

AUGUST 2010 — Welcome to the August edition of *Initiatives*. This issue focuses on the projects that RDI, our partners, and all of you are undertaking to make a difference in your communities and throughout the rural Northwest.



Leadership Training Results Are In! Leaders Gain Confidence, Learn New Skills, and Apply Them

by **Craig Smith**, RDI's Executive Director

Just like the bountiful harvest from my garden (we are inundated with raspberries and tomatoes) so too is rural Oregon benefiting from the bountiful network of rural leaders RDI has been helping cultivate for nearly 20 years.

RDI was started in 1989 and was then known as the Community Initiatives Program which was part of the Oregon Economic Development Department. The spotted owl was listed as an endangered species drastically reducing the harvest on public lands causing many rural mills to close. With this drastic downturn in the timber industry many rural communities lost hundreds of high wage jobs. The Community Initiatives program was started to help these communities diversify their economies. We started by facilitating a Strengths Weaknesses Opportunities and Threats (SWOT) analysis in each community, formed a diverse group of citizens representing the community, and facilitated a vision and strategic action plan. These plans detailed steps needed to build on local assets to create new job opportunities, develop community infrastructure, strengthen the workforce and lifelong learning, and implement projects to improve the community quality of life.



We quickly learned that there was very little or no local staff available to spearhead implementation of these plans. If the communities were going to be successful, the local volunteers needed to work together. And to be successful in implementing these plans, leadership training was and is the key to teaching volunteers how to work together, build consensus, and implement these projects creating community vitality.

RESULTS ARE IN

Key Findings from OSU Research with the Ford Institute Leadership Program participants include:

- | Feeling more confident as leaders
- | Using the skills they learned
- | Using the skills at home, work and community
- | Using their networks to solve problems as well as for personal enhancement
- | More likely to engage in community activities and projects

Ford Institute Leadership Program graduates (60%) report engaging more often in community building activities in the year since completing the class. This includes:

- | Encouraging others to participate in community issues and projects
- | Educating self and one another about community issues
- | Improving community conditions
- | Building public awareness of community issues
- | Investigating solutions to community issues and

In 1991 the state legislature passed Senate Bill 713 transforming the Community Initiatives Program into the private non-profit, Rural Development Initiatives (RDI). One of the first tasks RDI took on was developing the Rural Futures Forum, our leadership training program for community members. The inaugural class started in 1992 and graduated 30 leaders from 12 communities in the spring of 1993. The training was incredibly successful in moving the strategic plans from these 12 communities into action. And with this new network, communities learned from and mentored each other as they shared their successes in revitalizing their downtowns, growing local entrepreneurial businesses, building parks, developing infrastructure, and celebrating success.

Over the next ten years, RDI trained nearly 500 leaders thanks to the generous support of the state and corporate funders. Then with challenges in the state economy in 2001 and 2002, the state could no longer afford to fund the program. RDI believed in the power of building rural communities through leadership training and started searching for a partner to develop a new program that would take

what was learned from the Rural Futures Forum to build a larger, more comprehensive leadership program.

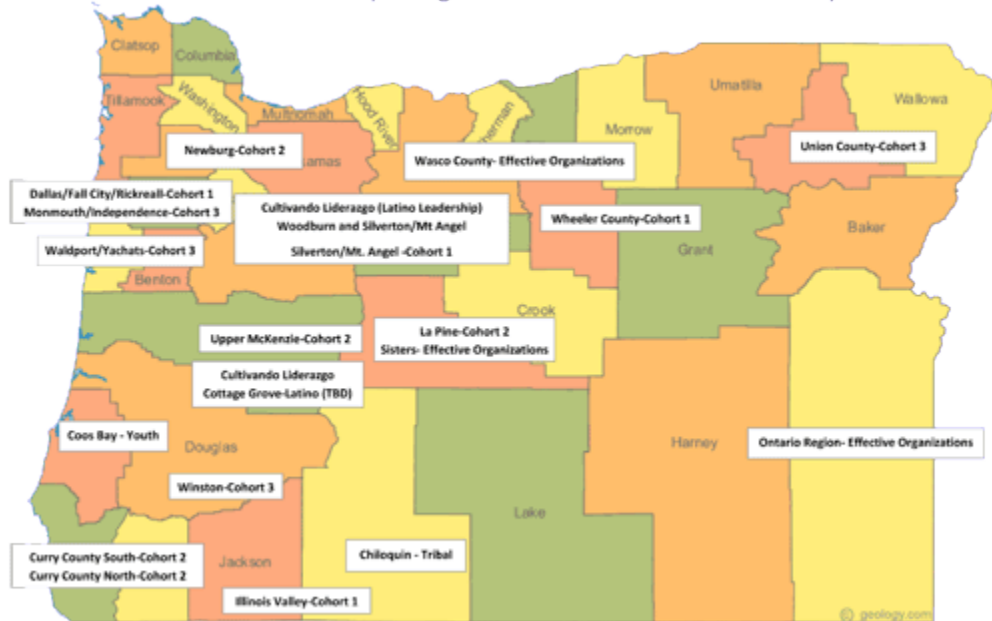
In came The Ford Family Foundation with their newly established Ford Institute for Community Building program and a commitment to rural Oregon and Siskiyou County in California. The Institute believed in the value of training rural leaders and contracted with a team lead by Vicki Luther and Heartland Center, and included Peter Hille, Brushy Fork Institute, and Lynn Youngbar, RDI's past and founding Executive Director.

A meaningful partnership was created between The Ford Family Foundation and RDI. Together, The Ford Family Foundation and RDI built this program that now includes a five-year process in each community with other partners. It begins with the first leadership class, then effective organizations training, followed by a second leadership class

taught by RDI and community ambassadors (graduates from the first class that volunteer their time), a community collaborations training and then a third leadership class where community ambassadors (former class members) run the class with very little assistance from RDI.

In the eight years since the Ford Institute Leadership Program was started, The Ford Family Foundation and RDI have worked with 61 community hubs and have more than 4,000 graduates. And thanks to the work of OSU and other evaluators, we finally have the data to prove what RDI has known since 1992, *training rural leaders is the key to building rural community capacity and creating community vitality.*

Ford Institute Leadership Program Delivered in a Community Near You!



This map reflects where the Ford Institute Leadership Program classes will be held in the Fall of 2010. Recruitment for Spring 2011 is now underway. Don't miss out on an opportunity to get involved!

RDI can bring the award-winning Ford Institute Leadership Program curriculum to your community. The Leadership program training consists of 48 class hours held over four Friday–Saturday sessions that focus on developing the community leadership capacity of individuals. The training emphasizes an interactive and facilitative style rather than lectures. It draws on the knowledge and skills of those in the room, augmented by the lessons in the curriculum and is accompanied by a year-long community improvement project.

You can learn more about RDI's leadership development work and philosophy by reading about some of our current projects [[click here](#)] or by contacting Gary Stewart, email: gstewart@rdiinc.org or phone: 503-554-1608.



"Going After It!"

What This Means to Independence, Oregon

The sun sparkled off the Willamette River near downtown Independence on the evening of July 7th, as RDI's Board of Directors and staff members toured the town. As part of the tour they listened intently to Shawn Irvine, Community Development Technician of Independence, Oregon, describe how the amphitheater complex was created—and how RDI has contributed to the community's ongoing success.

"This amphitheater took nine years from start to finish," said Shawn, gazing down the mammoth and impressive terraced slope toward the playground equipment and river trail. "It was pie in the sky, but we decided to go after it."

The town might be called Independence, but for this community, "going after it" meant uniting diverse stakeholders toward a common goal and building community in the process. Everyone from the Cub Scouts, citizens who helped with the design, and the National Guard played a part, and literally moved mountains (of dirt) to get the job done.

In addition to the obvious ingredients of money, dedication and a plan, this and other successful projects in the town of Independence benefited from strong civic and community leaders, such as Greg Ellis, City Manager and RDI Board Member, who shared an inclusive collaborative approach to community building and used the resources they had to accomplish a great deal. These are reflective of characteristics RDI has supported over the years.



Gazing down the terraced slope of the amphitheater to the movie screen trailer

"RDI's leadership programs really do form the foundation of a successful community," Shawn said. "They build leadership and connect people to the community and to each other."

A Draw for Downtown

"We get about 20,000 people here (to the amphitheater) for the Fourth of July Celebration, which is organized by volunteer committees," Shawn said. "An impressive feat for a town half that size in total population."

The free concerts and movies draw citizens into town during the week, to stroll along the river, browse through shops, and chat with friends and neighbors. The atmosphere is friendly and exuberant as the day's heat subsides and a hazy molten sunset spreads across the sky. People sprawl on the amphitheater steps with picnic blankets and snacks to enjoy music or a family film as well as their neighbor's company.

"The result is that more people spend time downtown during the summer. It's a real draw, especially for the teenagers," Shawn said. "It is also more than economic development for the shops and restaurants. It creates a sense of family and community."

RDI's Contribution

When asked how Independence, a town that just 20 years earlier reported knifings and prostitution in the downtown area, had recreated itself as a safe, family-oriented community, Shawn said, "The key thing is excellent leadership. We have leaders with a "can-do" attitude." He also pointed to the willingness of key individuals to take calculated risks to "go after it."

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RDI can trace a long-term presence in Independence, dating back to the delivery of one of RDI's early Leadership offerings, Futures Forum in the 1990s and continuing to today's Ford Institute Leadership Program. In an attempt to assess what The Ford Family Foundation and RDI may have contributed to rural successes like these, we recently completed several case studies of communities in which we have worked, including Independence.

As a whole, interviewees cited their community success as hinging on:

- excellent leadership
- a positive, "can-do" attitude
- a broad base of community support

- community volunteerism and involvement
- unity of vision
- a willingness to try new things

Those who have participated in RDI trainings and workshops will recognize these attributes as integral components of all RDI programs. Still, none of these successes would ever happen without the conviction and passion of communities like Independence “going after it.” “We have felt honored to work beside them, but the credit belongs to the community,” explained RDI’s Executive Director, Craig Smith.

Successes

In Independence, the amphitheater complex and its summer activity line-up is just one of many successes Shawn described to the RDI board and staff. Other successes include:

The new library resulted from a \$500,000 bond that was passed and the Friends of the Library who gathered over \$2 million in grants and donations. The area, previously deemed a brownfield, was cleaned up and the library now sets new records every year for usage. Almost as many people visit the library annually as they do the new movie theater complex.

The Downtown Renaissance was launched when a citizen committee designed the width of sidewalks, the location, and style of streetlights and benches to promote aesthetic appeal. Now, downtown commercial loans and secondary tax deferral for downtown residential business owners have been added to the mix along with an urban renewal district with funds set up to tap into to do these projects. In total, these changes have caught notice and resulted in an ever more vibrant downtown association.

The Hop and Heritage Festival was resurrected, drawing tourists from throughout the region to celebrate Independence’s impressive hop growing heritage.



Downtown revitalization efforts include light posts and banners hand-painted by local artists

The Streetscape Project added light poles along Main Street and to major thoroughfares where they boast banners created by local artists. They enthusiastically volunteered to design and hand-paint unique, individual banners to mark special locations throughout downtown.

Other highlights of Independence’s success include:

- A new movie theater
- Improvements to the corridor approaching town from the north—cleaning up HWY 51
- An improved relationship with sister city Monmouth
- High-speed internet and optical fiber system
- A community-passed bond initiative to rebuild the high school

Projects in the works include:

- A new sports complex for baseball, soccer, etc.
- A new city hall
- A recreation trail between the two sister cities, Monmouth and Independence

The Big Picture

Taken individually, each project listed above is exciting and well-worth celebrating. Taken as a whole, they are awe inspiring.

“I often marvel at how far we’ve come,” Shawn said, citing the list of accomplishments. “There is something that (RDI) trainings helped create that is important: the whole idea of keeping your eye on the big picture.”

“We have really tried to keep our eye on the big picture—each project builds off of, connects to a past or future project. So together they create something that is bigger than each of the individual projects.”

For the town of Independence, the big picture has involved enhancing the downtown to transform it into a place where people want to shop, hang out and enjoy an afternoon. “With every potential project, we ask whether it adds to that big picture,” Shawn said.



Independence is keeping their eye on the big picture by implementing projects like this fountain to enhance the downtown area

“Every rural community is unique—but they share a set of common characteristics. The glowing successes highlighted by Independence offer hope and inspiration. Even in challenging economic times dedicated community leaders working hand-in-hand with a broad base of citizens have sparked positive, long-term change in their community,” stated RDI’s, Craig Smith.

RDI’s community-building projects reflect our beliefs that rural communities like Independence hold the key to their own success, and inclusive decision making generates the best ideas. Our community building services include visioning, strategic planning, facilitation, consensus building, and more. We have facilitated nearly 100 strategic plans and visions for rural communities and regions and have worked with more than 200 community groups. To learn more

about how RDI can help your community, contact Heidi Clark Khokhar, email: hkhokhar@rdiinc.org or phone: 541-968-2542.

To comment on the Successes in Independence, visit the RIPPLE blog.
[\[click here\]](#)

Independence, Oregon has woven the best practices to boost rural economies into their community fabric. They are a prime example of a recent article written by Craig Smith, RDI's Executive Director. To learn more, visit the RIPPLE blog.
[\[click here\]](#)



RDI Facilitates Farm Service Agency Northwest Tribal Lands Meeting

Emotions can run high when the federal government and community groups sit down in the same room to talk about land ownership and access. When tribal leaders from across Oregon, Idaho, and Washington received an invitation to share their input on two federal programs in development by the Department of Agriculture’s Farm Service Agency (FSA), RDI was invited to help facilitate discussion and make sure all voices were heard.

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Vernita Ediger of RDI began by working in partnership with the FSA designing a process that would encourage participation and open sharing. The meeting was opened with prayer by an Elder from the Umatilla Tribe, Mr. Louise Dick. The process for the meeting also made sure that participants were seated in small groups where they could talk comfortably with one another.

On the morning of August 10th at the Pendleton Convention Center, Vernita engaged tribal members from across the Pacific Northwest in a comment session where they shared their thoughts about how the FSA could best structure a loan program to address the problem of “highly fractionated” tribal lands. Such “highly fractionated” lands might be very small in size but have hundreds of owners who claim a fraction of a percentage of equity in the property. This ownership issue has complicated the sale of such lands and caused a myriad of problems around land and resource use.

During the morning session, tribal members suggested a range of possible solutions, raised additional issues to consider and shared their personal experiences with problems stemming from land fractionation. One participant described the challenges she experienced trying to consolidate ownership of one particular property. All agreed that in many instances, owners won't sell. Thus any program created by the FSA should not require that all interests in the property be consolidated, but should aim toward reducing fractionation.

In the afternoon, Farm Loan Program officers described the Voluntary Recreational Access and Habitat Improvement program that is currently in design. Once in



FSA representatives gifted those present with hand-wrapped bundles of sweet grass



RDI was honored to be invited to help convene Northwest Tribal members at the gathering in Pendleton

place, the program will solicit applications from States and Tribes to fund programs which increase public access to private or Tribal lands for the purpose of recreation. The conversation surfaced a challenge faced by some Native Americans when private land on which they have traditionally picked berries or dug roots has changed ownership. Often the new owners do not allow native peoples to access these traditional gathering grounds. They were very interested in ways they might be able to use the Voluntary Recreational Access program to continue gathering native foods.

At the end of the day, FSA representatives from Idaho gifted those present with hand-wrapped bundles of sweet grass, traditionally used for smudges and also for cooking. The room filled with the sweet aroma that hinted of freedom, blue skies, and vast planes. The work done that day was blessed by prayer and made rich with the heartfelt contributions of all those who attended.

The services that small nonprofits and government agencies provide are invaluable to creating healthy rural communities. RDI's Tribal programs support the Tribal and personal sovereignty of all Indian people through offering services like this one that are culturally competent, community based, and focused on the strengths and assets that already exist in Native American communities. Through specialized programs and technical assistance, RDI helps organizations effectively plan, communicate, and generate energy and concrete action for a better future. To bring RDI's services to your organization or community, contact Noelle Colby Rotell, email: nrotell@rdiinc.org or phone: 208-452-6196. To collaborate with Tribal entities, contact Az Carmen, email: azcarmen@rdiinc.org or by phone: 541-221-8915 for more information.



Welcome Camp Ford 2010

Youth Leadership Adventures on the River

What do fire poi, fist-to-five, river rafting, and public service projects have in common? At the end of July, 28 incoming ninth graders from Siskiyou County, California were the first to find out. The campers experienced Camp Ford: Adventures in Leadership, where they spent eight days of youth blended curriculum (inspired by the Ford Institute Leadership Program) with rafting, hiking, campfire songs, and skits all the while located on the stunning banks of the Lower Klamath River.

Summary of Eight Wonderful Crazy Days

Each tent group created its own tent name, rules, culture, motto, chant, and dance and there was friendly rivalry through competition for cleanest tent, who could find “the golden paddle,” which camper was selected “Killa Camper” by their peers, and other group challenges.

Besides sharing a tent, campers had other opportunities to work in groups, both planned and spontaneous. Using a personality assessment based on four different colors, campers learned to recognize their own skills and appreciate the skills of others. They received “Camp Ford” wristbands in the color that represented their personality, so there was always a visual representation of how it took all personality types to make a successful group. Campers participated in multiple group challenges like the human knot (a popular teambuilding energizer participants engage in during the traditional Leadership class), but also had to work together to paddle downstream without flipping the raft in the rapids, create skits for campfire entertainment, and engage in three service projects. The most unexpected teambuilding activity came when the boys were doing a service project to restore a hiking trail and came across a tree blocking the trail. “We looked at what we had, rocks and a shovel,” said teen counselor Daniel Hacking from Somes Bar, “and got to work.” The group took turns hacking away at the tree, “and it was like we had just accomplished the impossible when we finally cut through,” added counselor Cole Humphrey from Yreka.



RDI's roving reporter Glenn the Gnome arrived safely at Camp Ford where he reports a mixture of adventure, relaxation, and a little too much coffee!

The campers also had some important and very real decisions to make during the course of Camp Ford like what rafting route to take, what hike to tackle, what prank to pull and how to contribute funds they raised as a group.

The campers also had some important and very real decisions to make during the course of Camp Ford like what rafting route to take, what hike to tackle, what prank to pull, and how to contribute funds they raised as a group. Using the brainstorming, prioritization, and consensus building processes seemed to become a habit. When the boys had an opportunity to play some retaliatory pranks on the girls (after all boys will be boys...), through their own initiative, they brainstormed possibilities and then came to consensus using fist-to-five (a popular decision-making technique taught in the traditional Leadership class). Committees were then formed to implement the selected strategies: row the girls' bags to the other side of the river, put rafts in their tents, and then tie their tent zippers closed!

The group engaged in three improvement service projects: one on a trail to provide a sense of stewardship for the

natural environment, one at the camp location to provide a sense of responsibility to their immediate surroundings, and one in the nearby town of Happy Camp to provide a sense of community development. "This camp helped me become a better person and made me want to help with my community," said camper Lauren Gubetta from Weed. In addition to the service projects, the campers had to choose how to allocate the \$450 they raised as part of their camp registration. It was between the Happy Camp Resource Center 'Emergency Relief' program (rent assistance, food bank, clothes bank, etc.) and their Youth Programs (local camps, family movie nights, etc.) and they decided to split it 50/50 after a lively and insightful debate about long term versus short term community investments.



Camp Ford participants learn about river safety and practice guiding a raft

In addition to leadership skills, the group learned about wilderness survival and river safety, went rafting four times, saw bears and river otters, practiced guiding a raft, did a hike to a clear and cold mountain stream swimming hole, and took on personal challenges. "(Camp Ford) gave me the confidence to face my fears," said one camper. They made friends, did archery, learned poi (a Maori art form of spinning objects on string or chain), created friendship bracelets, ate amazing food, and held a nightly campfire and embers. "Campfire was where campers could really let their freak flags fly, be themselves, get silly and watch their counselors and coordinators do the same," said Alden Williams, RDI intern and Camp Ford coordinator. This daily high-energy highlight of campfire was followed by embers where tent groups met in a quiet place and reflected on the leadership theme of the day and looked forward to the theme of the following day. It was also a chance for campers to share personal stories in a small, secure setting.

On the final night of camp, the coordinators planned a campfire extravaganza, followed by a display of fire poi. During the poi, Sara Worl, regional program associate at RDI and coordinator at Camp Ford, was explaining that she enjoyed watching the campers shine so much over the course of the week and at that unplanned moment, "Campers and counselors witnessed the largest meteor shower we had ever seen at this location," said Scott Eastman, Siskiyou Family YMCA Executive Director, Camp Ford coordinator and member of the 1999—2001 US national white water rafting team. "It was as if the stars were giving a big high five to the campers, and a spectacular way to end our final night together."

What Was the Inspiration?

The Ford Institute for Community Building pulled together a diverse team to design this camp. Led by RDI's youth program manager, Max Gimbel, the team identified a target population, location for the pilot, key objectives and strategic partners. "Once we figured out that we wanted to offer incoming ninth graders a transformational experience before they entered high school, the project really took off," said Gimbel.

A key approach in the development of the camp was the collaborative effort that brought together four organizations that share a similar vision, but have diverse resources: The Ford Family Foundation, Rural Development Initiatives (RDI), the Siskiyou Family YMCA, and Adventure White Water. "The combined efforts of the four organizations made this camp a dynamic, well-rounded, and meaningful experience for the campers," said Sara Worl. "We all had a great time working together, and I believe that the spirit of team work and positivity really set the stage for the whole week."



The camp offered participants a transformational experience

Under clear blue skies filled with osprey and bald eagles (and the occasional mosquito), campers honed their personal and community leadership skills of working in groups, active listening, making group decisions, and discovering and building upon personal strengths, with the overall goal of sending 28 ninth graders off with a more confident and positive transition to high school. Tired and inspired, campers and staff left Camp Ford, excited for their reunion in the fall and Camp Ford 2011. Plans are still in development of how and where to expand this wonderful resource next year.

For a video summary put together by campers. [\[click here\]](#)

For more information about Camp Ford. [\[click here\]](#)

Visit Camp Ford 2010 Facebook [\[click here\]](#) for exciting photos

Visit Glenn the Gnome's Facebook to see where RDI's roving reporter has been lately! [\[click here\]](#)

RDI's dynamic, fun and hands-on youth programs wide range of topics including team building, characteristics of effective leadership, and decision techniques and are focused around the selection, and completion of a real service project. If your community is interested in an all-youth leadership designing a youth leadership program, please Max Gimbel, email: mgimbel@rdiinc.org or 541-359-5284.



Campers spent eight days learning leadership and team-building skills on the banks of the Lower Klamath River

cover a
making
design,
class or
contact
phone:

Our New Latino Program

Welcome Mayra, Adrián, and Nadia!



Members!

Meet



RDI is pleased to announce that this summer there was an addition of three new staff who will be taking RDI's Latino Program to the next level. Each one of these members will contribute their years of experience of community and economic development not only to the Latino program, but to achieving RDI's overall mission to build leadership networks and communities.

RDI Welcomes Kari to the Team!



Kari Rosenfeld comes to RDI as the new Development Director with 17 years of experience working in the non-profit sector. Kari will be responsible for RDI's fund development efforts. Her expertise is in fund development; project, program and event management; grant writing and strategic planning.

Kari has lived in Lane County for the past 30 years with her husband, Paul, and two daughters who are now grown! Kari enjoys spending time "reclaiming" their rural home in Alvadore, Oregon and gardening with their two Rhodesian Ridgeback dogs.

Kari is looking forward to developing quality relationships in our rural communities and supporting RDI's mission and outstanding programs. Feel free to contact Kari, email: krosenfeld@rdiinc.org or phone: 541-915-3337!

Kathryn Weber, former fund development director, retired from RDI to enjoy life on the island in British Columbia! She is looking forward to spending time with her family, completing projects on their cabin, and relaxing. We wish her well!

The new Latino program members are focused on exploring new opportunities to partner with other programs and organizations that benefit rural Latino Communities, so we can leverage available services.

RDI's Latino program was initiated in 2006 and has been successful in over 20 rural communities to date. This fall we will be bringing Cultivando Liderazgo (Latino Leadership) classes to Woodburn, Mt. Angel/Silverton, Molalla, and possibly Cottage Grove, Oregon.

During the month of November, RDI's Latino program's staff will be working in partnership with the Sherwood Trust in Walla Walla, Washington to deliver an innovative leadership training that is done simultaneously in English with Anglo community members and Spanish with Latino community members to bridge neighborhood barriers.

Our previous Latino program members, Sara Curiel and Jessica Rodriguez have moved out of state, and they will be missed, but we wish them and their families well. Max Gimbel continues to provide support to the Latino program. However, he has shifted his main area to focus to empowering rural youth and is managing RDI's Youth program.

Please feel free to contact Mayra Arreola, email: marreola@rdiinc.org or phone: 503-803-1345; Adrián Castro, email: acastro@rdiinc.org or phone 503-560-3899; and Nadia Legoretta, email: nlegorreta@rdiinc.org or phone: 541.684.9077 for any assistance, questions, more information about the Latino program, or to get to know them better! They will be very happy to hear any feedback, new ideas, and most importantly to learn how they can best assist you and your community.

For a pdf of the Spanish translation. [\[click here\]](#).

Para la versión en español en pdf.
[\[presione aquí\]](#)



RDI Named One of Oregon's Best Nonprofits!

RDI Encourages Employees to Co-Design Their Work Environment

Rural Development Initiatives (RDI) made the list this year, deemed one of the 100 Best Nonprofits to Work For in Oregon! This honor results as part of a survey process conducted every year since 1995 by Oregon Business magazine. RDI employees completed the voluntary survey which asked questions regarding workplace satisfaction such as benefits, management, trust, work environment, and career development. Companies are ranked based on survey scores, and many nonprofits and almost 5,000 employees from around the state participated in the survey this year.

A primary benefit of the 100 Best process is the dialogue generated between employees and management. Employees have an opportunity to voice their opinions about a wide variety of workplace aspects, and employers gain valuable feedback. The surveys are excellent tools for promoting a continually improving workplace. All participating organizations may order their survey results, which can be especially useful for furthering the dialogue with employees as well as setting priorities for improvement.

Some of the benefits employees at RDI receive include some of the usual suspects like a 401K Plan (with matching employer contribution), health benefits, pay commiserate with the majority of other Oregon non profits, and a vacation package. Less usual are the flexible work schedules and home offices most employees work from. RDI also offers groundbreaking benefits like a sabbatical after ten years employment and work sponsored volunteerism. "It is RDI's goal to have employees co-design our work environment. Our staff work very hard for rural communities and we strive to practice principles we teach in organizational development and leadership," said RDI Executive Director, Craig Smith.

A celebration to honor the efforts and the shared commitment toward best workplace practices of the 100 Best Nonprofits will be held in September, and the much-anticipated rankings will be revealed in the October issue of Oregon Business magazine. More to come on this topic in RDI's next e-newsletter.

