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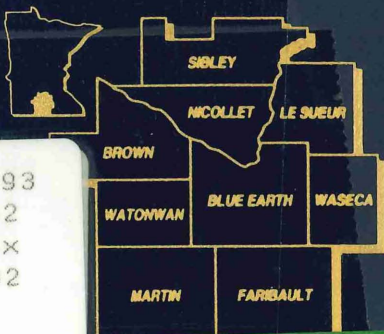
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2003



region nine  
development commission

Your Regional Partner  
For Progress



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R46x  
2002

Stat. 463.393 Subd. 1

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Region Nine Development Commission  
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# FREQUENTLY CALLED NUMBERS

Governor's Office .....	800-657-3717
Department of Agriculture .....	800-967-2474
MN Ag Statistics Services .....	800-453-7502
Mn/DOT .....	800-657-3774
Attorney General .....	800-657-3787
Health Department .....	651-215-5800
MN Housing Finance Agency .....	800-657-3769
Department of Human Services .....	651-297-3933
Minnesota Board on Aging .....	800-882-6262
Department of Natural Resources .....	888-646-6367
Legislative Comm. on MN Resources ..	651-296-2406
Pollution Control Agency .....	800-657-3864
Trade & Economic Development .....	800-657-3858
Office of Tourism .....	800-657-3700
Dept. of Children, Families & Learning	651-582-8200
Association of Minnesota Counties .....	651-224-3344
League of Minnesota Cities .....	800-925-1122
Minnesota Assoc. of Townships .....	800-228-0296

## MINNESOTA SENATORS

Senate Information .....	651-296-0504
	888-234-1112
Dick Day .....	651-296-9457
Owatonna .....	507-451-0165
Dennis Frederickson .....	651-296-8138
New Ulm .....	507-359-9482
John Hottinger .....	651-296-6153
Mankato .....	507-388-4838
Tom Neuville .....	651-296-1279
Northfield .....	507-645-9058
Julie Rosen .....	888-234-1112
Fairmont .....	507-238-2304

## **MINNESOTA REPRESENTATIVES**

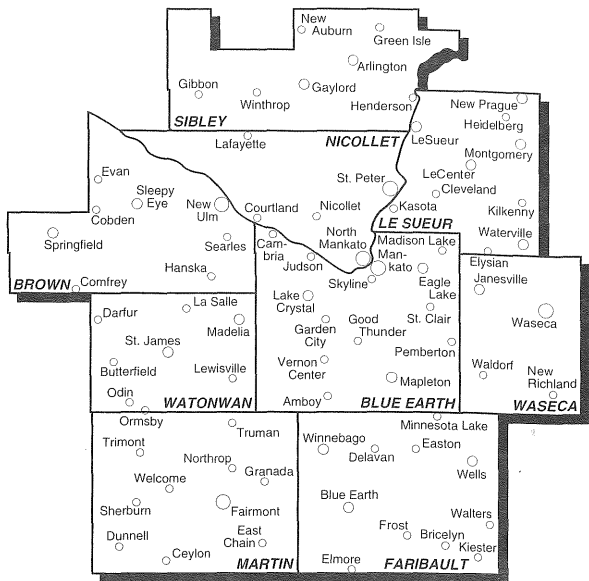
House Information .....	651-296-2146 800-657-3550
Laura Brod .....	800-657-3550
New Prague .....	507-758-4240
Tony Cornish .....	800-657-3550
Good Thunder .....	507-278-4109
John Dorn .....	651-296-3248
Mankato .....	507-388-3649
Brad Finstad .....	800-657-3550
New Ulm .....	507-354-4431
Bob Gunther .....	651-296-3240
Fairmont .....	507-235-6154
Connie Ruth .....	651-296-5368
Owatonna .....	507-451-1144
Howard Swenson .....	651-296-8634
Nicollet .....	507-246-5125

## **U.S. SENATORS**

Norm Coleman .....	202-224-3121
Mark Dayton .....	202-224-3244 888-224-9043

## **U.S. REPRESENTATIVES**

Gil Gutknecht .....	202-225-2472 800-862-8632
Mark Kennedy .....	202-225-2331 763-684-1600
Collin Peterson .....	202-225-2165 320-259-0559



## MISSION STATEMENT

“The mission of the Region Nine Development Commission is to promote the development of the region through intergovernmental cooperation, community and human development, long-range planning and technical assistance.”

# VALUE STATEMENTS

## **Vision / Goals**

We will maintain a future-oriented perspective that helps to facilitate decisions which result in healthier and more prosperous communities that are better equipped to move forward into the future.

## **Accountability**

We are accountable to the public, our funding agencies and to each other for the quality of our work, promoting development of the region and being fiscally responsible.

## **Professionalism**

We promote, encourage and provide opportunities for development, leadership and mentoring at all levels of participation within the organization. We expect professionalism to be demonstrated by our behavior, conduct and loyalty.

## **Communications**

We value timely, open and honest communication to enhance organizational effectiveness.

## **Adaptability**

We embrace change and celebrate new challenges, are able to identify problems, look at the options and evaluate the consequences with a sense of purpose and future.

## **Diversity**

We value and respect the diversity of the region and of our organization.

## **Teamwork**

We support teamwork across the organization, lending knowledge and skill as needed to be successful and efficient.

# INTRODUCTION TO THE REGION NINE DEVELOPMENT COMMISSION

The Region Nine Development Commission (RNDC), authorized by the Regional Development Act of 1969, was organized by local officials in 1972 "to facilitate intergovernmental cooperation and to insure the orderly and harmonious coordination of state, federal and local comprehensive planning and development programs for the solution of economic, social, physical and governmental problems of the state and its citizens."

*(Minnesota Statutes, Section 462.383; Subdivision 2)*

Forty-two leaders from across the region serve on the RNDC. This includes 34 elected officials representing nine counties, 72 cities, 147 townships and school districts. The eight representatives of special interest groups include: agriculture; commerce; crime prevention; environmental quality; health and human welfare; minority populations; tourism and recreation; and transportation. The Minnesota Valley Council of Governments is also represented.

The Region Nine area is comprised of nine south central Minnesota county areas including: Blue Earth, Brown, Faribault, LeSueur, Martin, Nicollet, Sibley, Waseca and Watonwan. Their combined population is 222,790 of the state's 4,919,479 people according to the 2000 Census. Fairmont, North Mankato, New Ulm and Mankato are the four largest cities.

# STAFF

*Note: PHC stands for Prevention & Healthy Communities*

Reginald M. Edwards	Executive Director
Veronica Alba	Chicano-Latino Youth Leadership Institute Coordinator - PHC
Linda Alvarez Alcantara	Chicano-Latino Youth Leadership Institute Prevention Specialist - PHC
Joyce Allard	Public Information Director
Leonardo Arevalo	Chicano-Latino Youth Leadership Institute Prevention Planner - PHC
Gina Borchardt	Bilingual Health Promotion Specialist / Saludando Salud Coordinator - PHC
Jessica Burke	Resource Development Planner
Jill Figge-Branson	Regional Prevention Specialist - PHC
Ellen De la torre	Saludando Salud Health Promotion Specialist - PHC
Theresa Eckstein	Saludando Salud Community Health Advisor - PHC
Rhonda Hiller Fjeldberg	Aging Planner / Grants Manager / SENIOR LINKAGE LINE® Coordinator
Erica Gahlon	Adm. Assistant - Area Agency on Aging; Research & Program Development
Linda Giersdorf	Area Agency on Aging Director
Christine Hall	Adm. Assistant - Small Business Development Center
Lisa Hughes	Community Development Director
Susan Jaeger	Finance Director
Gayle Jones	Loan Officer / Economic Development Planner
Wes Judkins	Planning, Development & Finance Director
Katie Klanderud	Administrative Planner - PHC
Robert Klanderud	Small Business Development Center Director
Barb Lamson	Healthy Communities Network Regional Coordinator - PHC
Missy Manderfeld	Aging Planner / Health Insurance Counselor / SENIOR LINKAGE LINE® Specialist
Mary Oudekerk	Small Business Development Center Counselor
Sylvia Peña	Health Promotion Specialist / Youth Tobacco Prevention Program / Saludando Salud - PHC
Eileen Roesner	Secretarial Assistant
Craig Shirk	Planner - Recreation, Transportation / Cartographer
Tammy Sonnabend	Program Manager - Minnesota Rural Futures
Elaine Spain	Project ROSE Coordinator
Donna Spranger	EDP Planner
Sharon Taylor	Administrative Planner - PHC
Jim Theurer	Research & Program Development Director
Linda Wallace	Bookkeeper
Cheryl Weston	Adm. Assistant - Planning, Development & Finance
Peggy Wiese	Community Development Planner
Lisa Hoffman Wojcik	Prevention & Healthy Communities Director

# **REGION NINE DEVELOPMENT COMMISSION MEMBERS**

## **BLUE EARTH COUNTY**

<b>Jeff Kagermeier</b>	Mankato	507-388-5670
<b>Alvis More</b>	Mapleton	507-869-3222
<b>Dave Pearson</b>	Mankato	507-388-7448
<b>Ray Phelps</b>	Mapleton	507-524-3481
<b>Dennis Zabel</b>	St. Clair	507-245-3281

## **BROWN COUNTY**

<b>Jim Berg</b>	New Ulm	507-359-2685
<b>Jim Broich</b>	Sleepy Eye	507-794-4791
<b>Gary Gleisner*</b>	New Ulm	507-359-8233
<b>Jim Hanson</b>	Comfrey	507-877-3631
<b>Frederick Juni</b>	New Ulm	507-354-4322
<b>Arnold Koelpin</b>	New Ulm	507-354-5939

## **FARIBAULT COUNTY**

<b>Larry Anderson</b>	Frost	507-878-3106
<b>Dennis Nelson</b>	Winnebago	507-893-4451
<b>Roger Oldfather</b>	Kiester	507-294-3440
<b>Darwin Olson</b>	Winnebago	507-464-3491
<b>Ralph Prescher</b>	Delavan	507-854-3585

## **LE SUEUR COUNTY**

<b>Alvin Dietz</b>	New Prague	952-758-4682
<b>Mick McGuire</b>	Montgomery	507-364-8066
<b>Terry Overn*</b>	LeCenter	507-357-6491
<b>Pat W. Smith, Jr.</b>	LeCenter	507-357-6279
<b>Bill Stangler</b>	St. Peter	507-931-1219
<b>James Stangler</b>	Kilkenny	507-595-3549

## **MARTIN COUNTY**

<b>Howard Elliott*</b>	Welcome	507-728-8763
<b>Harlan Gorath</b>	Fairmont	507-235-3555
<b>Kenneth Hanson</b>	Sherburn	507-764-4896
<b>Bob Roesler</b>	Sherburn	507-764-5907
<b>Dan Schmidtke</b>	Fairmont	507-238-4010

## **NICOLLET COUNTY**

<b>Dave Carlson</b>	North Mankato	507-625-4666
<b>Francisco Gonzalez</b>	St. Peter	507-934-4510
<b>Jerry Hawbaker</b>	St. Peter	507-934-6169
<b>John Prosch</b>	Nicollet	507-232-3758
<b>Jim Stenson</b>	St. Peter	507-931-6633

## **SIBLEY COUNTY**

<b>Leo Bauer</b>	Gaylord	507-237-2164
<b>Norbert Kaufmann</b>	Belle Plaine	507-326-7711
<b>Brenda Pautsch</b>	Gaylord	507-237-3670
<b>Patricia Steckman</b>	Henderson	507-248-3458

## **WASECA COUNTY**

<b>Wendell Armstrong</b>	Waseca	507-835-4459
<b>Eldo Brandenburg</b>	Pemberton	507-239-2494
<b>Mark Christiansen</b>	Waseca	507-835-5076
<b>Jack Fitzsimmons</b>	Waseca	507-835-5479
<b>Gary Owens</b>	Waseca	507-835-5446

## **WATONWAN COUNTY**

<b>Candace Fenske</b>	Madelia	507-642-8937
<b>Janet Froslan</b>	St. James	507-375-3078
<b>Dwayne Krenz</b>	Madelia	507-642-8376
<b>Larry Miller</b>	St. James	507-375-4658

\* Commission member replaced since July 2001.

## **COMMISSION CHAIRMEN**

<b>Daniel Keasling</b>	1972-75	<b>Marlin Gratz</b>	1991-94
<b>Terence Stone</b>	1975-76	<b>Ken Albrecht</b>	1994-95
<b>Carl Wyczawski</b>	1976-79	<b>Leighton Hugoson</b>	1995-99
<b>Ken Albrecht</b>	1979-83	<b>Larry Anderson</b>	1999-01
<b>James Stangler</b>	1983-87	<b>James Stangler</b>	2001-
<b>John King</b>	1987-91		



region nine  
development commission

In 2002, the Region Nine Development Commission observed its 30th anniversary of serving local units of government and citizens in this nine county region of south central Minnesota. For 30 years, Region Nine has been "Your Regional Partner For Progress."

Having served the Commission since its formation in 1972, I have experienced firsthand the challenges and changes faced in this part of the state. The Commission has a proven track record of responding quickly to change... changes in the regional economy, natural disasters, changes in the services local units of government expect from the Commission, and state and federal policy changes.

Region Nine's ability to provide services during the changing times have made the Commission a valuable partner during the past 30 years. Commissioners and staff strive to be "Your Regional Partner For Progress" whether by planning to meet anticipated needs or providing assistance due to unexpected changes.

One thing that I know has not changed in 30 years is the commitment and service of the Region Nine commissioners and staff. Everyone is dedicated to making this region the best place to live and work.

People often say they don't know about the Commission, or its programs and services. We don't want to be the region's best kept secret . . . when the reality is Region Nine programs have an impact on more lives and communities than people realize. Others may not know that we work closely with our legislators in St. Paul and Washington, D.C., on the issues that are important to the region both today and in the future.

The information in the 2003 pocket calendar has been designed to help you understand R9 programs and how your jurisdictions or organizations can utilize the Region Nine Development Commission. Please don't hesitate to call us or visit our web site at [www.rndc.org](http://www.rndc.org)

We ask for your help to share this information with those who want to know more about the Region Nine Development Commission. Thank you for your time and consideration.

We wish you and yours the best in 2003.

Sincerely,

RECEIVED  
James Stangler  
Chairman

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After serving as executive director of the Region Nine Development Commission (R9) for the past year I have learned invaluable lessons from studying its rich history. During the past year, it has also become clear that the path to future vitality of south central Minnesota or rural Minnesota lie in the perspective of how the region sees itself (vision) and how it functions (working together) as a region.

The vision of R9 is to “maintain a future-oriented perspective that helps to facilitate decisions which result in healthier and more prosperous communities that are better equipped to move forward into the future” and its motto is “Your Regional Partner for Progress.”

Through R9’s facilitation of integrating ideas, resources, and efforts of federal and state legislators, local elected officials, the public, businesses, and nonprofits, prosperity can be realized in south central Minnesota. Each of the components provides a critical piece for success of the overall effort and vitality of the region.

R9 has taken on challenges in the past that have helped the region respond to critical issues such as flood and tornado disasters, drug abuse among youth

and plant shut downs. During such times the region rallied together in exemplifying small town hospitality and strength.

It is in a similar manner that the region must come together to carve a new path of vitality. A new path that looks at diversifying its economy, creating an entrepreneurial environment, taking advantage of its diversifying population and investing in a new infrastructure of technology. A path that leads to national and global competitiveness, while maintaining a high quality living environment.

Looking beyond the traditional segregation of efforts between federal, state, local jurisdictions and sectors, exist opportunities of achieving economies of scale, maximizing expertise, leveraging resources, solving problems and building a brighter future.

The Region Nine Development Commission brings together 42 elected and appointed officials. This is the only mechanism that can efficiently and effectively galvanize the collective voice and efforts of local government in the region. Through R9 programming efforts, similar mechanisms have been developed in other sectors such as interfaith, nonprofit and health care agencies.

The Commission by its mere existence puts into place many of the components needed to take on regional vitality. Along with its other partners from the business and nonprofit sectors most components needed are near, thereby positioning the region to aggressively take on its future.

This calendar provides you with basic information regarding what R9 has to offer to the region. However, the future of the region will rest on a collective effort by many.

Through leadership, R9 is working to position itself to facilitate such a change in the region. R9 is working to position itself to be the best "partner for progress" that this region has ever experienced. R9 is working to position itself to be a partner in creating vitality for south central Minnesota.

Only by working together with you, will the region realize its full potential and vision for the future.

Respectfully,

Reginald M. Edwards  
Executive Director

## COMMENTS FROM R9 LEGISLATORS

*"I find Region Nine very helpful because it gives us a chance to get a perspective on how a statewide bill will affect our district and our area. The input they provide helps prevent duplication and avoid thinking that one size fits all.*

*It's also good to get the grassroots feedback from elected officials, local units of government and communities on broader issues (such as transportation funding) to see where there is a consensus."*

Representative John Dorn  
District 23B

*"RDCs are prepared with proven programs to help local governments quickly respond in times of natural disasters. Region Nine was instrumental in helping with the recovery efforts after flooding in 1993 and 1997 and the tornadoes in 1998."*

Senator Dennis Frederickson  
Senate District 21

*"As a legislator from a rural and semi-urban area of Minnesota, I recognize the importance of Regional Development Commissions to the future of these areas. These commissions provide the economic development partnerships that will help to diversify and provide employment opportunities across the state."*

Senator John C. Hottinger  
Senate District 23

See inside front cover for comments from  
Representative Bob Gunther.

# COMMUNITY DEVELOPMENT

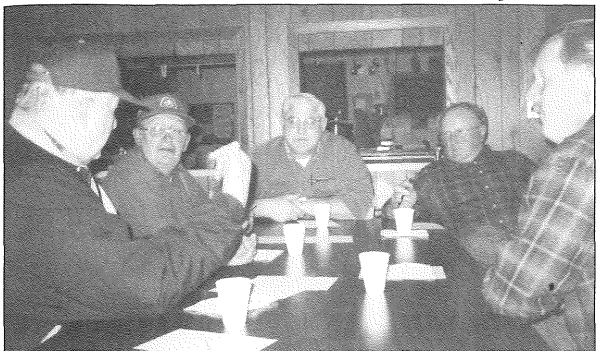
*“As far as I’m concerned, we wouldn’t be a functioning city without the help of Region Nine’s Community Development Program. I can’t imagine what kind of city LeCenter would be at this point without Region Nine. R9 staff has helped with building permits, land use and ordinances.”*

Clancy Mager, Mayor of LeCenter  
2000 - 2002

For years, Region Nine’s commitment to serving local units of government has provided the highest level of expertise at a fraction of the cost. Our team is ready to help make your job easier with any of the following projects.

- Comprehensive planning
- Strategic planning
- Land use ordinances
- Housing studies and strategies
- Traffic and transportation studies
- Highway corridor planning
- Environmental studies
- Economic studies
- Subdivision plans / development reviews
- Special area planning
- Downtown revitalization / redevelopment plans
- Community attitude surveys
- Public open space and trails
- Storm water management
- Waste water treatment facility planning
- Historic preservation
- Demographic/trend data analysis

- Small Cities Development Program
  - Grant application preparation and administration
- USDA/Rural Development
  - Loan application / technical assistance and administration



Leaders and citizens from Waseca County participate in a focus group as part of the Waseca County Comprehensive Plan.

## **Comprehensive plan benefits Waseca County**

During the past year, Waseca County contracted with the Region Nine Community Development department to develop a County Comprehensive Land Use Plan. Three community visioning meetings and 10 focus group meetings were held to identify issues and trends.

“We are pleased to be working with Waseca County on this project,” said R9 Community Development Director, Lisa Hughes. “The information that is generated from this plan will benefit the development efforts of the county, its cities and townships.”

The Comprehensive Plan also includes an analysis of population trends and land use. The Waseca County Board will

use this plan to identify key issues and develop goals and policies. Hughes said the goal is to have the plan completed by January 2003.

## **Staff**

**Lisa Hughes**, Community Development Director

**Peggy Wiese**, Community Development Planner

# **SMALL BUSINESS DEVELOPMENT CENTER**

## **Your FIRST STOP for small business assistance.**

The Small Business Development Center (SBDC), located within the Region Nine Development Commission, provides customized management consulting services and training seminars for eligible small businesses in the nine county area.

*"It's a wonderful resource that I don't think a lot of people know about. The Small Business Development Center gave me peace of mind because they went through all the numbers and everything. They weren't helping me learn about the jewelry business, they were helping me learn how to run a business. And it was all free, too."*

Mary Talamantez, The Jewelry Bench, Mankato

**Whatever your business needs, the SBDC tailors its assistance to your individual requirements.**

## **Consulting**

The SBDC team of professional business consultants provides one-on-one, confidential, no-cost management consulting and technical assistance in the areas of:

- Feasibility analysis
- Business and marketing planning
- Marketing and advertising
- Financial analysis and projections
- Capital formation
- Personnel/Human resources
- Production
- Organization
- Technical issues
- Preparing finance packages



R9 SBDC Director, Bob Klanderud and Nancy Fogelberg, President and CEO of American Artstone Company in New Ulm.

- In addition, the SBDC cooperates with other organizations to provide clients with expert assistance in such areas as competing for government contracts and expanding markets through exporting.

### **Small Business Development Center Performance**

(1997 - 2001)

Clients	1,981
Consultation Hours	14,415
Seminars	73
Loan Package Amounts (millions)	\$43.2
Approved Loans and Equity Invested in Region Nine Area (millions)	\$19.9

### **Finance Packaging**

The SBDC does not administer loan or grant programs. However, the SBDC staff can conduct a financial analysis to determine client eligibility for loans, research various sources of capital and package business loans.

### **Information Resources**

The SBDC also provides clients with comprehensive business resource materials and database access for business research.

- Regulatory information
- Business and industry information
- Markets, demographics and statistics
- Company and vendor directories
- Trade organizations and professional associations
- Linkage with various federal, state and local business support agencies

### **Training Seminars**

The SBDC also offers seminars and training programs on subjects important to business owners and entrepreneurs as

well as other programs to meet the special needs of the region. Training programs and special projects are provided at no cost or a nominal fee.

## **Staff**

**Bob Klanderud**, Director

**Mary Oudekerk**, Counselor

**Christine Hall**, Administrative Assistant

Eight independent consultants specializing in:

- marketing
- human resources
- record keeping
- tax issues
- web page development
- e-commerce

# **PLANNING, DEVELOPMENT & FINANCE**

## **Program Objectives**

• The Planning, Development, and Finance (PDF) Division works in the areas of economic development and transportation. The overall objective is to keep our communities healthy, viable places in which to live and work.

*“As a smaller political subdivision without a large staff, R9 allows counties to access services they may not have available for themselves.”*

Steve Renquist, Director

Sibley County Dept. of Economic Development

The PDF Division obtains funding through a variety of state and federal grants, charges for services, and a portion of the Commission's levy amount. In the past year it generated over \$180,000 in grants to provide its services, including:

U.S. Economic Development Administration	\$57,000
MN Department of Transportation	\$50,000
MN Board on Governmental Innovation and Cooperation	\$32,000
MN Planning Technical Assistance	\$50,000

## **Staff**

**Wes Judkins**, Planning, Development & Finance  
Director

**Gayle Jones**, Loan Officer / Economic Development  
Planner

**Craig Shirk**, Planner / Cartographer / GIS

**Cheryl Weston**, Administrative Assistant

## **PLANNING, DEVELOPMENT & FINANCE** **ECONOMIC DEVELOPMENT**

### **Program Objectives**

- The primary objective of the Economic Development Program is to stabilize and increase the number and quality of jobs in the region. To accomplish this, the staff works with businesses, local units of government, and state and federal agencies.

### **Assistance to Businesses**

The Commission administers five revolving loan funds (RLF):

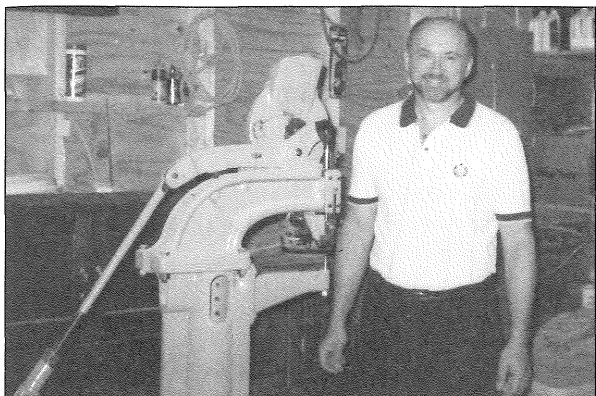
- Six County RLF
- Nine County RLF
- Tornado RLF

- Rural Outbuilding RLF
- Microenterprise Loan

The intent of these pools is to provide a good source of long-term, low interest loan funds for business expansion and start up. All loans have the participation of a local lending institution and owner equity. Very often, the loans also receive assistance from other local, regional and state revolving loan funds.

All loans are reviewed by the Region Nine Loan Review Committee to insure they meet eligibility standards.

Since the inception of the RLF program in 1989, the Commission has made more than \$8,000,000 in business lending investments that were instrumental in private investments and in creating/retaining 1,800 jobs in the region.



Gene Splinter of rural Elysian used the R9 Microenterprise RLF for his business, Turtle Country Products, Inc.

The Commission also assists businesses by helping them gain access to state and federal funds through the Minnesota

Department of Trade and Economic Development, the Small Business Administration and other sources.

## **Assistance to Communities**

At times, a community has difficulty with economic development activities because of lack of adequate sewer, water or road systems. The Region Nine staff can help communities access state/federal grants or loans to improve those systems, thus increasing the opportunities for economic development. If conditions warrant, the staff can assist in the development and funding.

At other times, communities need other types of assistance to make economic development projects become a reality. Such assistance may come in the form of surveys and special studies.

The Economic Development staff also provide assistance to communities during times of crisis. The Commission was able to assist businesses through disaster revolving loan funds in response to flooding in 1993 and 1997 and after the tornado in 1998.

## **Areawide Cooperation**

Improving the economy of the region is a challenge which requires the cooperation and coordination of many agencies and organizations. Region Nine staff works closely with all providers of economic development services to insure that businesses and communities within the region get the best assistance possible. The providers include local economic development authorities, the Southern Minnesota Initiative Foundation, the Minnesota Department of Trade and Economic Development, the U.S. Economic Development Administration, utilities, and special interest groups.

## **RLF/DRLF Loan Review Committee**

<u><b>Name</b></u>	<u><b>Representation</b></u>	<u><b>County</b></u>
<b>Jim Broich</b>	Elected Officials/RNDC	Brown
<b>Don Hayden</b>	Economic Developers	LeSueur
<b>Doug Miller</b>	Lenders	Nicollet
<b>Jim Paulson</b>	Lenders	Watonwan
<b>Jack Quinlivan</b>	Economic Developers	Faribault
<b>Steve Renquist</b>	Economic Developers	Sibley
<b>Bob Roesler</b>	Elected Officials	Martin
<b>Larry Thompson</b>	Lenders	Waseca

## **PLANNING, DEVELOPMENT & FINANCE**

### **TRANSPORTATION**

#### **Program Objectives**

- The overall objective of the Region Nine Transportation Program is to work with Mn/DOT and local units of government to maintain and improve the transportation network of Region Nine. The transportation network includes highway, transit, railroads, trails and aeronautics. In Region Nine, most of the concern is with highways although there is a growing concern for transit and trails.
- By contractual agreement, Region Nine assists the Minnesota Department of Transportation (Mn/DOT) with sub-state transportation planning and programming. It accomplishes this by actively participating in the District 7 Area Transportation Partnership (ATP), providing input into Mn/DOT District 7 and statewide plans and programs, and preparing the Commission's own planning documents.
- TEA-21, the federal transportation program, calls for input by local elected officials and citizens into all aspects of

transportation planning. Region Nine, through its Transportation Advisory Committee and its participation in the ATP, provides opportunities for local involvement. Region Nine assigns a regional significance ranking to all federally funded projects in the region.



Region Nine plays a key role in transportation issues including projects for Highway 14 and Highway 169.

- Region Nine is very active in educating the public, Minnesota legislators, and the Congressional delegation on the need for increased highway funding for rural areas. Through its legislative program it supports funding for rural transportation.
- Region Nine assists local highway improvement organizations, such as the Highway 14 Partnership and the Nicollet County Partners, in their efforts to upgrade specific highway segments. From the start, Region Nine has been an active participant in Mn/DOT's Interregional Corridor Program.

- Region Nine has been active in coordinating and advocating for recreational trails within the region. With TEA-21, there is an increased emphasis on transportation enhancements which include recreational trails.

## **Region Nine Transportation Advisory Committee**

<b><u>Name</u></b>	<b><u>Representation</u></b>	<b><u>Address</u></b>
<b>Wendell Armstrong</b>	Waseca Co. / ATP	Waseca
<b>Lisa Bigham</b>	Mn/DOT	Mankato
<b>Jim Broich</b>	Brown County / ATP	Sleepy Eye
<b>Alvin Dietz</b>	LeSueur County	New Prague
<b>Jack Fitzsimmons</b>	Waseca County	Waseca
<b>Alan Forsberg</b>	County Engineers	Mankato
<b>Doug Haeder</b>	Mn/DOT	Mankato
<b>Ken Hanson</b>	Martin County	Sherburn
<b>Norbert Kaufmann</b>	Sibley County	Belle Plaine
<b>Dwayne Krenz</b>	Watonwan County	Madelia
<b>John McDonald</b>	County Engineers	Blue Earth
<b>Ray Phelps</b>	Blue Earth County	Mapleton
<b>Ralph Prescher</b>	Faribault County	Delavan
<b>John Prosch</b>	Nicollet County	Nicollet
<b>Wayne Stevens</b>	County Engineers	St. James
<b>Mike Wagner</b>	County Engineers	N. Mankato

# **RESEARCH AND** **PROGRAM DEVELOPMENT**

## **Providing resources to help your organization succeed.**

The mission of R9 Research and Program Development is to build the capacity of programs, projects and organizations throughout the region by providing high-quality consulting services, assistance with grants and research, and program evaluation.

*“Region Nine Research and Program Development offers a variety of valuable services. They are a professional and reliable resource for organizations that do not have the staff to work with special activities such as grant writing, strategic planning or survey research. They have delivered excellent results for me.”*

Kristin Juliar, Director  
Healthcare Education - Industry Partnership  
Minnesota State Colleges and Universities  
Lead Institution, Minnesota State University, Mankato

Our resources will help your organization succeed.  
Let us help you with . . .

## **Management Consulting Services**

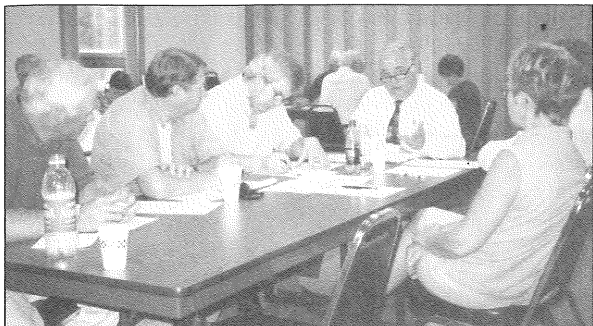
- Meeting and process facilitation
- Analysis and assessment
- Organizational development
- Program development
- Strategic planning
- Board development
- Total quality/process management

## **Grants Development**

- Grant writing tips (free)
- Funding sources (free)
- Technical assistance
- Grant writing

## **Research**

- Primary research
- Research design
- Data interpretation
- Secondary research (Census data, etc.)/custom packaging (free)
- Program evaluation
- Local mailing lists (free)
- Maps/GIS services



R9 Research and Program Development staff worked closely with Faribault County residents and community leaders to develop a grant application to the USDA with the goal of the area being named a federal Rural Empowerment Zone.

## **Regional Health Profile**

Approximately 10,486 individuals of 20,000 surveyed in south central and southwestern Minnesota participated in the Regional Health Profile (RHP) '02 survey. The RHP '02 is a comprehensive lifestyle and health behavior survey conducted in 27 counties. RHP is part of an ongoing collaboration

among health care providers, local public health agencies and the Center for Health Statistics at the Minnesota Department of Health.

“The information is critical for us to get a true assessment of individual health needs and concerns in a community,” said Ann Stehn, Kandiyohi County Public Health Director. “The survey helps us determine health needs, existing barriers and the efforts that are necessary to improve the overall health of our communities.”

Nita Aasen, Nicollet County Public Health Director said, “It is a valuable tool that helps us develop and implement programs and activities to serve our citizens.”

All of the information on the surveys is private and confidential. The objective of the project is to obtain statistically reliable data through the use of a mail-back survey and a random selection of people within the 27-county area. Participating counties and sponsoring organizations will have access to data that is summarized at the regional and the county level. The final reports and county-specific data will be released in the fall of 2002.

The RHP allows participating counties and other sponsors to identify and address areas of health concern within the 27-county region. Continuing the RHP into 2002 allows for the opportunity for comparison with the results from the 1994 and 1998 health profiles. Through the RHP, counties and this entire region can establish health promotion priorities in relationship to the Minnesota Public Health goals.

The 27 counties in south central and southwestern Minnesota involved in the RHP '02 include: Big Stone, Blue Earth, Brown, Chippewa, Cottonwood, Faribault, Jackson, Kandiyohi, Lac qui Parle, Le Sueur, Lincoln, Lyon, Martin, McLeod, Meeker, Murray, Nicollet, Nobles, Pipestone, Redwood, Renville, Rock, Sibley, Swift, Waseca, Watonwan and Yellow Medicine.

More than 40 organizations across the region have signed on as sponsors of the RHP. They range from county public health offices to hospitals and clinics to other nonprofit and government entities. R9 Research and Program Development was hired by the participating counties to manage the project after successfully managing the 1994 and 1998 RHPs.

## **Staff**

**Jim Theurer**, Director

**Jessica Burke**, Data Analysis

**Craig Shirk**, GIS / Mapping

**Erica Gahlon**, Administrative Assistant

## **AREA AGENCY ON AGING**

The Area Agency on Aging provides areawide advocacy and leadership targeted toward the development of a community-based continuum of services that support the highest quality of life for the elderly in Region Nine. Particular attention is given to the special needs of older adults who are low income, disabled, frail, isolated and of minority status.

*“R9 is invaluable to us. We have worked with the R9 Area Agency on Aging on a number of projects and they always do a wonderful job.”*

Gary Hjelmstad, Director of Sleepy Eye  
Care Center and Adult Day Services

## **Your Area Agency on Aging**

- Develops and administers an Area Plan on Aging that includes the following developmental outcomes:

- Enable low-income, at-risk older persons to remain in their own homes and apartments by increasing the availability of public and/or affordable support services in subsidized and low-income senior housing and in neighborhoods and communities with high concentrations of low-income elderly.
- Assist in the development of community-based systems of long-term care services that support all older persons, regardless of income.
- Support informal caregivers in ways that improve and extend informal care by developing a network of caregiver services across the region.
- Allocates Older Americans Act dollars to organizations, agencies and units of government that provide supportive services and nutrition services to older adults.
- Provides information, assistance and counseling for people age 60+, their families and service providers through the SENIOR LINKAGE LINE® and the State Health Insurance Assistance Program.



(l-r) R9 Health Insurance Counselor, Missy Manderfeld, reviews Medicare information with Jo Cattrysse.

- Provides community-based volunteer respite care and informal caregiver support services for caregivers through Project ROSE (Reaching Out to Support Elders).
- Provides technical assistance to agencies and communities through the ElderCare Development Partnership (previously named SAIL). The ElderCare Development Partnership is a 20-year strategy adopted by Minnesota in 1990 with the goal of assisting the state's long-term care system in responding to the growing number of older adults.
- Provides leadership in targeting and advocating for the needs of low-income, disabled, vulnerable, frail and isolated older adults, paying particular attention to the special needs of low-income minority elders.
- Collaborates with agencies and organizations to develop a coordinated system for delivering needed services to older adults.
- Provides education, resource materials and networking opportunities to older adults, family members, service providers and elected officials.
- Provides leadership and technical assistance to senior centers and senior clubs.
- Advocates on behalf of older adults.
- Recognizes older adults who provide outstanding volunteer service to their communities.

## Staff

**Linda Giersdorf**, Director

**Rhonda Hiller Fjeldberg**, Planner / Grants Manager /  
SENIOR LINKAGE LINE® Coordinator

**Missy Manderfeld**, Health Insurance Counselor / SENIOR  
LINKAGE LINE® Specialist

**Elaine Spain**, Project ROSE Coordinator

**Donna Spranger**, EDP Planner

**Erica Gahlon**, Administrative Assistant

## Region Nine Advisory Council on Aging

<u>Name</u>	<u>Representation</u>	<u>Address</u>
Maria Baxter-Nuamah	At Large	Mankato
Carroll Behne	Martin County	Sherburn
Jim Berg	RNDC Liaison	New Ulm
Jo Cattrysse	At Large 60+	North Mankato
Sharon Chader	Business	Madison Lake
Jerry Ehn	Pub/Private Agency	Wells
Kathryn Elliott	At Large	Mankato
Candace Fenske	RNDC Liaison	Madelia
Charlie Griebel	Brown County	New Ulm
Cathrine Hagen	At Large 60+	Wells
Phyllis Harrison	LeSueur County	LeCenter
Michele Koppinger	Pub/Private Agency	Mankato
Richard Markiewicz, Sr.	Nicollet County	St. Peter
Sylvia Perron	Co. Social Service	St. Peter
Etta Poole	Blue Earth County	Mankato
Marvel Prafke	Faribault County	Blue Earth
Ronald Purcell	Waseca County	Waseca
John Raymer	Pub/Private Agency	St. Peter
Carmen Reckard	Co. Social Service	Fairmont
Lori Ruthenbeck	At Large	Mankato
Deb Schumacher	Co. Social Service	New Ulm
Bill Stangler	RNDC Liaison	St. Peter
Patricia Vaughan	At Large 60+	Madison Lake
Bonnie Viland	Watsonwan County	La Salle
Geraldine Weber	Sibley County	Henderson

*An elder is a person who is still developing, still growing, still a learner, still with potential...whose life has within it promise for and connections to the future.*

# **PREVENTION & HEALTHY COMMUNITIES**

Prevention and Healthy Communities encompasses a number of programs that are outlined as follows. These programs include the Prevention and Healthy Communities Network, the Chicano-Latino Youth Leadership Institute and Saludando Salud.

## **Staff**

**Lisa Hoffman Wojcik**, Director

**Sharon Taylor**, Administrative Planner

## **PREVENTION & HEALTHY COMMUNITIES PREVENTION & HEALTHY COMMUNITIES NETWORK**

The Region Nine Prevention and Healthy Communities Network is a nine county prevention/youth asset building partnership in south central Minnesota. The Network has 13 prevention partnerships involved at the local level and is governed by a regional advisory committee that sets regional policy and shared goals. The Network has 11 years of successful collaboration on community organizing for prevention purposes. Evaluation of Network effectiveness has indicated positive results in their areas of focus.

## **Mission**

The mission of the Region Nine Prevention and Healthy Communities Network is to build healthy communities, promote positive youth development and prevent alcohol, tobacco, and other drug abuse.

*“For 11 years, Minnesota has recognized the Region Nine Prevention and Healthy Communities Network as a state treasure.”*

Paul Snyder, MSW, MDiv Program Coordinator  
University of Minnesota Konopka Institute

## **Wanted: Solutions for America Pew Partnership for Civic Change**

The Region Nine Prevention and Healthy Communities Network was selected to participate in *Wanted: Solutions for America*, a national initiative to document and disseminate what works to build stronger communities. After two years of rigorous evaluation, PHCN was recognized as a rural solution for national alcohol, tobacco and other drug problems.

## **Applebee Pond Puppets**

“On Applebee Pond” offers a creative approach to behavioral health education for pre-school and early elementary age children. In 2001, the Prevention and Healthy Communities Network received a National Association of Development Organizations (NADO) Innovation Award for this program.

On top of Old Smokey surrounded in smoke,  
I saw my best friend smoking some dope.  
I saw some of my friends, and some of his too,  
they asked me to try some so I left the whole crew.  
They called me a chicken and a scardy cat.  
I started to leave and then had a chat.  
Get up and come with me, and then you will see  
There's more ways to get high just get high on life.

*(Tune: On Top of Old Smokey)*

This is one example of a Waseca student's radio commercial that will be aired to keep kids off drugs.



New Ulm Police Department Commander, Erv Weinkauff, joined students from the New Ulm Youth Council and S.P.O.T.S. (Students Performing on Tough Situations) for the Sticker Shock efforts in New Ulm. The Sticker Shock campaign focused on reducing underage drinking by placing stickers on alcohol packages.

## **My Message Campaign**

Empowers youth to explore what their “message” is through presentations, acting and art.

## **The Network is funded with grants from:**

- Minnesota Department of Children, Families and Learning
- Federal Office of Juvenile Justice and Delinquency Prevention

- Robert Wood Johnson Foundation: Local Initiative Funding Program
- Literature materials generously provided by Lutheran Brotherhood Branch 8175 and Branch 8526

## **Staff**

**Lisa Hoffman Wojcik**, Director, Prevention and Healthy Communities

**Barb Lamson**, Regional Coordinator, Prevention and Healthy Communities Network

**Jill Figge-Branson**, Regional Prevention Specialist

**Katie Klanderud**, Administrative Planner

## **Region Nine Healthy Communities Network Advisory Committee**

<u><b>Name</b></u>	<u><b>Representation</b></u>
<b>Jeanell Aadahl</b>	Waterville, Elysian, Morristown Healthy Communities Network
<b>Carol Anderson</b>	St. James Chemical Health / Violence Prevention Advisory Council
<b>Wendy Bachman</b>	St. Peter Healthy Community Alliance
<b>Latrice Brua</b>	Montgomery SAFE
<b>Roni Dauer</b>	Martin County Networking
<b>Sue Goecke</b>	Maple River Community Network
<b>Harlan Gorath</b>	At Large - RNDC
<b>Rosalie Grams</b>	JWP T.E.A.M. Taskforce
<b>Denise Billington-Just</b>	LeSueur-Henderson Healthy Communities, Inc.
<b>Kathie Kading</b>	Mankato Area Healthy Youth
<b>Joe McCabe</b>	Madelia Coalition For Healthy Life Choices
<b>Barbara Penny</b>	Waseca Healthy Community / Healthy Kids Initiative

<b>Steve Schneider</b>	At Large
<b>Carolyn Smith</b>	USC One Healthy Community
<b>Susan Ward</b>	Healthy Communities/Healthy Youth - New Ulm Area
<b>Lisa Yentsch</b>	At Large - Ministerial

## PREVENTION & HEALTHY COMMUNITIES

# **CHICANO-LATINO YOUTH**

# **LEADERSHIP INSTITUTE**

### **(ChYLI)**

### **Mission**

The mission of the Chicano-Latino Youth Leadership Institute is to encourage, empower and develop leadership skills and qualities in Chicano-Latino youth.

The Chicano-Latino Youth Leadership Institute (ChYLI), is a culturally-based leadership and positive youth development building program with follow-up training and technical assistance. It serves Chicano-Latino youth in the Region Nine area in south central Minnesota with a large resettling migrant population.

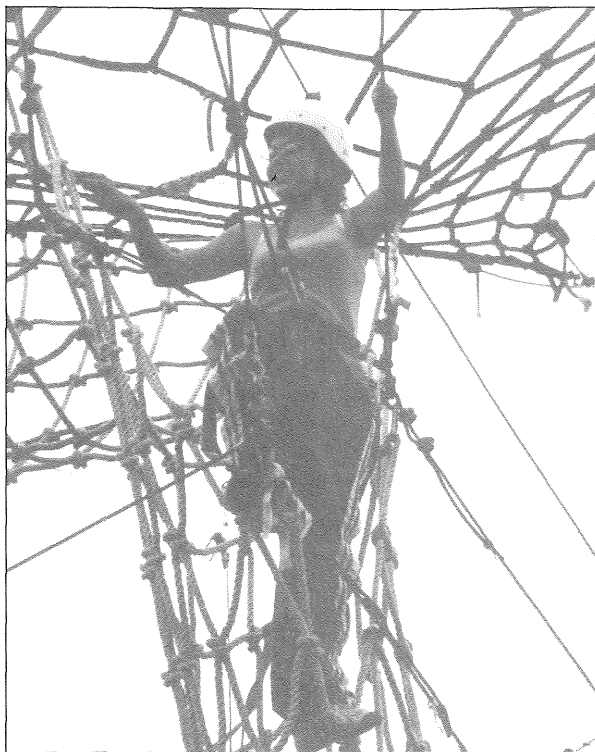
*"This (ChYLI) is a life-changing experience."*

Tom Griffin, Minnesota Institute of Public Health

### **ChYLI Goals**

- To build a network of young leaders in the Chicano-Latino population.

- To increase understanding of the Chicano-Latino culture.
- To prevent alcohol and other drug abuse in Chicano-Latino youth by offering hope, broader horizons and opportunities.
- To foster positive connections to the community through youth planned and implemented community service projects.
- To involve the Chicano-Latino youth in community decision-making and vision setting in Region Nine.



In 1999, Veronica Quiñonez participated in the High Ropes Course at Minnesota State University, Mankato.

## **Two-Day Institute**

During this event, and with help of trained bilingual facilitators, youth learn about:

- Leadership
- Culture
- Teamwork
- Action Planning
- Decision Making
- Prevention

## **ChYLI Service Projects**

Staff assist youth to plan and implement their community service projects developed at the two-day institute.

## **Minnesota Youth Foundation – ChYLI Chapter**

A youth-run philanthropic organization to address youth related issues and promote leadership and development. It is funded by the Hugh J. Andersen Foundation.

## **Funding is provided by:**

- Minnesota Department of Public Safety, Office of Drug Policy

## **Staff**

**Lisa Hoffman Wojcik**, Director, Prevention and Healthy Communities

**Veronica Alba**, Program Coordinator

**Linda Alvarez Alcantara**, Prevention Specialist

**Leonardo Arevalo**, Prevention Planner

## **ChYLI Advisory Committee**

15 youth from Region Nine communities.

# PREVENTION & HEALTHY COMMUNITIES

## **SALUDANDO SALUD**

Saludando Salud is a culturally-specific Latino rural health program designed to improve the health status of the Latino population in the Region Nine area.

### **Health Promotion / Education**

Culturally-specific health promotion and disease prevention education:

- Spanish Breast/Cervical Health Classes
- Spanish Cardiovascular Health Classes
- Tomando Pasos Para Mejor Salud / Taking Steps to Better Health (Diabetes Project)
- Latino Youth Tobacco Prevention Project

### **Health Resource Information**

Provide culturally and linguistically appropriate health promotion/education and disease prevention resources and information.

### **Interpreter & Outreach Training**

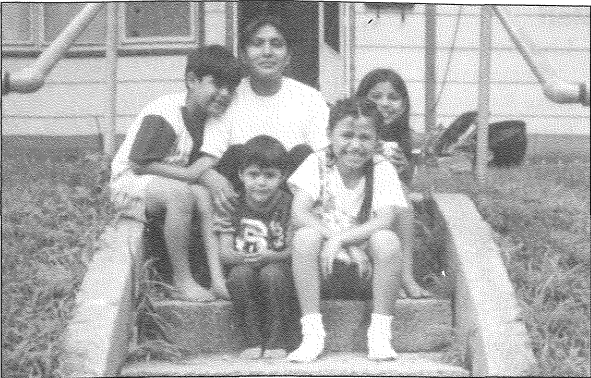
- Coordinate local medical interpretation trainings.
- Provide outreach (Promotora) training using the Community Health Advisor Model.

### **Support Services for Healthcare Providers**

Consultation, in-services, Spanish language and cultural training available to assist healthcare providers in better serving the Latino population.

### **“Su Salud” (Your Health) Radio Show**

Weekly bilingual radio show airing Saturdays during Spanish programming on KMSU 89.7 FM. Su Salud provides current health promotion and disease prevention information.



This family in Watonwan County has received medical care through the Saludando Salud program.

**“El Reventon” (The Blast) Youth Radio Show**

Weekly bilingual radio show also airing Saturdays during Spanish programming on KMSU 89.7 FM. El Reventon features local Latino youth and focuses on culture, education, school events and alcohol, tobacco and other drug abuse prevention.

**¡Saludos! Quarterly Newsletter**

Provides Saludando Salud program information as well as cultural and resource information.

*“Saludando Salud has helped Madelia Community Hospital and the community of Madelia eliminate health disparities in the way we deliver health care. We don’t have two standards of delivering health care to an ethnic population. We’re very happy to have one standard and delivering the best care.”*

Candace Fenske  
Madelia Community Hospital Administrator

## **Staff**

**Lisa Hoffman Wojcik**, Director, Prevention and Healthy Communities

**Gina Borchardt**, Saludando Salud Coordinator

**Sylvia Peña**, Prevention Specialist

**Theresa Eckstein**, Community Health Advisor

**Ellen De la torre**, Health Promotion Specialist

## **Saludando Salud Advisory Committee**

### **Watonwan County**

**Francisco Arroyo**, Community Member

Two alternating St. James high school youth, R9 Latino

Youth Tobacco Prevention Project

**Pat Kirchner**, Social Worker, St. James & Madelia schools

**Candace Fenske**, Madelia Community Hospital

### **Brown County**

**Carrollyn O'Connell**, New Ulm Medical Center

### **LeSueur County**

Two alternating LeSueur high school youth, R9 Latino

Youth Tobacco Prevention Project

LeSueur school representative (to be determined)

**Susan Rynda**, LeSueur County Human Services

Latino Community Service Aide

### **Blue Earth County**

Two alternating Mankato high school youth, R9 Latino

Youth Tobacco Prevention Project

**Maria de Jesus Guerrero**, Open Door Health Center

**Kathy Anderson**, Public Health/WIC

**Dr. Guillermo Pons**, Endocrinologist

# **REGION NINE**

## **ADMINISTRATION**

Region Nine Administration includes the Office of the Executive Director, the Office of Public Information and the Office of Finance. Each office plays an important role in the work of the Region Nine Development Commission.

### **• OFFICE OF THE EXECUTIVE DIRECTOR**

The Office of the Executive Director encompasses a broad range of administrative duties, projects and responsibilities. This includes intergovernmental relationships, regional coalition building, program development, legislative advocacy at the state and federal level, policy development and management of the daily operations of R9.

A primary focus of administration is continuing to build awareness, relationships and increase leadership capacity of the 42-member (elected and appointed officials) Commission. The Commissioners represent every level of government in every area of the region. The stronger the capacity and relationships among leaders throughout the region the stronger the region will be.

### **Staff**

**Reginald M. Edwards**, Executive Director

## • OFFICE OF PUBLIC INFORMATION

The Office of Public Information develops and implements public information and marketing efforts for R9 and its programs. Staff also plans, organizes and implements special events and conferences to promote Commission programs or meet identified needs in the region. Advertising, marketing and public relations services are available to clients (local units of government, nonprofit organizations, business leaders and citizens) on a contractual basis.

### **Staff**

**Joyce Allard**, Public Information Director

**Cheryl Weston**, Administrative Assistant

## • OFFICE OF FINANCE

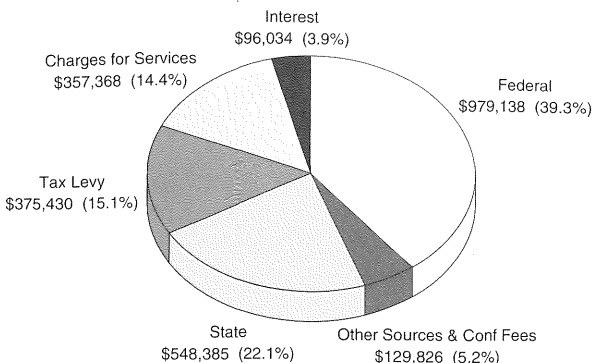
The Office of Finance manages the overall finances of the organization and each individual program area. Their work includes the annual agencywide budget, indirect cost plan, fringe benefits, individual grant budgets, financial reports to grantors and all other general accounting functions.

### **Staff**

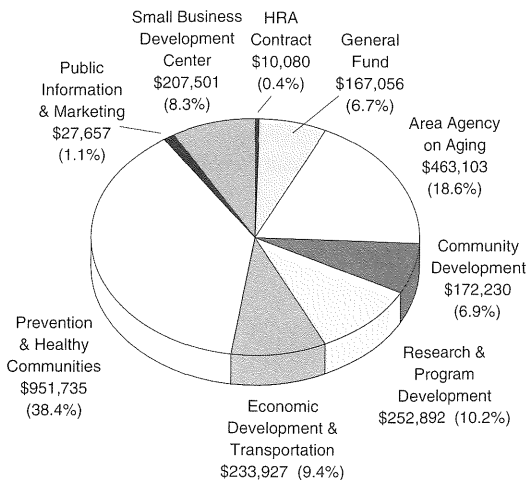
**Susan Jaeger**, Finance Director

**Linda Wallace**, Bookkeeper

## FY '03 Revenues by Source



## FY '03 Expenditures by Department



**FY '03**

## **PROPOSED BUDGET SUMMARY**

### **REVENUES**

Federal	\$979,138
State	548,385
Tax Levy	375,430
Other Sources	125,201
Conference Revenue	4,625
Charges for Services	357,368
Interest	96,034
<hr/>	
<b>Total Revenues</b>	<b>\$2,486,181</b>

### **EXPENDITURES**

Area Agency on Aging	\$463,103
Community Development	172,230
Economic Development & Transportation	233,927
HRA Contract	10,080
Research & Program Development	252,892
Prevention & Healthy Communities	951,735
Public Information & Marketing	27,657
Small Business Development Center	207,501
General Fund	167,056
<hr/>	
<b>Total Expenditures</b>	<b>\$2,486,181</b>

<b>Indirect Rate</b>	<b>10.75%</b>
<b>Pass Through</b>	<b>\$3,118,690</b>

For almost a decade the levy for the region has been capped or no increase was made. In the past three years, the Region has raised its levy to the maximum 3%, which equates to \$10,935 in year 2003. The \$10,935 levy capped increase is annually out-paced by basic salary step increases, cost of living, insurance cost or any other basic operational expense.

### REGION NINE LEVY HISTORY

Year Payable	Base	Percent Increase	Levy Amount	Increase Over Previous Year
2003	364,495	3%	375,430	3.00%
2002	353,879	3%	364,495	3.00%
2001	343,572	3%	353,879	3.00%
2000	343,572	3%	343,572	0.00%
1999	343,572	3%	343,572	0.00%
1998			343,572	0.00%
1997			343,572	0.00%
1996			343,572	0.00%
1995			343,572	0.00%
1994			343,572	0.00%

### TAX IMPACT PER PERSON

Fund	Total Tax Increase	Population or % of Population	Region Nine Total Tax (approx.)	Tax Per Person (approx.)
Federal Tax	\$122,285	.00079%	\$96.95	.000435 ¢
State Tax	\$71,073	4.5%	\$3,198	1.4 ¢
Local Tax	\$10,935	222,790	\$10,935	4.9 ¢
Total Tax	\$204,293		\$14,229	6.34 ¢

# JANUARY

MON	TUES	WED
		1  <i>NEW YEAR'S DAY</i>
6	7	8
13	14	15
20  <i>MARTIN LUTHER KING DAY OBSERVED</i>	21	22
27	28	29

# 2003

THURS	FRI	SAT/SUN
2	3	4
		5
9	10	11
		12
16	17	18
		19
23	24	25
		26
30	31	

# FEBRUARY

MON	TUES	WED
3	4	5
10	11	12
17	18	19
<i>PRESIDENTS' DAY</i>		
24	25	26

# 2003

THURS	FRI	SAT/SUN
		1
		2
6	7	8
		9
13	14	15
		16
20	21	<i>VALENTINE'S DAY</i>
		22
		23
27	28	

# MARCH

MON	TUES	WED
3	4	5
10	11	12
17	18	19
<i>ST. PATRICK'S DAY</i>		
24	25	26
31		

**2003****THURS****FRI****SAT/SUN****1****2****6****7****8****9****13****14****15****16****20****21****22****23****27****28****29****30**

# APRIL

MON	TUES	WED
	1	2
7	8	9
14	15	16
21	22	23
28	29	30

# 2003

**THURS**

**FRI**

**SAT/SUN**

**3**

**4**

**5**

**6**

**10**

**11**

**12**

**13**

**17**

**18**

**19**

**20**

*GOOD FRIDAY*

*EASTER*

**24**

**25**

**26**

**27**

# MAY

MON

TUES

WED

5

6

7

12

13

14

19

20

21

26

27

28

MEMORIAL DAY  
OBSERVED

# 2003

THURS	FRI	SAT/SUN
1	2	3
		4
8	9	10
		11 <i>MOTHER'S DAY</i>
15	16	17
		18
22	23	24
		25
29	30  <i>MEMORIAL DAY</i>	31

# JUNE

MON	TUES	WED
2	3	4
9	10	11
16	17	18
23	24	25
30		

# 2003

THURS	FRI	SAT/SUN
		1
5	6	7
		8
12	13	14
		15 <i>FATHER'S DAY</i>
19	20	21
		22
26	27	28
		29

# JULY

MON	TUES	WED
	1	2
7	8	9
14	15	16
21	22	23
28	29	30

# 2003

THURS	FRI	SAT/SUN
3	4 <i>INDEPENDENCE DAY</i>	5
		6
10	11	12
		13
17	18	19
		20
24	25	26
		27
31		

# AUGUST

MON	TUES	WED
4	5	6
11	12	13
18	19	20
25	26	27

**2003**

<b>THURS</b>	<b>FRI</b>	<b>SAT/SUN</b>
	<b>1</b>	<b>2</b>
		<b>3</b>
<b>7</b>	<b>8</b>	<b>9</b>
		<b>10</b>
<b>14</b>	<b>15</b>	<b>16</b>
		<b>17</b>
<b>21</b>	<b>22</b>	<b>23</b>
		<b>24</b>
<b>28</b>	<b>29</b>	<b>30</b>
		<b>31</b>

# SEPTEMBER

MON	TUES	WED
1       <i>LABOR DAY</i>	2	3
8	9	10
15	16	17
22	23	24
29	30	

# 2003

THURS	FRI	SAT/SUN
4	5	6
		7
11	12	13
		14
18	19	20
		21
25	26	27
		28

# OCTOBER

MON	TUES	WED
		1
6	7	8
13  <i>COLUMBUS DAY OBSERVED</i>	14	15
20	21	22
27	28	29

# 2003

THURS	FRI	SAT/SUN
2	3	4
		5
9	10	11
		12
16	17	18
		19
23	24	25
		26
30	31	
	HALLOWEEN	

# NOVEMBER

MON	TUES	WED
3	4 <i>ELECTION DAY</i>	5
10	11 <i>VETERANS DAY</i>	12
17	18	19
24	25	26

# 2003

THURS	FRI	SAT/SUN
		1
		2
6	7	8
		9
13	14	15
		16
20	21	22
		23
27	28	29
		30
THANKSGIVING DAY		

# DECEMBER

MON	TUES	WED
1	2	3
8	9	10
15	16	17
22	23	24
29	30	31

# 2003

THURS	FRI	SAT/SUN
4	5	6
		7
11	12	13
		14
18	19	20
		21
25	26	27
		28
CHRISTMAS DAY		

**Region Nine  
Development Commission**

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