

Agricultural Development Plan

Jefferson County, West Virginia

“The Ag Action Plan”

~ Prepared by the ~

Jefferson County Agricultural Task Force

September 2002

ACKNOWLEDGEMENTS

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Task Force Chairman

Dr. Keith Berkeley

Project Manager

Mr. Roger Boyer

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Jefferson County Commission
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Claude Worthington Benedum Foundation
West Virginia State Conservation Committee

Supporting Authors/Researchers/Facilitators

Roger Boyer
Project Coordinator, Potomac Headwaters RC&D Council

Marian Buckner
Council Member, Potomac Headwaters RC&D Council

Philip Gottwals
Claggett Wolfe Associates

Ben Hermoso
Claggett Wolfe Associates

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FOREWORD

In July 2001, the Jefferson County Agricultural Task Force was formed to answer the question, Does local agriculture have a role in Jefferson County's future? The Task Force is composed of local farmers and nonfarmers having a stake in agriculture. Their answer to that question, as the Jefferson County Agricultural Development Plan they produced makes very clear, is a resounding "Yes."

Agriculture and the rural economy are important contributors to Jefferson County's economy. Not only that, agriculture provides the public with an abundance of the things that make Jefferson County a good place to live.

During the work of the Agricultural Task Force, it was concluded that while traditional farms will continue to operate, agriculture will also see transition. New forms of agriculture will appear on the scene.

The Jefferson County Agricultural Development Plan is a plan of action steps to help sustain local farming. It addresses both more profitability for farmers and expanding the rural economy. The rural economy consists of agriculture, its support businesses, and other businesses related to agriculture (e.g., tourism and agritourism; equine industry and racetrack; value-added products; nurseries and greenhouses).

Why Will This Plan Affect Us All?

- This Plan will affect us all, farmers and nonfarmers. What happens to local agriculture affects many things important to us and our families:
- Agriculture is a life-support activity. It is the source of daily food for all Americans.
- Local farms may prove important in regional food security.
- Well-maintained farms contribute to environmental quality:
- Maintain water quality.
- Mean clean air--much less traffic.
- Provide open space and wildlife habitat.
- Agriculture keeps taxes lower.
- It produces far more in local taxes than it costs in services or infrastructure.
- The true economic contribution of agriculture and the rural economy are not fully reported.
- Profitable agriculture is a solution to sprawl.
- The rural beauty of farmland attracts tourists.

With every loss of a family farm, all these immense advantages are diminished.

How Did This Plan Come About?

Last year in August 2001, the Jefferson County Agricultural Task Force began work on a plan to sustain local agriculture. Its 32 members were half farmers and half non-farmers with a stake in agriculture. This Task Force was formed for the Potomac Headwaters

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RC&D Council project, RURAL OPTIONS: Economic Enhancement of Agriculture. The purpose was to develop a strategic plan to sustain farming in Jefferson County.

Task Force members worked with a process that focused on strengths, weaknesses, opportunities, and threats (SWOT process) facing Jefferson County agriculture. Task Force members voiced some weaknesses and many threats to agriculture's future but, more importantly, they listed many strengths and opportunities.

The Jefferson County Agricultural Development Plan resulted from the year's work of the Agricultural Task Force. It is based on a study of empirical data, case studies, in-depth interviews with key industry players, and an analysis of industry trends in addition to the SWOT process. The following goals of the Task Force emphasize areas that the County needs to focus on to ensure a future for agriculture:

- (1) Develop supportive public policy.
- (2) Support agricultural marketing.
- (3) Increase economic development support for agriculture.
- (4) Develop protocols for outreach, education, and training.

This Plan is a Five-Year Action Plan. That is because the local situation is changing so rapidly that longer planning would soon be outdated. This plan can be revised and updated as appropriate.

The Task Force identified five key focus areas and 27 recommendations. All play a role in helping make farming more profitable and in sustaining agriculture. The key focus areas are Economic and Business Development; Work Force Development; Education and Training; Marketing and Communications; and Policy, Planning, and Legislation.

Top Task Force priorities are as follows:

- Create an Agricultural Development Office
- Seek Support for an Agricultural Marketing Study
- Develop an Agricultural Entrepreneurship Program
- Advocate for Agricultural Disclosure Documentation (real estate transactions)
- Develop an Agricultural and Farmland Protection Plan

What Will It Take to Bring This Plan About?

Plans sometimes collect dust on a shelf and produce no results. What will it take to bring this Plan about? It will take active, sustained efforts by the Agricultural Task Force; the Potomac Headwaters RC&D Council; county officials; West Virginia University Extension Office; as well as other stakeholders such as the Jefferson County Farm Bureau and other farm organizations, federal governmental and state governmental offices, and agricultural support businesses.

And ordinary citizens who stand to gain immensely from agriculture must inform themselves and support efforts to sustain family farming. Farming can have a future only if those of us who benefit from the presence of agriculture become aware, care, and act.

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INTRODUCTION

The Jefferson County Agricultural Task Force undertook this analysis of the County's agricultural industry as a component, and supplement, to the County's Comprehensive Plan update. In doing this, the Task Force acknowledges both the important economic role that agriculture plays in the County, and also the vital role that farm profitability plays in maintaining the County's critical land resources. Recommendations from this study will be used to support and develop innovative agricultural programming that promotes successful farms. The outcome of this analysis is encompassed in the following elements of the "Agricultural Development Plan."

The "Agricultural Development Plan" uses a study of empirical data, case studies, in-depth interviews with key industry players, and an analysis of industry trends to establish a five-year strategic vision for Jefferson County agriculture including a series of short-term action items. Collectively, these action items will direct cooperative efforts between the private and public sectors targeting an improved economic climate for farmers and agribusinesses. This ambitious plan for the future of Jefferson County agriculture supports an expanding mission of the Potomac Headwaters Resource Conservation and Development (RC&D) Council:

To investigate methods to support, promote, develop and preserve the economic viability of the agricultural industry in Jefferson County.

To be successful in this endeavor, the Task Force has identified five key focus areas in which to undertake 27 new initiatives or renew current efforts. These five focus areas are:

- Economic and Business Development
- Work Force Development
- Education and Training
- Marketing and Communications
- Policy, Planning, and Legislation

This document addresses each of these areas with respect to a Five-Year Action Plan. The Objectives set the tone for the overall plan and provide long-term guidance for implementation. It is also the work plan, the current and immediate portion of the plan. These are presented together so that the reader can understand how the long-range goals will be implemented.

The following project background informs the reader of the processes and information used to develop this plan.

PROJECT BACKGROUND

Recommendations in this strategic plan are drawn from empirical and anecdotal evidence collected during the study period of August 2001 through April 2002. Interpretations of this data were utilized in preparing the Plan.

TASK FORCE BACKGROUND

The formation of the Task Force emphasizes the value of having a broad-based cross-section of farmers and representatives of related sectors. All individuals in the Task Force share an interest in the future of Jefferson County's agriculture and rural economy. The Task Force also includes local officials to provide valuable input as well as professional consultants for technical assistance. A list of Task Force membership is provided as Appendix A.

DEFINITION OF AGRICULTURE

Also critical in this analysis is the definition of agriculture that motivates the agricultural programs in Jefferson County.

This study uses a broad definition of agriculture as a means of livelihood, which includes all aspects of the cultivation and production of plant material and animal products; the marketing, processing, utilization, and distribution of these products; and other secondary on-farm activities, (i.e., agricultural tourism, equine industry, forestry, aquaculture, and environmental preservation.)

ECONOMIC CONTEXT

Agriculture is a cornerstone element of the rural economy and a critical component of the overall economic health of Jefferson County's rural communities. Yet agriculture is still only a component of this rural economy and itself must be supportive of other, appropriate rural economic opportunities. Historically such opportunities have included forest products extraction and manufacturing, tourism, agricultural services, consumer/business services, farm/home based businesses, equipment and parts manufacturing, as well as equine related activities such as racing, training, breeding, and veterinary services.

STRATEGIC PLANNING OUTCOMES

The purpose of the Task Force was to achieve the economic enhancement of Jefferson County's agriculture. In order to clearly define this objective as well as the means to achieve it, the Task Force conducted a strategic planning process. It is important to note that the strategic plan was based on inputs provided by all segments of Jefferson County's agricultural community. It was achieved through an extensive process that involved open dialog and consensus building. As such, this strategic plan's findings should be considered as something truly representative of Jefferson County agriculture. The steps and the corresponding findings are briefly described below:

VISION

A strategic plan's vision is a picture or description of Jefferson County's agriculture within the medium term in the context of various characteristics such as appearance, size, operations, and capacity. After considering numerous issues such as sustainability, agricultural land preservation, economic viability, rejuvenation through new entrants, the environment, and public support, the Task Force defined the vision of Jefferson County agriculture as follows:

A more profitable and economically viable livelihood reinforced by supportive public policy, a critical mass of farmland, and a diversity of support industries.

MISSION

The mission highlights the purpose of all actions carried out within the organization. The mission is based on the agricultural community's relationships with other entities, including the State government, related organizations, and the general public. The mission is:

To advance the interests of Jefferson County's agricultural community to all concerned fronts, particularly the state and local government, related organizations, and the public.

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GOALS

The Jefferson County Agricultural Task Force has explicitly detailed the accomplishments that this plan should achieve. These goals are grouped by topic areas.

1. Develop Supportive Public Policy
 - a. Impact the county comprehensive plan to support a positive economic climate for local agriculture and agribusiness.
 - b. Encourage legislation that notifies new residents in agricultural areas of the industrial nature of agriculture.
 - c. Support land-use planning consistent with preserving the most productive farmland.
 - d. Encourage the development of a strategic farmland map.
 - e. Review laws restricting value-added processing and marketing.
 - f. Seek better integration of state and local programs.
 - g. Examine new revenue opportunities to support agricultural preservation and development.
 - h. Seek assignment of responsibility for implementing elements of this plan.
2. Support Agricultural Marketing
 - a. Develop a product identity program.
 - b. Create new direct marketing opportunities.
 - c. Develop information on income opportunities.
 - d. Increase local product awareness.
3. Increase Economic Development Support for Agriculture
 - a. Examine the feasibility of shared use processing.
 - b. Attract and retain new farmers and agribusinesses.
 - c. Explore regional development opportunities.
 - d. Assess regional competitive position.
 - e. Develop an agricultural impact statement.
 - f. Develop tax incentives to support agricultural development and farmer retention.
4. Develop Protocols for Outreach, Education, and Training
 - a. Develop a coordinated public education and outreach program.
 - b. Create value statements to bridge the gap between agricultural and non-agricultural residents.

PROGRAMS

The following recommendations should be considered a menu of agricultural development options. The Task Force realizes that the County will not be able to implement all aspects of the recommendations, but expects that this list should spark a debate that helps to further classify, refine, and prioritize agricultural development initiatives. As priorities are developed, key agencies should adopt them as part of their individual work plans, and the County should integrate them into its comprehensive plan. It is also noted that the commitment and support of the County along with the industry, municipalities, and other impacted constituencies is critical to the ultimate success of this plan and the industry it is designed to support.

Based on the analysis completed to date, the Task Force has suggested the development of the following 27 programs.

Economic and Business Development

Ten-Year Objective

Create an economic environment where traditional and non-traditional agricultural operations thrive using a full complement of economic and business development tools. Economic Development initiatives will focus on developing value-added agricultural production, strengthening industry profitability, integrating farming and non-farming communities, encouraging agricultural operations with high returns to the community, increasing wages and proprietor's income, supporting supplier/vendor networks, and enhancing the quality of life.

Five-Year Action Plan

1. **Create an Agricultural Development Office.** The purpose of this office would be to promote, market and help sustain agriculture in Jefferson County by working with local producers, citizens, government and other interested parties in business development; marketing; outreach; communications; business attraction, expansion, and retention; policy; and product development. As well, this position would support the development of Jefferson's rural economy by assisting agriculturally related businesses, such as food processors and hardwood mills, in the processes of business formation, expansion, and relocation.
2. **Develop a Shared-Use Processing Facility.** The group reiterated their interest in developing a processing facility that would accommodate slaughter, meat packing, dairy processing, and other food processing. It was suggested that a sub-committee be formed to explore the option of purchasing the 250-acre farm adjacent to the existing county industrial park. As a first step, the group

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recommends conducting a **Shared-Use Processing Feasibility Study** before any monetary investments are placed. However, the exploration of purchasing the 250-acre farm should continue.

3. **Create an Agribusiness Ombudsman.** This position could be filled by the above mentioned Agricultural Development Office. Their responsibilities would include assisting agribusinesses and regulators in negotiating the often Byzantine regulatory structure facing the industry as well as providing advocacy and support for proactive agricultural policies.
4. **Young/New Farmer Program.** As with most areas of the United States, Jefferson County is following the trends of increased average age of producers and fewer new entrants in the profession. The group would like to see a program initiated that would make it easier for individuals to start in farming, such as the New York Farm Link program.
5. **Develop a capital access program.** Specific mention was made to developing programs similar to numerous mid-western “Agricultural Development Finance Authorities” such as the Iowa program. The need, as identified, is limited access to debt and equity financing. Non-finance issues that potentially restrict access should be evaluated as well.
6. **Develop a leadership program in conjunction with local Chamber of Commerce.** The development of community leadership at all levels of industry and government is a critical element of successful economic and community development. Jefferson County should explore the creation of a formal leadership development program integrating agriculture and other industry sectors.
7. **Investigate feasibility and costs of incentive programs regarding farm profitability.** Investigate feasibility and costs of incentive programs for farm owners/managers to develop innovative ideas to boost farm profitability (e.g. Massachusetts Farm Viability Program).
8. **Lender/Funder Roundtable.** This recommendation targets commercial lenders who may not be aware of lending opportunities within agriculture.

Work Force Development

Ten-Year Objective

Be regionally recognized for developing innovative programs to address fundamental issues of labor supply, regulation, training, and employment benefits.

Five-Year Action Plan

9. **Develop a labor station/labor clearinghouse to facilitate grower access to screened (including INS) unskilled and semi-skilled laborers for seasonal and temporary employment.** The plan will examine how other industries such as construction and landscaping have utilized common labor services to legally recruit short-term labor and seek to implement a locally appropriate program.
10. **Create a skills training program in conjunction with other entities such as the Nurseryman's Association or Farm Bureau to recruit, train, and place unskilled labor.** It is expected that this project will rely on recruitment of migrant, offshore, or nontraditional labor sources with limited agricultural skills; provide basic, industry-based training; and place workers with participating farms.
11. **Increase availability of non-traditional labor force.** This recommendation has two parts. The first effort should focus on outreach to raise awareness of farmers about of nontraditional labor sources (such as retirees or seasonal employees from counter-cyclical industries). The second part should be an outreach plan for making the identified non-traditional labor force aware of agricultural industry opportunities.

Education and Training

Ten-Year Objective

Develop innovative programs to address appropriate opportunities for education and training for farm and non-farm agricultural constituents focused on increasing public awareness and support for agriculture.

Five-Year Action Plan

- 12. Educate growers and others involved with agriculture about grant opportunities.** Conduct a grant training seminar to teach growers and others involved in agriculture how to tap public and private resources for agricultural development, agricultural entrepreneurship, training, education, youth development, and more. Program will include a seminar on writing grant applications.
- 13. Educate farmers about work-force management.** This recommendation entails developing a curriculum for growers that would train farmers and agribusinesses in labor management and recruitment skills as well as trends in flexible work scheduling being used by other industries.
- 14. Develop a Public Education Program coordinated by the Agricultural Development Office.** A coordinated public education and outreach effort should be developed and led by the proposed agricultural development office to include coordination of Farm/Barn Tours, development of an informational video series, enhancement of agricultural curricula in primary and secondary schools¹, increased educational opportunity at the County Fair, public education and outreach in support of agricultural land preservation funding², and a public speakers bureau for the agriculture industry. Effort should be directed toward the general public as well as policy makers and include a focus on the rural economy.
- 15. Educate growers about labor replacement strategies such as capital replacement of labor and labor saving production techniques.** Investigate present trends in labor replacement strategies or changes in cropping systems to include evaluation of capital versus labor-intensive processes (economic threshold analysis).
- 16. Educate growers about work-force regulations.** Develop a regulatory workshop to increase the working knowledge of farm businesses through specialized short courses in labor law, migrant law, etc.

Marketing and Communications

Ten-Year Objective

Develop programs and marketing information sources linking farmers and consumers enhance the farmer's share of the consumer dollar.

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17. **Product Identity Program.** The Task Force suggested that a Logo/Product identity program should be explored. This program would assist consumers in identifying locally grown and/or processed products and would be integrated with the proposed Agricultural Development Office.
18. **Arts & Crafts from Agricultural Products/Byproducts.** Develop a program that would support, attract, or encourage new ventures that focus on agriculturally related arts and crafts products.
19. **Seek support to conduct an agricultural marketing study.** Support would include county match for federal funding to support the assessment and design of local and regional marketing initiatives.
20. **Create a marketing, business management, and/or agricultural entrepreneurship program to encourage "Out of the Box" thinking.** Program will be an incentive-based³, building on successful elements of other programs such as Cornell's Pro Farm Program, the Massachusetts Farm Viability program, and the University of Nebraska's NxLevel Course. The new program will also develop a service corps of technical experts to assist existing and potential participants.
21. **Conduct an equine industry study.** The equine industry is becoming an increasingly important component of Jefferson County agriculture, yet little is understood about the industry. This project would seek to identify key characteristics of the equestrian market in the county as well as its linkages to more traditional agricultural sectors. It would utilize any and all existing state or local information available from the USDA or West Virginia Department of Agriculture.

Policy, Planning, and Legislation

Ten-Year Objective

Jefferson County and incorporated municipalities should coordinate all policy and planning efforts in an effort to support this critical rural industry. In addition, elements of this plan and subsequent agricultural planning efforts should be formally adopted in all relevant County plans. Furthermore, the County recognizes that policies set outside of its boundaries, whether at the regional or state level, can have profound impacts within the County. Therefore, the County should support stronger regional planning efforts.

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22. **Advocate for county legislation requiring that purchasers of residential property sign agricultural disclosure documents at settlement.** Disclosure documents would be required in agricultural districts (to be defined) and would indicate that the purchaser had been advised and accepted that the property was in an agricultural district. Further, the document would describe the industrial nature of agriculture and the right to farm protections afforded to agriculture.
23. **Develop a strategic farmland map.** This recommendation creates a visual base of critical economic and land-use information for policy makers and the public.
24. **Advocate for flexible land-use policies.** This recommendation addresses the need to amend current zoning to support on-farm value-added, but may be expanded to include performance based zoning criteria for agricultural operations.
25. **Develop an on going estate planning / farm transition program.** This recommendation addresses the need for improved farm transition planning in the face of rising land values, and seeks improved awareness of transition options.
26. **Review Jefferson County legislation/regulations.** Many county regulations, such as land-use regulations, may have unintended effects on the agriculture industry. This program would systematically review relevant county regulations, propose changes to such regulations, and make recommendations to increase the agricultural “friendliness” of county policy. The County Comprehensive Plan is currently friendly to agriculture and needs to remain as such. Ordinances should reflect the need to maintain a viable agricultural economy..
27. **Develop an Agricultural and Farmland Protection Plan.** The high rate of urban growth has caused the County to address the interaction and interrelationship of residential and agricultural land-uses. As a first step, the County is developing a Farmland Protection Plan. The new Agricultural Development Office would work to integrate the Agricultural Development Plan

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with the County's Farmland Protection Plan to ensure the continuing availability of high quality farmland in Jefferson County.

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IMPLEMENTATION TIMELINE

Based on the program recommendations presented in this report, the Jefferson County Agriculture Task Force prioritized each program as Level 1 (urgent and immediate need), Level 2 (important), and Level 3 (future need). The following chart recommends an implementation schedule for each of these programs based on this assignment of priorities.

FIGURE 1: IMPLEMENTATION MATRIX BY PRIORITY RANKING

	Year 0 ⁴	Year 1	Year 2	Year 3	Year 4	Year 5
Priority Level 1						
Create an Agricultural Development Office						
Seek Support for an Agricultural Marketing Study						
Develop an Agricultural Entrepreneurship Program						
Advocate for Agricultural Disclosure Documentation						
Develop an Agricultural and Farmland Protection Plan						
Priority Level 2						
Develop a Shared-Use Processing Facility						
Create an Agribusiness Ombudsman Position						
Investigate Feasibility and Costs of Incentive Programs Regarding Farm Profitability						
Develop a Labor Station-Labor Clearinghouse						
Create a Skills Training – Labor Placement Program						
Increase Availability of Non-Traditional Labor						
Develop a Public Education Program						
Educate Farmers and Others Involved in Agriculture about Grant Opportunities						
Educate Farmers about Work Force Management						
Educate Farmers about Labor Replacement Strategies						
Educate Growers about Work Force Regulations						
Develop a Product Identity Program						
Conduct an Equine Industry Study						

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<i>(Continued)</i>	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Develop a Strategic Farmland Map						
Advocate for Flexible Land-Use Policies						
Develop an Ongoing Estate Planning and Farm Transition Program						
Review Jefferson County Legislation and Policies						
Priority Level 3						
Develop a Young/New Farmer Program						
Develop a Capital Access Program						
Co-Develop a Leadership Training Program with the Chamber of Commerce						
Conduct a Lender/Funder Forum						
Develop Arts and Crafts Complementary to Local Agricultural Production						
Plan Updates and Revisions						
Revise and Update Five-Year Work Plan						
Evaluate and Report Progress Toward Objectives						

⁴Year "0" is the current year.

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PROGRAM PARTNERSHIPS

Each of the organizations listed below has the potential to positively influence the outcome of this strategic plan.

FIGURE 2: PARTNERSHIP MATRIX

	Economic/Business Development	Work Force Development	Education and Training	Marketing and Communications	Planning, Policy, and Legislation
West Virginia Department of Agriculture					
Commodity Associations					
Farm Bureau					
Farmers					
Agribusinesses and Service/Supply Dealers					
Jefferson County Development Authority					
Jefferson County Cooperative Extension Service					
Jefferson County Planning Commission					
Shepherd College Small Business Development Center					
Jefferson County Chamber of Commerce					
Farm Credit					
West Virginia Specialty Foods Association					
Jefferson County Farmland Protection Board					
Jefferson County Convention and Visitors Bureau					
Jefferson County Historic Landmarks Committee					
The Conservation Fund: Freshwater Institute					
Land Trust of the Eastern Panhandle					
Potomac Headwaters RC&D Council					
West Virginia Legislature					
U.S. Food and Drug Administration					
U.S. Department of Housing and Urban Development					
U.S. Department of Agriculture					
U.S. Department of Labor					
West Virginia University					

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PROGRAM FUNDING NEEDS

In order to implement the programs outlined in the Jefferson County Agricultural Development Plan, resources must be made available to the appropriate agencies and organizations who will be responsible for carrying out the specific action items outlined in this report. The table below offers budgetary guidance based on the experiences of the Agricultural Task Force as well as the project facilitator and should be used as guidelines only in developing more comprehensive program budgets.

FIGURE 3: PROGRAM FUNDING GUIDANCE

	One Time/Initial	Ongoing
Priority Level 1		
Create an Agricultural Development Office	\$70-90,000	\$75,000
Seek Support for an Agricultural Marketing Study	\$35,000	
Develop an Agricultural Entrepreneurship Program	\$8,000	Fee Recovery
Advocate for Agricultural Disclosure Documentation	Staff Allocation	
Develop an Agricultural and Farmland Protection Plan	Staff Allocation	
Priority Level 2		
Create an Agribusiness Ombudsman Position	Staff Allocation	
Develop a Shared-Use Processing Facility	\$40,000	TBD ⁵
Investigate Feasibility and Costs of Incentive Programs Regarding Farm Profitability	\$80,000 for Pilot Project	TBD ⁵
Develop a Labor Station / Labor Clearinghouse	\$15,000	\$1,500
Create a Skills Training and Labor Placement Program		\$1,500
Increase Availability of Non-Traditional Labor	Staff Allocation	
Develop a Public Education Program		\$5,000
Educate Farmers and Others Involved in Agriculture about Grant Opportunities		\$500
Educate Farmers about Work Force Management		\$1,000
Educate Farmers about Labor Replacement Strategies		\$750
Educate Growers about Work Force Regulations		\$750
Develop a Product Identity Program	\$50,000	TBD ⁵
Conduct an Equine Industry Study	\$25,000	TBD ⁵
Develop a Strategic Farmland Map	\$14,000	TBD ⁵
Advocate for Flexible Land-Use Policies	Staff Allocation	
Develop an Ongoing Estate Planning and Farm Transition Program		\$750
Review Jefferson County Legislation and Policies	Staff Allocation	
Priority Level 3		
Develop a Young/New Farmer Program	\$8,000	TBD ⁵
Develop a Capital Access Program	\$50,000	TBD ⁵
Co-Develop a Leadership Training Program with the Chamber of Commerce	\$8,000	Fee Recovery
Conduct a Lender/Funder Forum		\$750
Develop Arts and Crafts Complementary to Local Agricultural Production	Staff Allocation	
Plan Updates and Revisions		
Revise and Update Five-Year Work Plan	\$15,000	
Evaluate and Report Progress Toward Objectives		\$1,000

⁵ TBD: To Be Determined following results of feasibility analysis.

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FUNDING SUPPORT

Those organizations represented below have the capacity to fund or assist in funding specific recommendations within each of the focus areas.

FIGURE 4: FUNDING MATRIX

	Economic/Business Development	Work Force Development	Education and Training	Marketing and Communications	Planning, Policy, and Legislation
Commodity Associations					
Public Utilities					
Farmers / End Users					
West Virginia Department of Agriculture					
West Virginia Development Office					
West Virginia Legislature					
Financial Institutions					
Business Service Providers					
Small Business Development Center					
Private Foundations					
U.S. Department of Housing and Urban Development					
U.S. Department of Agriculture					
County Government					
Colleges and Universities					

APPENDICES

APPENDIX A

JEFFERSON COUNTY

AGRICULTURAL

TASK FORCE MEMBERSHIP

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Members

Dr. Keith Berkeley – Veterinary Medicine
Richard Blue - Farming: Dairy
Kelly Bohrer – Valley Farm Credit
Marian Buckner – Potomac Headwaters RC&D Council
Roger Dailey – Jefferson County Farmland Protection Board
Shannon Donley – Jefferson County Farm Bureau
Gary Dungan – Jefferson County Development Authority
Randy Funkhouser – Farming: Equine
William Grantham – Farming: Vegetables
Lee Greiner – Farming & Agritourism
Robert Gruber – Eastern Panhandle Conservation District
Martin Jenkins – The Conservation Fund – Freshwater Institute
Jim Keel – Land Trust of the Eastern Panhandle
William Knode – Farm Service Dealer
**Brande Larrimore – Formerly represented the Jefferson County Convention and
Visitors Bureau, now Member-At-Large**
Dick Latterell – Jefferson County Watersheds Coalition
**Christina Lundberg – Small Business Development Center of Community
Technology College of Shepherd College**
Mike Magaha – Farming: Conventional Cash Cropping
Steve Miller – WV Department of Agriculture
Susan Nash – Jefferson County League of Women Voters
Jack Quinn – Farming & Real Estate Sales
Robert Schnably – USDA – Natural Resources Conservation Service
Kelly Shank – Formerly from Valley Farm Credit
Paulette Sprinkle – Jefferson County Convention and Visitors Bureau
Chris Stiles – Jefferson County Planning Commission
Cam Tabb – Farming: Conventional Cash Cropping

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William Theriault – Jefferson County Historic Landmarks Commission

John Unger – West Virginia State Senate

Craig Yohn – WVU, Jefferson County Extension Service

Richard Zigler – Farming: Dairy

Ward Zigler – Farming: At Large

Richard Zimmerman – WVU, Agricultural Research

APPENDIX B

**PLAN PRIORITY LEVEL 1 ITEMS
(Details)**

Jefferson County Agricultural Development Plan

Jefferson County Agricultural Task Force: Project Planning Form	
Task Name: Create an Agriculture Development Office	
Priority: 1	
Functions and Responsibilities	<ol style="list-style-type: none"> 1. Find Funding 2. Coordinate Resources 3. Strategic Plan Implementation 4. Monitor Progress of Plan 5. Design, Implement, Manage, and Evaluate Programs 6. Be Accountable to Agricultural Community 7. Marketing and Outreach 8. Advocacy
Responsible Entity	<p>Management and Operations: Jefferson County Development Authority</p> <p>Policy and Oversight: Jefferson County Development Authority with Jefferson Agricultural Task Force in Advisory Board Capacity</p>
Budget	<p>Personnel: \$30,000 - \$50,000 for Program Manager (Should match salary for similar positions in county government)</p> <p>\$10,000 for Part-Time Office Administrator</p> <p>Annual Operating Budget (Excludes Personnel): \$30,000</p>
Timeline	12-16 months to receive authorization, funding support, advertise, and hire

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Jefferson County Agricultural Task Force: Project Planning Form	
Task Name: Seek Support for an Agricultural Marketing Study	
Priority: 1	
Functions and Responsibilities	<ol style="list-style-type: none">1. Define Project Parameters and Objectives2. Seek Local Support and Match3. Develop Grant Request4. Develop RFP and Hire Consultant5. Manage Project6. Distribute Report7. Develop Community Buy-In8. Develop Implementation Strategy
Responsible Entity	Agricultural Development Office
Budget	\$35,000 - Funding needs will vary based on Scope of Work and level of in-kind contributions
Timeline	Project should start within 6-9 months of hiring Agricultural Development Officer

Jefferson County Agricultural Development Plan

Jefferson County Agricultural Task Force: Project Planning Form	
Task Name: Develop an Agricultural Entrepreneurship Program	
Priority: 1	
Functions and Responsibilities	<ol style="list-style-type: none">1. Evaluate and select entrepreneurship curriculum in cooperation with Small Business Development Center of Community Technical College of Shepherd College (SBDC)2. Develop marketing and fundraising strategy3. Select training site4. Recruit farmers and agribusinesses5. Engage instructor and speakers6. Evaluate program success7. Revise and update program
Responsible Entity	Agricultural Development Office in cooperation with SBDC and Extension
Budget	\$8,000 – Estimated full cost of conducting 8 week pilot seminar. Program should eventually operate at break-even based on fees and fundraising
Timeline	Hold course within 12 months of Agricultural Development Office being formed

Jefferson County Agricultural Development Plan

Jefferson County Agricultural Task Force: Project Planning Form	
Task Name: Advocate for Agricultural Disclosure Documentation	Priority: 1
Functions and Responsibilities	1. Evaluate similar programs in other jurisdictions 2. Develop legislative strategy 3. Build support and partnerships 4. Draft county policy 5. Support legislation
Responsible Entity	Agricultural Development Office
Budget	200 hours of staff commitment
Timeline	Begin immediately upon formation of Agricultural Development Office

Jefferson County Agricultural Development Plan

Jefferson County Agricultural Task Force: Project Planning Form	
Task Name: Develop an Agricultural and Farmland Protection Plan	
Priority: 1	
Functions and Responsibilities	<ol style="list-style-type: none">1. Define Project Parameters and Objectives2. Seek Local Support and Match3. Develop Grant Request4. Develop RFP and Hire Consultant5. Manage Project6. Distribute Report7. Develop Community Buy-In8. Develop Implementation Strategy
Responsible Entity	County Farmland Protection Board (created by County Commission) in cooperation with Agricultural Development Office
Budget	Approximately 200 hours of staff time that will vary based on scope of Work and other levels of in-kind contributions
Timeline	Project should start within 6-18 months of hiring Agricultural Development Officer depending on level of County and stakeholder commitment

APPENDIX C

FEDERAL AND STATE ASSISTANCE PROGRAMS

AVAILABLE

FOR

AGRICULTURAL PURPOSES

Jefferson County Agricultural Development Plan

(This is not an exhaustive list of sources.)

FEDERAL ASSISTANCE PROGRAMS AVAILABLE FOR AGRICULTURAL PURPOSES

RESEARCH & TECHNOLOGY TRANSFER

(I) Initiative for Future Agriculture and Food Systems (IFAFS)

Description: Grants for research, extension and education to address emerging agricultural issues related to future food production, environmental quality and natural resources management and farm income.

Grants awarded must address priority mission areas related to: (a) Agricultural genome, (b) Food safety, food technology and human nutrition, (c) New and alternative uses and production of agricultural commodities and products, (d) Agricultural biotechnology, (e) Natural resource management, including precision agriculture, and (f) Farm efficiency and profitability, including the viability and competitiveness of small- and medium-sized dairy, livestock, crop, and other commodity operations.

Priority is given to projects that are multi-state, multi-institutional, or multi-disciplinary and projects that integrate agricultural research, extension and education. IFAFS is distinct from other CSREES programs because of its priority on integrating research, extension, and education; its consideration of the concerns of small and mid-sized operations; its emphasis on agricultural production issues; and its goal to support relatively large projects that provide more intensive support to the research, extension, and education system.

Contact: Dr. Rodney Foil, Director
IFAFS Program
1400 Independence Avenue., SW.
4309 Waterfront Center
Washington, D.C. 20250
(202) 720-4423
Email: rfoil@reeusda.gov

www.reeusda.gov/ifafs/

(II) Section 406: Integrated Research, Education and Extension Competitive Grants Program

Description: A mechanism within USDA for funding activities on a wide variety of potential topics that integrate research and extension with education through a

Jefferson County Agricultural Development Plan

competitive grant program to fund integrated, multifunctional agricultural research, extension, and education activities. The Secretary may award grants to colleges and universities (as defined by section 1404 of the National Agricultural Research, Extension, and Teaching Policy Act of 1977 (7 U.S.C. 3103)) for projects that address priorities in U.S. agriculture involving integrated research, education, and extension activities, as determined by the Secretary in consultation with the National Agricultural Research, Extension, Education, and Economics Advisory Board. The program is administered through the Cooperative State Research, Education and Extension Service (CSREES).

Individual programs funded and amounts of funding under the Section 406 funding mechanism may vary from fiscal year to fiscal year, depending on topics of highest priority to congressional appropriators.

Contact:

Call or e-mail the coordinator for each program as noted below. During 2001 or 2002 an overall coordinator for Section 406 or "Integrated Programs" may be assigned.

Water Quality Contact

Mike O'Neill

(202) 205-5952, moneill@reeusda.gov

National Food Safety Initiative Contact:

Jan Singleton

(202) 401-1954, jsingleton@reeusda.gov

Pesticide Impact Assessment Pest Management Centers Contact:

Dr. Dennis Kopp

(202) 401-5437, dkopp@reeusda.gov

Crops at Risk from FQPA Implementation (CAR) Contact:

Dr. H. J. "Rick" Meyer

(202) 401-4891, hmeyer@reeusda.gov

FQPA Risk Avoidance and Mitigation Program for Major Food Crop Systems (RAMP) Contact

Mike Fitzner

(202) 401-4939, mfitzner@reeusda.gov

Methyl Bromide Transition Contact

Tom Bewick

(202) 401-3356, tbewick@reeusda.gov

Organic Transitions Contact

Anne Bertinuson

(202) 401-6825, abertinuson@reeusda.gov

www.reeusda.gov

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(III) National Agroforestry Center (NAC)

Description: Develops and disseminates Agroforestry technologies and information through a partnership of the USDA Forest Service and Natural Resources Conservation Service to accelerate the development and application of agroforestry technologies to attain more economically, environmentally, and socially sustainable land-use systems. The Center acts as a catalyst organization to involve cooperators and stakeholders in all aspects of agroforestry technology development through cooperative research and development, technology transfer and applications, and international exchange.

Agroforestry is defined as the intentional growing of trees and shrubs in combination with crops or forage. It also includes tree and shrub plantings on farms and ranches that improve habitat value for humans and wildlife, or that provide woody plant products in addition to agricultural crops or forage. Agroforestry is distinguished from traditional forestry by having the additional aspect of a closely associated agricultural or forage crop. Agroforestry provides both income for the landowner and conservation/environmental enhancement benefits for the land. A key concept in agroforestry is "Working Trees"—trees planted in a specific place for a specific purpose. Agroforestry practices include riparian buffer strips, streambank bioengineering, alley cropping, windbreaks, grazing/timber systems, tree/specialty crop systems, living snowfences, forest farming, waste disposal systems and wildlife habitat plantings.

Information Available

Publications include:

Inside Agroforestry, a quarterly newsletter mailed to over 8,000 natural resource professionals.

Agroforestry Working Trees Series. Trees can perform many jobs for communities, farms, and ranches. They can increase farm or ranch income as well as promote conservation of land, water, and wildlife. Brochures illustrating a variety of uses for trees in those settings include: Working Trees for Agriculture, Working Trees for Communities, Working Trees for Wildlife, Working Trees for Livestock, and Working Trees for Waste.

Agroforestry Technical Note Series. Five main practices make up agroforestry. Several technical notes describing their application are available from the National Agroforestry Center, including:

Alley Cropping: Growing annual crops between rows of trees;

Riparian Forest Buffers: Protecting waters for nutrients, pesticides and sediments;

Forest Farming: Producing specialty products like ginseng or shiitake mushrooms;

Windbreaks: Providing conservation plus protecting crops, livestock and communities;

Silvopasture Systems: Integrating timber production with livestock grazing; and

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Special Applications: Growing hybrid poplars; better managing wastewater and wildlife.

Working tree displays.

Videos such as *Green Side Up*, a three-module tree planting training video, and *Agroforestry: Agriculture & Forestry Working Together*.

Contact: Northeast Region
Bruce Wight, (402) 437-5178 ext. 36
Mike Majeski, (651) 649-5240

National Program Office
Greg Ruark, Director
National Agroforestry Center
East Campus--UNL
Lincoln, NE 68583-0822
(402) 437-5178
(402) 437-5712 - fax

www.unl.edu/nac

(IV) Sustainable Agriculture Research and Education (SARE) Program

Description: The Sustainable Agriculture Research and Education (SARE) program provides grants to advance farming systems that are profitable, environmentally sound and good for communities. Specifically, the program awards grants to farms, universities, nonprofit organizations, and research/education institutions or agencies to improve the economic, environmental, and social sustainability of farming and ranching. SARE also conducts educational and extension programs in an effort to increase knowledge about—and help farmers and ranchers adopt practices that are economically viable, environmentally sound and socially responsible.

SARE's regional offices administer three grant programs. Two of SARE's grant programs, Producer Grants and Research and Education Grants, may be used for on-farm research to explore diversification and marketing opportunities. SARE Professional Development Grants are used for a variety of professional development activities, ranging from conducting workshops to creating educational videos to hosting on-farm training sessions for extension workers and conservation professionals.

(1) SARE Research and Education Grants: Since 1988, competitive grants for sustainable agriculture research and education have been awarded by four regional administrative councils. Generally ranging from \$30,000 to \$200,000, they fund projects that usually involve scientists, producers and others in an interdisciplinary approach. Many funded projects involve on-farm research trials with crops and/or livestock; other projects have

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studied quality of life, agricultural marketing, integrated farming systems, and soil and water conservation. Successful proposals typically include economic analysis and outreach components. The program also funds education and demonstration projects, including the development of farmer-to-farmer networks. Producers can team up with one or more technical experts (such as a university researcher) to apply for this grant. Typically \$1.2 to \$1.4 million is available for each region.

(2) SARE Producer Grants: Producers wanting to test an idea should consider this grant program for a research or education project. Many producer projects involve on-farm trials with crops or livestock, but some have focused on marketing or educational activities. Producers are expected to partner with an extension professional or other agricultural adviser and include a strategy for sharing their results with others. Usually, \$150,000 to \$200,000 is available for each region.

(3) SARE Professional Development Grants: To spread the knowledge about sustainable concepts and practices gained from SARE projects, Congress began appropriating funds for professional development for Cooperative Extension Service (CES) staff and other agriculture professionals in 1994. To date, funds have been used for competitive grants and state-specific funding. SARE professional development grants are used for a variety of approaches, ranging from conducting workshops to creating educational videos to hosting on-farm training sessions for extension workers. Successful proposals have ranged from \$10,000 to \$100,000 and from single state to multi-state projects. Proposals that involve both extension personnel and producers are preferred, and partnerships of nonprofit organizations with extension and/or Natural Resource Conservation Service staff are welcome. Professional development activities are intended to be "train-the-trainer" programs, with a primary emphasis on CES staff, but they also provide opportunities for NRCS and other field agency staff. Typically, \$300,000 to \$400,000 is available for each region for grants.

Contact: Northeast Region
University of Vermont
Hills Building
Burlington, VT 05405-0082
(802) 656-0471
Email: nesare@zoo.uvm.edu

National Program Office
Director, Sustainable Agriculture Programs
1400 Independence Ave. SW
USDA Mail Stop 2223
Washington, DC 20250-2223
(202) 720-6527; (202) 720-6071 - fax
Email: ehauhn@reeusda.gov

www.sare.org

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(V) Technology Transfer Program

Description: Program provides information on commercial technological opportunities, intellectual property protection, and research and development partnerships with private sector customers.

The Agricultural Research Service (ARS) is the primary agency within USDA engaged in technology transfer. Through its Office of Technology Transfer (OTT), ARS has delegated authority to administer a patent and licensing program for USDA. This program carries out the policy and objectives of federal technology transfer legislation that enables and mandates the use of the patent system to promote the utilization of inventions arising from federally-supported research and development. The primary goal of the OTT program is to ensure that ARS inventions are brought to practical application so that their benefits are available to the public.

OTT provides a wide range of technological and industry partnership services to expedite the transfer of ARS technology to the private sector. These include Cooperative Research and Development Agreements (CRADAs), Trust Agreements, Material Transfer Agreements, Memoranda of Understanding, and Confidentiality Agreements. A primary vehicle of these government industry partnerships is the CRADA. This program, authorized under the Federal Technology Transfer Act of 1986, allows industry to enter contracts with government labs. In exchange for this cooperation, the company involved is entitled to first rights to obtain an exclusive license of any inventions that may emerge as a result of the CRADA. The impetus of the CRADA program is the ARS scientist. Researchers and companies work together on the structure of a CRADA, which is then reviewed by OTT's Washington office for ethics questions and consistency with the agency's research mission. Seven regionally-based technology transfer coordinators facilitate the negotiation these industry-government partnerships.

OTT has been designated by the Department to coordinate the USDA National Patent Program. USDA/ARS has nine patent advisors who assist scientists at approximately 95 laboratories nationwide. Each advisor has a patent committee, which is comprised of ARS scientists. This committee reviews all invention disclosures submitted to the respective patent advisor to determine which will proceed with patent prosecution based on their commercial potential. The patent advisor develops and files patent applications with the U.S. Patent and Trademark Office (PTO), and in some cases internationally. The patent advisor responds to actions from the PTO and coordinates responses of these actions with USDA inventors.

OTT also negotiates with the private sector the licensing of USDA patented technologies, pursuant to the policy and objectives set forth in the 1980 Amendments to the Patent and Trademark Laws (Bayh-Dole) Act and the Federal Technology Transfer Act of 1986. License fees and royalties are negotiated on a case by case basis and depend upon several factors including the scope of the rights granted, the size of the potential market, and the time and financial investment required by the licensee to bring a product to market. Information provided by the license applicant concerning the product concept, market size, profitability, and additional research and development required prior to product introduction is used to determine fair fees and royalties for each invention. Licenses can be granted both exclusively and non-exclusively or by specific field of use, thus enabling

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a small business to utilize ARS' technology for commercial development. Negotiated royalty rates are based upon the anticipated profit margins for the products to be marketed by the licensee.

OTT plays a critical role in marketing USDA technology by identifying target industries and providing these industries with essential technical and business information on various technology opportunities. Marketing activities are conducted through the development and continued maintenance of an on-line Home Page to provide industrial customers with essential information on technology transfer programs and commercial opportunities. OTT also exhibits its services at various business and technology conferences, offering individual assistance on technology transfer programs and research areas. Marketing activities also include developing formal partnerships on technology transfer with individual state economic development and agriculture entities. This function allows OTT to coordinate commercial opportunities with state entities that match a respective state's industry profile and/or needs to enhance the transfer of ARS' technology.

Contact: **North Atlantic Area**

Dr. Claud "Gerry" Crawford
USDA-ARS-OTT Eastern Regional Research Center
Room 1036, 600 Mermaid Lane
Wyndmoor, PA 19038-8598
(215) 233-6610; (215) 233-6777 - fax
Email: cgcrawford@arserrc.gov

Beltsville Area

Dr. Harry Danforth (acting)
USDA, ARS, Beltsville Agricultural Research Center
Bldg. 003, Room 208, BARC-West
Beltsville, MD 20705-2350
(301) 504-6421 / (301) 504-6001 - fax

National Center for Agricultural Utilization Research

Dr. Craig J. Carriere (Acting)
1815 North University Street
Peoria, IL 61604
(309) 681-6448; (309) 681-6682 - fax
Email: carriecj@mail.ncaur.usda.gov

Office of Technology Transfer

Technology Transfer Marketing Specialist
USDA-ARS-OTT
5601 Sunnyside Ave., Room 4-1178
Beltsville, MD 20705-5131
(301) 504-6965; (301) 504-5060 - fax
www.ott.ars.usda.gov

FINANCE & BUSINESS ASSISTANCE

(VI) Rural Economic Development Loans and Grants (REDLG)

Description: The Rural Economic Development Loans and Grants (REDLG) program makes direct zero-interest loans and grants to Rural Utilities Service (RUS) electric and telecommunication utilities who use the funds to provide financing for business and community development projects. Zero-interest loans are provided to finance a broad array of projects, including for-profit businesses. Grants are provided to the RUS utility to establish a revolving loan fund, which will finance such purposes as community development assistance, education and training for economic development, medical care, telecommunications for education, job training or medical services, business incubators and technical assistance. Program funds can be used for value-added projects.

Contact: **National Program Office**
Mark Wyatt, Team Leader
USDA, Rural Business-Cooperative Service
Specialty Lender Division
14th and Independence Ave, SW, STOP 3225
Washington, D.C. 20250
(202) 720-1400; (202) 720-2213 - fax
Email: mwyatt@rus.usda.gov
www.rurdev.usda.gov

(VII) Business and Industrial Direct Loan (B&I Direct) Program

Description: The Business and Industrial Direct Loan (Direct B&I) Program is meant to expand the available credit for businesses that do not qualify for conventional bank financing in certain rural areas of the country suffering fundamental and economic stress. The program's primary purpose is to improve, develop or finance business, industry and employment and improve the economic and environmental climate in rural communities, including pollution abatement and control.

Loans may not be used for agricultural production either directly or for integrated facilities, except for aquaculture, commercial nurseries, forestry, mushrooms, and hydroponics. Businesses engaged in the processing, marketing, or packaging of agricultural (including forest) products are eligible, provided any agricultural production aspect is separate from the rest of the business.

Contact: **National Program Office**
Dwight Carmon, Division Director
Processing Division
USDA, Rural Business-Cooperative Service
1400 Independence Ave, SW

Jefferson County Agricultural Development Plan

Washington, D.C. 20250-0700
(202) 690-4100; (202) 690-3808 - fax
www.rurdev.usda.gov/rbs/busp/b&i_dir.htm

(VIII) Business and Industrial (B&I) Guaranteed Loan Program

Description: The Business and Industrial (B&I) Guaranteed Loan program guarantees loans by commercial local lenders to businesses in rural areas. By guaranteeing loans made by commercial lenders against a portion (up to a maximum of 90%) of loss resulting from borrower default, the B&I Guaranteed Loan program is meant to expand the available credit for businesses. B&I guarantees can result in a number of benefits to such businesses.

The loan guarantee may be used for business and industrial acquisitions, construction, conversion, expansion, repair, modernization, or development costs; purchase of equipment, machinery, or supplies; startup costs and working capital; processing and marketing facilities; pollution control and abatement; and refinancing for viable projects, under certain conditions. The 1996 Farm Bill created another eligible use for B&I Guaranteed loan funds: the purchase of startup cooperative stock for family-sized farms where commodities are produced to be processed by the cooperative. Ineligible loan purposes include: lines of credit, agricultural production which is not part of an integrated business involved in processing of agricultural products, or any project likely to transfer employment from one area to another.

Contact: National Program Office
Dwight Carmon, Division Director
Processing Division
USDA, Rural Business-Cooperative Service
1400 Independence Ave, SW
Washington, D.C. 20250-0700
(202) 690-4100; (202) 690-3808 - fax
www.rurdev.usda.gov/rbs/busp/b&i_gar.htm

(IX) Intermediary Relending Loan Program (IRP)

Description: The Intermediary Relending Loan Program (IRP) provides direct loans at 1 percent interest to intermediaries for establishing revolving loan funds for small businesses and community development projects in rural areas. Intermediaries are nonprofit organizations or public agencies that relend money through loan pools to ultimate recipients, who are businesses, individuals and others.

Final recipients of loans from IRP revolving loan funds involved in agricultural production are not eligible. However, businesses processing, packaging and marketing agricultural products will be considered.

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Contact: National Program Office
Wayne Stansbery
Rural Business-Cooperative Service
Specialty Lenders Division
1400 Independence Avenue, SW
Washington, D.C. 20250-3225
(202) 720-6819; (202) 720-2213 - fax
Email: wstansbe@rus.usda.gov

www.rurdev.usda.gov/80/rbs/busp/irp.htm

(X) Rural Business Enterprise Grants (RBEG)

Description: The purpose of the Rural Business Enterprise Grants (RBEG) program is to finance and facilitate the development of small and emerging private business enterprises located in rural areas through grants to public bodies, nonprofits, and federally recognized Indian Tribal groups. This includes starting and operating revolving loan funds, business incubators, and industrial parks. In addition, costs that may be paid from grant funds include the acquisition and development of land and the construction of buildings, plants, equipment, access streets and roads, parking areas, and utility and service extensions; refinancing; fees for professional services; technical assistance and training associated with technical assistance; startup operating costs and working capital, providing financial assistance to a third party; production of television programs to provide information to rural residents; and creating, expanding, and operating rural distance learning networks.

Contact: National Program Office
Carole Boyko
USDA, Rural Business-Cooperative Service (RBS)
Room 6868 South Building, Stop 3225
Washington, D.C. 20250
(202) 720-1400; (202) 720-2213 - fax
www.usda.gov/agency/rbcds/html/bilolan

(XI) Rural Business Opportunity Grants (RBOG)

Description: The Rural Business Opportunity Grants program (RBOG) was created by the 1996 Farm Bill to assist in the economic development of rural areas by providing grants to assist business and community development. Grant funds may be used to:

Identify and analyze business opportunities, including export markets, that will use local natural and human resources;

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Identify, train, and provide technical assistance to existing or prospective rural entrepreneurs and managers;

Establish business support centers and otherwise assist in the creation of new rural businesses;

Conduct local community or multi-county economic development planning;

Establish centers for training, technology, and trade that will provide training to rural businesses in the utilization of interactive communications technologies to develop international trade opportunities and markets;

Conduct leadership development training of existing or prospective rural entrepreneurs and managers; and

Pay reasonable fees and charges for professional services necessary to conduct the technical assistance, training or planning functions.

Contact: National Program Office

Wayne Stansbery
Rural Business-Cooperative Service
Specialty Lenders Division
1400 Independence Ave, SW, Stop 3225
Washington, D.C. 20250-1521
(202) 720-6819; (202) 720-2213 - fax
Email: wstansbe@rus.usda.gov

www.rurdev.usda.gov/rbs/busp/rbog.htm

(XII) Small Business Innovation Research Program (SBIR)

Description: Ten federal agencies grant SBIR funds. The USDA's Small Business Innovation Research (SBIR) program makes grants that are competitively awarded for feasibility studies and product research and development to qualified small businesses. SBIR funds support high quality research proposals containing advanced concepts related to important scientific problems and opportunities in agriculture that could lead to significant public benefit if the research is successful. Objectives of the SBIR Program are to stimulate technological innovations in the private sector, strengthen the role of small businesses in meeting Federal research and development needs, increase private sector commercialization of innovations derived from USDA-supported research and development efforts, and foster and encourage participation by women-owned and socially and economically disadvantaged small business firms in technological innovations. Research topic categories of the SBIR program include: Forests and Related Resources; Plant Production and Protection; Animal Production and Protection; Air,

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Water and Soils; Food Science and Nutrition; Rural and Community Development; Aquaculture; Industrial Applications; and Marketing and Trade.

The SBIR grant program is divided into two phases, Phase I and Phase II. Phase I grants support technical feasibility studies. Phase II grants provide financial assistance for Phase I projects to enter the development stage to the point of commercialization. Businesses are encouraged to pursue Phase III—commercialization—through other sources as SBIR does not provide funding for expansion, marketing, and application of the developed technology.

The U.S. Small Business Administration's Office of Innovation, Research, and Technology (phone (202) 205-6450; Internet: www.sba.gov/sbir) oversees the SBIR program across the federal government. Other federal departments that may have relevant SBIR programs include the National Science Foundation ((703) 306-1390), the Department of Energy ((301) 903-3054), and the Environmental Protection Agency ((202) 564-6823).

Contact: National Program Office
Charles Cleland, Director SBIR Program
Cooperative State Research, Education, and Extension Service, USDA, Ag
Box 2243
Washington, D.C. 20250-2243
(202) 401-4002 or Ruth Lange: (202) 401-1839;
(202) 401-6070 - fax
Email: ccleland@reeusda.gov

www.reeusda.gov/sbir/

(XIII) Small Business Innovation Research (SBIR) and Small Business Technology Transfer Program (STTR)

Description: The SBIR/STTR program is a federally funded, multi-agency program with the purpose of developing technological innovations using the high level of expertise in the small business community throughout the United States.

Specifically this program is designed to:

- Stimulate technological innovation in the private sector
- Strengthen the role of small business in meeting federal research and development needs.
- Increase the commercial application of federally supported research results.
- Encourage participation by socially and economically disadvantaged persons and women-owned small business in technological innovation.

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The Three Phases of the SBIR Program:

- 1) Phase I provides funding up to \$100,000 to evaluate the scientific merit and feasibility of an idea.
- 2) Phase II provides funding up to \$750,000 to expand the results and pursue the development of Phase I projects.
- 3) Phase III requires private-sector funding or non-SBIR federal funding for commercialization of the results of Phase II. This phase is conducted by the small business.

The WWSBDS role:

The WWSBDC serves as the centralized source for information and assistance regarding the SBIR/STTR program for West Virginia small technology business. Types of assistance provided by the WWSBDC include:

- Provide grants of up to \$5,000 to small technology businesses to draft competitive SBIR proposals. The WWSBDC Research and Commercialization Grant program has had significant impact on the number and quality of submittals statewide. Application guidelines for the Research and Commercialization Grant program can be found at www.wwsbdc.org.
- Host Proposal Preparation Workshops and Seminars to provide valuable and practical insight in drafting an SBIR proposal.
- Provide one-to-one counseling services.
- Provide general SBIR/STTR information regarding solicitation topics, SBIR/STTR agency contact information and proposal preparation assistance.
- Provide commercialization assistance.

Grant applications are accepted on a continuous basis, i.e., there are no deadlines.

Contact: Lisa Raines
Technology Outreach Coordinator
West Virginia Small Business Development Center
Building 6 Room 652
1900 Kanawha Blvd. E.
Charleston, WV 25305
Phone: 1-888-WVA-SBDC
Email: lraines@wwsbdc.org

(XIV) MicroLoan Program

Description: The MicroLoan Program was developed to increase the availability of very small loans to prospective small business borrowers. Under this program, the SBA makes funds available to nonprofit intermediaries, who in turn make loans to eligible borrowers.

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Contact: Check the telephone directory under "U.S. Government" for the nearest SBA office to ask for information regarding your local intermediary lender or call the SBA Answer Desk 1-(800) 8-ASK-SBA or (202) 205-7064. For the hearing impaired the TDD number is (202) 205-7333.

SBA OnLine- electronic bulletin board - modem and computer required

(800) 697-4636 (limited access)

(900) 463-4636 (full access)

(202) 401-9600 (D.C. metro only)

SBA Home Page:

www.sba.gov/

SBA gopher:

Email: gopher.sbaonline.sba.gov/

File transfer protocol:

Email: <ftp.sbaonline.sba.gov/>

(XV) Small Business Investment Companies (SBICs)

Description: Congress created the Small Business Investment Company Program in 1958 to fill the gap between the availability of venture capital and the needs of small business in start-up and growth situations. SBICs, licensed and regulated by the Small Business Administration (SBA), are privately owned and managed investment firms. They use their own funds, plus funds obtained by borrowing at favorable rates with an SBA guaranty and/or by selling their preferred stock to the SBA, to make venture-capital investments in small businesses.

Virtually all SBICs are profit-motivated businesses. They provide equity capital, long-term loans, debt-equity investments and management assistance to qualifying small businesses. Their incentive is the chance to share in the success of the small business as it grows and prospers. Most SBICs are owned by small groups of local investors. Many, however, are owned by commercial banks. Some SBICs are corporations with publicly traded stock; others are subsidiaries of corporations.

The program makes funding available to all types of manufacturing, distribution and service industries. According to SBA data, the industry group "Agriculture, Forestry, and Fisheries" received less than 2 percent of SBIC funds from 1994-1996.

Many investment companies seek out small businesses with new products or services because of the strong growth potential of such firms. Some SBICs specialize in a particular field in which their management has special knowledge or competency. Most, however, consider a wide variety of investment opportunities.

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Contact: The nearest SBA office can be identified in the telephone directory under "U.S. Government" or call the SBA Answer Desk at (800) 8-ASK-SBA. To send a fax to the SBA, dial (202) 205-7064. For the hearing impaired, the TDD is (704) 344-6640.

SBA OnLine: electronic bulletin board - modem and computer required

(800) 697-4636 (limited access)

(900) 463-4636 (full access)

(202) 401-9600 (D.C. metro area)

www.sba.gov/inv

(XVI) Rural Cooperative Development Grant Program (RCDG)

Description: The Rural Cooperative Development Grant Program was established under the 1996 Farm Bill to provide grants to nonprofit corporations and institutions of higher education for the primary purpose of improving the economic condition of rural areas through the development of new cooperatives and improving operations of existing cooperatives. Emphasis is placed on those projects with high potential to improve rural business activity through the cooperative form of business.

The 1996 Farm Bill removed "Technology" from the previous Rural Technology and Cooperative Development Grant (RTCDG) program, thereby directing the focus of the program specifically to cooperative development.

Contact: National Program Office
James E. Haskell
Assistant Deputy Administrator
Cooperative Services,
Rural Business-Cooperative Services
Stop 3250, Room 4016 South Building
1400 Independence Ave S.W.
Washington, DC 20250-3250
(202) 720-8460; (202) 720-4641 - fax
Email: james.haskell@usda.gov
www.rurdev.usda.gov/rbs/coops/rcdg.htm

(XVII) Small Farmer Outreach Training and Technical Assistance Program

Description: Program provides grants to educational institutions and nonprofit organizations that provide outreach, training, and technical assistance to socially disadvantaged farmers and ranchers. This program is designed to reverse the decline of

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socially disadvantaged farmers and ranchers. The intended outcome is to encourage and assist socially disadvantaged farmers and ranchers to own and operate farms, participate in agricultural programs, and become an integral part of the agricultural community.

Contact: National Program Office
Sherie Hinton Henry
Acting Director
(202) 720-6350; (800) 880-4183
(202) 720-7489 - fax

(XVIII) Federal-State Marketing Improvement Program (FSMIP)

Description: The Federal-State Marketing Improvement Program (FSMIP) provides matching funds, on a competitive basis, to State departments of agriculture or similar state agencies to conduct studies or develop innovative approaches related to the marketing of agricultural products. Federal funds in the amount of \$1.2 million have been provided for this program in the Department of Agriculture budget in most recent years.

FSMIP funds can be requested for a wide range of research and service work aimed at improving the marketing system or identifying new market opportunities for food and other agricultural products. While all proposals that meet the matching funds requirement and fall within FSMIP guidelines will be considered, States are especially encouraged to develop projects that will benefit small, limited resource farmers, including projects involving partnership arrangements with producer groups and community-based organizations interested in pursuing local or regional food system strategies.

Contact: National Program Office
Debra Tropp
Acting FSMIP Staff Officer
Agricultural Marketing Service, USDA
P.O. Box 96456, Room 4006-S
Washington, D.C. 20090-6456
(202) 720-2704
(202) 690-4948 (fax)
Email: debra.tropp@usda.gov

www.ams.usda.gov/tmd/fsmip.htm

(XIX) Market Access Program (MAP)

Description: The Market Access Program (MAP) encourages the development, maintenance and expansion of commercial export markets for agricultural products by helping U.S. producers, exporters, private companies and other trade organizations

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finance promotional activities. Funds are provided on a reimbursable basis with a cost-share requirement for consumer promotions, market research, technical assistance, and trade servicing. MAP divides its funding between (1) branded product promotion--where small businesses and cooperatives are given priority; and (2) generic product promotion--where funds go to the four state and regional trade groups, state departments of agriculture and the national trade associations/commodities groups. For the branded program, private companies can apply directly to MAP. Many producers and companies apply through one of the state and regional trade groups—representing the agricultural interests of the eastern, western, southern, and mid-American states—or the national trade associations/commodities groups, if they have branded programs. Since some of the national trade associations/commodities groups do not have branded programs, such as American Forest and Paper Products, companies apply directly to MAP. FAS and four State and Regional Trade Groups have outreach programs for small companies and producers interested in developing export markets, accessing market research, and developing new products.

Since its inception in 1985, the MAP and its predecessors, the Targeted Export Assistance Program and the Market Promotion Program, have provided cost-share funds to nearly 800 U.S. companies, cooperatives, and trade associations to promote their products overseas. In that period, total U.S. agricultural exports have doubled, from \$26.3 billion -- the first year of the program--to \$53.6 billion in 1998. The Export Incentive Program (EIP), which is part of the MAP, helps U.S. commercial entities conduct brand promotion activities including advertising, trade shows, in-store demonstrations, and trade seminars.

MAP is one of two programs used by FAS for export market promotions; also see the Foreign Market Development Program (FMD) entry.

Contact: National Program Office
USDA/FAS
Marketing Operations Staff
Stop 1042
1400 Independence Ave.SW
Washington, D.C. 20250-1042
(202) 720-4327; (202) 720-9361 - fax
www.fas.usda.gov/info/factsheets/mapfact.htm

(XX) Wholesale and Alternative Markets Program (W&AM)

The purpose of the Wholesale and Alternative Markets Program (W&AM) is to promote regional economic development and improve market access for the small- and medium-sized farmer, thus enhancing the overall effectiveness of the food marketing system and providing better quality products to the consumer at reasonable cost. The program provides technical assistance, information and data to assist in developing feasibility studies for wholesale, collection, farmers', and direct markets. Limited funds are available

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to facilitate the acquisition of data for studies through cooperative agreements. While individuals may seek information from W&AM staff, funding for cooperative agreements for technical assistance in developing these facilities must be associated with State or local government agencies, farmers' cooperatives, or non-profit organizations and should receive endorsement from the State department of agriculture. While this program is focused on farm products, proposals related to forest-based product markets would also be considered.

W&AM uses staff agricultural marketing specialists, engineers, and economists and university, state and other government agency professionals to form teams that perform marketing and facilities studies. Project teams also include customers and stakeholders such as small- to medium-sized growers, consumers, state departments of agriculture, market vendors and operators, city/county governments, and agricultural cooperatives.

Specifically, the W&AM Program:

Identifies and defines projects related to markets development. Activities include conducting research and analysis related to project feasibility studies.

Identifies facility design alternatives for market construction or renovation.

Evaluates specialized markets and facilities for specific crops and product volumes. This effort focuses on marketing strategies to open larger markets to farmers with small- to medium-sized operations.

Prepares and provides customers with resource materials related to developing markets or gaining access to them.

Exchanges information and makes public presentations before cooperator (state, municipal and private) and professional / industry organizations to convey study findings.

Contact: Regional Program Office
Program Manager
Wholesale and Alternative Markets Program
Transportation and Marketing
Agricultural Marketing Service, USDA
Room 2642 South Building
1400 Independence Avenue, SW
Washington, D.C. 20250
(202) 720-8317; (202) 690-0031 - fax
www.usda.gov/ams/tmd.htm
www.usda.gov/ams/directmarketing.htm
www.usda.gov/ams/farmersmarkets.htm

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(XXI) Farmland Protection Program

Description: The new Farmland Protection Program provides funds to help purchase rights to keep productive farmland in agricultural use. Working through existing programs, USDA joins with state, tribal, or local governments to acquire conservation easements or other interests from landowners. USDA provides up to 50 percent of the costs of purchasing easements. (For the FPP, a conservation easement is an assigned right prohibiting any development, subdivision or practice that would damage the agricultural value or productivity of the farmland. It is legally recorded in an agreement between a landowner and a qualified organization, and restricts land to agriculture and open space use. Transactions may qualify for a tax deduction.)

The FPP was designed to help protect quality farmland in the face of urban growth. Since 1960, an average of 1.0 million acres of farmland have been converted to other uses each year, often resulting in permanent loss of valuable topsoil and agricultural land.

Contact: National Program Office
Farmland Protection Program Manager
Room 6013-S
USDA-NRCS
1400 Independence Ave., SW
Washington, D.C. 20013
(202) 720-7671
(202) 690-0639 - fax
Email: cardd@nrcs.usda.gov
www.nrcs.usda.gov

(XXII) NxLevel™ for Agricultural Entrepreneurs

Description: The course for agricultural entrepreneurs is aimed at those individuals who have started or are thinking about starting an agricultural-based venture that is not tied to large scale, commodity-style production. The materials are specifically designed for the individual who is searching for innovative ideas and enhanced marketing opportunities. It is a nine-session course delivered over an 11-week period. NxLevel™ teamed up with the University of Nebraska EDGE training program to develop the curriculum and training materials. The project was funded by the U.S. Department of Agriculture's Sustainable Agriculture Research and Education (SARE) program. The material for the text is based on the work of more than 20 authors. Participants are expected to learn the following:

- What it takes to be a successful entrepreneur
- How to develop and test a business concept
- How to organize and manage a business
- How to research and market a business
- How to understand and get the financials in order

Jefferson County Agricultural Development Plan

- How and where to get funding for a business
- How to determine the feasibility of a business concept
- Networking with other entrepreneurs

Each participant receives the following training material:

- *“Tilling the Soil of Opportunity...” NxLevel™ Guide for Agricultural Entrepreneurs*

The ten-module, 30-36 hour course (approx. three hours per module) includes the following topics:

- Session 1: Take Stock of your Resources
- Session 2: Basic Equipment – Required: Planning and Research
- Session 3: The Legal Terrain
- Session 4: Manage from the Ground Up
- Session 5: Plant It, Grow It, Market It!
- Session 6: Reap the Benefits – Marketing Strategies
- Session 7: Get Your Budgets In Line
- Session 8: Analyze THESE: Cash Flow and Financial Statements
- Session 9: Cultivate Your Money Resources
- Session 10: Harvest Your Future

Contact: (800) 873-9378 for more information or locally
Christina Lundberg
Small Business Development Center
Martinsburg, WV 25401
(304) 260-4382

COMMUNITY DEVELOPMENT

(XXIII) Community Food Projects Competitive Grants Program

Description: This new program supports the development of community food projects designed to meet the food needs of low-income people; increase the self-reliance of communities in providing for their own needs; and promote comprehensive responses to local food, farm, and nutrition issues.

Other objectives of the program are to: 1) develop linkages between two or more sectors of the food system; 2) support the development of entrepreneurial projects; 3) develop innovative linkages between the for-profit and nonprofit food sectors; and 4) encourage long-term planning activities and multi-system, inter-agency collaboration.

A match of 50 percent non-federal support of the project is required during the term of the grant. The non-federal share may be provided through payment in cash or in-kind contributions in the form of fairly evaluated facilities, equipment, or services. The non-federal share may be derived from state or local governments, or from private sources.

Contact: National Program Office
Dr. Mark R. Bailey, (202) 401-6488 &
Dr. Elizabeth Tuckermanty, (202) 205-0241
Program Co-Directors
USDA-CSREES, Stop 2241
Washington, DC 20250-2241
Email: mbailey@reeusda.gov

etuckermanty@reeusda.gov

www.reeusda.gov/crgam/clfp/community.htm

(XXIV) Community Facilities Loan Program

Description: The Community Facilities Loan Program provides below-market interest rate direct and guaranteed loans for the development, construction, enlargement, improvement, and operation of essential community facilities for public use in rural areas. Examples that relate to agriculture are: county fairgrounds, food preparation centers, agriculture land for research centers, slaughter houses, sprinkler systems, etc.

Direct and guaranteed loans are available to public entities such as municipalities, counties, special-purpose districts, Indian tribes, and nonprofit corporations. The guaranteed loans work similarly to the Business and Industrial (B&I) Guaranteed Loan Program of the Rural Business Service/Rural Development. The Rural Housing Service

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(RHS) guarantees loans by local banks and other commercial lenders against a portion (up to a maximum of 90 percent) of loss resulting from borrower default.

Contact: National Program Office
Chief of Direct Loan Processing
Rural Housing Service
1400 Independence Ave.
Stop 3222
Washington DC, 20250-0730
(202) 720-1497; (202) 690-0471 - fax
Email: cparker@rdmail.rural.usda.gov

www.rurdev.usda.gov/agency/rhs/cf/cf.htm

(XXV) USDA/CSREES' Small Farm Program

Description: The Cooperative State Research, Education, and Extension Service (CSREES), an agency within the USDA, has a small farm program committed to meeting the needs of the small farm community. The goal of the CSREES program for small farms is to improve the income levels and economic viability of small farm enterprises in partnership with the land-grant university system, and public and private sectors, by encouraging research, extension, and education programs that meet the needs of small farmers and ranchers.

Small farm programs are conducted to help small farm families better use community services, improve financial management, develop markets, assist in estate planning, emphasize on-farm research and demonstration, and prepare family members for employment opportunities.

Contact: National Program Leader—Small Farms
Denis Ebodaghe
USDA-CSREES, Stop 2220
1400 Independence Ave. SW
Washington, D.C. 20250-2220
(202) 401-4385; (202) 401-5179 - fax
Email: debodaghe@reeusda.gov

www.reeusda.gov/smallfarm

(XXVI) Value-Added Agricultural Product Market Development Grants

Description: The Value-Added Agricultural Product Market Development Grant Program has two primary objectives. The first is to encourage independent producers of

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agricultural commodities to furthered refine these products increasing their value to end users. The second objective is to establish an information resource center to collect, disseminate, coordinate, and provide information on value-added processing to independent producers and processors.

Contact: Tom Stafford
202-690-0369
Email: thomas.stafford@usda.gov
Marc Warman
202-690-1431
Email: marc.warman@usda.gov
www.rurdev.usda.gov/rbs/coops/vadg.htm

(XXVII) Sources for federal funding information include:

“Building Better Places”, USDA 2000

www.attra.org/guide/index.htm

www.rurdev.usda.gov/rbs/coops/vadg.htm

www.usda.gov

Jefferson County Agricultural Development Plan

(This is not an exhaustive list of sources)

STATE ASSISTANCE PROGRAMS AVAILABLE FOR AGRICULTURAL PURPOSES

FINANCE & BUSINESS ASSISTANCE

(I) West Virginia Micro Loan Program

Description: Information on West Virginia's micro loan program. The Micro Loan program assists start-up, newly established and growing businesses in West Virginia by providing small business owners an alternative to traditional sources of capital. Under the Micro Loan program, the West Virginia Small Business Development Center grants funds to qualified organizations that act as intermediary lenders to provide loans to new and existing small businesses.

Contact:

- (1) Lightstone Community Development Corporation
Dr. Anthony E. Smith, Executive Director
HC 63, Box 73
Moyers, WV 26815-9502
(304) 249-5200
(304) 249-5310 - fax
Email: lf@lightstone.org
- (2) West Virginia Capitol Corporation
Robert L. Neal
President and CEO
125 Washington Street
East Charleston, WV 25301
(304) 346-0437
(304) 343-9749 – fax
Email: wvcapcorp@wvbankers.org

(II) West Virginia Department of Agriculture – Marketing Program

Description: A multi-disciplinary division, which is responsible for the promotion of West Virginia agricultural products and commodities and agricultural economic development.

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Contact: Jean Smith, Director
WV Dept. of Agriculture
1900 Kanawha Boulevard, East
State Capitol, Room E-28
Charleston, WV 25305-0170
(304) 558-2201
(304) 558-2203 – fax
Email: jsmith@ag.state.wv.us

(III) West Virginia Development Office – Community Development Program

Description: A multi-disciplinary division that is responsible for the promotion of West Virginia agricultural products and commodities and agricultural economic development.

Contact: Bobby Lewis, Director
Email: blewis@wvdo.org
1900 Kanawha Boulevard, East
Capitol Complex, Building 6, Room 553
Charleston, WV 25305-0311
(800) 982-3386
(304) 558-2234
(304) 558-0449 – fax
Email: wvdo@wvdo.org

Project Development

John McGarrity, Grants Manager
Email: jmcgarrity@wvdo.org

(IV) West Virginia Development Council

Description: A unique network of public organizations and private partners that brings the vast talents and resources of its partners together to help promote rural and community development, including agricultural enterprises.

Contact: Joe Barker, Executive Director
4720 Brenda Lane, Building # 1
Charleston, WV 25312
(304) 558-1240
FAX: (304) 558-4338
Email: wvrdc@wvnm.wvnet.edu

www.wvrdc.state.wv.us

APPENDIX D

JEFFERSON COUNTY

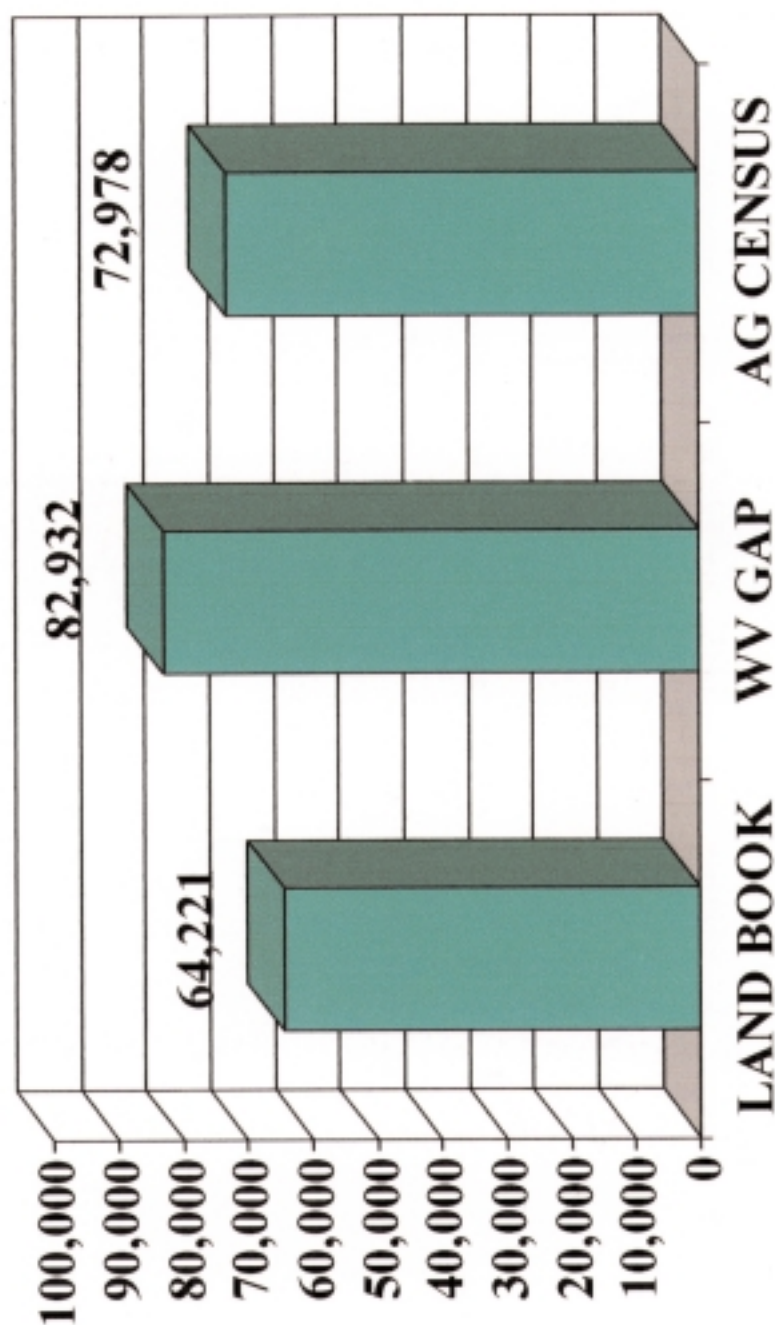
AGRICULTURAL ECONOMIC FACTS

Jefferson County Agricultural Economic Facts

*A Compendium of Agricultural Economic Data Prepared and
Provided by Craig Yohn, Extension Agent and Extension
Associate Professor*

West Virginia University Cooperative Extension

Total Acres in Agriculture

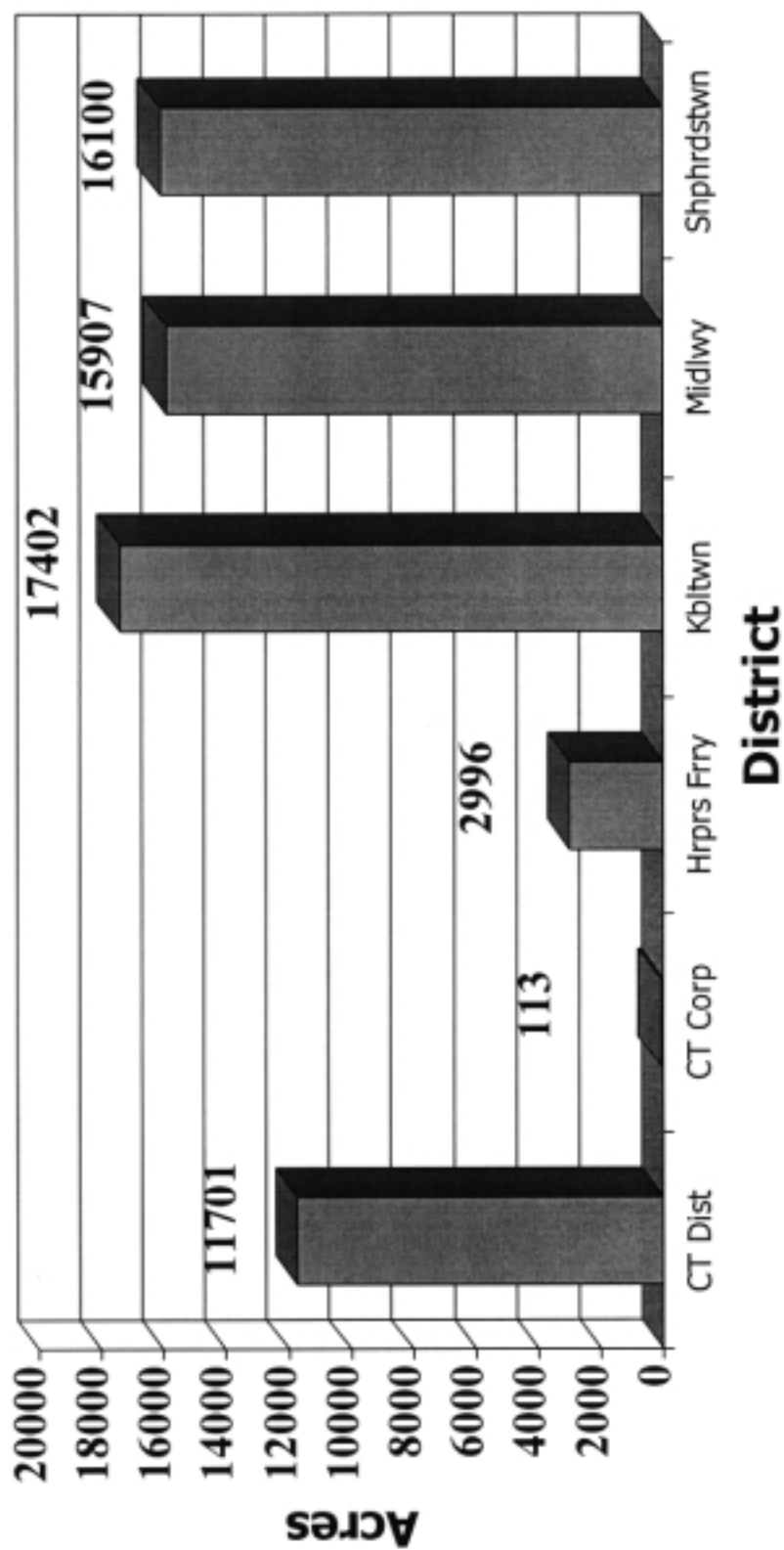


Acres By Tax District

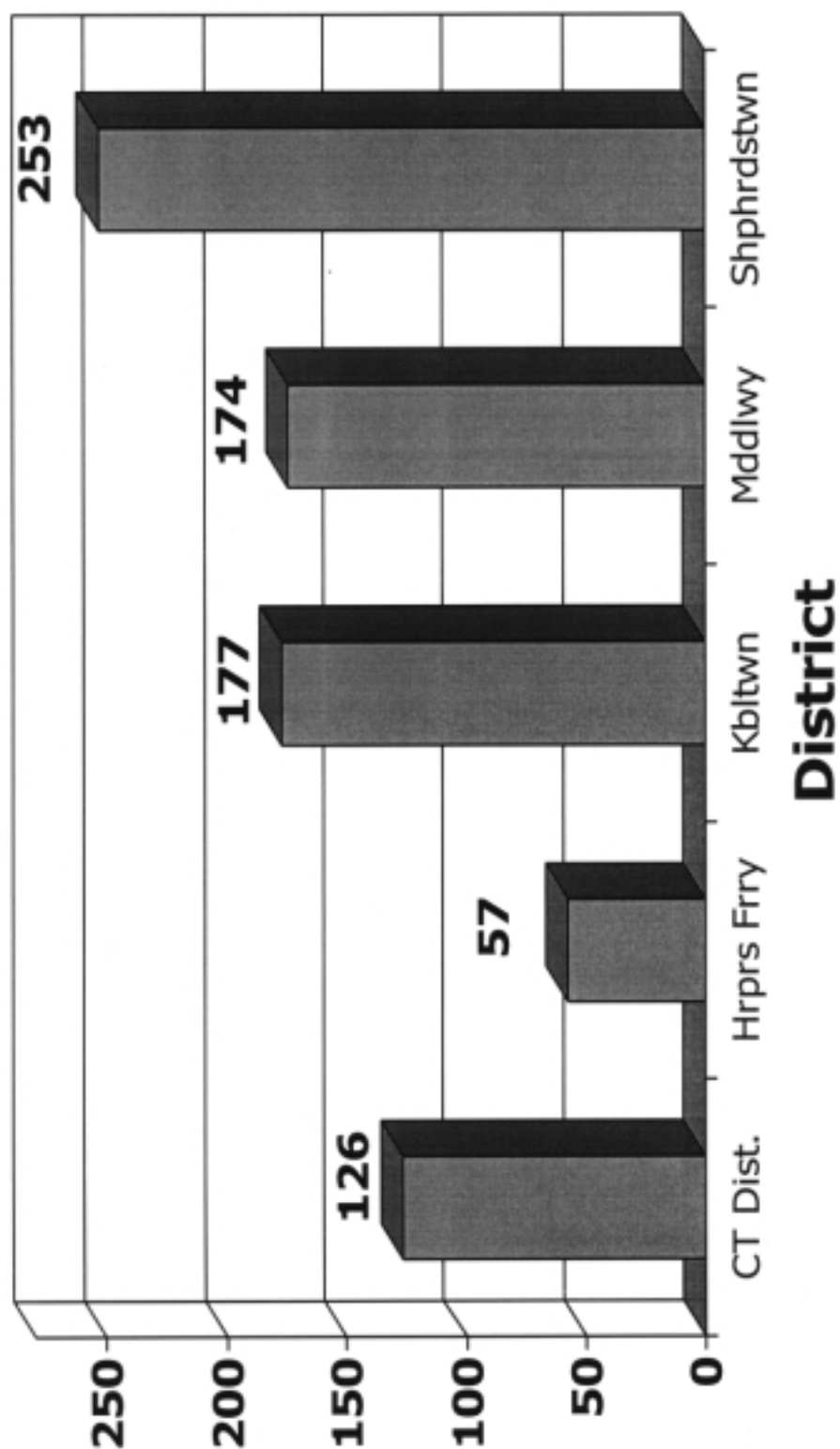


Green – Charles Town
Pink – Charles Town Corp.
Yellow – Harpers Ferry
Orange – Kabletown
Blue – Middleway
Red – Shepherdstown

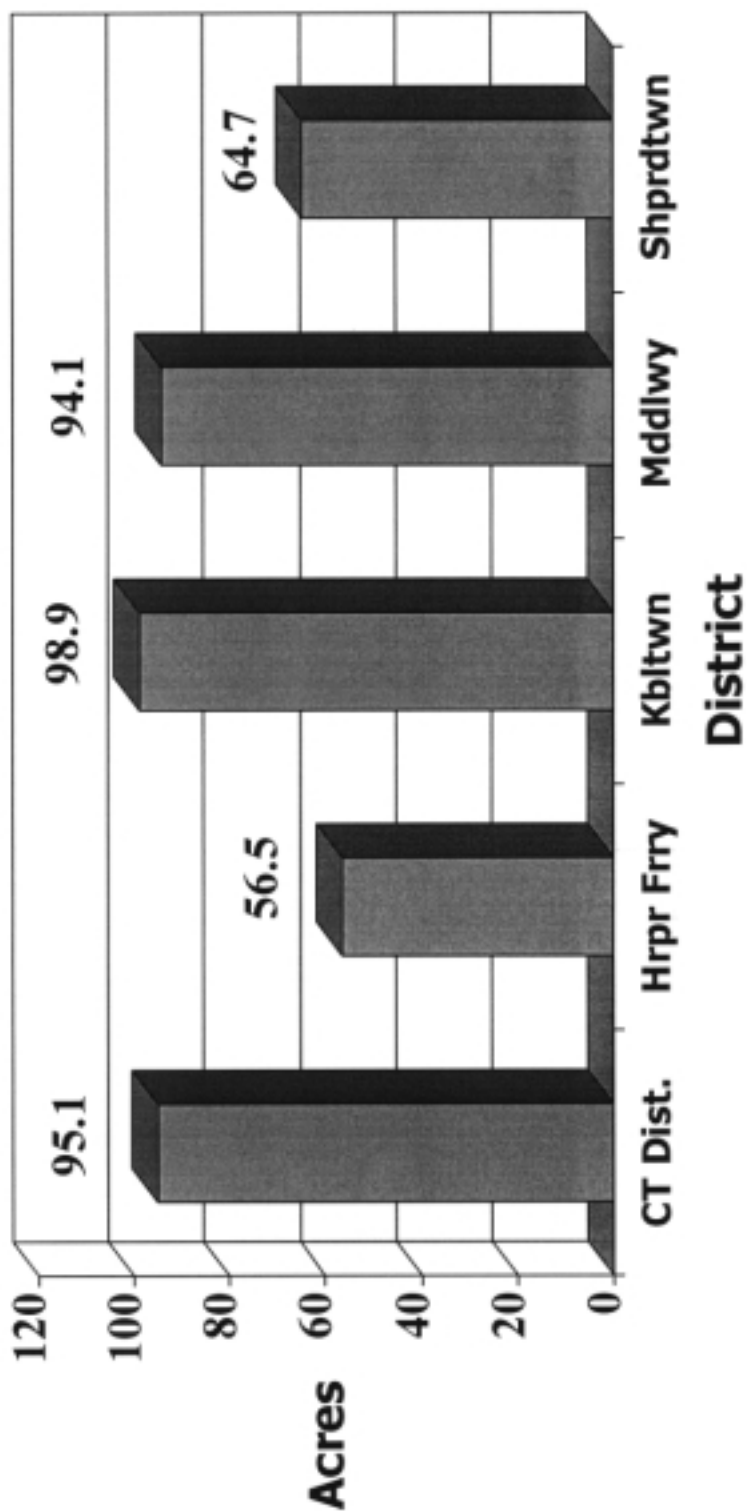
Acres By Tax District



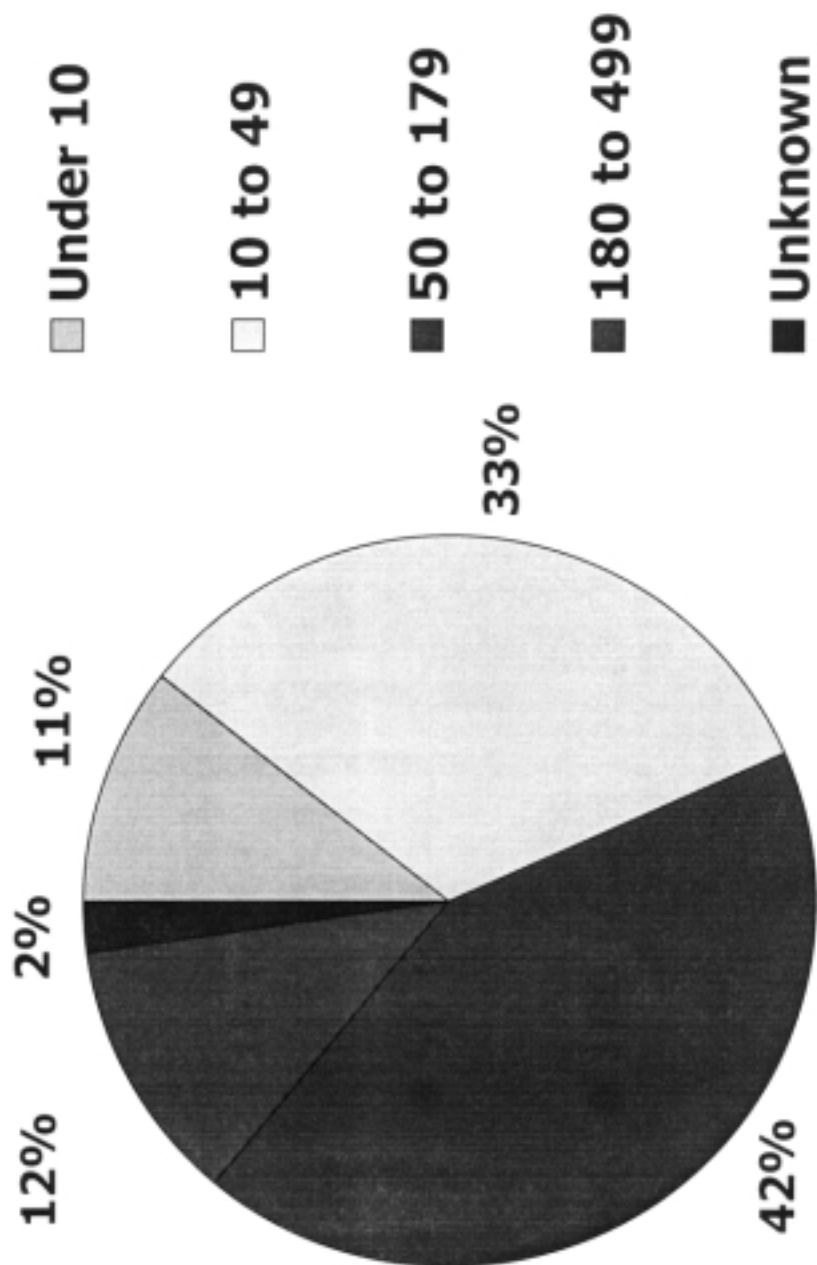
Number of Tracts By District



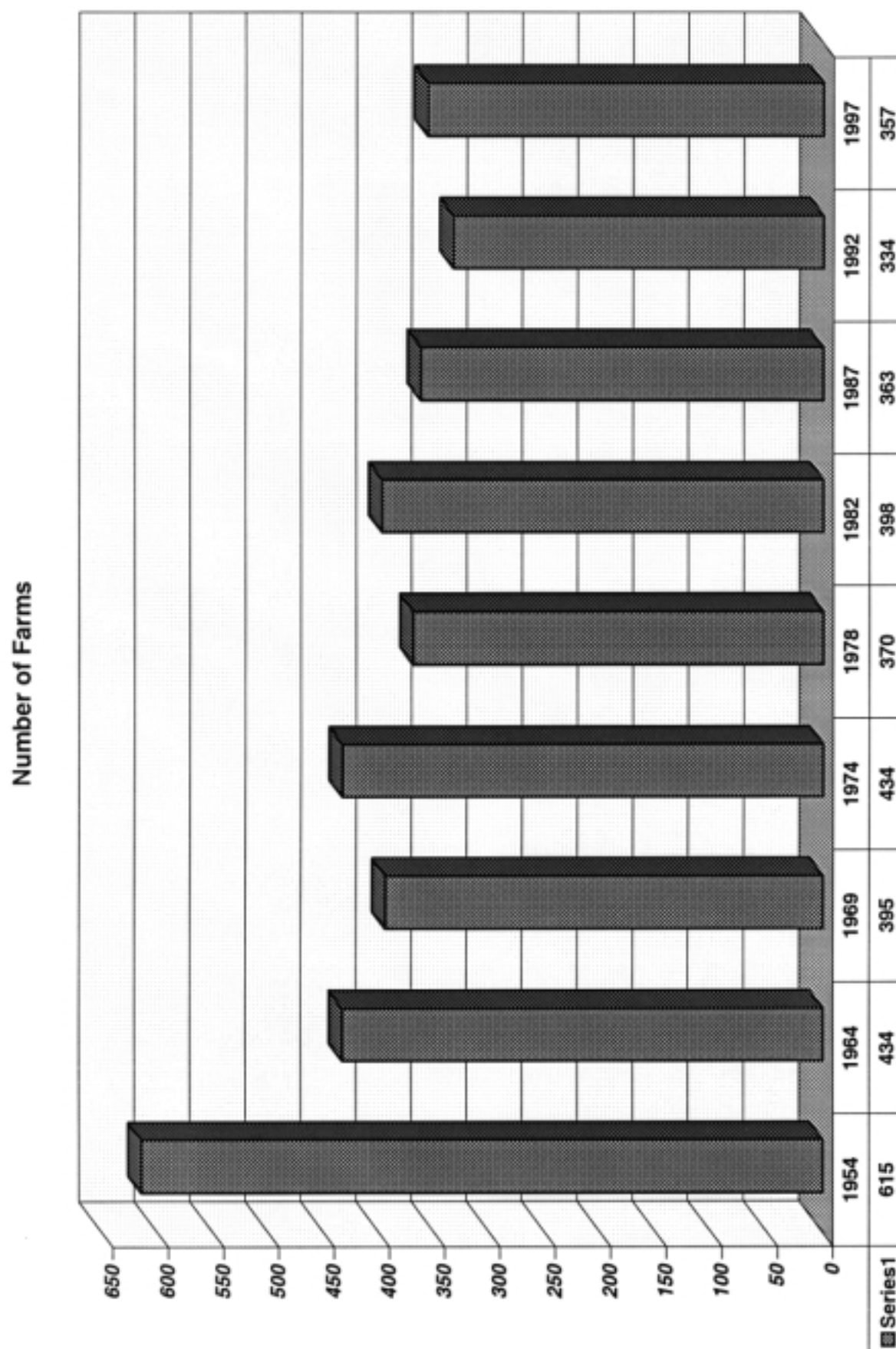
Average Tract Size By District



Quantity of Various Sizes of Tracts – Land Book

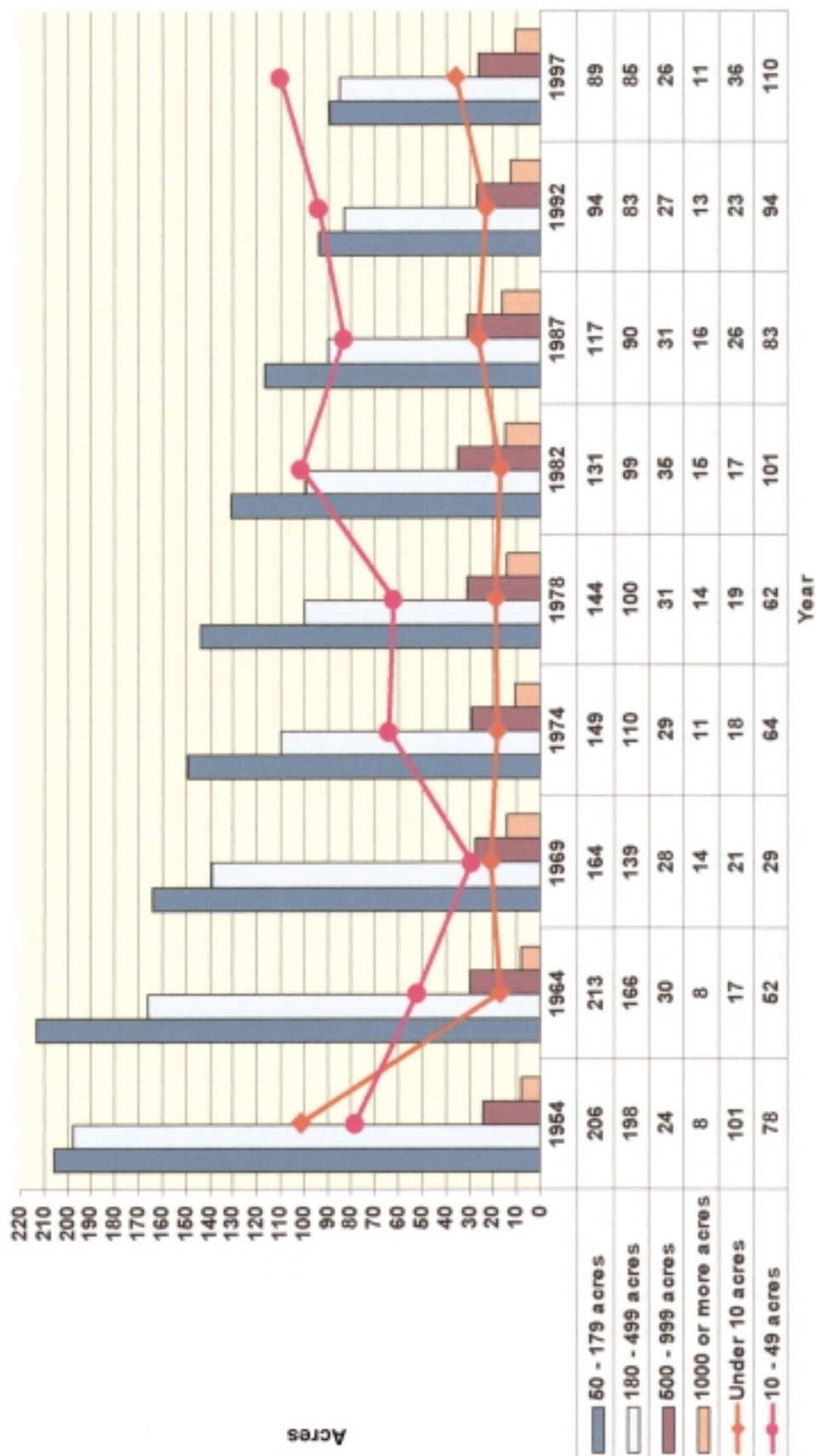


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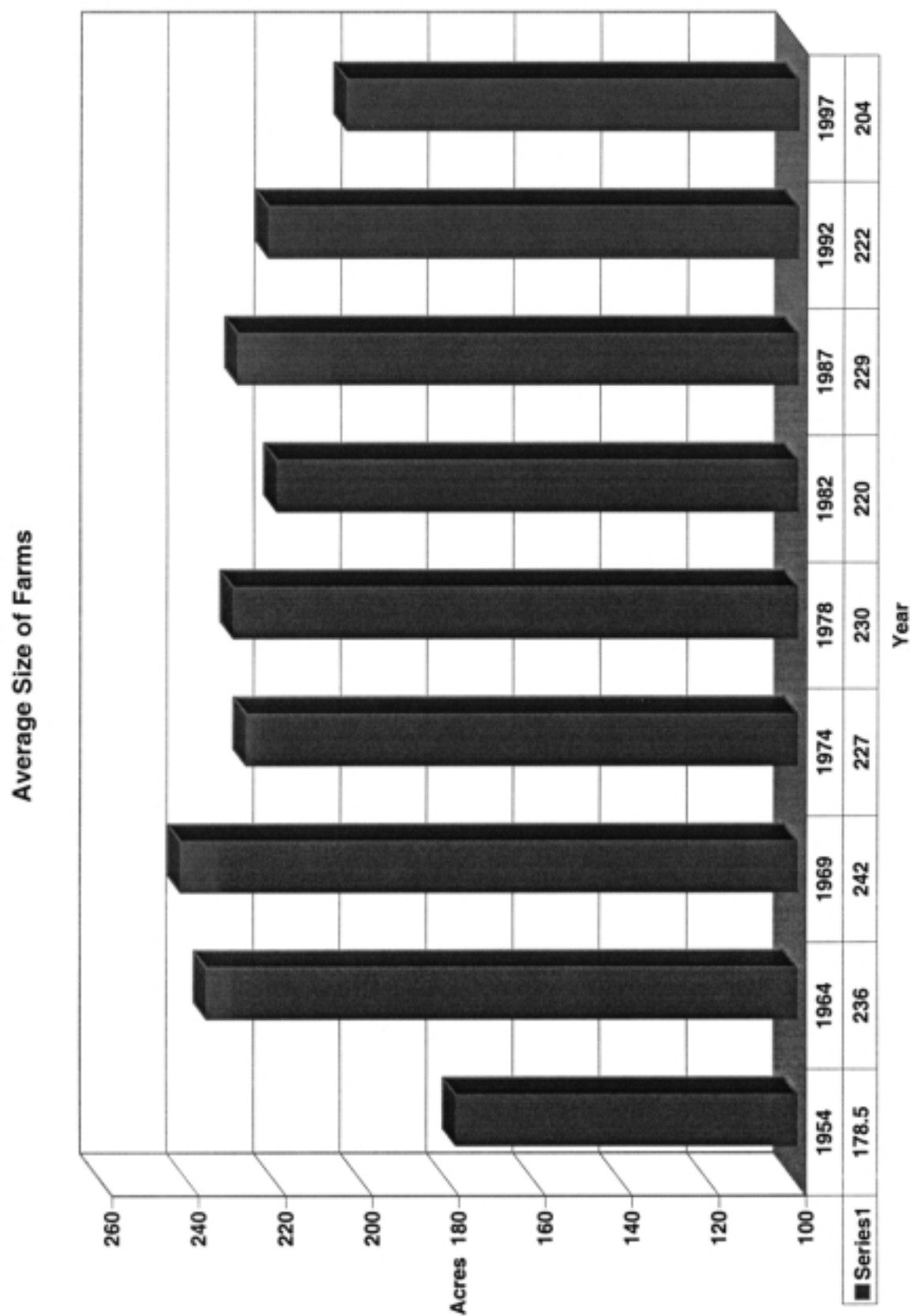


Jefferson County Agricultural Development Plan

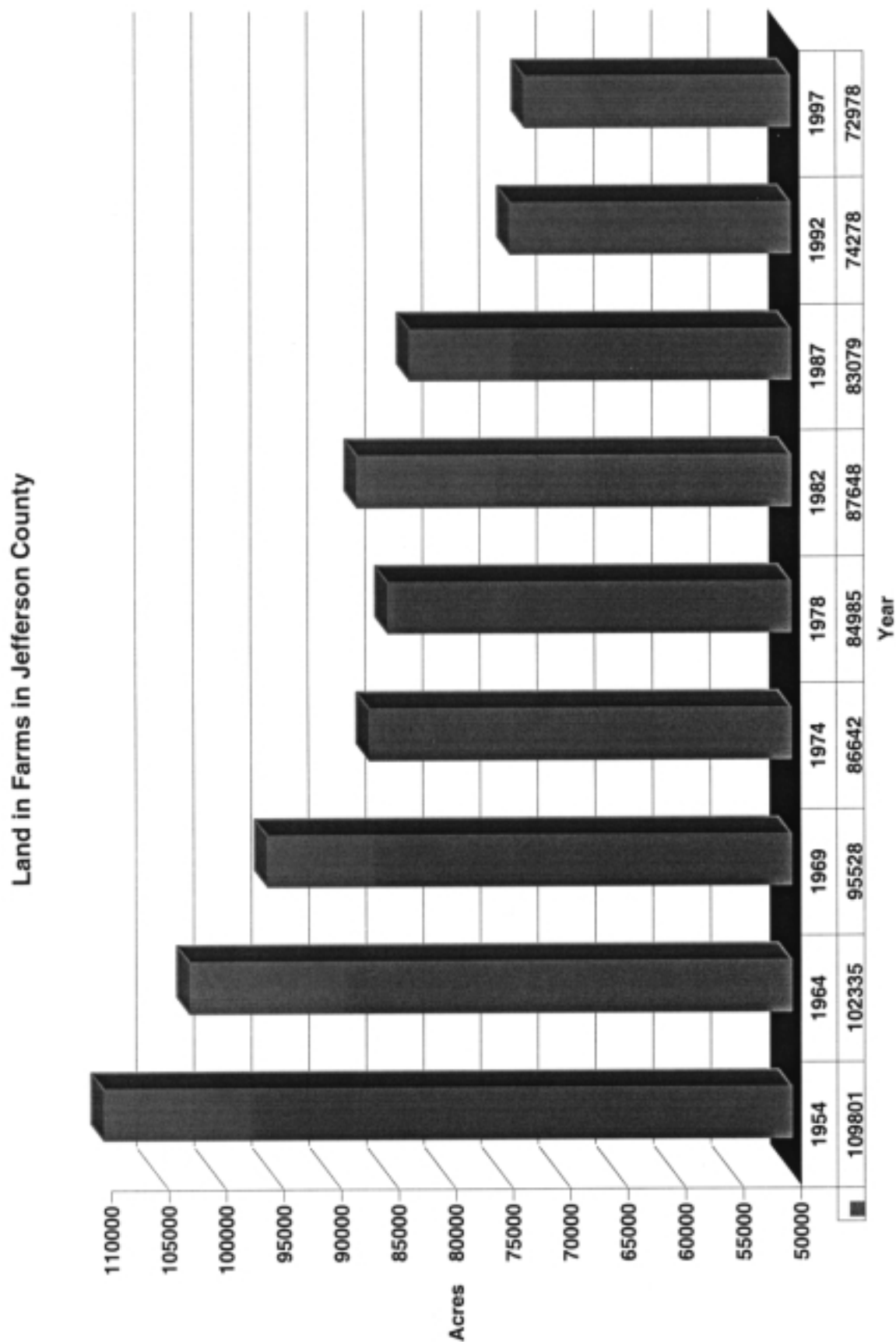
Number of Farms by Size
in Jefferson County



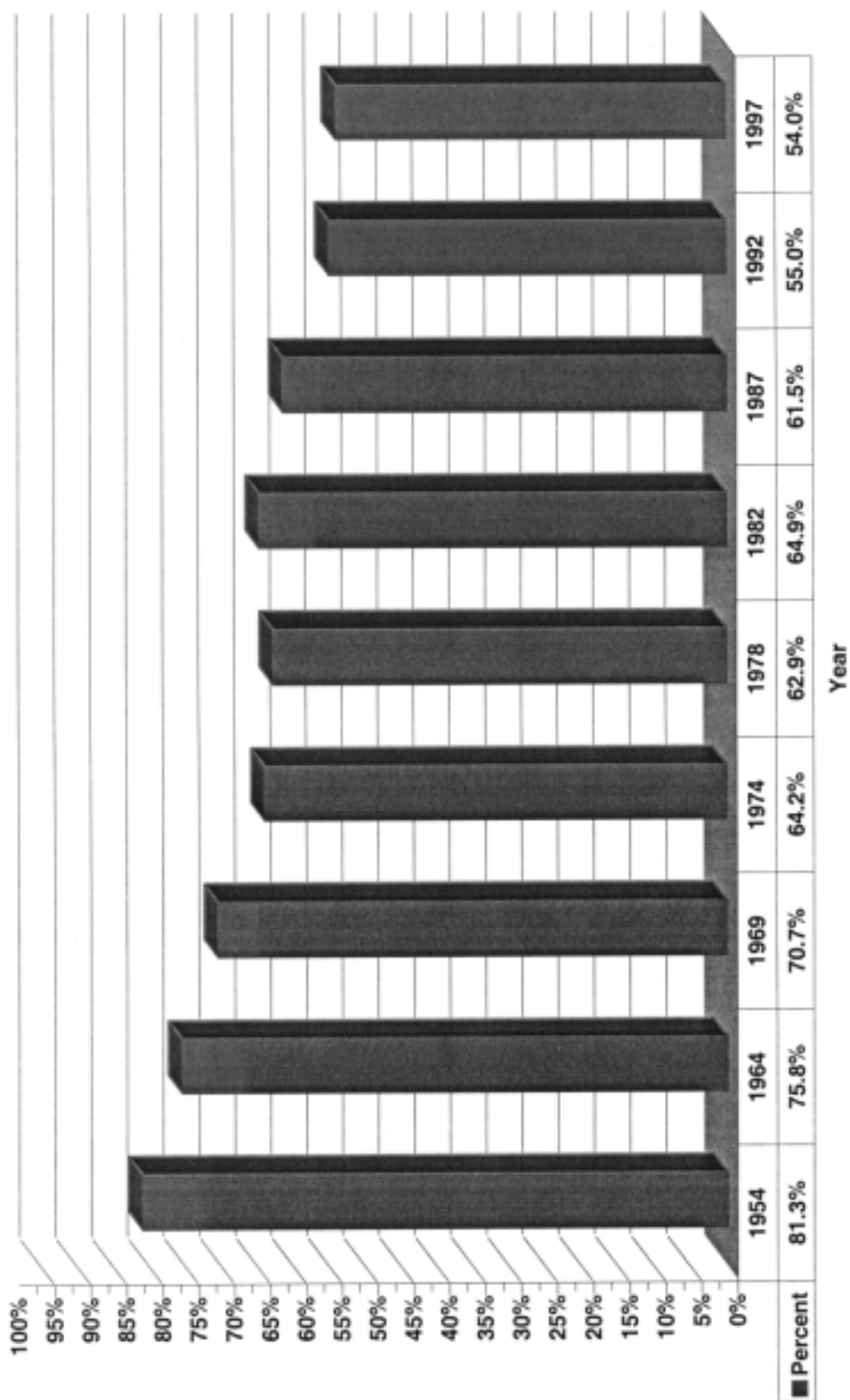
Jefferson County Agricultural Development Plan



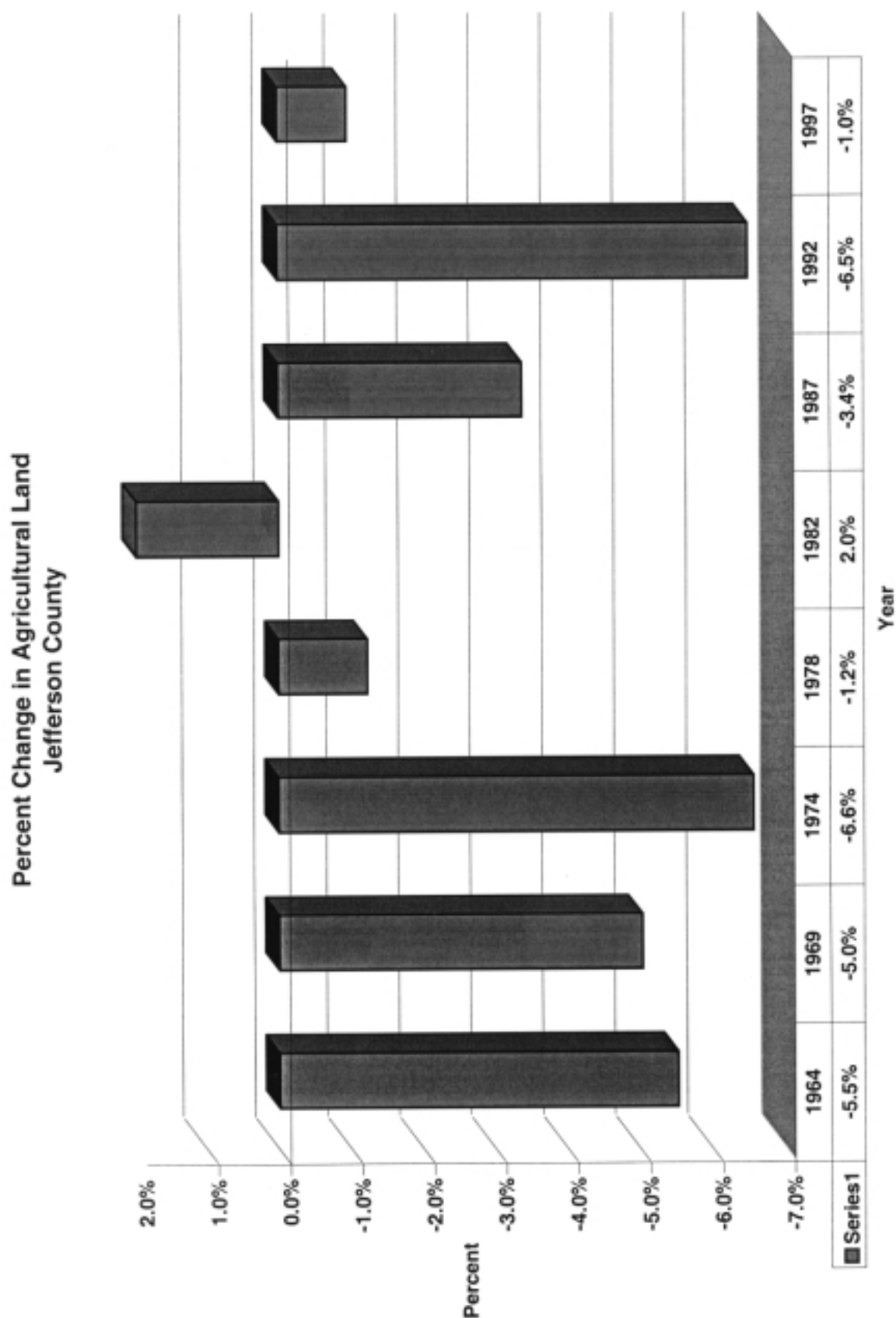
Jefferson County Agricultural Development Plan



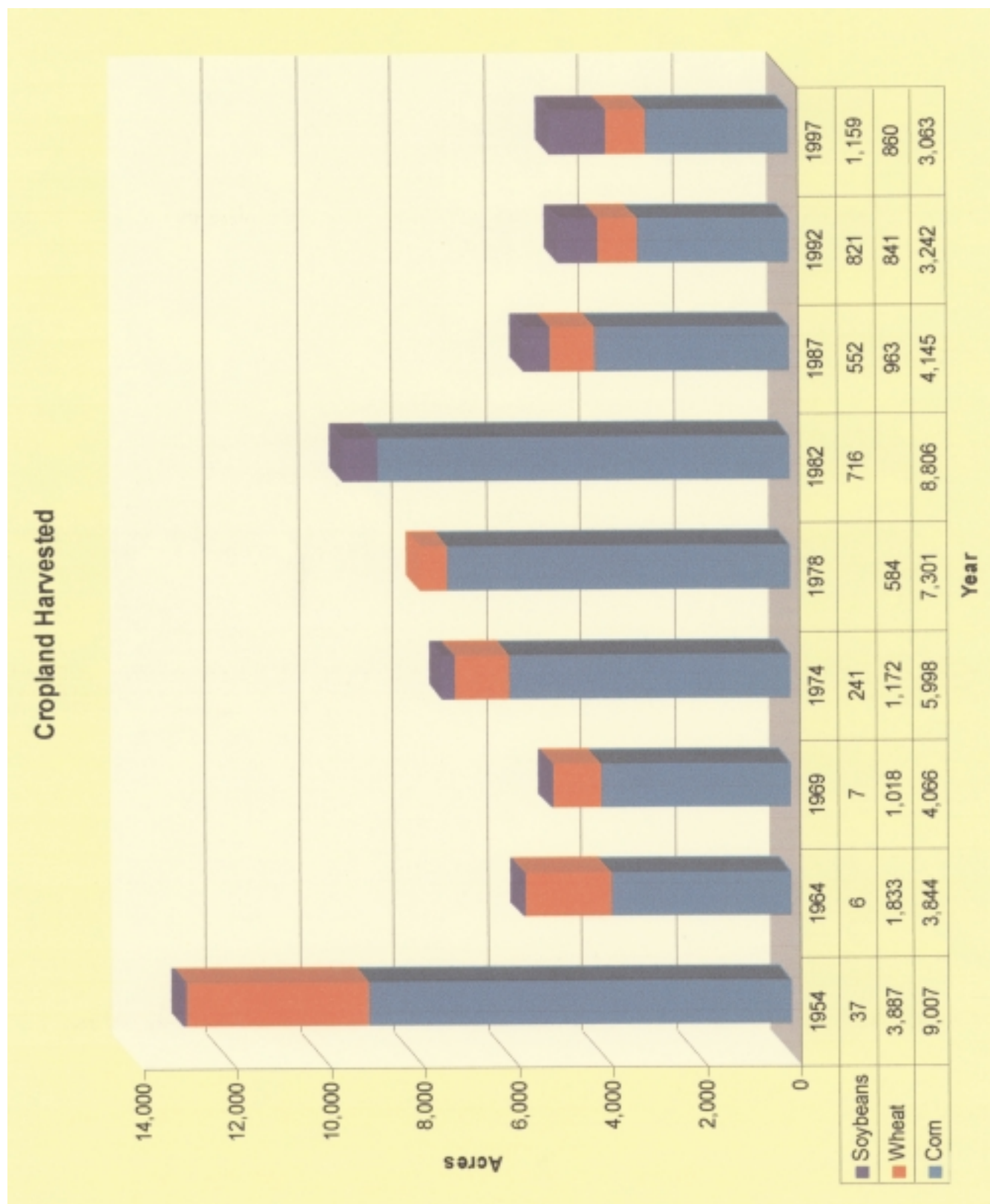
Portion of Land Area in Farms
Jefferson County



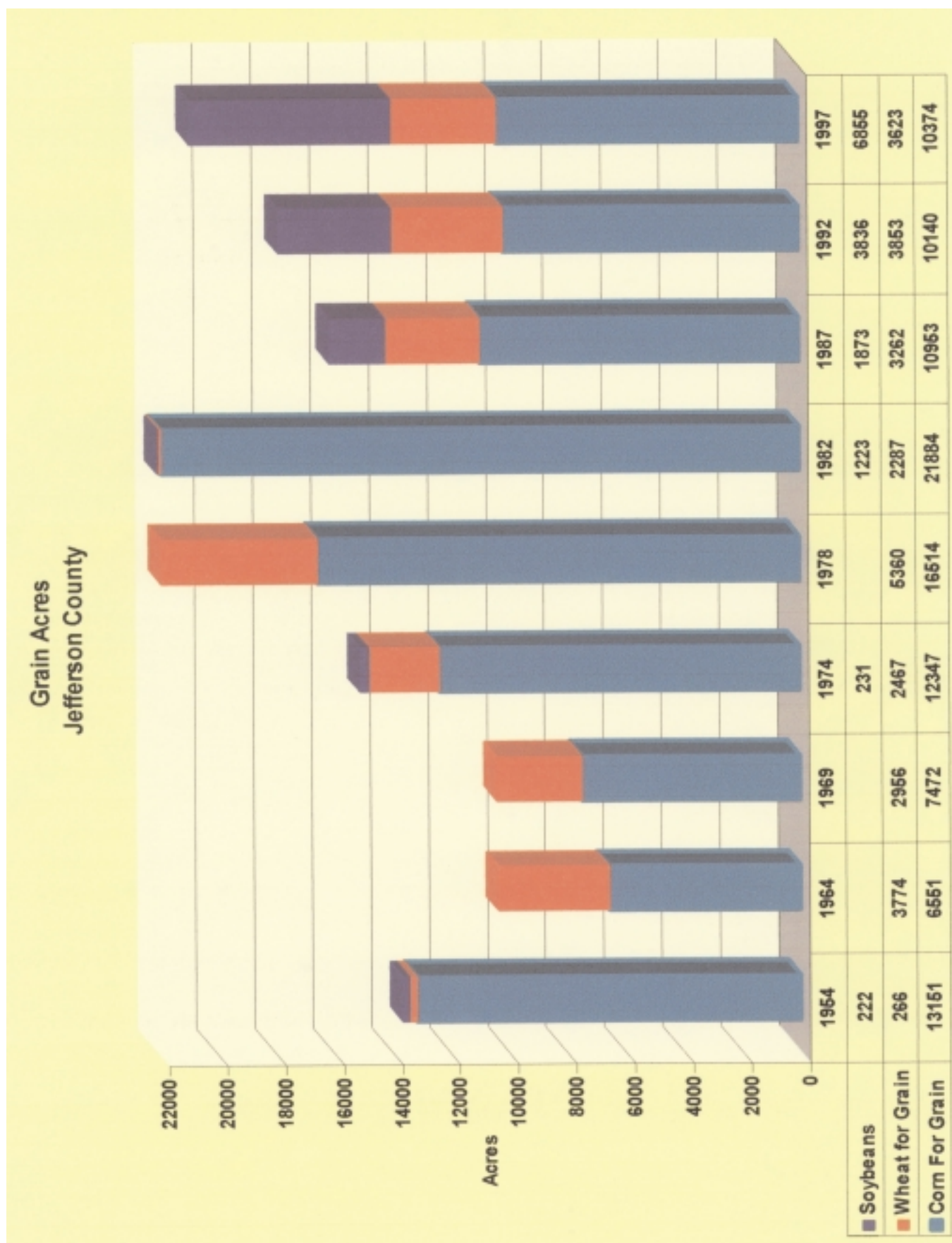
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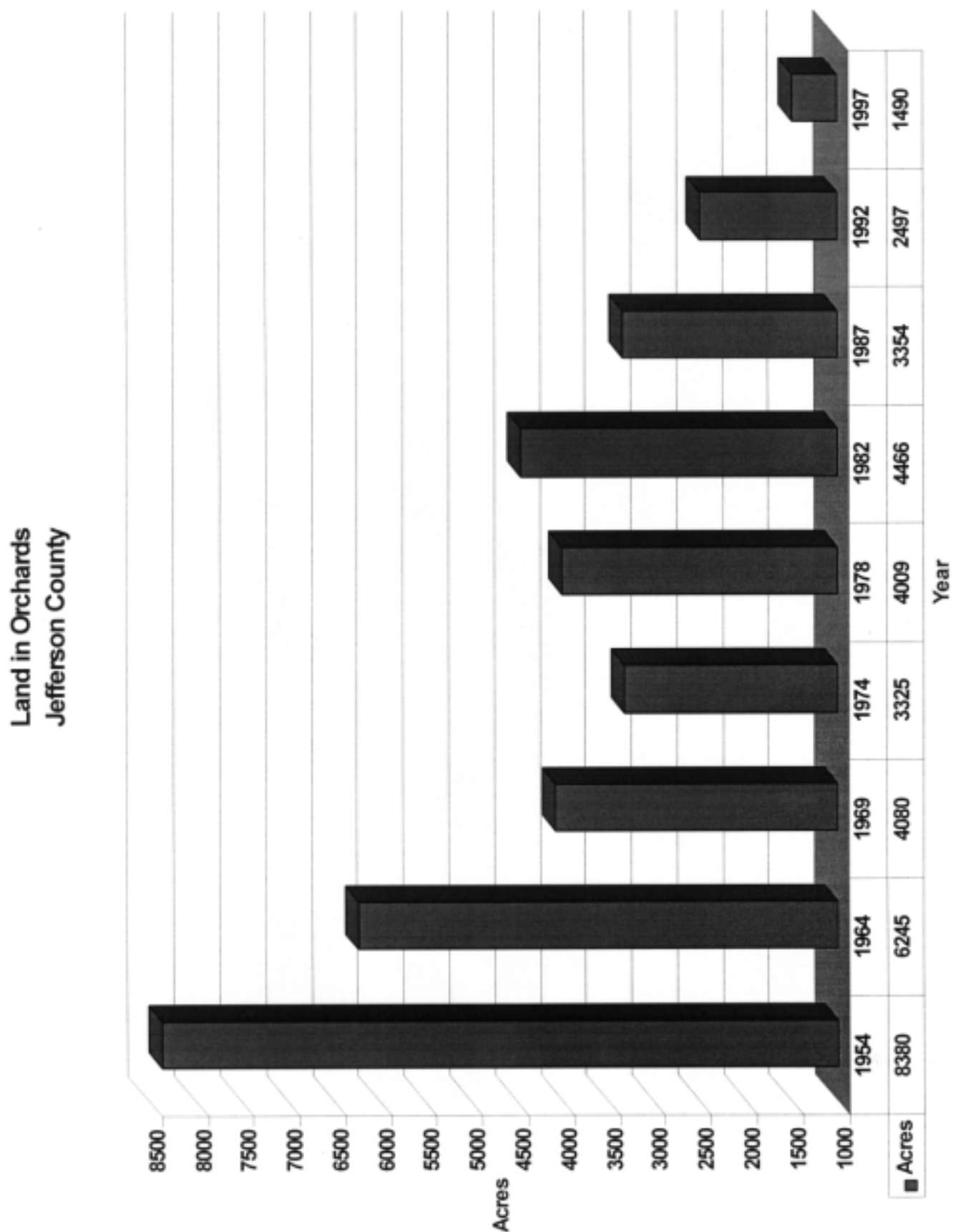
Jefferson County Agricultural Development Plan



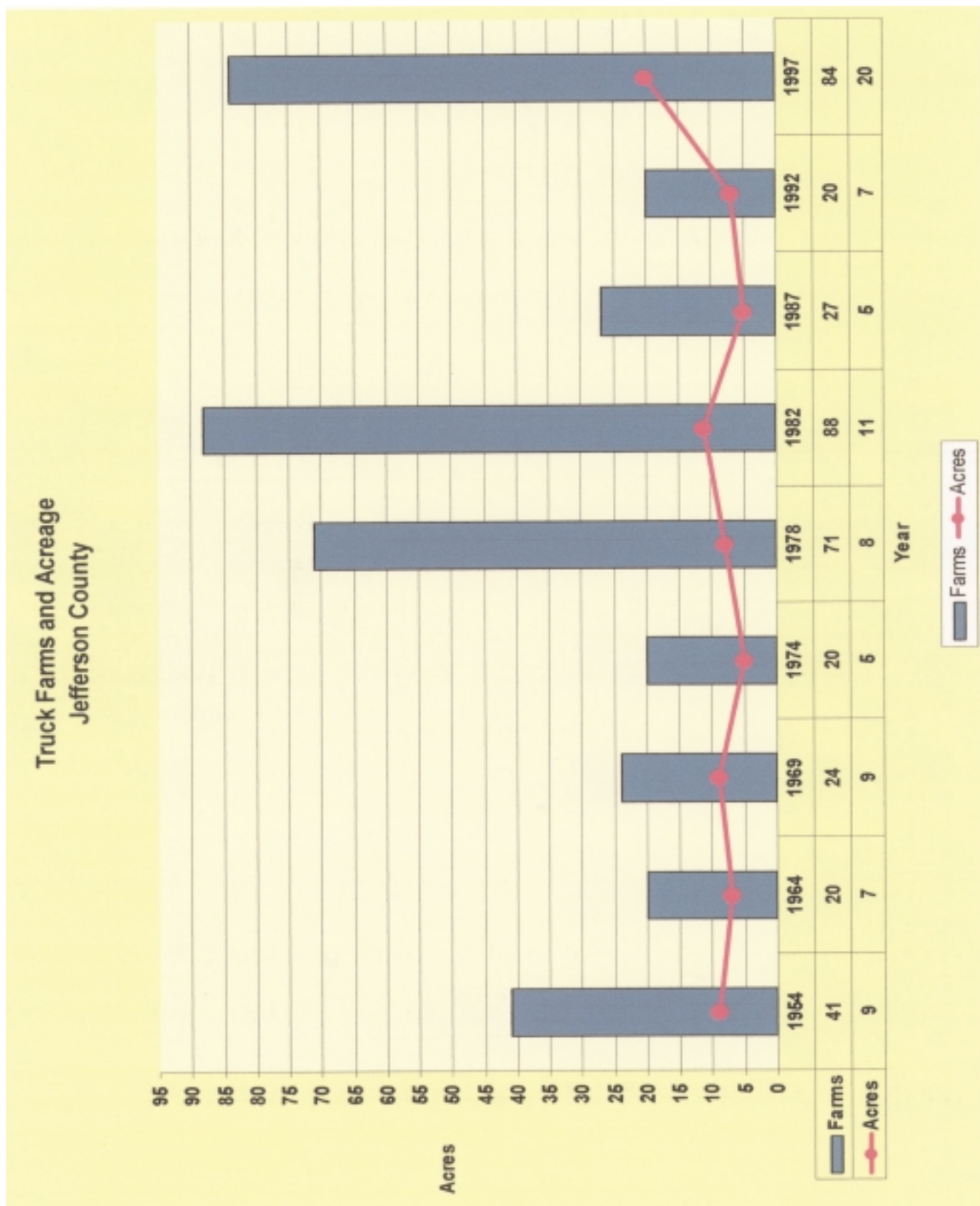
Jefferson County Agricultural Development Plan



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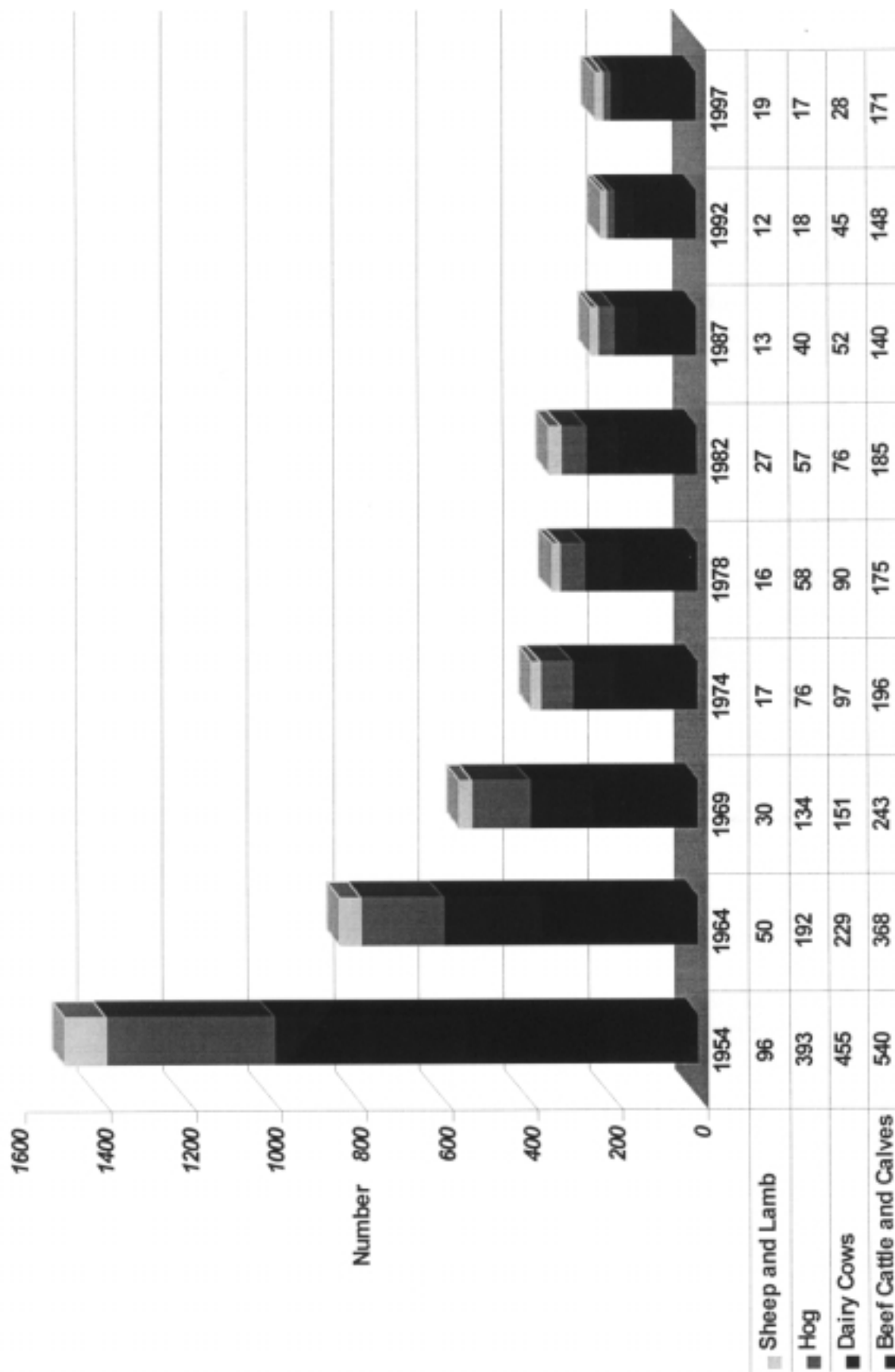


Jefferson County Agricultural Development Plan

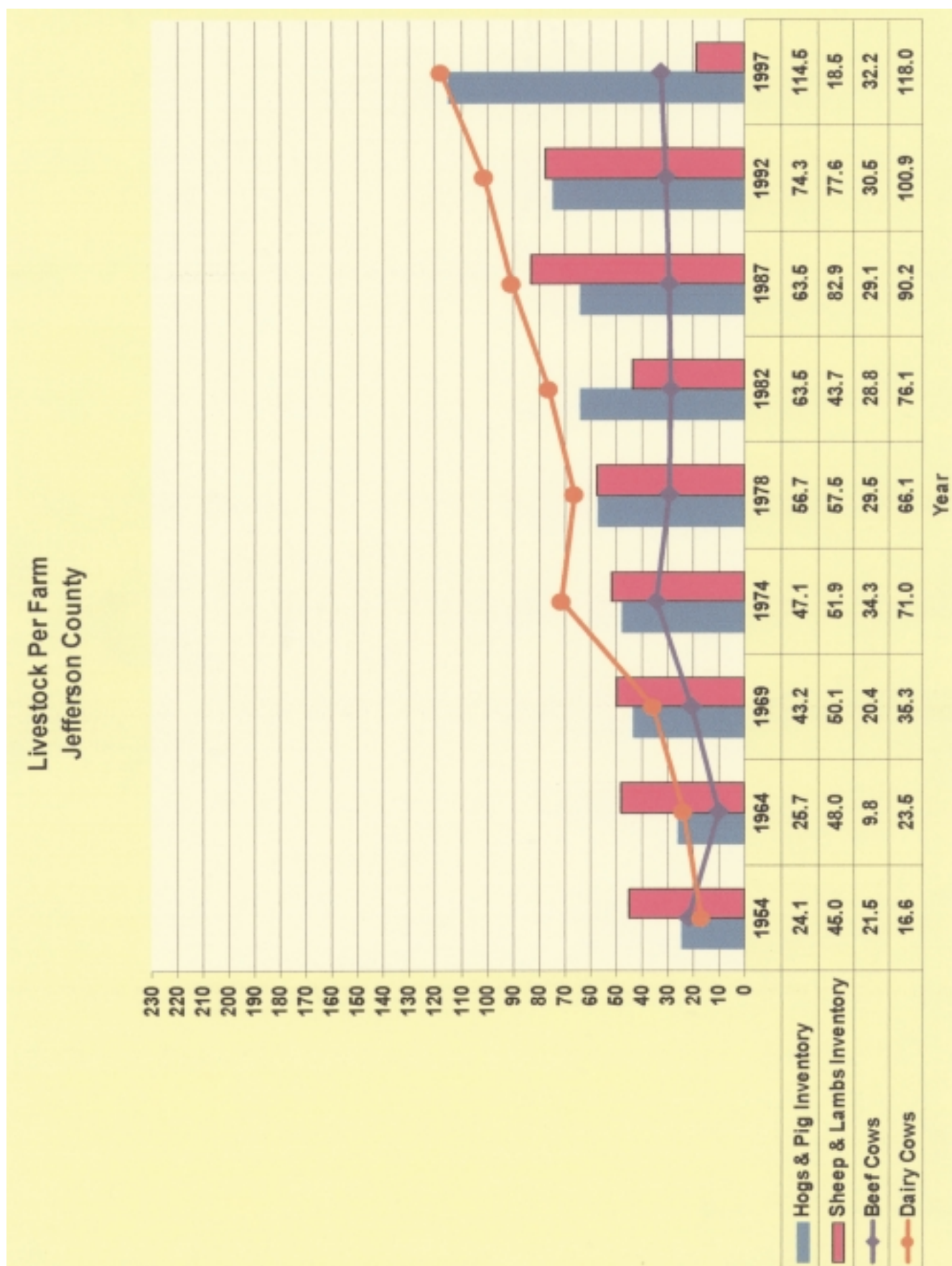


Jefferson County Agricultural Development Plan

Number of Livestock Farms
Jefferson County



Jefferson County Agricultural Development Plan



Agricultural Development Plan

Jefferson County, West Virginia

“The Ag Action Plan”



~ Prepared by the ~

Jefferson County Agricultural Task Force

September 2002
