

Mountain Promise

Vol. 1, No. 1

The Newsletter of the Brushy Fork Institute

July, 1990

A season of growth for Brushy Fork Institute

by Carol Lamm, Director

During the first six months of 1990, the Brushy Fork Institute has been enjoying a growth spurt. We practically exploded out of one tiny office into spacious quarters on the second floor of a pleasant brick house on the edge of the Berea College campus. We raided the college's storeroom for used furniture and acquired a couple of computers of our own. Best of all, we added three new staff members, who are introduced elsewhere in this newsletter.

With the support of the Kellogg Foundation, we have begun an exciting new program initiative in cooperation with the University of Kentucky: the Appalachian Civic Leadership Project. Both at UK and at Berea, we have recognized that there is a fresh wave of people, ideas and commitment to community service in the mountains. People seem eager to learn, to find their own directions, and to act. Citizens recognize that the changes they want to see have to come from leadership within the mountains rather than from the outside. People are finding a great deal of common ground as they share their visions and work together.

The aims of the ACLP are to support the growth of the region's up-and-coming leaders. One of the ways we'll do this is through a newsletter, *Across the Ridge*, to be

put together at Brushy Fork. The first issue is inserted in this Brushy Fork newsletter. Brushy Fork Associates will receive *Across the Ridge*, which will also be distributed to a broad range of citizen leaders and participants in other ACLP programs, four times a year. We want *Across the Ridge* to be a way for people who care

"Citizens recognize that the changes they want to see have to come from leadership within the mountains rather than from the outside. People are finding a great deal of common ground as they share their visions and work together."

about the future of the mountains to share their ideas. We hope for a stream of letters to the editor, ideas for stories, and articles from Brushy Fork Associates as well as others.

Other parts of the ACLP are described more fully in *Across the Ridge*. There's the Commonwealth Leadership Program, which offers 20 Eastern Kentuckians at a time a chance to

learn and grow over a two year period through workshops and individual learning plans. Brushy Fork staff will help with the initial workshop for the Commonwealth Fellows, and as Brushy Fork director I'll be serving on the Commonwealth Advisory Board.

A Student Leadership Program aims to prepare young people at the University of Kentucky, the community colleges in Eastern Kentucky, and Berea College for their roles as the region's future leaders. At Berea College, David Sawyer is directing the Student Leadership Program. He has served as a member of the Brushy Fork staff team since the beginning and has incorporated much of the Brushy Fork approach into training for the student staff of Students for Appalachia, the community service program he directs.

The ACLP will also promote discussion of important public issues in Eastern Kentucky. Teams consisting of Commonwealth Fellows, county extension agents, and others—including Brushy Fork Associates who are interested—will sponsor community issue forums. Excellent background material for these forums will be provided in the form of issue booklets. The first issue booklet, on economic development, will be available later this year.

continued on page 2

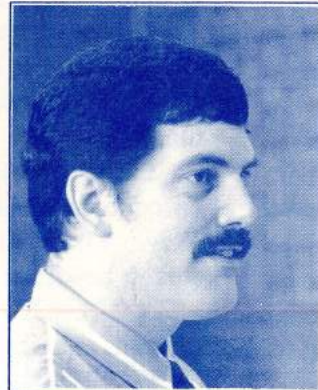
A season of growth...
continued from p. 1

Here at Brushy Fork, the rest of the year will be as busy as the first half. In addition to beginning three leadership development program cycles this year, Brushy Fork, in cooperation with TVA and MDC, Inc., will be sponsoring a conference on Homegrown Economic Development in Knoxville, October 24-25. (See related article in *Across the Ridge*.) As part of the student leadership program, a group of Berea College students will join our next Brushy Fork leadership development cycle as a "fifth county." We'll be holding a workshop on public speaking in November, in response to many requests from participants for help developing this skill. Meanwhile, current and several former county teams are busy with excellent projects.

We are always pleased to hear from people in the Brushy Fork network. Send us clippings and letters, and call us with your news and questions. We're here to back you up.

Carol Lamm

New faces at Brushy Fork
From left to right, Senior Secretary Penny Thompson, Program Associate Peter Hille, and Newsletter Editor Lisa Lewis Raymer.
(See also back page)



BFI announces new grant program

The Brushy Fork Institute is pleased to announce the creation of a new opportunity for our county leadership teams: The Seedling Grants Program. Through a grant from the Appalachian Regional Commission, Brushy Fork now offers each county team the opportunity to receive up to \$1500 in matching grants for their community improvement projects.

Once a county team has selected a project and completed the first workshop, the team becomes eligible to apply for a "Start-Up Grant" of \$100-\$500. This money must be matched with additional funding from other sources on a one-to-one basis. An application may be submitted at any time, but the grant cannot be issued until the matching funds have been raised.

Many Brushy Fork teams continue to work together after completing their original project, or pursue a goal that involves a

series of projects. Under these circumstances, teams may need additional funding to continue their work. When the initial project has been completed, the first grant spent, and an evaluation received and approved by Brushy Fork staff, a county team becomes eligible to apply for an additional grant of \$200-\$1000. This money must be matched on a two-to-one basis with funding from other sources. The additional grant may be applied for up to two years after the initial workshop.

Groups may submit an application for either Start-Up or additional grants when they become eligible. A budget and a timeline must be included as attachments. A Brushy Fork staff person will respond to the application within five working days of its receipt. To receive applications or more information about the Seedling Grants Program, please contact Peter Hille at the Brushy Fork Institute.

**Public Speaking Workshop
November 9 & 10, 1990**

In response to requests from workshop participants, Brushy Fork is offering a workshop on public speaking. The workshop will be held on the Berea College campus and is open to everyone who has completed a BFI leadership development cycle or is currently in one. Mark your calendar and watch for details in the next *Mountain Promise*.

county team updates

As a regular feature in *Mountain Promise* we will present progress reports on each of the active county groups. Several groups which started out as Brushy Fork county teams continued on after the completion of the six-month cycle. This issue does not include updates on Dickenson County (VA), Martin County (KY), McDowell County (WV), and Scott County (TN), the four counties which just began the leadership development cycle in June, but you can read about the projects they chose in the Brushy Fork section of "Program Updates" in *Across the Ridge*. Counties are listed alphabetically within states.

Jackson County, Kentucky

The Jackson County, Kentucky team is the oldest Brushy Fork group to remain active. Now known as the Jackson County Education Enrichment Advocate Group, the team was formed in 1988 at the first leadership development workshop during the Brushy Fork Pilot Project. Education enrichment has been the unifying concern of JCEEAG, whose membership now includes other concerned county residents in addition to the original Brushy Fork participants.

The Jackson County group's first project was to offer a free recorder class after school. Today the group stands ready to follow through on the proposal they submitted to the school board last year for a broader enrichment program offering opportunities in art, music, drama and science. Eventually JCEEAG hopes to offer field study and a resource center to serve not only the elementary and high school students of Jackson

County, but adult learners as well. The proposal was developed in cooperation with Annville Institute, a project of the Dutch Reformed Church and the home of Jackson County Ministries. The plan calls for a 'bank' of volunteers, primarily retired persons from both local and outside communities, to teach a variety of special classes. Annville Institute would provide room, board and transportation for visiting volunteers who would make one-year commitments. The proposal, which was unanimously approved by the School Board, calls for increasing support from the school system as the program expands to include activities requiring transportation of students to a resource center or other locations.

Members of JCEEAG are anxious to get the program up and running before school starts in the fall.

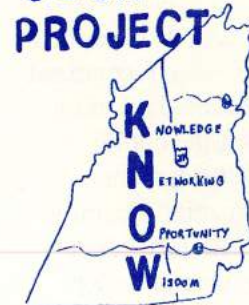
Education enrichment advocacy in Jackson County.

McCreary County, Kentucky

The McCreary County, Kentucky group is making the transition between the completion of their first project and the start-up of their next project. The first project, a service directory, led to the current project, an interagency council of service providers. In the interim, McCreary County team members treated themselves to a celebration picnic earlier this summer. "There were lots of people there and everyone had a good time," said Norman Parsons.

Parsons explained that the directory has been distributed throughout the county and that the team has held two planning meetings regarding the interagency council. "We'll be meeting with a fellow from Pulaski County who is involved with the interagency council there. We're going to see what we learn from him." Parsons also noted that the group is expanding, "We're bringing new people in as we go."

M'CREARY COUNTY PROJECT



Rockcastle County, Kentucky

Leadership Rockcastle discusses direction for the future.

Meet Leadership Rockcastle, a Brushy Fork group in Southcentral Kentucky now beginning its second year. The Rockcastle team accomplished much during the first year, presenting two workshops and organizing a courthouse clean-up. Recently the team has been working to incorporate as a nonprofit organization with 501(c) 3 status. In addition to writing bylaws and taking care of business, Leadership Rockcastle has also wisely invested some energy into group cohesion.

The group's first project was to present in their county a leadership retreat similar to the initial Brushy Fork Institute workshop. The retreat went well. A small but diverse group of people from different areas of Rockcastle County participated. Before the group returned to Berea for their final workshop in October of last year they had already decided to continue as a group and were looking for their next project.

A short time later the county team was approached by County Judge Executive Roland D. Mullins. The courthouse was in need of a major cleaning and fix-up, said the Judge, and would Leadership Rockcastle be interested in taking on a new project? Working with Judge Mullins and others with offices in the building, Leadership Rockcastle raised enough money to hire a professional cleaning company to not only come in and get the courthouse in shape, but also to work with the maintenance staff and provide training on proper use of cleaning

chemicals. The team also hired an architect to evaluate the building for repairs and improvements. Betty Jo McKinney reports that the fiscal court is implementing many of the architect's recommendations. In addition, the team instigated the refurbishing of courthouse furniture.

While the cleanup campaign was underway, the team also took time to present another workshop, a one day event focused on stress and burnout prevention. With more than two dozen people in attendance, the workshop was a big success.

During the life of Leadership Rockcastle there has been a thread of creative tension between those who feel that the group's work should be more hands-on and concrete and those who feel that organizing and presenting workshops is worthwhile and sufficiently concrete. At the request of Leadership Rockcastle, BFI facilitator David Sawyer met with nine members of the team at their June 11 meeting. "The meeting went very well," said David. "We talked it all out. I'll be returning to Rockcastle County later this month to do a session on group dynamics." According to Betty Jo McKinney there seemed to be agreement that the group would continue to present one leadership workshop each year and to take on other projects as time permits. Another member, Rebekah Hammond, added, "Group cohesion work is very important if a group is to keep growing together."

Campbell County, Tennessee

Second countywide meeting planned for later this month.

"Our biggest problem in Campbell County, Tennessee is that we're divided into two separate areas by Jellico Mountain. It's almost as if we had not one but two counties."

That's how Cindy Greene described the problem the Campbell County team set out to address in their six month

project. The team, now called "Campbell County Development" (CCD), recognized that the divisiveness between the LaFollette and Jellico areas hurt the entire county's prospects for development. Their response was to organize a countywide meeting of public officials, educators, business people, service providers

and private citizens to confront the issue. Those present at the meeting, which took place in March of this year, brainstormed ways to unify the county and then took on various projects.

The county team decided to continue after the completion of their six month cycle, and now CCD is gearing up for their second countywide meeting to be held July 28th. The follow-up meeting will be an opportunity to check in and see how the different projects are coming

along. Team members are optimistic that they are having a positive effect in the county. As Cindy Greene remarked, "We know that, short of dynamite, we can't move that mountain; but we can eliminate the barriers in people's minds."

Brushy Fork Associates who met Shirley Asbury may be interested to know that Shirley is gearing up her campaign for Circuit Court Clerk. The election will be held in early August.

Buchanan County, Virginia

According to Zay Worley of Buchanan County, Virginia, demand for the team's craft directory hasn't let up: "Right now we're trying to raise some money so we can run another printing of our booklet. Places are still asking for them."

Last year, the Buchanan County team, known as the Homegrown Development Group, compiled a crafts directory for their six-month project. The directories have been distributed to libraries, restaurants, Chambers of Commerce, highway rest stops, crafts stores and the Breaks Interstate Park.

This summer HDG has taken care of business primarily by phone. "We've been discussing our long range goals," said Worley. "Some members of the group want to revise the directory and do a new version next year, and other group members want to move on to a different project."

When asked what her hopes for the team were, she said, "I hope the group stays together. I think we've accomplished our original goals with the directory. Personally, I'd like to see us work on a marketing co-op for the craftspeople."

Wise County, Virginia

Workshop participants and staff at the June workshop were treated to an enthusiastic account of the Wise County, Virginia, team's work. Paul Kuczko informed and entertained as he told about the Wise County New Enterprise Challenge, now entering the final selection phase.

The Wise County group, concerned with the steady departure of many of their county's young people, came up with the idea of holding a contest to spark entrepreneurial thinking among the county's high school juniors and seniors as well as students who had recently dropped out. When they first took their idea to the school board office they were taken aback by the lack of enthusiasm shown by administrators. "To them," said Paul, "it

seemed to be just one more thing to do."

If the Wise County group was initially disheartened they quickly overcame it and began raising money to fund the contest. Support in the schools and in the community grew. The Chamber of Commerce adopted the county team as a standing committee. With the development of the young people in mind, the Wise County group designed the contest to include four class sessions with a business professor at the local community college. To evaluate the contest ideas they also set up a review board which included team members, community business leaders, and teachers.

According to Paul, the variety of ideas submitted showed a great wealth of inventiveness. Of the 77 ideas submitted



First New Enterprise Challenge contest winners now being selected.

from 92 students in 7 schools, the committee chose 26 ideas. The originators of the selected proposals were then given the opportunity to work up a complete business plan through the special business course. Students in the class conducted thorough market research, made cash flow projections and prepared complete budgets. All of the students who entered the contest will receive some acknowledgement. Prize money will be awarded to the top three finalists and all students who completed the course will receive at

least reimbursement for gas money to class and perhaps a small cash award as well. Twelve participants have completed the program.

The Wise County team plans to make the contest into an annual event and to expand the program to include younger students. "We're very happy with the contest," said Paul. "The community is fully supportive. We want to start reaching younger children and get them thinking creatively early on."

Clay County, West Virginia

People Looking Ahead Now, or P.L.A.N., as the Clay County, West Virginia group is known, is looking ahead to the fall. The group, whose six-month project was a county assessment survey, has taken a recess until after the fall election. "With a candidate for County Commissioner on our team, we didn't want to be seen as a political group," said group member Marlyn Starcher. Brushy Fork Associates who know R.T. Sizemore

may be interested to know that he won his party's nomination in the May primary.

Looking at the initial results of the survey, Starcher said that jobs and recreation were the needs most frequently cited. "We learned a lot," he said. "We plan to get going again as soon as the election is over." Asked what direction the group might move in next, Starcher speculated that P.L.A.N. may work on recreation opportunities in the county.

Brushy Fork: looking for a few good counties

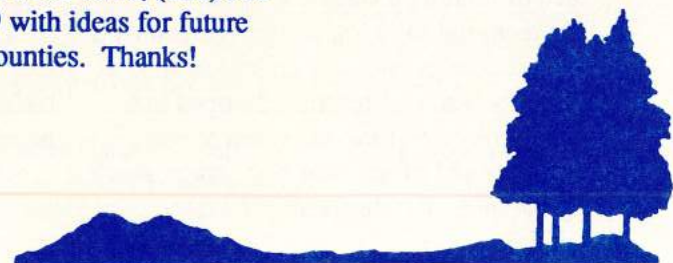
Over the summer, Brushy Fork staff will be selecting counties for three 1991 Leadership Development Program cycles. We always appreciate suggestions of counties that could benefit from this program.

We're looking for counties where there is currently both a need and an opportunity for leadership development.

We look for at least some openness to new ideas and some space for new leaders to emerge within the county. We look for counties where people want to address their problems, where there's local energy and desire to learn.

Please call Peter Hille, (606) 986-9341 ext. 6839 with ideas for future Brushy Fork counties. Thanks!

Mountain Promise, the newsletter of the Brushy Fork Institute, is published four times a year, in January, April, July, and October. Articles, reports, clippings, black and white photos, line art, and story suggestions are welcome. The deadline for submissions is the first day of the month preceding the publication month (December, March, June and September). Write or call: *Mountain Promise*, attention Lisa Lewis Raymer, BFI, CPO 35, Berea College, Berea, KY 40404; (606) 986-9341 ext. 6838.



Pros and cons of three economic development strategies

At the June 7-9, 1990, Brushy Fork workshop, participants listed the pros and cons they saw in three common strategies for economic development in the mountains. The point of this activity was to pool different people's knowledge so that communities considering these strategies can be as well-informed as possible. Here are the lists, edited from the flip charts.

	Pro	Con
Industrial Recruitment	<ul style="list-style-type: none"> Lots of jobs if you succeed Jobs often have fringe benefits 	<ul style="list-style-type: none"> High cost of site preparation, advertising, and tax breaks Major infrastructure improvements required Odds are poor—many communities competing for a few industries Environmental hazards Industry may re-locate to another place within a few years
Crafts	<ul style="list-style-type: none"> Positive traditional values Can start small Can stimulate other businesses Can provide a little extra money to people who really need it 	<ul style="list-style-type: none"> Market is outside region Cost of marketing <ul style="list-style-type: none"> Retail—markup to cover store's costs Wholesale—catalogs, inventory Fairs—transportation, fair fees Hard to make a living wage Hard to expand beyond one craftsman Only suits a few people in a community
Tourism	<ul style="list-style-type: none"> Money comes in from outside Community pride in heritage, scenery 	<ul style="list-style-type: none"> Low wages in restaurant/lodging businesses Jobs are often part-time, with no benefits Seasonal Cost of major facilities Advertising cost Can be divisive within community—e.g. water slides vs. natural beauty, historical preservation vs. Dollywood

We were deeply saddened to learn of the death of Patricia Minnis on Tuesday, June 12. Patricia was a member of the McDowell County, West Virginia, Brushy Fork team. The group had just completed their first workshop the previous weekend and was scheduled to have their first in-county meeting on Thursday, June 14. Vondelere Scott, a close friend and fellow member of the McDowell County team, explained why the meeting was not cancelled. "We decided to go ahead and have the meeting. Patricia would have wanted us to. She was very enthusiastic about the project."

staff notes

With new space and more staff, Brushy Fork Institute is changing and growing. Carol Lamm, whom many of you know as the Leadership Training Coordinator, became the Director of BFI as of January, 1990. While Carol has worked in the field of Appalachian community development for twelve years, being the director of an organization is a new experience for her; she greets the challenge with her usual enthusiasm:

"With a team like this one, coming to work in the morning is a pleasure. This is a creative, cooperative crew—and dedicated, too! And then I get to work with participants in the county groups; I couldn't ask for more satisfying work."

Kris Kimel, who had served during Brushy Fork's initial years as Project Coordinator, continues to be active with BFI as the Strategic Planning Consultant. Brushy Fork Associates may not be aware that Kris is also the Executive Director of the Kentucky Science and Technology Council.

Three new staff members have joined Carol in the office: Penny Thompson, Peter Hille, and Lisa Lewis Raymer.

Penny Thompson, from Greenup County, Kentucky, is serving as Brushy Fork's Senior Secretary. Among her many skills and talents, Penny is a keen observer whose insights and reflections have become indispensable. Penny keeps track of many projects and many people simultaneously.

Peter Hille, the new Program Associate at Brushy Fork, brings to his work a background in small business management where he developed skills in many areas, including computer systems, design, sales, and financial planning. He has also been involved in service work for many years as a volunteer firefighter, emergency medical technician and community organizer. He lives with his family in their "homemade house" in the woods near Berea.

Lisa Lewis Raymer joined the staff in April as the Newsletter Editor. In one way or another Lisa has been involved in newsletter publishing since her junior high days when she and a friend founded an 'underground newsletter' for Kentuckiana Girl Scouts. Prior to joining Brushy Fork, Lisa was editing newsletters for a grassroots farm organization, the Community Farm Alliance.

The rest of the staff, those with major responsibilities in other capacities in addition to Brushy Fork, are also well into active summers. Unbeknownst to them, the in-house staff affectionately refers to these colleagues as the 'out-house staff.' The out-house staff includes workshop facilitators Mary Ellen McLaughlin and Robert Menefee; the Director of Berea's ACLP Student Leadership Development Program, David Sawyer (who also serves as a workshop facilitator); Loyal Jones, known to Brushy Fork Associates as a delightful storyteller; and Berea College President, John Stephenson.

Mary Ellen McLaughlin is the Director of the Upward Bound Program at Berea College. Mary Ellen is fully occupied with 80 teenagers and a staff of 24 now on campus for U.B.'s summer session.

Bob Menefee, who theoretically 'retired' from college teaching a few years ago, will be attending an Elderhostel program and a college reunion this summer in addition to his schedule of volunteer work.

David Sawyer is also the Director of a Berea College service program called Students for Appalachia (SFA). Currently David is busy with SFA's summer camp.

Loyal Jones, the Director of the Appalachian Center at Berea College, is currently conducting Appalachian Seminars for teachers, librarians, and others.

John Stephenson, Brushy Fork's founder and visionary, is busy with his usual summer calendar at the College and plans to do some travelling.

Mountain Promise

c/o Brushy Fork Institute
CPO 35
Berea College
Berea, KY 40404
(606) 986-9341 ext. 6838

Nonprofit Org.
Third Class
U.S. Postage
PAID
Berea, KY 40403
Permit #19