

HARNEY COUNTY HISTORY PROJECT

AV-Oral History #294 - Sides A & B

Subject: Jean Cain Discusses PRIDE - With Video

Place: Harney County Library - Burns, Oregon

Date: July 3, 1991

Interviewers: Barbara Lofgren & Dorothea Purdy

DOROTHEA PURDY: This is Dorothea Purdy along with Barbara Lofgren and today we're visiting with Jean Cain at the Harney County Library. The date is July 3, 1991. Transcript number will be #294. Can you tell us your full name?

JEAN CAIN: Yes, it is Jean Ann Davis Cain.

DOROTHEA: And when and where were you born?

JEAN: In Stockton, California in 1943.

DOROTHEA: And what type of education have you got for this job that we are going to be talking about?

JEAN: Well I don't know how closely related, but I have a Bachelor of Science Degree in Home Economics from the University of California at Davis.

BARBARA LOFGREN: And what have been some of your work experiences before you came to Harney County?

JEAN: Probably the closest professional experience to my education was being an extension agent in Nevada. Right after I got out of college though, I went into the Peace Corp in an agriculture/ nutrition program. So I was doing that for two years. And I guess that's where I get interest in doing community development work. And then I have also been a 4-H leader for many, many, many years, and done lots of volunteer things, because I didn't work for the first few years of being married. So mostly volunteer work.

BARBARA: And you mentioned that you are married. Can you tell us your husband's name?

JEAN: Don Cain. He is the Associate District Manager of the B.L.M. here.

BARBARA: And do you have children?

JEAN: Uh huh, three. Cindy is 20, Melissa is 18, and David is 16.

BARBARA: Okay. And what were your reasons for coming to Harney County?

JEAN: Probably the answer to prayers. (Laughter) We had been, when we first got married we were in Ely, Nevada, and that's where I was an extension agent. I love living out in the wide-open spaces, and in the rural area, small towns in particular. And so from there Don moved me to Salt Lake City, Utah. And from Salt Lake City, Utah to Springfield, Virginia, which is outside Washington, D.C. And we spent seven long years there. And so we waited, we'd waited a long time for the opportunity to be back at a small town in a district. And actually Don's family is just over the Idaho border in Payette, so this was a real good move that way. My family is in Northern California still, so it's a ways, but it's not nearly as far as where else we have been.

BARBARA: It's not that far. And what community projects have you participated in since coming to Burns?

JEAN: Well other than being a 4-H leader, which I've done, teach cooking mostly. I also taught cooking at the community education, in the community education system for Colleen Smerski.

And early on, shortly after we came to Burns, I guess the next year after we came to Burns, there was a group of parents formed to establish a Friday's Club, which is a teen activity center for non-alcohol, drug free, non-alcoholic entertainment for Friday nights. So we've, I've been doing that for quite a long time. I guess you could say that almost all

my activities prior to this were youth based. That's what I like to do.

BARBARA: And now you have accepted the position of PRIDE Coordinator. And I understand this is funded by the Forest Service, is that correct?

JEAN: Yes. It grows out of a grant application a group of us made a couple of years ago, for establishing a full-time position to guide PRIDE's activities. And I know PRIDE is what we want to talk about today.

BARBARA: Right. And maybe first off we'd better describe what PRIDE is, what PRIDE stands for, what the letters stand for.

JEAN: Okay. How about if I --- yeah, first the acronym, PRIDE is an acronym. It stands for positive results from innovation, determination, and energy. And I suppose that we could describe that as our mission statement. That is what we want to do, is to create the positive results.

BARBARA: And how did the idea of forming this come about? Do you know?

JEAN: Well I'm not sure the idea really came from anywhere. If my memory serves me correctly, two years ago about this time, the community was in a state of, somewhat in a state of despair. We were just recovering from the floods. We had labor problems at the mill. Lots of people were saying why doesn't the state do something for us. Why doesn't somebody do something for us? Our timber outlook was not good. Our people were --- as soon as the strike occurred you could see people's cars leaving town with their furniture on board.

There were a lot of people who were wanting to do things to improve the community, and yet you'd hear those same people say I'd like to do this, but --- I know it's not going to be possible. There was a real, I felt particularly, and I can only speak for myself in terms of this, but I felt a real sadness also that it was common for people to joke

about living in Burns. And what a far out, out of the way, end of the world, pathetic place it was. And I didn't feel that way at all, and that was real hard for me. But as a result of that I think there became an awareness that we did need to do something positive. And if anybody was going to help us, it was going to be us.

And so the first thing we did was for the spring conference for Partners for Kids and Families, which I was also involved in the beginning of, and I guess I should mention at that moment I was a Vista volunteer. I was a Vista volunteer on a project for at-risk youth. And it was about this time two years ago when I felt like the whole community was at risk. That the youth were at risk by virtue of the fact that the community was at risk.

Therefore, we had checked into some positive thinking, motivational education from the Pacific Institute in Seattle. And their suggestion was, that if you need a positive attitude, let us come down and present a seminar, which we called Inventing Our Future. That was in September two years ago. And really PRIDE grew from that effort, from that seminar. And there were lots of people involved, certainly not just me. And the Chamber of Commerce actually sponsored that seminar. So I suppose that's the seed of it.

I don't think anyone envisioned that PRIDE would become an ongoing weekly organization, meeting two hours every single week at 7 o'clock on Monday morning. And continuing to grow and get stronger, and to make a real difference as far as projects and grants, and you know the possibilities were not envisioned, I don't think. Now maybe somebody did, if they did I hope they'll come forward and tell us, because we need to pat them on the back. But I certainly didn't.

BARBARA: About how many people were involved in this very first stage of ---

JEAN: Of getting it together?

BARBARA: Uh huh.

JEAN: The Inventing the Future Seminar? Well really three of us put together the Inventing, four of us really, one in Seattle, and three here. Betty Ashlock, and Ethel Bossuot and I really kind of pulled together the idea of the Inventing the Future Seminar, along with John McNeil who is the Vice President of Pacific Institute in Seattle. And then the day that we held that in the Museum Clubroom we had 75 people came for that. And everyone participated in dreaming a vision.

Out of that we got a list of a hundred and twenty-five, I believe, items that people said they'd like to see happen in Burns. And some of them were quite far out. And one person's very famous one was that they wanted a professional baseball team to move to Burns. And that made everybody laugh, but that whole idea was that if you dream big, you win big. If you dream small, that's what you get.

And so out of those hundred and twenty-five ideas Shirley Thompson went home to Princeton with her list, categorized it, and then sent it to Betty at the Chamber. And I think it was two weeks, possibly three weeks later when we let people know that we were intending to have a meeting of all those people who had participated in the vision making to go from there.

And forty-two people showed up at the Silver Sage on an 8 o'clock Monday morning meeting. That was a kind of a peculiar time that we picked. It was done for two reasons; one there is no other good time in Burns to have a meeting, because everything else is taken up, and secondly we weren't going to make it easy on them. We figured that if it was tough to do, and they still did it, they were committed people.

BARBARA: That's right.

JEAN: And so that's what we did. The reason we meet every week is because in a monthly organization you meet, you wait twenty-nine days, you do the job you committed

to do, and then you go to the meeting. So we figured we'd make a lot more progress if we met every week. And my experience on the Friday's Board, we met every week for seven months. And that the commitment becomes stronger and stronger in an organization where you meet every week. So that was why I wanted weekly meetings, and nobody else seemed to object, so that's what we did.

We have two facilitators, Ethel Bossuot and I take turns facilitating. She does it one week, and I do it the next. And two years down the pike we still have two dozen or so people coming every week, and people who can really do something about making change, which is really nice. Of course there are a lot of people out there still who really could be there, and would be a great asset, but haven't come. I would say though that if we totaled up all the people who have come to PRIDE I know it's well over a hundred, maybe over two hundred by now. I have not entered those ---

BARBARA: So you have different people showing up weekly. Not all of them make every week, but they do during the month probably some time.

JEAN: Right. Sometimes we don't see somebody for four or five months, and then they'll come back. Or we will see somebody steadily for two or three months, and then they'll be gone for some reason and not come back for a while. It really does vary, and we do find that we are having a number of people who as they move into town, PRIDE is one of the first places they go, which is really encouraging. Because they do see us as a place where they can pitch in and help.

BARBARA: A good way to get acquainted too.

JEAN: Absolutely. Besides it's fun. We eat breakfast, we drink coffee, we have a good time.

BARBARA: So now that you have this committee of PRIDE, there are divisions in it I

understand.

JEAN: Yes. Based on Shirley Thompson's original division list, we had built five task forces. Business and Industry is one, Tourism/ County Promotion is the second, Low Cost/No Cost is a third, Education/Human Services is a fourth, and of course now under the circumstances I can't remember the fifth. Huh. Boy one-fifth of the group is going to be mad at me.

BARBARA: Maybe it will come to mind in a minute.

DOROTHEA: You've got a transportation ---

JEAN: Well, that's a new one. Right now, actually what we're doing is we're primarily operating under three task forces, and that is Business/Industry, Tourism, and then Low Cost/No Cost picks up the activity base. Education has at this point one function, and that is to support the Investment in Excellence course, which is another thing that comes out of the Pacific Institute connection. Yes, I will think of the fifth task force at some point.

BARBARA: Well maybe you can tell us a little bit about what is happening in each of these task forces.

JEAN: Some really exciting things that we have done and are doing, and potentially are doing this next year. Business and Industry's chief aim, and I suppose we haven't seen so many concrete results from Business and Industry task force. They've been working on new business recruitment, and plant development for small log operations, those kinds of things.

However, I think the greatest excitement, and the greatest gain eventually will come from Business and Industry. And they've looked at a pilot plant for a small log sawmill. We have generated the information on the kind of waste that is available in the forest that's not been used, and what can we do to utilize that. Who can we get to come

in? We're talking about pellet mills, we're talking about furniture factories, we're talking about Futon manufacturers, we're talking about other diversified industry. A silk screening company that potentially is going to come here from San Diego.

About diversifying our economy so that we're not dependent upon one big employer, so that if there is a labor problem, or if there is a shortage of resource all of a sudden, that we don't all go down together.

BARBARA: We don't shut down.

JEAN: Yeah, we don't --- you know this is a ship where we want lots of people rowing, and not, you know, so that one person doesn't make all the difference.

Business and Industry, I don't know that it is a direct outgrowth, but one of the things --- it's a crossover I guess. One of the things that most of the Business and Industry people have been working on is the process that was originally called SWOT. That stands for strength, weakness, opportunities and threats. That was a study done here about a year and a half ago for, by the economic development, Oregon Economic Development Department consultant, and told us exactly what our strength, weakness, opportunities and threats were. The second part of that process is going on now, it's called the community response team is whose doing that. And basically they're all PRIDE folks. There are a couple other people that are also involved. And that is the true grassroots changing of our economic structure. Trying to get diversified industry, trying to do a beautification project, several beautification projects.

These are all really inter-connected, because basically they are the same people wearing all these different hats. And what we've seen over the last year is that PRIDE's task forces have blended together somewhat. Some, there has been some crossover even of people depending on the project they're working on. And so, you know, you can

say that comes from Business and Industry, but in fact, you know, it may also come from the Harney County Court, it may also come from the Chamber. So it's real hard to define everything in nice little neat little boxes.

Tourism on the other hand has some very precise neat little boxes that they've developed, although Business and Industry people come work on their projects too. One of the first things Tourism task force did was to establish the downtown development sub-committee, which consists of a very interesting group of people. The majority of the people on the committee are professional artists. And what they did was, we established a theme of Living Our Western Heritage. We decided that if we had that theme for downtown, and everyone understood it, that any developments that were done downtown we'd like to see fit within our western heritage. And that there was no intention of creating false fronts along the line of say Sisters, Oregon, but that we wanted a real western town flavor without doing anything phony.

The downtown development sub-committee really took this idea and ran with it. They looked up heritage colors. We sent a person to LaGrande to a workshop where he learned about restoration of historic buildings. And we're talking only about building fronts now, not restoring the entire thing, which is an entirely different process. The downtown development sub-committee, and probably the --- excuse the phrase, but probably the work horse on that committee is Jean Scrivner. What she does is she paints a picture for the building owner of the possible restoration project. Gives that to them, and then encourages them along the design of what the building looked like originally, or what it could look like similar to that era without making great changes.

They have gone for a grant. They want to put as large mural next to the Elks Building, on the Burns, on the side of the Burns Ford Building, which is going to be

wonderful. And I probably shouldn't tell the secret right here. But ---

BARBARA: We won't let it out.

JEAN: If they get the money, which I think they will, they are going to paint a mural all along that wall of circa 1910 parking lot of all the little cars parked up to the Burns Ford wall.

BARBARA: That would be great.

JEAN: It will be professionally done, and it will be a real traffic stopper. They also want to develop --- well they're working on the Pocket Park. They'd also like to develop a downtown plaza. We don't have a site for that yet. They are also the ones who are behind the planter's project, for the flower planters and the benches that have been placed downtown in the last three weeks. PRIDE actually bought all those things, and then a number of people have given us donations back to help defray those expenses. We've spent about \$1200 on those supplies, and assembled the benches and got them into place and so forth. And downtown development was behind that.

They are also the volunteers who repainted the front of the one building that is restored downtown now. And Jean Scrivner said the other day that she believes before two years is up, we will have nine restorations.

BARBARA: Outstanding.

JEAN: Uh huh. That will be very exciting. It's not --- it's called downtown development, but none of PRIDE's, this is a consensus policy I guess you'd say, none of PRIDE's activities are restricted to main street Burns. PRIDE's activities are meant to be for whoever in the county wishes to utilize them. Now, along the line of the SWOT analysis, what one of the things that has developed from there that Tourism is going to buy into, is the beautification project. The beautification project which is Tourism task

force basically, but also PRIDE in general, and also community response team in general, and the Harney County Chamber of Commerce, all together is going to receive a grant in the next couple of weeks of \$20,000. Part of which will be spent on a revolving loan fund, low interest, or may possibly no interest loans to building owners to do their restorations. Probably half of that money.

The other half will be split between the completion, the funds to complete the Pocket Park, which is just below the Chamber of Commerce office, down in the old quarry. And we've decided that that makes a perfect place for a gorgeous welcome area, and we're calling it a Pocket Park because it is a tiny little space. That will have a waterfall, it will have a large cut, a pierced metal, cut metal sculptured, professionally sculptured sign that says, Welcome to Burns. It's going to have a coppered, hammered moon, or sun, I guess depending on what time of the day you're looking at it. A cutout of a ponderosa pine, a cutout of the Kiger Gorge on the top. And there will be, along side of it will be a barbed wire sculpture of a buck, four-point or better I hope.

We'll have a waterfall coming down the rocks with a large catch pool at the bottom, re-circulating catch pool. There will be lawn; there will be a grove of trees. We're having a discussion now of whether they'll be birch or aspen. There will be flowers, and it will be a greeting to Burns to the people who come in from the Ontario side.

That is also a project of the downtown development sub-committee, Tourism task force, and all those other people I named. But Oregon Economic Development Commission will give us that money. The other portion of that \$20,000 may or may not be, and this will depend on our negotiations this week, we are hoping that the other portion of that will buy a comprehensive landscape plan, under the theme Living Our Western Heritage, from the B.L.M. building to the "Y". So that as individual people want to do

something to their property, they will know what the overall plan is, and how they can fit into it. And that's the only part of that grant we don't know about yet.

So that's one real concrete thing that's happened. Of course the other concrete thing that has happened, and PRIDE in general is that we got my job funded through the U.S. Forest Service grant. Otherwise we have done lots and lots of things. Low Cost/No Cost has done things like be in charge of the clean up days. We've had what, three clean up days a year for the last two years. And that was an outgrowth, of course, of Ethel Bossuot's Rise and Shine project. But you know, PRIDE has taken over to do that, so that we make sure that it gets done. Because we found that one of the things that when we looked at it, that the one thing we really needed to do was to instill more pride in the community. And the best way to do that is to get rid of the nine-foot weeds.

BARBARA: Well I understand that some of the children worked on one of the clean ups. And if you get the children involved, and becoming prideful of what they have, maybe as they grow up they'll be a little more aware of what's around them too.

JEAN: When my daddy was a 4-H leader, he made us pick up cups across from the A & W, and I never threw another cup. So yes, I think your theory is absolutely correct.

DOROTHEA: Now can you tell us who will be doing this sculpture?

JEAN: Yes, David Thompson. He is working on it as we speak, so to speak. He does beautiful professional sculpturing. And of course he is also Shirley Thompson's son from Princeton. They're also running their bed and breakfast. So, you know, he's got a really full schedule. But he's doing the sign and the deer sculpture.

BARBARA: Do you have any idea of when portions of this are going to appear in the Pocket Park?

JEAN: Well yes. Our ---

BARBARA: I notice that we have a load of manure, or whatever down there right now. I pass it daily, so I was interested in it's progress.

JEAN: Ethel said on Monday we don't have the fertilizer yet, but as of today, which is what, Wednesday, we do have the fertilizer. And they're intending to start planting the grass probably in a couple of weeks.

BARBARA: Is water plumbed down there now?

JEAN: Yeah, the city is providing the water system. It will be a drip system coming down the face of the rock, and then a re-circulating pump. And then there will be in-ground sprinklers installed, so we need to do that before we do much more. The pond, I'm not sure when the pond is going to be done. David is working on the sign, and I don't think he has started the deer sculpture yet, but he does have his load of old barbed wire.

DOROTHEA: That's what I was going to ---

JEAN: Compliments of the B.L.M. and Forest Service.

DOROTHEA: --- say is, I understood that that was going to be made out of barbed wire.

JEAN: Yes, yeah. And they're using old barbed wire, they're not --- it's not, you know, they're not just going out and using it off the role.

DOROTHEA: Yeah, it's the rusty kind.

JEAN: It's the kind that, yeah, that was taken off the range.

BARBARA: Has character.

JEAN: Uh huh, lots of character. And it's not the kind of thing kids will want to ride. Actually the target date for absolute completion of the Pocket Park is October 1.

DOROTHEA: Of this year?

JEAN: Uh huh, of this year.

BARBARA: So we will see some results by fall.

JEAN: Yes, I think we'll see it in good shape by fall. The trees will still be little, but the grant money should permit us to buy some pretty good-sized trees to put in there. And we've had a number of people make donations in memory of other persons. So that may determine what the character of the name of this park will be. We have some donations for Mr. Frost, and we're going to get some donations for the memory of John Sullivan too. So that's going to be a nice thing, because that will be a place where people can contribute. And lots of people have contributed lots already to the park. And my hope is, and this is another secret, but my hope is that when we finish this one, we'll do another one out on the west side.

BARBARA: I was going to say ---

JEAN: I have the site picked out.

BARBARA: --- I was wondering if Hines was going to get their little nitch on that side.

JEAN: In actual fact, yes. We've talked about it just a little bit. And we've waited, because we don't want to talk about it until we have one really solidly complete. But there is a perfect spot outside of Hines that has water and cliffs, etc., everything we need to do a similar park. So yes, we're working on that.

DOROTHEA: There is a kind of a spring right there, isn't there?

JEAN: Yes.

DOROTHEA: So I know where you are talking about.

JEAN: And a certain elected official has volunteered to see if he can't help get the donation of the property.

BARBARA: That would be great.

JEAN: Or loan of the property in other words.

DOROTHEA: Can anyone come into these meetings at any time, or

JEAN: Absolutely. No charge, unless you want to buy your coffee. Everyone is welcome, 7 o'clock for task force meetings, and then 8 o'clock we do general session. And really I suppose the kinds of things that get done in task force are different than what gets done in general session. But general session is where we all talk together about what we're up to, and decide when it is we're going to do what, and so forth. And there are some massive projects on the horizon that, you know, that will be superb if we can pull them off, and I'm sure we can.

BARBARA: Now the 7 o'clock meetings are at the Windmill Pizza still?

JEAN: Right --- yes, we are currently at the Windmill Pizza and --- in the front room, way up in front. And actually we're filling it up. I'm not sure, you know, what we're going to do for the future, but for right now that's where we are. That way people are free to buy coffee and have breakfast if they want to.

DOROTHEA: We might stop for a moment and tell what the Windmill Pizza is. It's a new development, more or less, that's come into Burns in the last year.

JEAN: Uh huh.

BARBARA: Now that's Monday at seven, is that right?

JEAN: Yes. And then general session at eight.

BARBARA: And then it's at eight at the Silver Sage?

JEAN: No, that's at Windmill.

BARBARA: That's Windmill also.

JEAN: And then we quit promptly by nine. Sometimes a little early, but never later. Whoever it is that is speaking when it's 9 o'clock we just cut them off.

BARBARA: For those that have to go to work at 9 o'clock.

JEAN: That's right. We want to respect people's work hours, and most people are already taking off an hour from their jobs. Some more. So we're very, very strict about the starting and finishing time. Beyond that though, we probably meet each other two or three times a week for various projects. Because you can't get it all done then.

I suppose Education task force, the one thing I should say, we talked about Business and Industry and Tourism. Education task force last year took on a project which we thought was going to be far too big for us, but we pulled it off. And we didn't do it this spring; we're intending to do it in the fall. We had a career day where we brought in a 125 people from different walks of life for students to have access to them, to ask them questions. The people who came were the high school students, the junior high school students, and the people of that age group from all over the county were invited. There were a few Crane High School students there too. They were all invited, but I think about twelve, ten or twelve came. The reason we did that is because the high school had not been able to do it for four years because of a staff shortage in the counseling department. And now the Burns Booster Club is interested in doing it again with us in the fall.

The other thing the Education task force does is the Investment in Excellence course, which we do on an ongoing basis. That's from the Pacific Institute, and it's the motivational, positive thinking, possibility-thinking curriculum, that it's very, very famous. Millions of people a year take it. And they've done a real special thing for us. And they sell it to us for far less even than their cost, with the notion that if they support us in that way, and we can thoroughly saturate our area with the kind of forward thinking that they teach, that any number of wonderful things can happen, and that that would be worth the investment in us. And so that is what Investment in Excellence is. And we the Education task force people support that. That's on an ongoing monthly basis.

We also have a Pathways to Excellence course, which is for teenagers. And so that's the second function of Education task force.

PRIDE in general supports very much recognizing our schools and our students. And one of the projects we did was the souvenir football program we did when we had four district winners last fall. And that was something --- I guess that's a project that really demonstrates the power that the people of PRIDE have shown to themselves. And that is that the idea came up at the end of our meeting, 9:30 when we were cleaning up after a PRIDE meeting. That we had all these winners; we should really do something of a souvenir program. We decided that we had an opportunity, because at that point we didn't have a dime, that we could make a little money. We made a \$125 in fact before the end of the week. We divided up amongst those of us who were washing up the coffee cups, that I would get the information together on the teams. And Rosie Runnels, Ann Sheeter, and another person I'm not remembering, agreed --- Sam Caizza, agreed that they would go sell ads. And Dick Deming said that he would pull it together at the print shop, and we went to print. And we decided that we would ask the Burns Booster Club if they'd like to help in the proceeds, and help with the ad selling, and they did. We split ---

BARBARA: The Booster Club in the early '80's did this on a regular basis, because I was involved in putting those programs together, and selling ads. Because we had a lot of winning teams in the early '80's. And we put souvenir programs together, quite a few of them.

JEAN: Yeah. Well that's why they thought it was a good idea, that we needed to do that again.

BARBARA: That used to be one of their specific projects to do.

JEAN: Yeah, yeah. Well they were tickled, and you know, they said, "Is all we have to do

is sell the ads?" And we said, "Yes, and we'll split with you." And so we did that from Monday morning at 9:30, and went to press at twelve noon on Wednesday of that same week. And on Friday we gave out 2000 of them. And people were really shocked because they thought we should sell them. They didn't think that we should just give them away. But that was, that we felt that was our contribution to the community.

BARBARA: We gave them away too.

JEAN: I think that is most appropriate, you know. So anyway, that's really how things get done. I mean they really get done because people say, I'll do this part, you do that part, and I'll report back to you tomorrow, and we do. And that's how wonderfully it does work. So --- We're into all kinds of other things.

DOROTHEA: Can you tell us what some of the long range goals that you're going to be completing, or ---

JEAN: Well what we've done is we've married ourselves, PRIDE ---this is quite an interesting marriage, because we married a whole family of us together. The Chamber of Commerce and PRIDE are absolutely in tandem now. There was a perception a year or so ago that we were doing, both doing things, but different things, and we're not anymore. That should become very obvious. That's one goal is to make sure all of our economic development and activities are all perceived as a coordinated effort. That will be fairly simple, because they have hired a brand new manager who is also a PRIDE member, Mark Smith. And Mark and I are together in the Chamber office, so that there won't be any, you know, splitting up of having one person one place, and one another. And I think that's going to work really well.

Also the County Court has been very, very cooperative. Two commissioners attend PRIDE every single week, so they are very aware of what is going on. So that's

part of the marriage. I believe that, firmly believe that we will become, and I think everyone believes this, we will become a pilot project, rural development pilot project for the United States. In that we have had the Rural Development Council here about three weeks ago and made a presentation. And we will become a community that will be helped by the federal and state agencies to try out various kinds of strategies so that they can measure the successful ones. I think potentially that's a wonderful opportunity for us.

And I suppose one of our other very specific long term goals is to get Highway 20 back on the access Oregon route so that, because without our highways in and out in good shape, the State of Oregon has really determined our economic future for us. And so that's a very specific goal.

Our overall strategies, and if I'd brought the piece of paper, I could probably quote it to you better. But our overall strategies are for creation, or recruitment of new businesses that are not resource dependent, as well as some that are secondary resource dependent. Value added resource dependent industries. What I'm thinking of there is that we don't want to try to establish any more primary wood products industries. What we'd really like to establish are secondary wood product industries where the value of the product going out far exceeds the value of the product that is going out now. Furniture is far more --- for example is far more valuable than 2 x 4's. And that's where we should be going.

We also have a long term goal of using our resources better, in that much of what is going to waste now, or being sent off for hog fuel somewhere should be manufactured into a valuable product. And that's another long-term goal.

And of course over the long haul, we don't want to create jobs here --- we want to

create jobs at a good level of population. We want to increase our population, not greatly. But we want everyone in our population to be family wage job employed. We're not looking for minimum wage service jobs to be brought in. We really want family wage jobs. And in Oregon at the current time, they call that an average of, low average of \$7.10 an hour. So we're looking at creating valuable jobs, not just jobs per se. And we want to thrive, we want to be beautiful.

BARBARA: Well getting industries and things in here, we do need the transportation in and out then. So the highway situation is going to be right at the top of the list there.

JEAN: It's very, very critical.

BARBARA: Uh huh.

JEAN: We found that in order to recruit people, you need a good transportation system, which may also include air. We need a fine medical facility, which of course is, you know, is in the works. You need excellent higher education possibilities, which of course we do have the opportunity for. And you need wage, family wage jobs. And so those are the four indicators that we have to work on.

BARBARA: Have you worked anything with the bus and railroad?

JEAN: Yes. Well we, remember we celebrated the re-railment. And yet that is a community response team goal is to keep that railroad up and running. So we are always looking for industries that can feed into the railroad, and things that will feed the railroad. Because we don't have a very long window of opportunity for that to be really highly employed so that it will stay.

We are also looking at some aviation industry, a little bit. And I can't tell you any more about it than that now. But you will be hearing about it I'm sure. And really the person behind getting the bus back more than anybody is Ethel Bossuot. And she is

working with the state, trying to re-establish a bus line. And in actual fact last month she had three bites on her line at the same time. And I think it's just a matter of a few weeks before we get our bus service back, at least to Bend, and being able to meet transportation elsewhere. And that's for passenger service, but also small freight, which is a real big concern of some of the business people. And I guess, you know, I guess whatever happens when we lose something, we have to get it back.

BARBARA: Right.

JEAN: And we have to try to make it better in the process. And PRIDE just figures there is nothing off limits to PRIDE. That we'll just, we're just going to offer to do whatever we can do, and if somebody thinks that they can do it, then they can just tell us, back off and we'll do this. And we're perfectly amenable to both of those suggestions.

BARBARA: Well if you don't drive, you don't get out of town. I mean it comes down to that, unless you charter an airplane.

JEAN: That's right.

DOROTHEA: Well it also makes it very hard for the senior citizens of the community to get back and forth to the doctors and dentists that they may have to go out of town on special occasions for.

JEAN: Well we figure that there are a number of people who are really trapped in Burns. And that's not meant in a negative way. That's the truth. They don't have a transportation method out. Volunteer program provides transportation for the needy. But there is a certain group of people beyond that you cannot provide transportation for. It's very difficult.

DOROTHEA: Yeah.

JEAN: We're also trying to build a retirement center, which is something else that is

meant for people who are --- an assisted living center is really the level we're talking about. Not nursing home. But a ---

BARBARA: A step level.

JEAN: A step level up from that, yeah. And that's a big project that PRIDE is trying to do. And that would bring some elderly residents, you know, elderly, former citizens back home no doubt. So transportation ties into that too.

DOROTHEA: That's what I was going to say, so many of your elderly people that have to be in homes somewhere, have to go out, Prairie City, Ontario, Vale, Bend, Redmond, all over, in order to be --- because our nursing home is not such that it can take everybody. And our foster homes are not qualified really in so many manners of taking people that can't take care of themselves. So this really sounds like a ---

JEAN: We looked at the center up in Fossil, and our notion is something along that line. They have a 25-unit facility. And we did a, PRIDE did a survey, and we got a 109 positive responses to the survey saying yes, this is something I would be interested in doing, or I would be interested in having here for my parent, or aunt, or whatever.

DOROTHEA: Now is this the type of a place that is going to consider, if they're not able to take care of themselves, that they can still become a patient, or a member of?

JEAN: Well it's really an apartment complex. An easy to get around apartment complex. And it will have a dining room facility, so that you don't have to cook for yourself. And the ability to check up on each other. I would say that when a person --- it would be difficult for a person to --- because there won't be nursing staff or anything. It would be difficult for a person who was not ambulatory, you know, in some way to live there. But, you know, up to that level where they are qualified, you know, patients to a nursing home, I guess. I don't know if that's the proper term.

DOROTHEA: So more or less a man and wife in their elderly ages could live there.

JEAN: Yes, yes. And you rent --- our notion is studio, one bedroom, and two bedroom apartments. But it's meant as a whole facility so that everything is under the roof, and that you don't have far to go.

DOROTHEA: Would they have regular doctor check ups? Or I mean, you know, would a doctor come in, in times of need?

JEAN: Well what they do is in Fossil they have a limo that meets people at the door and takes them to doctor appointments, shopping, to the senior center for lunch if they want to go. Or go down and play cards. I suppose eventually we're going to have video poker, maybe they could go play video poker. I don't know what people are going to want to do. But that's what they do. They have a limo service that takes people around, and to participate in the activities in town, and so forth. We figure that if Fossil can do it, we can do it twice as good. So that's what we're intending to do.

BARBARA: We need to pause for a moment and turn our tape over.

SIDE B

BARBARA: Can we talk now a little bit about the grants and how they came about, and what's going on from them?

JEAN: Yeah. The first one we applied for was, it's called the OYCC, which is the Oregon Youth Conservation Corp. And we applied for a grant for, of \$35,400 I think. And that was a specific project in PRIDE, but also a partnership between PRIDE, the Malheur Refuge, and the Malheur Field Station. The Malheur Wildlife Refuge, and the Field Station. What we did was we asked for four young people to be employed by us for a seven-month period of time. For one month they did work, and that was in February, we

did get the grant. We were the only applicant who was fully funded. We were also the only applicant that had a partnership aspect to their project. Most everybody else hired some young people, and they went out and did one thing. And we're trying to do like dozens of things. And we were also the only community, which was funded. Because the others were all specific organizations.

But what the OYCC did, was they gave us the money for hiring these four young people, and in February they did winterization at the Malheur Field Station. Then February, rather in March, April

--- March and all of April they worked downtown, working on projects for downtown development. Unfortunately we didn't have a lot of buildings that were ready to do the front restorations. But what they did do was they; for one thing they repainted the fire hydrants, because that was seriously needing to be done. They also did some real good cleanup in preparation out at the high school for the Waterfowl Festival.

And then they did some construction in the, I guess we're going to call it the mini-mall for lack of a better name. The building that used to be Erickson's Department Store, that Dick Deming has converted into a mall. And they did work in that building to assist the development of that building, but not work that Dick had contracted for. So they weren't doing it just for him, but they were doing it for community purposes, for all those business owners. And that gave them experience.

Now they are out for the remainder of their time at the Malheur Wildlife Refuge and they're doing restoration work on the Sod House Ranch, which is something the Refuge had wanted to do for a long time, and couldn't do for a shortage of manpower. So they're building a restoration project out there. And the common theme there is restoration, and going back to living our western heritage.

So those four young people were employed from February through the end of August. And that was our first grant. It was written by a committee, and the committee consisted of a PRIDE person, a Refuge person, a Field Station person, and we got the money.

The other grant that we got is the one that funds me. What we did was we applied for \$31,600 for the first year, and I'm funded for a year and a half, for a PRIDE Coordinator. The Coordinator is to do two things. One, they are to complete projects, or work on the ground on projects that PRIDE directs, which are all the things we've talked about. And the second thing that I'm to do is go up to the courthouse and take down, one by one, all of the old economic development studies. And I don't know if any of you have seen them, but they are very dry. But there are some very valuable information, which has been gathering dust. And I am to read them, to index them, and to make that information available if it is appropriate. If it is of current enough of use, to be of use, to make that available to all the people in the community who are trying to do things for economic development. And so I'm supposed to be doing that as a portion of this job.

The funding comes from the U. S. Forest Service, and it's called the Economic Opportunity Grant, and will provide my salary for a year and a half. Provide some supervision salary for the Chamber Manager. And will provide us with a pretty good chunk of money to provide the Chamber with a computer, computer system so that we can do the job better up there at the Chamber.

Since that was funded, exactly the same time the Chamber Manager's job became available. They decided to marry those two jobs together in such a way that they are complimentary to each other, and not working at cross-purposes. And that's how we got where we are. And so the other, the third aim of my job is to find ongoing funding so that

this will become a permanent situation. Whether it, may very well end up being a second staff position for the Chamber, but on a full time ongoing basis. So I think that is really exciting.

We've also applied for another Forest Service grant called the, I think it's called Economic Diversification. And that grant is something, we really haven't talked about this subject at all, but that grant is to provide the first building in an industrial park so that when we have companies that we recruit to come here, we have a place to put them, already set up. And that would provide just a metal building with the match being provided by the county and the city for water and sewer. And then OTEC has promised us the delivery of utilities. And so that's another project that we didn't even think about earlier, but we've been working on, and that's to establish the industrial park. And that's one of the aims of the strategies of the community response team.

BARBARA: Where would something like this be located? Do you have any idea?

JEAN: There is a, yeah, there is an industrial; there are two major industrial zoned areas. The one that we are talking about is outside of Hines, and off of the Hotchkiss Lane extension, next to the railroad tracks. There is a 10.2 acre piece there, and then there is a possibility of an additional 16 acres that could be added. That was purchased by Harney Industries, which is a shareholders group. Several years ago, right after the mill closed I think, is when they got together. And a number of people put in a thousand dollars apiece, and that's the remnant of that property. They originally owned 70 some odd acres. But that certainly is a piece that is good to start with. So we're looking at that as a possibility. And have had some words that some real encouragement --- I don't know if we'll get the \$50,000 we applied for, we may get more than that in effect, because we may re-apply for that money through the Rural Development Council. And as a matter of

fact, we're looking at probably seventy percent of the funding, total funding of that industrial park, coming from some federal sources, with some state match. So instead of thinking of \$50,000, we're probably thinking more in the order of six or seven hundred thousand. So that's going to be exciting.

BARBARA: That's very exciting.

JEAN: Yes. If we're going to go, let's go up.

DOROTHEA: Right.

BARBARA: Might just as well.

JEAN: The other project that we're going to be applying for some grant money for, and we haven't yet, because we're still putting together the ideas, is --- well it's one that has the Rural Development Council very excited, and all of us too. And that is a round barn replica/learning center, which Brian Metke and Frank Tuning proposed a couple of three weeks ago to PRIDE. And we're thinking that it would be a wonderful interpretive center for the beginning of the backcountry by-ways program, which the B.L.M. and the Refuge are working on together. That the interpretive center for that could very well go there, the Chamber of Commerce office. A number of different convention facilities, as well as all the telecommunication, education possibilities.

It is true that we don't have any facility for numbers of people. If we could provide 350 people, there are lots of free concerts we could have, cultural events of different kinds. Also make a wonderful place to display the Harney County artifacts that belong to the tribe and to the Refuge, which are now in cardboard boxes in the basement of U. of O. And that's something we're just now beginning to get that idea to jell. And Judge White is on the Rural Development Council, and has been looking for possible funding for that, and is very hopeful, and quite excited about the possibilities.

That project will be a five million dollar plus project. But Frank Tuning's idea is that the round barn is peculiar, particular to us I should say, and that to build something as a replica to that, but it's a very useful type structure. And that would be multi-purpose, multi-use kind of a thing. And the notion of building it near the high school is very good, because the high school could utilize it well, but also it's between Burns and Hines and connects them together, rather than pushing them apart which is important. And so that's a big, big project that's on the horizon. And maybe the keystone project for what we want to do with Rural Development Council. So I think that's exciting.

BARBARA: It is, it's very exciting to hear all these things.

JEAN: And they're not, you know, I ---

BARBARA: Not outrageous.

JEAN: There are, yeah, there are some real outrageous dreams still. But none of these are. They may be outrageous, but they're pretty concrete outrageous. (Laughter) The other thing we haven't talked about is the decal project.

BARBARA: The little PRIDE sign?

JEAN: Yes. We decided to do that as a money-raising event, because we were trying to establish an office and we were trying to design a decal. And I have to tell you that positive results from innovation, determination and energy is the brainchild of two people, and that's Ramona and Jim Bishop. They're the ones that thought that up, and we all bought it immediately of course. And then we designed the decal with PRIDE on it, and sent it out to three hundred people with a letter saying if you support PRIDE, support us with a little money so we can establish an office. This was long before we got the grant obviously. And that gave us our first little operational money. But we also wanted it, and you mentioned IIE a while ago Dorothea. It, we believe that the PRIDE logo itself has the

ability to become the community sort of affirmation, and that you can't read it without standing up straight. And so what we wanted was everybody to stick them up everywhere. And so far, everyplace has been good. (Laughter) They're up all over town, they're purple and white, and it says, "We have PRIDE in Harney County." And that's what we want to have happen with that logo project, and we will continue that. Because I think it is important that we develop both the PRIDE and the awareness that we're, of what we're trying to do. We do know that those PRIDE stickers have traveled to Salem. They're stuck on walls in Salem and Washington, and a lot of other places. Because it's really something that's caught on.

And the Rural Development Council asked if we would consider in our work, as we were going on, if we would consider sharing how we went about doing what we're doing, and how we got where we are today. And how we got so many people involved from the grassroots on a volunteer basis. And we sort of joked that maybe we should franchise the idea. But it's already been franchised, because it came out of Investment in Excellence.

Anyway, so I did want to put in a plug for the decal project, because that's where they came from, and that's how they work. But we think that's pretty neat. Did we leave anything else out?

BARBARA: I was just wondering, anything on the ongoing projects here that you might like to clear up, or have we covered everything here?

DOROTHEA: Well back to the IIE program, why don't you tell us and explain a little bit about that, and how many people have been interested in this course, and go from there.

JEAN: Okay. Well let's see, I guess we first did it January 1990, was the first batch. And we had 26 people went through it that time. And of course we were all in a state of mystery as to what all it involved. And it really is hard to explain. It's a very, it's a

personal growth course really. It teaches you how your mind works, and how you can work your mind to work better I guess, if that makes any sense.

The second batch of people, there were 30 people in the second group, and that was in March, wasn't it, I think of last year. And those were both offered by facilitators from Seattle. And frankly we had a hard time coming up with their travel money all the time. Because we weren't used to paying for things here. We're sort of cheap, and that's the truth.

We were selling the course for the hundred dollars that they were charging us for the kits. And really in fact the kits are more valuable than a hundred dollars even to them. But they're writing us off, bit by bit. So their suggestion was that we train local facilitators. And so what, twenty of us went through facilitation training. And out of those twenty who went through facilitation training, I think probably seven or maybe eight have done courses since then.

We try to do them on a monthly basis, or close to monthly basis. We're trying not to be too predictable because it's easy for people to say, "Oh well, I'd love to take it, but I'll take it later because you'll offer it again, won't you?" And so we're trying not to be too predictable about it so that they will, you know, strike while the notion is hot and just go ahead and take it. I suppose, I haven't counted lately, actually I haven't updated the computer lately, so I'm not certain of what the numbers are precisely. But I think there are over a hundred people now in the community who have gone through the course.

And in fact I just came back from, if I sound a little high this week, it's because I just came back from facilitating myself for a tribal office group from Elko, Nevada, and the Alcohol Council from Elko, at Kah-Nee-Ta for three and a half days last week. And for them we charged, because they weren't here in Burns, and they weren't supporting us

with their dollars for the motels and meals and so forth while they were here, so we charged them \$250 a piece. And that money goes into our IIE committee to do, you know, pay up our bills with Pacific Institute, and those kinds of things, and do some advertising.

It's interesting; most of the people who are at PRIDE have taken the class. And I don't know about you, but basically you can pretty much tell the organizations where there are a lot of people who have taken it. Because they tend to be very forward looking, very excited, and have very good follow through on getting the job done. And I know the experiment station personnel; most of the personnel out there have done it. I don't know how changed the experiment station is, but probably you could talk to that.

DOROTHEA: Well they're real aggressive people now, I mean you know, they're out to do a good job, and they're accomplishing it.

JEAN: That's good, good to know.

DOROTHEA: It's good to see these people so, so more forward, so much more forward than they were.

JEAN: So turned on.

DOROTHEA: Uh huh.

JEAN: Well and I think one of the things that the course is doing for the people who are taking it, and those who are around them too, and in some way are affected, and that is it makes you know that you are responsible, and you can do it. And you just do it. This course normally is offered in Seattle at like \$1300 a person. It's the same course that the federal government called up Pacific Institute, I think it was in December, late December, between Christmas and New Years, and said would you send facilitators to Saudi Arabia, because we want all of our upper level officers to go through this course together.

Because they were getting ready for Desert Storm.

And it's also the same course that all Air Force colonels take before they are eligible to become generals. It's given to foreign ministry.

Sixty-five percent of the corporations on the Fortune 500 list have taken this course, or have had this course offered in their companies. It's really the wave of the future; in that it's probably going to revolutionize the way we do industrial production in corporations. We've realized that we have fallen behind the Japanese in the way we manufacture things, and this is what's going to catch us up. If nothing else does, this will do it. And so I think we're really, really fortunate to have made that connection. Because Pacific Institute has a vision for us. They didn't ask us, they just made their own vision for what they wanted to have happen with us. And that was they wanted this course to be given to seven thousand people in five years. We're a little behind, but we'll get there. That's every man, woman, and child. They didn't really calculate that real well. But that's their vision. Everyone should have been able to have taken it. And that in five years, the CBS helicopters will be circling Burns making a documentary on what happened to this wonderful little town to make it so wonderful, considering where it started. And that's their vision, and I think that's absolutely possible. And particularly since the Rural Development Council has come in, because that's the case where, you know, wonderful, wonderful things could be made available to us, to do what we want to do.

DOROTHEA: Okay, you also mentioned something about beautifying from the end of Hines to the "Y". Can you tell us, explain a little bit more in detail about that? And how you expect this to take place.

JEAN: Okay, well the way we determined the space, was from the B.L.M. office to the "Y". And that was because we felt like that we had some, we had a range of different

kinds of owners. And that if we determined a particular area that we wanted to be beautiful, and that was the highway corridor for our visitors going through, that it's easy to clean up your living room when you're going to have company. And that we could determine this area and say this is what we want to do because company comes through this particular corridor. That that would be a boost to doing the job.

Interestingly enough, the way the beautification project came about, the community response team went to John Day for a training on how to do strategic thinking. And there was a slide presentation given. And in the slide presentation there were forty-eight slides of good ways a town can look, and two bad ones. And unfortunately out of all of Eastern Oregon, the two bad ones were us. One was a dumpster on main street at one of our unnamed service stations that sat always out on the sidewalk. The second one was cracks in the sidewalk looking up the hill across a vacant lot, or not across a vacant lot, but in a vacant lot, with cinders and weeds poking up through the sidewalk. And it really did look awful. And it was awful for the community response team to sit there and see a beautiful planter in Prairie City, a nice sign program in John Day, and on and on and on. Wallowa County had beautiful things, and everybody had beautiful things, and all we got was the two uglies.

And that provided a real good look, and an IIE person would know what I'm talking about. A good look at current reality. And current reality was terrible.

And at the same time we had a person who came from Philadelphia to interview for a hospital job, along with his wife, and they were put up in our Best Western Motel. Across the street is a vacant service station, and the weeds at that point were about nine feet tall in that service station. We don't know that it was the weeds, but we surmised that it was the weeds, because they telephoned the hospital and said, "We are not coming for

an interview. My wife will not live in this town." Now maybe it is our paranoia, but we think it was the nine-foot weeds. And we decided that it is time to clean up our act. And that PRIDE means a clean house. PRIDE means that you are ready for company, and that that's the hold. That's the notion behind beautification.

Then when we determine the specific area, we don't know what's going to be in the plan, my hopes are that there will be lots of evergreens, because they are green all the time as our winters are so long. That there will be other plantings of various kinds. That there will be a real effort on the part of the owners of property to go in with the plan to some extent. The plan does not include planting more Chinese elms, I will tell you that. That is a footnote on the bottom of every page. That's one thing that everyone said, you know, let's not plant any more weed trees. We want to plant good trees. Probably will include planting more trees downtown, we do have some blanks. We really want to do that soon. The planters are a part of that project. The downtown building restoration is part of that project. And the notion is that eventually we're going to get it down to only the absentee landowners, and it will be up to the cities and the county if possible, to get them to buy into the project. And we think that is highly possible. And so that's what it is about.

BARBARA: I wonder if there is, like along the highways where they have signs, "Adopt a Highway". Two miles, you're responsible for keeping that cleaned up. Whether any service organizations, or groups would take a half a mile, or whatever, and make sure that that's cleaned up on a monthly basis, or whatever.

JEAN: That's one of the, yeah, that's one of the intentions. And we, you know, we haven't, we're waiting for the comprehensive plan to come down before we decide, because we don't know quite what's going to be in it. We don't know quite how we are

going to do that yet. I have a phone call into a landscape architect, and the U. or O. architecture landscape department is looking at possibly doing it as a contest. So we would have fifteen different ones to choose from. Depending on how it works, that's our intention. And it won't be just the living room, you know, it's going to be more than that highway corridor.

BARBARA: Keep the back yard picked up too.

JEAN: Yes. More than the highway corridor. But that's our intention is to have groups adopt a section. And for instance the Rebekahs have adopted the section by Burns Ford, and by Children's Services building. And they have really taken care of that for more than a year. And I can tell you from personal experience that there were things on that lot across from Safeway that were, it was just terribly neglected. And they have really kept it nice for a year.

Yeah, so that is our intention. It's just that we don't, you know, I think that will probably be fall before we get it really firmly in mind so that we know how much everybody is going to adopt. And we have the steam to get the groups to not only adopt it, but do it, you know. It's pretty easy between Lions and Kiwanis. But, you know, but beyond that we need to do all the matching and so forth. The sort of --- we're not to the dating stage yet on that project. It's exciting. There are lots and lots of exciting elements, and I'm sure we're leaving things out. But ---

BARBARA: In the future we'll have a little update and see how things have gone. Just to --- unless you have anything really further to add ---

JEAN: No, huh uh.

BARBARA: --- you might just again say where your office is, your hours, and how if someone wants to donate a little money, how that goes about, to make sure that we have

that on record.

JEAN: Okay. Yes, we accept donations and hot ideas. The office is at the Chamber of Commerce, 18 West "D" Street. We're open 9:00 to 5:00. I'm usually, well I can't say usually, I've only been on the job about two weeks, but we're usually there by 7:30, and probably don't go home until 6:00 or so. But, so you can call either of us, Mark Smith or myself there anytime. It's 573-2636. We welcome anyone who wants to make an idea contribution, or just come and listen, 7 o'clock Monday morning, or 8 o'clock Monday morning, whichever your preference would be, at the Windmill Pizza. And we'll let you know if it's going to be moved. I don't know that it is going to be.

Any ideas that people want to write in, and periodically, about every three weeks I get somebody writing a letter with some idea of --- particularly with possible companies who would consider moving here. Also possible funding sources, grant sources for different kinds of monies for things that we're talking about doing. Because every dollar we bring into town spends seven times before it leaves again. So we figure our grant, even our grant program could be considered a small industry. All those things can come to our office. So it's 18 West "D" Street, Burns, 97720. And the phone number is 573-2636. And remember to have PRIDE in Harney County.

BARBARA: Right. Well thank you very much Jean, we've really enjoyed this afternoons visit.

JEAN: Thanks.

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