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1995 Renewal Applications [4]

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United States
Department of
Agriculture

Forest
Service

NA

Reply to: 3610

Date: January 23, 1995

Subject: FY 1996 AmeriCorps Continuation

To: Chief

Enclosed is the Northeastern Area's proposal for AmeriCorps continuation in FY 1996. We are asking for a total of 11 full-time members to continue efforts in both Minnesota and West Virginia.

We believe the AmeriCorps Rural Development Team is doing good work in support of the sustainable use of forest resources. That view is shared by the State Foresters in both Minnesota and West Virginia. We hope that we will be given the opportunity to build upon the work that AmeriCorps members have already accomplished.

If you have any questions regarding this proposal, please contact either Lew McCreery or Al Steele with our Economic Action Program at (304) 285-1536.

Sincerely,

/s/ K.H. Knauer for

MICHAEL T. RAINS
Area Director

cc
J. Currier
L. McCreery
WO-S&PF-CF

FY 1996
NORTHEASTERN AREA ECONOMIC ACTION PROGRAM
AMERICORPS CONTINUATION PROPOSAL

USDA Forest Service, S&PF
180 Canfield Street
Morgantown, WV 26505

Primary Congressional District: WV Congressional District 1

Additional Congressional Districts: WV 2,3
MN 1,2,7,8,

Project: Rural

CNCS Priority Areas: High Poverty Area, EZ/EC (WV)

Project Start Date: September 12, 1995

Project Completion: September 12, 1996

Americorp Members: 11 Full Time Members

Submitted By:

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Northeastern Area S&PF
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STATEMENT OF OBJECTIVES--WEST VIRGINIA

Introduction

West Virginia will be have four focused projects for FY 1996. Four AmeriCorps Members are requested to continue activities begun in FY 1995.

WV Project 1--Computer Networking/Information Management.
USDA Forest Service. 1 AmeriCorp Member

Background

An AmeriCorps Member was placed with the USDA Forest Service to facilitate the development of electronic communications, including Internet, as well as other information management duties. The AmeriCorps Member has been active supporting the other AmeriCorps Members throughout West Virginia and Minnesota as well as the communities they serve become connected to the "information superhighway". Additionally, this Member has provided programming support and other help desk services to facilitate communities and Members use of various software packages, particularly databases. The ability to communicate electronically, search for information, and share information simultaneously with many diverse groups has proven to be invaluable.

Activities Planned for FY 1996

Although we are on the information highway, there is still much left to do. As Will Rogers put it "you can be on the right track but still get run over by the train if you don't keep on movin'." Plans for FY 1996 include:

- For economic development groups and others who have an active interest in sustainable, natural resource based economic development there are plans to survey them to determine what types of information is most important for them to access (Census data, resource data, regulatory information, etc).
- Using this customer driven approach, design or facilitate linkages to data sources determined to be most relevant
- Enhance AmeriCorps Members' and cooperating organizations ability to harness the power of such computer tools as geographic information systems, networking, etc.
- Keep Members and cooperating organization abreast of hardware/software developments that are relevant

- Identify Sources of rural development information specific to natural resource based development. Have this information electronically accessible.

Expected Results of Activities

- AmeriCorps Members much more capable of accessing electronic information throughout their careers.
- Economic development groups and other community based organizations with whom AmeriCorps Members are placed will have enhanced access to information, thus empowering them to achieve higher levels of productivity
- Rural communities and organizations, those who have the most difficulty staying abreast of changing hardware and software technologies, will have continuing access to technical support

Measurements of Quality/Success

- Pre and post tests of computer literacy
- The number of help desk inquiries and how frequency changes with time
- The degree and extent to which rural communities can become part of the information superhighway
- Evaluations done by users intended to measure value of information and quality of service

Number of Individuals Served

All the organizations where AmeriCorps Members are placed in West Virginia and Minnesota as well as with their affiliated communities and community groups. Time depending, assistance to other organizations whom have an interest in sustainable development may be offered.

Long Term Prospects

We view the FY 95 activities relating to networking and information management as a demonstration of what can be done. Still relatively early in the process, we believe the viability of providing such assistance will be evident. Preliminary discussions are underway with state government representatives, Rural Development Councils, the USDA Rural Economic and Community Development (formerly the RDA), and foundations about the possibility of continuing and broadening efforts once AmeriCorps funding has diminished. In light of the extreme need and relatively low costs involved, we believe long term support will materialize.

Partners

West Virginia Division of Forestry
Minnesota Department of Natural Resources
USDA Rural Economic and Community Development
Minnesota and West Virginia Extension Services
Appalachian Hardwood Center
West Virginia University
University of Minnesota
West Virginia Rural Development Council
Central Minnesota Initiative Fund
Minnesota Department of Trade and Economic Development

WV Project 2--Forest Products Conservation and Recycling.
Wood Technology Center, Elkins, WV. 1 AmeriCorps Member

Background

Located in an area where the production of forest products is central to the regional economy, the Randolph County Economic Development authority became concerned that there did not seem to be a focused effort to ensure that the forest products industry received the necessary training and technical assistance in order to remain competitive in a global environment. Acting as a catalyst, the Randolph County Economic Development Authority took the lead in forming a unique partnership of state, local, and federal agencies as well as representatives of the public sector. Funded by these same groups, the Wood Technology Center was formed to provide technical assistance and training services to the forest products industry.

One AmeriCorps Member was placed at the Wood Technology Center in FY 95. Concerned with taking a customer driven approach to the services it provides, the Wood Technology Center has had the AmeriCorps Member actively engaged in the development and administration of a survey to determine the training and technical assistance needs of the forest products industry in the surrounding counties. This Member is also assisting the Wood Technology Center to identify necessary information and training aids relevant to the forest products industry.

Activities Planned For FY 1996

- Assist in the development of training curriculum
- Assist in providing customized training services at plant locations
- Continue efforts to make local industry aware of services available
- Assist other staff members in keeping abreast of technologies that reduce waste, increase efficiency. Aid in assuring that the Wood Technology Center retains its ability to integrate these technologies into their programs

Expected Results of Activities

- Natural resources and energy are conserved
- Rural industries retain their ability to be a significant employer in the area and remain globally competitive
- High quality training is provided to industry employees, thus assuring that they have the skills necessary to remain a productive member of the workforce

Measurements of Quality/Success

- Pre- and post-training surveys of ability in training topic
- Estimates from employers on efficiency, resource conservation, costs savings

Number of Individuals Served

- Forest products industries throughout West Virginia, parts of Maryland, Pennsylvania, and Virginia.
- The communities dependent upon these industries

Long Term Prospects

Long term prospects for survival of the Wood Technology Center are very good due to its combination of public and private support.

Partners

West Virginia Division of Forestry
West Virginia Rural Development Council
Economic Development Administration, US Dept of Commerce
Appalachian Hardwood Center
Randolph County Economic Development Authority

WV Project 3--Community Development Specialist (1 Member).
Resource Conservation and Technology Specialist (1 Member).
West Virginia Division of Forestry.

Background

Rapid expansion of the forest products industry in West Virginia has created a need to determine if it is advisable for the state to engage in additional large scale development. Residues from harvesting operations, in addition to those left from sawmilling operations must be accounted for if the state is to have a clear understanding of resource availability. Additionally, understanding clearly the extent to which the resource is currently utilized will be important information for the state to have should they deem it advisable to implement policies or technical assistance programs intended to encourage greater resource utilization.

One AmeriCorps Member was placed with the West Virginia Division of Forestry to assist in this effort. This Member has been contacting mill owners, loggers, and woodlot owners in order to assess the current state of utilization. In addition, this Member has been developing computer applications intended to expedite technical assistance efforts aimed at improving resource recovery and improving overall efficiency in mills. These programs will be utilized by the AmeriCorps Member and Division of Forestry staff in the next few months.

Activities for FY 1996

Activities planned for FY 1996 include:

- 1 AmeriCorps Member to work with Division of Forestry Specialists, the Appalachian Hardwood Center, and industry associations assisting in direct technical assistance activities to millowners. The purpose of these activities is to encourage/educate millowners on procedures and technologies that can conserve natural resources, improve efficiency, and enhance the competitive position of the industry in a global economic environment

- 1 AmeriCorps Member, with the title Community Development Specialist, will be responsible for providing direct assistance to community and regional economic development groups interested in promoting sustainable, natural resource based economic development in their area. This Member will be a resource person trained in economic development methodologies and will be provided with information on technical and financial resources available to assist communities. This Member will work closely with the Appalachian Hardwood Center, Extension agents, universities, state/federal agencies to bring customized assistance directly to the community level.

Expected Results of Activities

- Conservation of natural resources, improved efficiency and competitiveness of manufacturers.
- Improved opportunities for communities to engage in sustainable, natural resource based economic development.
- Job creation and retention.

Measurements of Quality/Success

- Evaluations done by manufacturers on quality of service
- Number of clients served
- Evaluations done by communities served by Community Development Specialist

Number of Individuals Served

Manufacturers and communities throughout West Virginia

Long Term Prospects

Prospects for these positions having a lasting impact are very good. Linkages made between the communities and technical/financial assistance providers should be long lasting. Technologies made available to manufacturers should have long lasting impact on resource conservation and efficiency. An attempt will be made to institutionalize these services, in cooperation with the state agencies.

Partners

Appalachian Hardwood Center
WV Rural Development Council
Governors Office, WV
WV Department of Economic Development
USDA Rural Economic and Community Development
Economic Development Administration, US Dept. of Commerce

STATEMENT OF OBJECTIVES--MINNESOTA

Introduction

For Minnesota, there are three focus areas for a FY 96 AmeriCorps program. All proposed activities are a continuation of efforts begun during FY 95.

MN PROJECT 1--Alternative Agroforestry (1 Member). Organizations: Wes Min and Prairie Country RC&D Councils

Background

In September 1994 an AmeriCorps Member was placed with two RC&D's in west-central Minnesota, Wes Min and Prairie Country RC&D's. There were two major reasons for placing an AmeriCorps Member with these organizations:

- 1) The Conservation Reserve Program (CRP) of the USDA is being phased out. If no alternative agricultural crop is found, farmers that have been paid to keep their lands out of production will likely return to farming. The likely result will be a surplus of farm goods with resulting depressed prices for all. These two RC&D's have been active in promoting the concept of planting former CRP lands to hybrid poplar. Popularly called "fiber farms", fiber produced can be used for the production of bio-energy or for paper production.
- 2) Woody Riparian Buffers. A failure of farmers and other landowners to leave buffers along streams has resulted in soil erosion and water quality problems throughout the Minnesota River Valley. Wes Min and Prairie Country RC&D's have been engaged in working with local residents to encourage the planting of hybrid poplar to reduce erosion and provide income for land that would otherwise be fallow.

Significant progress has been made towards inventorying CRP lands which could be planted to hybrid poplar in an 8 county area, researching incentives available for planting poplar, developing markets for fiber produced, producing fact sheets, and notifying landowners and community leaders of the potential for an alternative crop. 1000 acres of hybrid poplar were planted as a demonstration project in 1994.

Activities for FY 1996

It is anticipated that the US Department of Energy will be funding a proposal submitted by these RC&D's who are to provide additional financial incentives for the building of the country's first bio-energy plant fired with fuels that are "fiber farmed". In addition, paper and power companies in the area have expressed great interest in purchasing fiber from these farms.

Activities for '96 will include:

- Detailed soils tests and soils mapping
- Additional landowner education programs
- Meetings and negotiations with fiber purchasers
- Plant 5000 additional acres to hybrid poplar summer 95 as demonstration project

In addition to these duties, the AmeriCorps Member will be asked to provide technical assistance to current woodland owners. High demand for timber and lack of nearby technical expertise has resulted in a situation where timber is being removed in a non-sustainable fashion. Duties would include advising landowners of options available and determining best available markets.

Expected Results of Activities

- Farmers expected to leave the CRP program will become "fiber farmers".
- Local jobs will be created
- The feasibility of a locally produced, alternative fuel will be demonstrated
- Other consumers of fiber (primarily paper companies) will be able to obtain fiber at competitive prices
- The possible negative impact of CRP farmers returning to agriculture and depressing prices will be avoided
- Forest landowners will engage in forestry practices that are more sustainable

Measurements of Quality/Success

- The number of acres planted to hybrid poplar
- Number of poplar purchasing agreements entered into

Number of Individuals Served

The farmers and communities that depend on them in an 8 county area in West Central Minnesota is the primary focus of these activities

Long Term Prospects

Long term prospects for a continuation of this project are very good. Ultimately, the extent to which former CRP lands become fiber farms will depend on whether the Department of Energy provides support for the Bio-energy concept now proposed to them or, absent this support, the negotiated price that the paper companies are willing to pay.

Partners

Northern States Power
Energy Performance Systems, Inc
Electric Power Research Institute
US Dept. of Energy
MN Agriculture Utilization and Research Institute
Douglas, Todd, Otter Tail, Grant, Pope, Swift, and Stearns Counties
Representative Colin C. Peterson
Senator Paul D. Wellstone

MN Project 2--Rural Economic Development (1 Member)
Rural Tourism (1 Member)
Southeast Minnesota Forest Resource Center

Background

One AmeriCorps Member was placed with the Forest Resource Center (FRC) in September of 1994. The Forest Resource Center is a non-profit organization dedicated to environmental education, applied research, and the responsible use, renewal, and appreciation of natural resources. The FRC provides technical assistance and demonstration sites in resource conservation management. The FRC is a regional leader in rural economic development. Their Shitake Mushroom project, Hedgerow project, and Forest Utilization Demonstration sites exist to provide hands on experience and examples to farmers and woodlot owners can increase the profitability and value of their lands while becoming better stewards of their environment.

The FRC has traditionally been a day use facility. The FRC is poised to become the Residential Environmental Learning Center for the tri-state areas southeastern Minnesota, northeastern Iowa, and southwestern Wisconsin. Plans have been developed for a dormitory, dining facility, and classroom complex that would serve at least 240 people.

Although the Member has engaged in a variety of activities, primary responsibilities at the Center have been to:

- 1) Work with the University of Wisconsin at Lacrosse, the Member has been active in assessing the needs of potential users of the FRC residential facilities
- 2) Develop newsletters, brochures, presentations to inform communities and organizations about the FRC and the' plans for expansion
- 3) Conduct presentations and other community outreach activities
- 4) Develop educational programming suitable for a "new mix" of clientele
- 5) Assist in the Shitake and Hedgerow Projects
- 6) Initiate a Regional Rural Tourism Initiative

Activities For FY 1996

One AmeriCorps Member position is being requested to continue activities 2-5 listed above. Another additional Member is being requested to continue and expand the Regional Rural Tourism Initiative mentioned as activity 6 above.

As a result of the AmeriCorps Members' activities this fall at FRC, several rural tourism coalitions in Southern Minnesota are working collaboratively to diversify their economy through tourism development. The Mississippi Valley Partners coalition located along the Mississippi River; the Bluff Country and Trail Towns and other smaller groups encompass 7 counties in Southern Minnesota. These organizations have a membership of over 300 rural entrepreneurs who live in communities of less than 5000 people, many with less than 500. Significant historic, cultural, and environmental attractions exist in the area and local entrepreneurs recognize a need to "package" these attractions as a destination. The relatively close proximity to major urban centers such as Minneapolis, Chicago, Madison, and Des Moines presents significant market opportunities. This Rural Tourism Specialist would:

- 1) Work closely with regional tourism groups, the Minnesota Extension Service, community leaders, elected representatives, and others to coordinate regional tourism development activities
- 2) Identify target markets and what their recreation, dining, lodging, shopping, and other related preferences are.
- 3) Assist entrepreneurs to package their areas as a destination
- 4) Assist with the development of promotional materials

- 5) Develop strong linkages with Minnesota Office of Tourism and others to maximize networking opportunities

Expected Results of Activities

Rural Development (1 Member)

- Increased understanding of rural economic development opportunities
- Additional jobs/income for rural residents
- Improved understanding for states residents on linkage between environmental protection, economic development, quality of life
- Improved environmental education opportunities for school age children
- Greater awareness of Forest Resource Center and its offerings

Rural Tourism (1 Member)

- Additional jobs/income for rural residents
- Alternative recreational opportunities are highlighted and made part of the states' "package" of available recreational activities
- Provide opportunity for urban residents to understand rural way of life and to have a "back to nature" experience
- Instill an enhanced appreciation for nature and an environmental ethic
- Improved coordination and cooperation between tourism development groups in the region

Measurements of Quality/Success

- Pre & Post presentation surveys to determine understanding and willingness to try some of opportunities/techniques shown
- Pre & Post surveys of FRC environmental education students on linkage between economic development and environmental protection
- Users of FRC will be polled to determine how they learned about the facility
- Extent to which regional tourism development groups collaborate
- Extent to which recreational opportunities in the area are made known to previously unserved markets

Number of Individuals Served

Seven county area in southern Minnesota

Long Term Prospects

The long term prospects for activities continuing once the AmeriCorps Members leave is very good. As previously mentioned, the FRC is currently engaged in a conversion from a day use facility to a residential one. The Blandin Foundation has provided a 1.5 million dollar challenge grant to FRC that has been matched by the State of Minnesota. The additional 2.8 million dollars will be raised through public/private efforts. Once constructed, the FRC intends for their facility to be self-sustaining by using the facility during off peak demand times as a place for business retreats. etc. to be held. Apparent strong public/private support for this facility and their goals should assure a bright future.

Partners

Minnesota Extension Service
Minnesota Office of Tourism
Wabasha, Dodge, Olmstead, Goodhue, Winona, Houston, Fillmore County govts.
Mississippi Valley Partners
Bluff Country Tourism Council
Trail Towns Tourism Coalition
Minnesota Department of Natural Resources

Background

Experts examining the issue of sustainable development generally agree that if sustainable development of natural resources is to occur, several unique but inter-related aspects must be addressed. It is difficult for sustainable development to approach its full potential unless:

- The proposed development makes long term economic sense
- "Off the shelf" technologies are employed to reduce waste and increase efficiency
- Financing is available to encourage the adoption of new technologies
- The environment is protected. There is a clear interdependence between humans, the natural resources that surround us, and economic development. A failure to protect the environment will result in a degradation of the natural resource base that economic development is reliant upon and/or create conditions unsuitable for human habitation
- Human dimensions are addressed. Ensure that community members have equal opportunities to contribute to the economy, enjoy the environment, and participate in decisions that affect them.
- There is institutional support. Government, private organizations, and other elements of the social infrastructure play an integral part in adopting laws, policies, and incentives that can encourage change
- Diversity is encouraged. Maintain diverse biological, economic, and social systems.
- Problems are prevented. Should anticipate and prevent social, economic, and environmental problems rather than attempt to solve them after the fact.

The Central Minnesota Initiative Fund, as a granting representative of the McKnight Foundation, is intensely interested in determining how the process of sustainable development of the forest products industry can be encouraged in the 14 county area of Central Minnesota they serve and what role their organization can play in partnership with state and federal agencies, communities, foundations, and the private sector to encourage sustainable development and more specifically the secondary, value added forest products industries.

An AmeriCorps Member was placed with their organization in September 1994. Two other nearby organizations, the East Central Regional Development Commission and the Mille Lacs Community Development Corporation, who have overlapping service areas but differing missions, also have AmeriCorps Members placed with them. These three organizations have agreed to collaborate on the development of a strategic plan for the sustainable development of the forest products industry for Central Minnesota.

Currently, the AmeriCorps Members placed with these organizations are actively engaging industry representatives (the owners themselves), financial institutions, local government leaders, community members, state agencies, and others in a dialogue. Employing surveys, small group meetings, and eventually focus groups, these Members are assessing the current situation regarding

- Resources. Members are determining the situation regarding the availability of resources (natural, capital, financial)
- Capability. Answering the question of whether there is sufficient knowledge, skills, and technology available in the area to engage in additional value added production of secondary goods and services.
- Institutions. According to Lundgren (Univ. of Mn.) appropriate institutions must exist to authorize, legitimize, and support activity. Lack of appropriate institutions, failure of institutions to meet their stated missions, or a lack of political support from them is likely to lead to failure. Members are currently identifying sources of technical/financial assistance, state and federal agencies that play (or can play) a role in sustainable development, foundations, environmental groups, community leaders, and other necessary "players".
- Incentives. Members are determining what incentives (financial or non-financial) currently exist for engaging in sustainable development activities.

It is anticipated that by June 1995, at least 300 manufacturers, 100 banks or other financial institutions, dozens of community groups (particularly members of the environmental community), and other appropriate constituencies will have been contacted.

Once the current situation has been characterized, advisory committees made up of a cross section of industry leaders, community members, state agency representatives, members of the environmental community, foundation representatives, members of the financial community and others will be assembled. Once the current situation has been described, committee members will be:

- 1) Asked to describe how the current situation could be improved in order to encourage sustainable development. Describe how the desired situation would work, what it would be responsible for, who it would report to, etc. This describes the DESIRED STATE.
- 2) Responsible for then assessing how existing foundations, state and federal agencies, non-profit organizations, industry groups, regional organizations, communities, individuals, and others can, with existing programs and resources, better coordinate their activities to eliminate duplication of efforts and bring economies of scale in order to meet goals described in 1 above.
- 3) Requested to identify "gaps" between the ideal state described in 1 above and what is possible with a coordination of efforts (as described in 2 above). For those gaps identified, make recommendations on how those organizations named in 2 above can bring about change to close the gaps or mitigate existing conditions.

Activities for FY 1996

The project has not progressed to step 3 above at the time this concept paper is being prepared. Therefore, since the committees have not made their recommendations, it is difficult to define in exact detail what each of the 4 requested AmeriCorps Members will be doing. In general terms, it is reasonable to expect that one AmeriCorps Member will be needed for each of the 4 activities listed below:

- a) Organizational Coordination. It is anticipated that step 2 above will identify many opportunities for both inter- and intra-organizational coordination and cooperation in order to bring about conditions favorable for sustainable development. One AmeriCorps Member can be very helpful in identifying opportunities for cooperation and then coordinating their implementation.
- b) Financial Assistance. Based on preliminary results, access to capital appears to be a significant barrier to those anticipating engaging in further value added activities. One AmeriCorps Member can play an integral role in identifying sources of financial assistance and then providing the necessary advice/assistance to prepare business plans and other financial documents.

c) Technology Triage. State and federal resources for wood based technical assistance have, generally speaking, been diminishing in recent years. Although technical colleges, industry associations, and the Extension Service have made significant contributions, there is much greater demand than there is supply. Assuming that step 2 above results in agreements for inter and intra organizational collaborative efforts, an AmeriCorps Member can act as a "triage agent" to manufacturers.

The role of this "triage agent" is to determine what the true technical assistance needs of manufacturers are, then, with the assistance of the coordinator in a) above, identify which members of the consortium are best positioned to be of direct benefit. In some instances the triage agent may be able to provide assistance directly.

Depending on the needs as defined in industry surveys, this triage specialist may be made available to assist manufacturers in identifying safety hazards (helping them avoid costly fines) and/or provide them with other regulatory information.

- d) Community Development Specialist. In order for sustainable development to become widely accepted, it is necessary that community members, elected representatives, state agency officials, trade associations, and the private sector have a clear understanding of sustainable development and what its implications are. As a Community Development Specialist, an AmeriCorps Member will seek to create a better understanding and consensus of what sustainable development is and, with the assistance of other AmeriCorps Members and cooperating agencies and organizations, demonstrate the mechanics of how to implement sustainable development and hopefully create a climate where sustainable development can become "institutionalized".

Expected results of activities.

- Manufacturers will have improved access to training, technology transfer, capital (to make investments in technology), highly qualified employees.
- Community members have a substantially better awareness and understanding of what sustainable development is. Community members actively support concept of sustainable development.
- Improved utilization of existing resources. Minimize use of energy, natural resources, and waste.
- Partnerships are formed. Cooperative and unified efforts between governments, business, nonprofit organizations, citizens, and others to address issues of interdependence.
- Businesses engage in additional production of value-added secondary forest products. Additional jobs and income for rural communities are created.
- Greater acceptance of sustainable development as an economic development "tool" at the institutional level

Measurements of Quality/Success

- For any assistance provided to manufacturers, mini-surveys intended to gauge quality of service and whether that service resulted in improved access to training resources, capital, qualified employees. When appropriate, such surveys can measure improved profitability, improved resource efficiency, reduction of waste. In a year period, at least 100 manufacturers should receive some type of high quality assistance.
- For community members, pre and post meeting surveys will be conducted to gauge their understanding and support of issues relating to sustainable development. A database will be maintained of those community members who indicate an active interest in remaining informed and engaged in matters relating to sustainable development. At least 30 community groups will be contacted during FY 96.
- Partnerships that are a result of this effort will be documented. Significant achievements/successes that occur will be documented.
- Follow-up surveys will be done to determine if assistance provided to manufacturers results in additional value added production. Results will be measured in dollars, jobs created, payroll.
- Indicators of increased acceptance at the institutional level such as letters of support from agency heads, regulations passed, policies favorable to sustainable development, etc, will be documented.

Number of Individuals Served

The Central Minnesota Initiative Fund (CMIF) serves a 14 county area in Central Minnesota. The area served by CMIF extends from the metropolitan area just north of the Twin Cities to just south of Bemidji in the heart of Minnesota's northern forests. Traditionally, large secondary producers of forest products have tended to aggregate in metro areas nearer to their markets and a trained workforce. It would seem that this pattern exists for the area served by CMIF also. Although the precise number of primary and secondary manufacturers of forest products is yet to be determined, it is estimated that perhaps 650 manufacturers of all sizes are present in the area served by CMIF.

Estimates of the number of manufacturers obfuscates the potential impact of this project, however. In the 14 county area served by CMIF, there are a total of 162 communities with a total population of approximately 1/2 million. Many of these communities are highly dependent on the forest products industry and forest based tourism for their livelihoods. Estimates done by Schuster (USDA Forest Service, Missoula, MT) show that forest dependency (all forest related businesses plus tourism. Figures include direct economic impacts as well as multiplier effects) ranges from a high of 30 percent of the total county's economy to a low of 7 percent for Isanti county. Many of the counties served by CMIF have forest dependencies in the 20's.

Long Term Prospects

The Central Minnesota Initiative Fund has indicated that they have received numerous calls from a broad spectrum of the business, financial, and academic communities as well as from representatives of various local governments. Callers generally indicated an active interest in the project and expressed their support.

Although it is premature to make predictions, it appears that an active partnership may be possible which includes the following groups:

- a) Central Minnesota Initiative Fund
- b) Minnesota Technologies
- c) Northwest Area Foundation
- d) Blandin Foundation
- e) St Cloud State University
- f) Bemidji State University
- g) Minnesota Department of Natural Resources
- h) Minnesota Department of Trade and Economic Development
- i) USDA Forest Service, NA S&PF Economic Action Programs
- j) East Central Regional Development Commission
- k) Mille Lacs Area Community Development
- l) Minnesota Power
- m) Great Lakes Lumberman's Association

Prospective Recipients

West Virginia

	Type	Contribution
West Virginia Division of Forestry	State	\$50,000
Wood Technology Center	County	\$20,000

Minnesota

Wes Min RC&D	RC&D	\$20,000
SE MN Forest Resource Center	Non-Prof	\$20,000
Central Minnesota Initiative Fund	Non-prof	\$60,000
Minnesota Department of Nat Resources	State	\$70,000

Preliminary Budget Breakdown

Project #	Partners Matching Funds	Partners Matching In-Kind	Federal Funds Needed	Total
...thousands of dollars...				
West Virginia				
# 1	15	20	10	45
# 2	20	10	10	40
# 3	40	15	20	75
Minnesota				
#1	20	7	10	37
#2	40	10	20	70
#3	100	25	40	165

** Please note that for Minnesota, each hard match contribution includes a \$10,000 per position hard match from the State of Minnesota, DNR. The balance of the hard match is made up by the recipient organization **

Project Milestones

Begin Recruitment August 1. Contact a diverse pool of potential candidates

Recruitment Completed: September 1

Training Begins: September 12

Project Work Begins: September 26

Chimeri Corps
Ranking Results
ROT Concept Papers

Northeast Area, R8 and 4 Corners have submitted concept papers for a total of 26 ROT members. With our planned allocation of \$495,000, this translates to \$13,750 per member.

All projects proposed have been selected based on the above net cost to the Forest Service. In the event of reduced appropriation, projects may need to be prioritized so that only the best are actually funded. The Review Panel selected the following projects, by rank order (except for 4-Corners) as follows:

4-Corners

Best projects (Not enough detail to enable ranking according to selection criteria)

6, 7, 10, 12, 15, 16, 18, 19, 21, 24, 26, 30

(Request for specifying projects for FS members)

NA

1. MN-3 and WV-3B (Comm Dev) ~~7~~
2. MN-2B (Tourism)
3. MN-2A (newsletters)
4. WV-1
5. WV-2 and MN-1
6. WV-3A (Arc)

R-8

1. TN-3
2. NC-1
3. MS-4, D+9; KY-1+3
- ~~3~~ LA-4; AR-1+5
4. LA-2
5. TN 1+4
6. VA-4
7. AR-3; VA-1B (Value Add)
8. VA-1A (Bridge) and GA-1

All projects OK'd for formal proposals according to format. Detail requested as to ~~the~~ expected accomplishments for FY 95 and new activities for FY 96.

Jlt
2-8-95

DOCUMENT HEADER

Document name: FY96 Four Corners AmeriCo Document type: WRD

Drawer: *resource planner
Received from: Robert Dettmann

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Message attached

Subject: YOUTH CORP PROPOSAL

Summary:

Comments:

*where's the
mbrs
245,000
draw?*

To P.Peck:R02F13D05A
To D.Edwards
To L.Roybal:R03F10A

To B.Dahl
To W.Harvey:R04A
To L.Ferguson:R04A

From: Robert Dettmann
Postmark: Jan 23,95 2:11 PM
Status: Previously read
Subject: FY96 Four Corners AmeriCorp Partnership

Comments:

Here's the concept paper we submitted to the WO for our 96 program. Great thanks to your staff and partners for pulling this together. The way the math comes out in the prorated national reduction of members from 74 to 50 we go down from 12 members to 8 in the Four Corners area. cheers and thanks again to all who helped out...Bob

CONCEPT PAPER - AMERICORPS
FY 1996 PROPOSAL

Project Title: **STRENGTHENING PARTNERSHIPS FOR ACTIVE RURAL COMMUNITIES
FOUR CORNERS USDA AMERICORPS PARTNERSHIP**

Address/Location: San Juan/Rio Grande National Forest
701 Camino Del Rio
Durango, CO 81301

Congressional District of project site:
Colorado-- 3rd District, Scott McInnis
New Mexico-- 3rd District, Bill Richardson
Utah-- 3rd District, Bill Orton
Arizona--6th District, Karen English

This is an AmeriCorps Rural Development Team proposal for the FY 1996 Four Corners USDA AmeriCorps Partnership. The Four Corners USDA AmeriCorps Partnership is a Team USDA program including US Forest Service, RC&D Councils and Farmers Home Administration supporting a 34 member program working in the communities and with the tribes of the Four Corners area. The proposal is submitted for continuation of a 8 member Forest Service participation in the Four Corners AmeriCorps Partnership.

The Four Corners is defined in this proposal as the lands within the boundaries of the four RC&D Councils that share a common boundary at the Four Corners Monument. Included within this area are the lands or influence of the San Juan-Rio Grande, Manti-La Sal, Carson, Cibola, Santa Fe, Coconino and Apache-Sitgreaves National Forests.

The area's unique ecological, social and economic diversity is the source of its greatest challenges and strengths. Along side some of the Nations worst areas of persistent poverty and unemployment is higher than average economic growth and immigration driven by a high quality of life. This wide range of distress and transition has brought together federal, state, tribal and local entities with overlapping jurisdictions, sharing a common vision for economic diversification and ecological sustainability.

Projects are being implemented in New Mexico designated Enterprise Community counties of Rio Arriba, Taos and planned in Mora County.

The Four Corner's AmeriCorps program is a working partnership between state and federal agencies, local communities and tribes, profit and non profits implementing locally driven development strategies and public land collaborative planning models. The Forest Service goal in participating in the Four Corners AmeriCorps Partnership is to significantly contribute to the well being of Four Corners communities through the "Course to the Future" and its primary outcomes of healthy ecosystems, vital communities and an effective organization.

These outcomes are mutually compatible with the outcomes of our partners in the Four Corners region and builds on existing, successful and sustainable collaborations.

Continuation of an eight (8) member program into fiscal year 1996 is an essential part of this effort.

Name of persons submitting proposal:

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Larry Roybal, Southwest Region, 505-988-6940

OBJECTIVE STATEMENT.

Objectives for the Four Corners AmeriCorps program are driven by mutually compatible outcomes identified by the communities, tribes and the state federal, profit and nonprofits who've collaborated to take action.

Broad outcomes identified by communities and tribes include:

Creating jobs
Increasing family incomes
Increasing community revenues
Enhancing quality of life
Preserve cultural heritage

The AmeriCorps members, their projects and actions working for the Four Corner communities and tribes are the linking pin between these community outcomes and Forest Service Course to the Future's desired outcomes of:

Healthy ecosystems
Vital communities
Effective organization

The following is a quote from a local community leader given to an AmeriCorps member engaged in a community development project which demonstrates this linking pin effect.

"Vision means wanting to have something that holds our young people here. It means to have a sustainable living that supports a family and includes what to do to maintain those lifestyles that we define for this region. Vision also involves attracting the types of industry that allows people to survive. It entails jobs, but more specifically, the kinds of jobs that this region can sustain."

-Maimie Lynch-
Pagosa Springs, Colorado

That, in a nutshell, is our objective.

The following list of FY 96 projects all contribute to objectives identified by the communities in the 1993 TEAM USDA SPARC's initiative. Those objectives include:

1. Provide assistance in community capacity building, leadership development, Action Team planning and Action Plan implementation. Building relationships between communities, Tribes, government agencies, Non-profit groups and others to network information and to collaboratively problem solve and implement strategies to achieve desired outcomes.
2. Develop a Four Corners shared data base of social, economic and ecological information.
3. Provide technical assistance to the Four Corners Heritage Council and to the tribes and communities for heritage tourism, eco-tourism and tribal tourism projects.

4. Provide technical and financial assistance to business expansion and retention projects, value added business projects and sustainability analysis.
5. Provide technical assistance to infrastructure development and improvement projects.
6. Provide each member the training, guidance and supervision to be fully successful in their position.

PROPOSED PROJECTS

2. Components of the objective statement:

- a. What work will be done? What service will your Members engage in?

PROJECT DESCRIPTION

1. Sangre De Cristo Wood Workers. This is a business development project for people in northern Taos County, New Mexico. The AmeriCorps member will assist in grant writing to continue the implementation of a market plan begun in 1995.
2. Coyote Dumpsite Clean Up and Environmental Educational Program. AmeriCorps will work with Rio Arriba County and the local schools in the development of a program with funds from an EPA Environmental Justice Grant. The grant proposal is currently being written by AmeriCorps. The program will not only clean up illegal dumpsites on the Forest, it will provide an educational and work opportunity for the youth of the area.
3. Cuba Rio Puerco Clean Up and Environmental Educational Program. The Rio Puerco was featured in Audobon Magazine as an environmental disaster. A similar program to the "Coyote Dumpsite Clean Up" is being proposed to clean up the polluted banks of this once scenic and healthy river, providing employment and educational opportunities to young people of northern New Mexico.
4. El Rito Waste Water Treatment Plant. The development of a water treatment plant is at least a five year project. AmeriCorps is Currently providing technical advice and grant writing assistance to this community of about two thousand people in order to obtain an Engineering Master Plan. This assistance is proposed to continue as AmeriCorps will help in locating funding from private foundations and from the Farmers Home Administration in order to complete this project.
5. Las Clinicas Del Norte, Abiquiq, NM. AmeriCorps is proposed to assist in grant writing to procure funding to build a Health Clinic in this community who's members currently have to travel fifty miles to the closest hospital. Building of the clinic will be done with local forest products, enhancing the local economy.
6. Vallecitos Water Treatment Program. Vallicetos is an isolated Hispanic community surrounded by the Carson National Forest. Last year the community relied on the National Guard to bring in potable water throughout the summer. AmeriCorps is proposed to assist the community in developing a water treatment system that will provide clean drinking water. AmeriCorps will aid in

community empowerment by helping to organize Community Meetings, information gathering, and grant writing.

7. Mora Horticultural and Plant Products. Mora County, New Mexico is considered one of the 25 poorest counties in the country. It has been identified as one of the locations of Enterprise Communities. This project is a business development potential, using forest products. AmeriCorps has been asked to assist in locating funding and providing technical assistance in the business development.

8. Maternal and Child Care Cooperative. This is a newly formed coop in Rio Arriba County. AmeriCorps has been requested by this group who is receiving backing from the state Board of Health to provide grant writing assistance in the development of programs such as, Intervention for Domestic Violence.

9. Cuba Village Master Plan. The community would like assistance in locating funding and technical assistance to carry out the research necessary to develop a master plan. AmeriCorps has been requested to assist in this mission.

10. Developing Community Action Committees. Many of the communities of northern New Mexico are unincorporated. In many places there is no mayor or city council to help meet the needs of the people. AmeriCorps has been asked by many local people to assist in staging these meetings as a way to help unify community members. This can be carried out only if a level of trust has been established between the communities and the AmeriCorps member. An outcome of these developing committees will be greater community strength, empowering people to take action in improving their local living conditions in the ways they deem appropriate.

11. Assist Cameron & Tuba City Arizona, and Navajo and Zuni Pueblo in developing Economic Diversification/Community Development Plans.

12. Develop economic/social data base community profiles for St. Johns, Springerville/Eager, Pinetop/Lakeside, Sholo, Snowflake, and Heber/Overgard.

13. Provide rural tourism technical assistance to the Arizona Statewide Organization of Native American Tourism.

14. AmeriCorps members will provide grant writing technical assistance to communities in southeastern Utah's Castleland RC&D.

15. AmeriCorps members are providing technical assistance to San Juan, Grand, Carbon and Emery Counties, Utah in partnership with the Four Corners Heritage Council on the Trail of the Ancients project. Project will continue in FY96.

16. AmeriCorps members will continue to provide community leadership training, visioning and strategic planning capacity building, and entrepreneurial training to communities in southeastern Utah.

17. AmeriCorps members will provide technical assistance for eco-tourism and agricultural tourism projects in southeastern Utah.

18) Value Added Forest Products Conference. We have established a partnership to conduct a conference for natural resource industries that ties together sustainable ecosystem, sustainable industry, and sustainable community concepts. AmeriCorps members will assist implementation of action items from the conference that will include:

- a) Identifying and feasibility testing potential value added products,
- b) Technology Transfer Center for natural resource industries that networks the latest research and development from Forest Products Labs, Universities, Companies, etc; demonstrates the latest equipment and technology for wood working and manufacturing, and makes the technology and equipment available to local entrepreneurs to develop and market new products.
- c) Implementing and testing potential products and uses of urban waste and refuse to reduce the stream of material going to land fills. ✓
- d) Developing a Four Corners wide strategy for encouraging and nurturing new or expanded recycling businesses. Explore ways that existing businesses can use recycled material. Establish a Recycling Technology Center (or Network) for the Four Corners area. ✓
- e) Completing feasibility studies, that incorporate ecosystem management and economic principles, to determine potential wood fiber supply from mixed conifer ecosystems, steep slope forests, and aspen forests.
- f) Conducting feasibility studies for alternative timber harvesting methods such as horse logging, helicopter logging, steep slope harvesters. Set up demonstration areas for these to monitor desired end results.

19) Scenic Byway Management Plan. AmeriCorps members will engage in implementing projects identified in the Scenic Byway Corridor Management Plans. (Several Scenic Byway are located in the Four Corners. Projects range from infrastructure improvement that provide for user health and safety to interpretation of Tribal history and culture, interpretation of traditional lifestyles and industries--ranching, mining, wood products, etc., and interpretation of the natural environment.

20) GIS Technology Center. AmeriCorps members will research the potential for a regional GIS Technology Center housed and operated by a College or other educational institution(s). Center would provide integrated geographic inventory information, foster sharing and use of the data by federal state and local governments and private entities in the Four Corners area, and serve as a training center to assist users with GIS applications. Also determine the feasibility of the Center as a new business venture.

21) Community Action Teams. AmeriCorps members will work with established Community Action Teams to update their Community Action Plans and to implement and monitor projects from their Plan. In other cases they will assist S.W. Colorado communities in establishing action teams and action plans in those communities where they do not exist.

22) Grant Writing Assistance. AmeriCorps members will provide grant writing services and assistance in support of S.W. Colorado community projects. Develop a strategy for encouraging grant writing businesses. Tie grant writing opportunities to high school/college courses. As part of the course a student would get specific training on grant writing and they would produce a grant proposal for a Community Action Project.

23) Comprehensive Economic Data Base. AmeriCorps members will provide research and data collection to support developing a comprehensive economic profile and data base of the S.W. Colorado regional economy that will assist

local governments, state and federal government and the private sector in economic analysis and planning.

24) Community and Regional Visioning. Members will synthesize information regarding visions, goals and objectives from county and local planning efforts into a regional overview for use in upcoming public policy analysis, land use, and economic planning efforts.

25) Emerging Job Opportunities in Ecosystem Management. Members would explore opportunities to develop skills and jobs for locals in prescribed fire management. The jobs could range from a consulting firm that plans, organizes, and implements projects to training individuals to supplement agency personnel on prescribed fire crews. This would also expand opportunities for existing Tribal fire suppression crews and while, at the same time, making a link to some of their traditional resource management practices.

26) Telecommunications, Internet, and Computer Technology. Americorps members would assist communities in getting information on electronic medium in order to enhance tourism and local business marketing. They would also train businesses and individuals in how to use telecommunications for marketing, tourism enhancement, and collaborative efforts.

27) Oral History Project. Members would help implement the a video oral history project with a non-profit group called Rural Video Access (RVA). RVA provides video equipment and training in video filming, video editing, and oral history interviewing to community members. Purpose is to help communities capture their history, culture, and traditions. This information will also be extremely valuable for a historical perspective on ecosystem changes over time and to capture the linkage between man and the ecosystem. This project is an avenue for training local community leaders.

28) Pilot a spin off business from the Rural Video History project that markets family video histories. From interviews with family members, video footage, and family photographs put together a Family History that would be a commercial item to a family.

29) Business Enhancement for Retail and Construction Industry. Facilitate use of Universal Design by area construction industry. New houses and businesses with Universal design features built in, will open markets to a wider audience. The open accessibility will be a marketing advantage for individual businesses and home sellers. Over time the community will become noted for the universal accessibility which is positive enhancement to the quality of life. Universal design standards would be put on computer and made available to local construction industry. Courses could be offered at local Trade Schools for the industry if needed. Trade School could become a Training Center for Universal Design technology, which would also be a positive boost to the school and to the community.

30) Feasibility Study for a timber bridge fabrication facility in this area that utilizes local engineered wood products, local design business, and local construction/installation companies. This would open up a new market for small diameter trees that are abundant in this area.

b) What is the hoped for result of the activities described above?

- More community leadership developed and community efforts to implement action items.
- Sustainable businesses in balance with sustainable ecosystems.
- Improvements to infrastructure that enhance tourism, quality of life, and public health and safety,
- New and viable businesses, particularly ones that enhance sustainable economies and sustainable ecosystems,
- New job opportunities,
- More diversified and vibrant economy,
- Increase in material that is recycled,
- Decrease in land fill waste,
- Several young people who have a direction and purpose for their lives, plus the confidence and skills needed to pursue it.
- Reinvented and focused effort by numerous entities that work with business development programs.
- Changing attitudes and behavior about balancing economic growth and natural resource management.
- Foster and expand good working relationships and partnerships with the private sector, non-profit clubs and organizations, and special interest groups, by working together as teams to accomplish agreed upon objectives.
- Improve the quality of a recreational visitors experience.
- Accessible facilities and programs,
- Improve forest health,
- Tie ecosystem sustainability and heritage site sustainability into our tourism and recreation industry, Eco Tourism and Heritage Tourism.

c) How will you measure the quality of these activities?

Activities will be measured against quantity and quality standards established by the members and partners. Specialists will help train members, plan, set expected outcomes, structure and monitor each project. The expectation is that the members learn how to work as a self directed team.

Project partners have a responsibility to provide clear, understandable instructions, expected results, and guidance to team supervisors and members. A pre-project meeting will occur to discuss goals and expected outcomes. Monitoring during and after the project will gage the achievement of the expected results and what the members learned.

The members will periodically review all activities, focus on our mission and objectives, and re-direct our activities as necessary.

Training plans will be established and periodically reviewed with the members. Opportunities will be provided to members to network and participate in professional community development organizations, State Rural Development Council meetings and localized workshops organized by Four Corners USDA partnership.

d) By what standard will you gage success?

A number of areas will be focused on to measure success:

Indicators of success are established for each project. Implementation and completion to agreed upon standards will be the basis of evaluation by the team and partners.

Members who develop positive, constructive career plans for their future, will be another indicator of success.

Customer satisfaction will be another measure. Are community leaders satisfied with the quality and quantity of our work, or the service provided? A feedback mechanism will be built into each project by the members.

Ability to leverage our AmeriCorps budget to work with other funding sources to increase our flexibility to "get things done...", while meeting the goals of our diverse group of project partners.

Conduct an Interagency-Community Program Review in August to answer the question - are we "getting things done...".

e) How many individuals will receive the benefit of the work your members perform?

Members are working in communities and with Tribes spread across the entire geographic Four Corners area. Total population of the area is approximately 210,000.

3. PROSPECTIVE RECIPIENTS (THIRD PARTIES), OTHER FEDERAL AGENCIES, AND OTHER PARTNERS.

Partner Name	Type	Anticipated Contribution
Rio Arriba County, NM	County Government	Clerical, Heavy Equipment Salaries, Labor, Administration: \$12,000
Jemez Mountain Schools	Public Education	Technical Support, Clerical, Office Supplies, Salaries Training: \$8,000
Village of Cuba, NM	Local Government	Clerical, Administrative, Labor: \$5,000.00
Sandoval County, NM	County Government	Heavy Equipment, Labor: \$7,000.00
Las Clinicas Del Norte	Community Health Center	Administrative, Clerical
Marshall McCuen	Charitable Foundation	\$25,000.00
Vallecitos Cooperative	Unincorporated Village	Administrative, Clerical Labor

Costilla Arts and Crafts Guild	Non Profit	Administrative, Office Space
Taos County Economic Development Council	County	Technical, Administrative Financial Management
Max and Anna Levinson	Foundation	\$10,000.00
Northern New Mexico Community College	State Education	Business Planning and Development Consultation
Farmers Home Administration	Federal	Potential of \$1,000,000.00 to build a Waste Water Treatment Plant in El Rito
		Environmental Justice Grants (This Money cannot be considered as a matching fund, it is included to show other agency involvement in future projects)
Hub RC&D	Federal-local	Tech asst. projects
Little Colorado Plateau RC&D	Federal-local	Tech Asst, supervision, projects
AZ Dept of Commerce	State	Tech asst. training, skills
Navajo Tribe	Tribe	Direction, guidance, skills
Zuni Pueblo	Tribe	Direction, guidance, skills
AZ Organization of Native American Tourism		Guidance, skills
Castleland RC&D	Federal-local	Training, supervision, administration
Utah Assc of Govt's	Non-profit	Technical assistance, projects
Utah Coop Ext Service	Fed-State	Technical asst. skills
Utah State Parks Dept	State	Projects, skills
4 Utah Counties	local	Projects, skills, guidance
16 Utah communities	local	Projects, skills, guidance
Ute Reservation	Tribe	Projects, direction
Montecello, Utah	local govt	Office space, supplies
Moab, Utah	local govt	supplies, projects, supervision
San Juan Voc Tech	State Education	Training, skills, equipment
USDI Nat'l Park Service	Federal	Projects, training, supplies
Southern Ute Tribe	Tribe	Projects, training, supplies
Ute Mountain Ute Tribe	Tribe	Projects, training, supplies
San Juan NF Assoc.	Non Profit	Training, facilitation,
PAW-Physically Challenged Access	Non Profit	Training, materials,
Adams State College	State Education	Training, facilitation, telecommunications
Fort Lewis College	State Education	Training, facilitation, telecommunications
CO City Governments 11	Local	Projects, training,
CO Counties 5	County	Projects, time, training
San Juan RC&D	Federal	Projects, telecommunications grant writing, facilitation
San Juan Forum	Non Profit	Facilitation, grant writing,
R9 Econ. Dev. Dist	State	Facilitation, grants, office
Colo. State FS	State	Projects, training, supplies
Rural Video Access	Non Profit	Funds, training, equipment,
Rural Elect Coop's	Business	Funds,
CO Local Chambers 7	Non profit	Funds, manpower, supplies

Colorado Hist. Soc
SW Colo. Travel Reg

Non profit
Non profit

Funds, information
Funds, grant writing,
facilitation, training

Colo. Dept of
Local Affairs

State

Business Dev. training, grants
Manpower

4. PRELIMINARY BUDGET BREAKDOWN:

PARTNER(S) MATCHING FUNDS	PARTNER(S) MATCHING IN-KIND	FEDERAL FUNDS NEEDED	TOTAL
\$245,000	\$60,000	\$80,000	\$385,000 48,125

\$10,000 x 8

5. PRELIMINARY MILESTONE SCHEDULE.

- 1/95- 4/95 Use media to raise level of awareness of projects and contributions of AmeriCorps to community. Conduct community leader/media Resource Fair or forum to highlight community projects and AmeriCorps participation in those projects.
- 4/95 Notify partners of status of continuation of Four Corners AmeriCorps Partnership. Make firm commitments of funds and agreements on 1996 program of work
- 7/95- 9/95 Recruitment period for 96 members.
- 8/95 Deadline for Cooperative Agreements, MOU's and other commitments of funds for member salary.
- 9/95 Finalize recruitment and hiring.
- 10/1/95 Orientation and startup