Carolina 27611  
(919) 733-4984

**NORTH DAKOTA**

State Planning Division  
State Capitol  
Bismarck, North Dakota 58505  
(701) 224-2818

**OHIO**

Department of Development  
30 East Broad Street  
Columbus Ohio 43216  
(614) 466-2285

**OKLAHOMA**

Department of Economic and Community Affairs  
4545 N. Lincoln Boulevard, Suite 285  
Oklahoma City, Oklahoma 73102  
(405) 521-4545

**OREGON**

Intergovernmental Relations Division  
155 Cottage Avenue, NE  
Salem, Oregon 97310  
(503) 378-3468  
FTS 538-3468

**PENNSYLVANIA**

Department of Community Affairs  
P. O. Box 155  
Harrisburg, Pennsylvania 17120  
(717) 787-4280

**PUERTO RICO**

Municipal Services Administration  
G.P.O. Box 70167  
San Juan, Puerto Rico 00936  
(809) 753-9151

**RHODE ISLAND**

Department of Community Affairs  
150 Washington Street  
Providence, Rhode Island 02903  
(401) 277-2850

**SOUTH CAROLINA**

Division of Community and  
Intergovernmental Affairs  
1205 Pendleton Street, Room 308  
Columbia, South Carolina 29201  
(803) 758-3306

**SOUTH DAKOTA**

Dept. of Water and Natural Resources  
Foss Building  
Pierre, South Dakota 57501  
(605) 773-4216

**TENNESSEE**

Department of Economic and  
Community Development  
16th Floor James K. Polk Building  
Nashville, Tennessee 37219  
(615) 741-6201

**TEXAS**

Department of Community Affairs  
P. O. Box 13166  
Capitol Station  
Austin, Texas 78711  
(512) 475-2221

**UTAH**

Department of Community and Economic Development  
State Office Building, Room 6290  
Salt Lake City, Utah 84114  
(801) 533-4269

**VERMONT**

Agency for Development and Community Affairs  
Pavilion Office Building  
Montpelier, Vermont 05602  
(802) 828-3211

**VIRGINIA**

Department of Housing and Community Development  
205 N. 4th Street  
Richmond, Virginia 23219  
(804) 786-1575

**WASHINGTON**

Planning and Community Affairs Agency  
9th and Columbia Building  
Olympia, Washington 98504  
(206) 753-2200

**WEST VIRGINIA**

Office of Economic and Community Development  
State Capitol Complex, Building No. 6  
Charleston, West Virginia 25305  
(304) 348-4010

**WISCONSIN**

Mr. Dennis Fay, Director  
Bureau of Community Development Services  
Dept. of Development  
P. O. Box 7970  
Madison, Wisconsin 53707  
(608) 266-3278

**WYOMING**

Mr. John Niland, Executive Director  
Department of Economic Planning and Development  
Barrett Building  
Cheyenne, Wyoming 82002  
(307) 777-7287

## STATE JOB TRAINING PARTNERSHIP OFFICES

The Job Training Partnership Act (JTPA) became law in October 1983. As a replacement for the Comprehensive Employment and Training Act (CETA), the JTPA program calls for strong local and private sector participation.

JTPA is intended to provide flexibility for states and localities to accommodate the unique needs of individual governments. States are allocated funds based on unemployment, population and other factors. In turn, they award monies to localities to design job training programs. "Private industry councils" (PICs) must be created at the local level to help promote private sector involvement. For more information, contact your state office listed below.

### ALABAMA

Office of Governor George C. Wallace  
State Capitol  
Montgomery, Alabama 36130  
Phone: 205/832-6533

### ALASKA

Employment Opportunity Division  
Department of Community and Regional  
Affairs  
Pouch BC  
Juneau, Alaska 99821  
Phone: 907/465-4890

### ARIZONA

Division of Planning and  
Policy Development  
Department of Economic Security  
1717 West Jefferson  
Phoenix, Arizona 85007  
Phone: 602/255-4702

### ARKANSAS

Governor's Office  
State Capitol  
Little Rock, Arkansas 72201  
Phone: 501/371-8040

### CALIFORNIA

Employment Development Department  
800 Capitol Mall, MIC 83  
Sacramento, California 95814  
Phone: 916/445-9212

### COLORADO

Office of Manpower Planning  
and Development  
770 Grant Street, Suite 222  
Denver, Colorado 80203  
Phone: 303/866-3165

### CONNECTICUT

Department of Labor  
200 Folly Brook Boulevard  
Wethersfield, Connecticut 06109  
Phone: 203/566-4384

### DELAWARE

Special Assistant to the Governor  
for Employment and Training  
Caval State Office Building -  
12th Floor  
North and French Streets  
Wilmington, Delaware 19801  
Phone: 302/571-3210

### FLORIDA

Florida Department of Labor  
and Employment Security  
2690 Executive Center Circle, East  
Suite 206, Berkeley Building  
Tallahassee, Florida 32301  
Phone: 904/488-4398

### GEORGIA

Commissioner of Community Affairs  
Department of Community Affairs  
40 Marietta Street, 8th Floor  
Atlanta, Georgia 30303  
Phone: 404/656-3836

### IDAHO

Special Assistant to the  
Governor  
State House  
Boise, Idaho 83720  
Phone: 208/334-2100

### ILLINOIS

Department of Commerce and  
Community Affairs  
222 South College Street  
Springfield, Illinois 62704  
Phone: 312/793-7179

### INDIANA

Indiana Office of Occupational  
Development  
701 ISTA Building  
150 West Market Street  
Indianapolis, Indiana 46204  
Phone: 317/232-8506

### IOWA

Office for Planning and Programming  
Special Governor's Grant  
523 East 12th Street  
Des Moines, Iowa 50319  
Phone: 515/281-3711

### KANSAS

Department of Human Resources  
401 Topeka Avenue  
Topeka, Kansas 66603  
Phone: 913/296-2166

### KENTUCKY

Cabinet for Human Resources  
275 East Main Street, 4th Floor  
Frankfort, Kentucky 40621  
Phone: 502/564-7130



**LOUISIANA**

Louisiana Department of Labor  
 P. O. Box 44094  
 Baton Rouge, Louisiana 70804  
 Phone: 504/342-3011

**MAINE**

Maine Department of Labor  
 20 Union Street  
 Augusta, Maine 04330  
 Phone: 207/289-3788

**MARYLAND**

Community Programs Administration  
 Department of Human Resources  
 1123 North Eutaw Street, Suite 406  
 Baltimore, Maryland 21201  
 Phone: 301/383-5642

**MASSACHUSETTS**

Economic Affairs  
 Department of Manpower Development  
 Hurley Building, 4th Floor  
 Boston, Massachusetts 02114  
 Phone: 617/727-2252

**MICHIGAN**

Employment and Economic Development  
 Michigan Department of Labor  
 309 North Washington Avenue  
 P. O. Box 30015  
 Lansing, Michigan 48909  
 Phone: 517/373-9600

**MINNESOTA**

Training and Community Services Division  
 Minnesota Department of  
 Employment Security  
 390 North Robert Street  
 St. Paul, Minnesota 55101  
 Phone: 612/297-3413

**MISSISSIPPI**

Governor's Office of Job  
 Development and Training  
 P. O. Box 22808  
 Jackson, Mississippi 39205  
 Phone: 601/354-7676

**MISSOURI**

Division of Manpower Planning  
 221 Metro Drive  
 Jefferson City, Missouri 65101  
 Phone: 314/751-4750

**MONTANA**

Job Service Division  
 Department of Labor and Industry  
 P. O. Box 1728  
 Helena, Montana 59624  
 Phone: 406/449-4500

**NEBRASKA**

Governor's Special Grants Programs  
 Nebraska Department of Labor  
 550 South 16th Street  
 Lincoln, Nebraska 68509  
 Phone: 402/471-2127

**NEVADA**

State Comprehensive Employment  
 and Training Office  
 Capitol Complex, Room 100  
 111 West Telegraph Street  
 Carson City, Nevada 89710  
 Phone: 702/885-4310

**NEW HAMPSHIRE**

Office of Employment and Training  
 155 Manchester Street  
 Post Office Box 1477  
 Concord, New Hampshire 03301  
 Phone: 603/271-3156

**NEW JERSEY**

Department of Labor and Industry  
 John Fitch Plaza  
 Trenton, New Jersey 08625  
 Phone: 609/292-2323

**NEW MEXICO**

Governor's Office of Employment  
 and Training  
 P. O. Box 4218  
 Santa Fe, New Mexico 87502  
 Phone: 505/827-6826

**NEW YORK**

New York State Department of Labor  
 Building 12, State Office  
 Building Campus  
 Albany, New York 12240  
 Phone: 518/457-2741

**NORTH CAROLINA**

Department of Natural Resources  
 and Community Development  
 P. O. Box 27687  
 Raleigh, North Carolina 27611  
 Phone: 919/733-4984

**NORTH DAKOTA**

Governor's Employment and  
 Training Forum  
 Executive Office  
 State Capitol  
 Bismarck, North Dakota 58505  
 Phone: 701/224-2792

**OHIO**

Job Training Partnership Act  
 Ohio Bureau of Employment Services  
 145 South Front Street  
 Columbus, Ohio 43216  
 Phone: 614/466-3817

**OKLAHOMA**

Department of Economic and  
 Community Affairs  
 4545 N. Lincoln Boulevard, Suite 285  
 Oklahoma City, Oklahoma 73105  
 Phone: 405/528-6200

**OREGON**

Executive Department  
 Intergovernmental Relations Division  
 155 Cottage Street, N. E.  
 Salem, Oregon 97310  
 Phone: 503/363-2643

**PENNSYLVANIA**

Department of Labor and Industry  
 Labor and Industry Building, Room 1715  
 Harrisburg, Pennsylvania 17120  
 Phone: 717/787-3907

**PUERTO RICO**

Office of Economic Opportunity  
 La Fortaleza  
 San Juan, Puerto Rico 00901  
 Phone: 809/722-4403

**RHODE ISLAND**

Governor's Special Grant Office  
76 Dorrance Street  
Providence, Rhode Island 02903  
Phone: 401/277-2080

**SOUTH CAROLINA**

CETA Division  
Office of the Governor  
1800 St. Julian Place  
Columbia, South Carolina 29204  
Phone: 803/758-8706

**SOUTH DAKOTA**

Secretary of Labor  
State of South Dakota  
700 Illinois North  
Kneip Building  
Pierre, South Dakota 57501  
Phone: 605/773-3101

**TENNESSEE**

Commissioner of Labor  
Union Building, Suite A  
Nashville, Tennessee 37219  
Phone: 615/741-2582

**TEXAS**

Special Assistant for  
Job Training and Employment  
Office of the Governor  
Box 12428  
Capitol Station  
Austin, Texas 78711  
Phone: 512/475-0606

**UTAH**

Office of the State Planning  
Coordinator  
116 State Capitol  
Salt Lake City, Utah 84114  
Phone: 801/533-6084

**VERMONT**

Department of Employment and  
Training  
P. O. Box 488  
Montpelier, Vermont 05602  
Phone: 802/229-0311

**VIRGINIA**

Governor's Employment and  
Training Council  
Cokesbury Building  
5th and Grace Streets, 3rd Floor  
Richmond, Virginia 23219  
Phone: 804/786-3062

**WASHINGTON**

Washington State Employment  
Security Department  
212 Maple Park  
Olympia, Washington 98504  
Phone: 206/753-5127

**WEST VIRGINIA**

Employment and Training Division  
Governor's Office of Economic  
and Community Development  
5790-A MacCorkle Avenue, S. E.  
Charleston, West Virginia 25304  
Phone: 304/348-5920

**WISCONSIN**

Governor's Employment and  
Training Office  
P. O. Box 7972  
Madison, Wisconsin 53707  
Phone: 608/266-2439

**WYOMING**

Office of Manpower Planning  
821 West Pershing Boulevard  
Cheyenne, Wyoming 82002  
Phone: 307/777-7671

**AMERICAN SAMOA**

Department of Manpower Resources  
American Samoa Government  
Pago Pago, American Samoa 96799

**DISTRICT OF COLUMBIA**

D. C. Department of  
Employment Services  
500 C Street, N. W., Room 600  
Washington, D. C. 20001  
Phone: 202/639-1004

**GUAM**

Agency for Human Resources Development  
Government of Guam  
P. O. Box CP  
Agana, Guam 96910  
Phone: 9-011-671/477-9951

**HAWAII**

Department of Labor and  
Industrial Relations  
830 Punchbowl Street  
Honolulu, Hawaii 96813  
Phone: 808/548-3150

**MARIANA ISLANDS**

Headquarters CETA Office  
Trust Territory of the Pacific Islands  
Saipan, Mariana Islands 96950

**NORTHERN MARIANA ISLANDS**

CETA Programs  
Office of the Executive Director  
Commonwealth of the  
Northern Mariana Islands  
Civic Center  
Saipan, Mariana Islands 96950

**VIRGIN ISLANDS**

Assistant Commissioner of Labor  
P. O. Box 890  
Christiansted  
St. Croix, Virgin Islands 00802  
Phone: 809/773-1994

## STATE COMMUNITY SERVICE BLOCK GRANT OFFICES

The Community Services Block Grant program (CSBG) provides funding to states for programs which have a major impact on the causes of poverty. Eligible recipients (as of 1983 this includes local governments) receive grants through the states or through the U. S. Department of Health and Human Services (HHS). CSBG grant funds must support projects which help the poor secure and retain jobs, get an education, budget their incomes, and obtain adequate housing. Private sector participation in the program is also encouraged. Contact your state office for more information.

### ALABAMA

Community Services Block Grant  
Office of State Planning and Federal  
Programs, State Capitol  
25 Washington Avenue, 4th Floor  
Montgomery, Alabama 36104  
(205) 832-3975

### ALASKA

Division of Community Development  
Department of Community and Regional  
Affairs, Pouch "BC"  
Juneau, Alaska 99811  
(907) 465-4890

### ARIZONA

Department of Economic Security  
P. O. Box 6123  
Phoenix, Arizona 85005  
(602) 255-3826

### ARKANSAS

Division of Community Services  
1306 Donaghey Building  
Little Rock, Arkansas 72201  
(501) 371-1201

### CALIFORNIA

Office of Economic Opportunity  
1600 9th Street, Room 340  
Sacramento, California 95814  
(916) 322-2940

### COLORADO

Department of Local Affairs  
Executive Director's Office  
Room 518  
1313 Sherman Street  
Denver, Colorado 80203  
(302) 866-2156 or 2351

### CONNECTICUT

State Department of Human Resources  
1179 Maine Street  
Hartford, Connecticut 06103  
(203) 566-3318 or 5173

### DELAWARE

Office of Economic Opportunity  
820 N. French Street, 4th Floor  
Wilmington, Delaware 19801  
(302) 571-3491

### FLORIDA

Community Services  
Department of Community Affairs  
2571 Executive Center Circle, East  
Tallahassee, Florida 32301  
(904) 488-7956

### GEORGIA

Special Services Section  
47 Trinity Avenue, Room 530H  
Atlanta, Georgia 30334-1202  
(404) 656-3495

### IDAHO

State Economic Opportunity Office  
450 West State Street  
Statehouse Mail  
Boise, Idaho 83720  
(208) 334-4230

### ILLINOIS

State Economic Opportunity Office  
Illinois Department of Commerce and  
Community Affairs  
222 South College Street  
Springfield, Illinois 62706  
(217) 782-7500

### INDIANA

Department on Aging and  
Community Services  
115 N. Pennsylvania Street, Suite 1350  
Indianapolis, Indiana 46204  
(317) 232-7006

### IOWA

Office of Planning and Programming  
Division of Municipal Affairs  
513 East 12th Street  
Des Moines, Iowa 50319  
(515) 281-4167

### KANSAS

State Economic Opportunity Office  
Biddle Building, 100 N. E.  
2700 S. W. 6th Street  
Topeka, Kansas 66606  
(913) 296-2458

### KENTUCKY

Cabinet for Human Resources  
Department for Social Services  
275 E. Main Street  
Frankfort, Kentucky 40621  
(502) 564-5360

### LOUISIANA

Community Services Block Grant Office  
Department of Labor  
P. O. Box 44094  
1306 Thomas Delpit Drive  
Baton Rouge, Louisiana 70802  
(504) 342-3053

**MAINE**

Division of Community Services  
 State House, Station #73  
 Augusta, Maine 04333  
 (207) 289-3771

**MARYLAND**

Office of Community Services  
 1123 N. Eutaw Street  
 Baltimore, Maryland 21201  
 3011 383-3718

**MASSACHUSETTS**

Division of Social and Economic Opportunity  
 Executive Office of Communities and  
 Development  
 100 Cambridge Street, Room 1103  
 Boston, Massachusetts 02202  
 (617) 727-3246 or 7004

**MICHIGAN**

Bureau of Community Services  
 Michigan Department of Labor  
 7150 Harris Drive, Box 30015  
 Lansing, Michigan 48909  
 (517) 322-1726

**MINNESOTA**

Training & Community Services Division  
 Minnesota Dept. of Economic Security  
 390 North Robert Street  
 St. Paul, Minnesota 55101  
 (612) 296-4657

**MISSISSIPPI**

Governor's Office of Community Services  
 Executive Building, Suite 402  
 802 N. State Street  
 Jackson, Mississippi 39201  
 (601) 354-6099

**MISSOURI**

Office of Economic Opportunity  
 Department of Social Services  
 911 Missouri Boulevard  
 Jefferson City, Missouri 65101  
 (314) 751-4224

**MONTANA**

Department of Social and Rehabilitation  
 Services  
 Economic Assistance Division  
 P. O. Box 4210, Capitol Station  
 Helena, Montana 59604  
 (406) 449-4540

**NEBRASKA**

Department of Public Welfare  
 P. O. Box 95026  
 Lincoln, Nebraska 68509  
 (402) 471-3121, ext. 127

**NEVADA**

State Office of Community Services  
 1100 E. Williams  
 Suite 109  
 Carson City, Nevada 89710  
 (702) 885-4420

**NEW HAMPSHIRE**

Community Services Block Grant  
 Office of the Governor  
 11 Depot Street  
 Concord, New Hampshire 03301  
 (603) 271-2611

**NEW JERSEY**

Department of Community Affairs  
 Division of Community Resources  
 363 W. State Street, CN-800  
 Trenton, New Jersey 08625  
 (609) 292-6212

**NEW MEXICO**

N. M. Program Support Bureau  
 PERA Building, Room 516  
 P. O. Box 2348  
 Santa Fe, New Mexico 87503  
 (505) 827-4203 - 4196

**NEW YORK**

Division of Economic Opportunity  
 162 Washington Avenue  
 Albany, New York 12231  
 (518) 474-5741

**NORTH CAROLINA**

Division of Economic Opportunity  
 Department of Natural Resources and  
 Community Development  
 P. O. Box 27687  
 Raleigh, North Carolina 27611  
 (919) 733-2633

**NORTH DAKOTA**

Office of Intergovernmental Assistance  
 Federal Aid Coordinator Office  
 State Capitol, 17th Floor  
 Bismarck, North Dakota 58505  
 (701) 224-2469

**OHIO**

Office of Human Services  
 Department of Development  
 P. O. Box 1001  
 Columbus, Ohio 43216  
 (614) 466-6014

**OKLAHOMA**

Division of Human Development  
 Department of Economic and Community Affairs  
 4545 N. Lincoln Boulevard, Suite 285  
 Oklahoma City, Oklahoma 73105  
 (405) 528-8200

**OREGON**

State Community Services  
 Public Service Building  
 Salem, Oregon 97313  
 (503) 378-4729

**PENNSYLVANIA**

Bureau of Human Resources  
 Department of Community Affairs  
 358 Forum Building  
 Harrisburg, Pennsylvania 17120  
 (717) 787-7301

**PUERTO RICO**

Office of Economic Opportunity  
 Chase Manhattan Bank, 4th Floor  
 Office of the Government  
 Tetuan Street  
 La Fortaleza, San Juan, Puerto Rico 00901  
 (809) 721-5065



**RHODE ISLAND**

Mr. Frederick C. Williamson  
 Department of Community Affairs  
 150 Washington Street  
 Providence, Rhode Island 02903  
 (401) 277-2850

**SOUTH CAROLINA**

Division of Economic Opportunity  
 Office of the Governor  
 1712 Hampton Street  
 Columbia, South Carolina 29201  
 (803) 758-3191

**SOUTH DAKOTA**

Bureau of Intergovernmental Relations  
 State Capitol Building  
 Pierre, South Dakota 57501  
 (605) 773-3661

**TENNESSEE**

Community Services Administration  
 Department of Human Services  
 505 Deadrick Street, Suite 1800  
 Nashville, Tennessee 37219  
 (615) 741-5988

**TEXAS**

Economic Opportunity Division  
 Department of Community Affairs  
 2015 South IH-35  
 P. O. Box 13166, Capitol Station  
 Austin, Texas 78741  
 (512) 443-4100 ext 375; 800-252-9642

**UTAH**

State Community Services Office  
 6262 State Office Building  
 Salt Lake City, Utah 84114  
 (801) 533-4055

**VERMONT**

State Economic Opportunity Office  
 103 S. Main Street  
 Waterbury, Vermont 05676  
 (802) 241-2450

**VIRGINIA**

Community Services Block Grant  
 Virginia Department of Social Services  
 8007 Discovery Drive  
 Richmond, Virginia 23288  
 (804) 281-9183

**WASHINGTON**

Assistant Director for Community Services  
 Planning and Community Affairs Agency  
 9th and Columbia Building MS/GH-51  
 Olympia, Washington 98504  
 (206) 753-4979

**WEST VIRGINIA**

Office of Economic Opportunity  
 Community Development Division  
 Building 6, Room 531  
 Charleston, West Virginia 25305  
 (304) 348-4010

**WISCONSIN**

Wisconsin Office of Economic Opportunity  
 Room 120, State Office Building  
 1 W. Wilson Street  
 Madison, Wisconsin 53703  
 (608) 266-0073

**WYOMING**

Division of Community Programs  
 Department of Health and Social Services  
 Hatheway Building, Room 353  
 Cheyenne, Wyoming 82002  
 (303) 777-7115

**AMERICAN SAMOA**

Development Planning Office  
 American Samoa Government  
 Pago Pago, American Samoa  
 (684) 633-5155/5156

**DISTRICT OF COLUMBIA**

Department of Human Services  
 801 North Capitol Street, N. E.  
 Washington, D. C. 20002  
 (202) 727-0310

**HAWAII**

Office of Economic Opportunity  
 904 Kohou Street, Room 208  
 Honolulu, Hawaii 96817  
 (808) 841-7617

**VIRGIN ISLANDS**

State Economic Opportunity Office  
 Office of the Governor  
 #7 King Cross Street  
 Christiansted, St. Croix, USVI 00820  
 (809) 773-4218